

Center for Applied Research

PEPPERDINE | GRAZADIO  
BUSINESS SCHOOL

# FACULTY RESEARCH NEWSLETTER

Issue No. 5

September - October  
2022

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Bridging Scholarly Inquiry  
& Managerial Practice

## Roundtable Hot Topics

Build and sustain a research  
community at PGBS

The meaning and purpose of  
impactful research





(Photo by Sumit Saharkari on Unsplash)

This edition proudly presents faculty research awards and honors, new publications, conference presentations, and media appearances. This issue also features insightful reflections on how and why to pursue research of high quality that is rigorous, imaginative, and impactful on teaching and business practice. Tune in with the PGBS research community and enjoy!

## AWARDS & HONORS

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**Jim DiLellio** and his coauthor, Andreas Simon, received the 2022 Best Paper Award at the annual Academic Research Colloquium (ARC), sponsored by the CFP (Certified Financial Planners) board, in Washington DC on October 24th. The ARC Steering Committee and the CFP Board acknowledged the award recipients' contribution in advancing the body of knowledge for financial planning.

**Cristina Gibson** was a featured keynote speaker at the Society for Organizational Behavior Conference

in Houston, Texas on Oct. 21-22. Her presentation, entitled "Corporate Community Co-Development: An Agenda for Research," summarized her recent research published in Academy of Management Journal and set forth an agenda for future research to examine how companies and communities can engage in cross-sector partnerships which enable mutual benefits.

**Cristina Gibson's** forthcoming article in the Academy of Management Journal, entitled "Investing in Communities: Forging New Ground in Corporate Community Co-Development Through Relational and Psychological Pathways," was recognized with Honors by the Responsible Research in Business and Management network for being consistent with the principals of rigor and relevance in addressing societal challenges and creating social impact.

**Kwangjin (KJ) Lee** is appointed as an Associate Editor (AE) of the Korean Journal of Financial Studies (KJFS) from September 1st, 2022 for a 2-year term. KJ will serve as an AE for the accounting research track of the journal.

**Kwangjin (KJ) Lee** is appointed as the committee chair of the International Scholarly Exchange Committee of the Korean Accounting Association. Committee chair is one of the board members of the association.

## RECENT PUBLICATIONS

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**Jennifer Franczak** and **Doreen Shanahan** published an article in the journal titled Ethics & Behavior. This research examines a four-decade

historical perspective of ethical concerns of college students in the United States. The findings indicate that the foci of concern for ethical issues of incoming professionals have significantly shifted to focusing more on environmental, collective, and corporate social responsibility concerns of bettering society, but less on ethical standards meeting the needs of organizations. Of cautionary note, incoming professionals feel increased pressure to act unethically and to overlook ethical concerns related to application of new technologies in order to succeed.

Franczak, J. & Shanahan, D. E. (2022). Shifting foci of ethical concerns: A new generation enters the corporate world. *Ethics & Behavior*.

**Lisa Herzog** and coauthor published a book chapter in American Society of Civil Engineers (ASCE) 2022 Manuals and Reports on engineering practice. This chapter discusses the basic elements and special considerations related to designing professional contracts.

Woolley, D. & Herzog, L. (2022). Professional services and design professionals' agreements. In Gillins, D.T., Michael L. Dennis, M. L., and Ng, A. Y. (Ed): *Surveying and Geomatics Engineering Principles, Technologies, and Applications*. Reston, VA: American Society of Civil Engineers.152: 489-535.

**Zhike Lei** and coauthors, Wiljeana Glover (Babson College) and Eitan Naveh (Technion – Israel Institute of Technology), had an article accepted for publication at *Business Horizons*. The authors present a compassion-centric behavioral agency in crisis (CCBAC) framework for managers and policy makers. They suggest three levers that enable organizations to be compassionate while pursuing



profit and efficiency in the long run: namely, technological and innovation capabilities, paradoxical leadership behaviors, and employee well-being and generosity programs.

Glover, W., Lei, Z., & Naveh, E. (Forthcoming). A compassion-centric behavioral agency perspective for organizations in times of crisis. *Business Horizons*.

**Jaclyn Margolis** and coauthors had their paper accepted for publication at *Journal of Management Studies*. The study challenges the common depiction of CEOs as egotistical people who

engage in high-risk strategies with a disregard for external factors. The authors distinguish a CEO's positive self-regard based on an authentic evaluation of their capabilities and personality from negative egotism defined by hubris, narcissism, and overconfidence. They find that CEOs with high levels of core self-evaluation (CSE) are calculated risk-takers who pursue or temper risk-taking depending on their particular market's characteristics.

Margolis, J., Chen, J., Chu, J., Lien, W., Nadkarni, S., Resick, C., & Shao, P. (Forthcoming). I did it my way: CEO core self-evaluations and the environmental contingencies of firm risk taking strategies. *Journal of Management Studies*.

**Dana Sumpter** and coauthors published an article in the journal *Industrial and Organizational Psychology: Perspectives on Science and Practice*. The authors provide a commentary integrating perspectives on a recent publication in the journal about the need for reflection and reflexivity in I-O psychology. Encouraging an application of these scholarly findings to how scholars and practitioners engage interpersonally, the article provides resources and direction on how to incorporate mindful relating in a way that can build towards individual reflection and reflexivity and gain advantages in interdependent work through mutual understanding.

Mills, M., Reina, C., & Sumpter, D.M. (Forthcoming). Bringing our humanness to the workplace: Fostering reflection and reflexivity via mindful relating. *Industrial and Organizational Psychology: Perspectives on Science and Practice*.

**Christopher Worley** and coauthors published an article in the *Journal of Applied Behavioral Science*. This work explores how action learning contributed



to the development of trust in a temporary transorganizational system during the beginning of the COVID-19 pandemic. Using theories of trust formation and action learning, the authors identify how action learning and trust cycles worked together in a transorganizational system to foster collaboration. This work thus addresses the challenges of fragmentation that makes task achievement difficult and the uncertainty that comes with a lack of trust due to digitalization, social upheaval, ethnocentric development policies, and global pandemics.

Worley, C. G., Loftis, S., Scheepers, C., Nichols, H., & Parcells, C. (2022). Building trust through action learning in an uncertain transorganizational context. *The Journal of Applied Behavioral Science*, 58(4), 716–751.

## CONFERENCES & PRESENTATIONS

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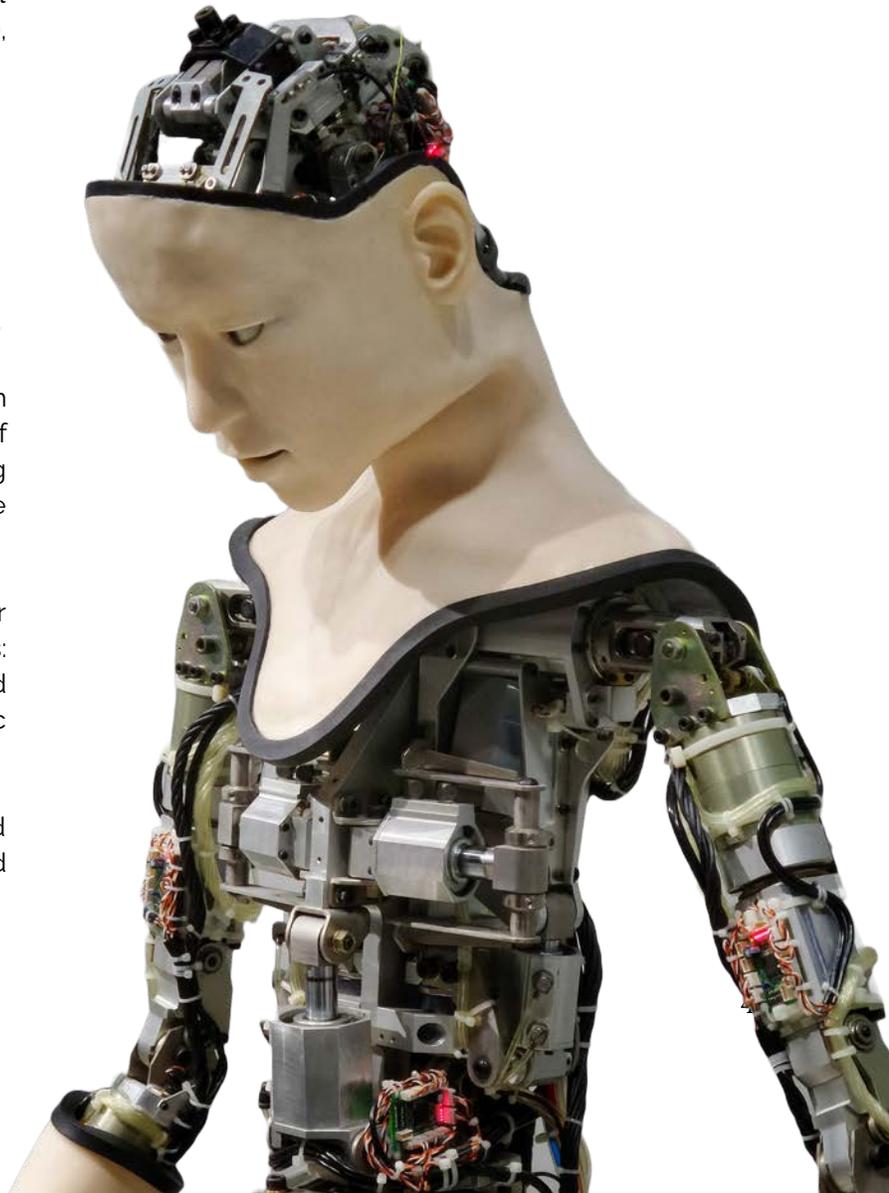
**Cristina Gibson** presented her work on "Community Inside and Out: The Importance of Community Development for Health, Well-being and Engagement" at the 2022 Pepperdine Faculty/Staff Leadership Conference.

On October 8, **Sean Jasso** presented a paper titled "Innovations in Public Policy Analysis: Pedagogical Foundations, Frameworks, and Strategies," at the annual International Atlantic Economic Society conference.

**Kwangjin (KJ) Lee** presented his coauthored paper with Chris (Soo Jeong) Hong, Bok Baik, and

Alex Gunwoo Kim at Seoul National University Accounting research workshop. Using a large sample of Wikipedia revision histories, this paper studies the role of information aggregation in the capital market evidenced by reduction on the magnitude of post-earnings announcement drift.

**Cole Short**, with co-author Jeanine Porck (Oklahoma State University), presented their paper titled "Can cognitive consensus soften the blow? TMT language (in)congruence after a negative earnings surprise" at the 42nd Annual Strategic Management Society Conference in London, UK.



## RESEARCH IN THE MEDIA

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Structured Products Daily featured [an interview](#) about BofA Finance's 0% Accelerated Return Notes due Dec. 20, 2023 linked to the shares of Coinbase. **Clemens Kownatzki** evaluated this somewhat unusual note from the perspective of Coinbase being a potential takeover target. However, he cautioned about numerous risks, including regulatory scrutiny and potentially tougher regulations in the space that could further diminish the prospects of U.S. based cryptocurrency exchanges. Kownatzki also commented on potential alternatives to trade the same bullish scenario with an option strategy called Bull Call Spread that provided similar upside with much less risk.

**Jaelyn Margolis** published [an article](#) in Psychology Today (online) titled "Quiet Quitting is Loudly Showing Managers a New Perspective." The article explains that although quiet quitting is not new, the attention on the topic has made the message

louder. It further argues that in order for managers to succeed, they must pay attention to the changing workplace and provides three specific suggestions for addressing motivation at the root cause.

**Brandon Parsons** was [interviewed](#) by the PRS Group podcast series, which showcases research by academics and practitioners, to discuss his research on income inequality and pending work on determinants of political violence.

**Bobbi Thomason, Dana Sumpter**, and coauthors published a [digital article](#) in *MIT Sloan Management Review* titled "How Organizations Can Take A Lead in Protecting Reproductive Rights." In the wake of the *Dobbs v. Jackson Women's Health Organization* Supreme Court decision and more recent state-level trigger laws which pass near-total bans on abortion, the authors provide several tactical suggestions for how organizations can proactively take steps to offer reproductive health care benefits for employees and provide other resources which support employee reproductive rights. Doing so can enable organizations to create a more inclusive environment to attract and retain a diverse workforce.

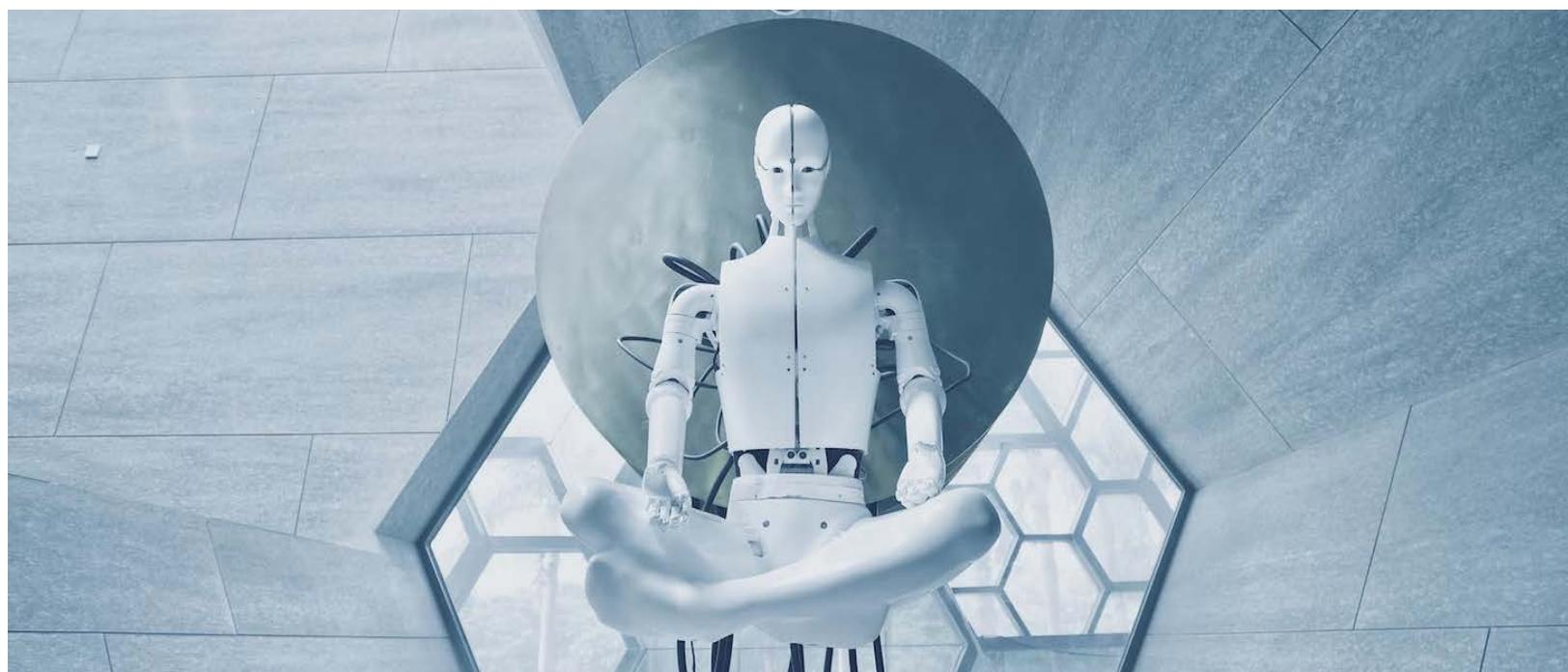


**This Month's Insider:  
Research Tips & Reflections**

**In pursuit of impact:  
Bridging scholarly  
inquiry and  
managerial practice**

The research and thought leadership produced by business school faculty has profound effects both in academia and in the business community. Yet, the apparent divide between research and practice is a recognized problem in business schools all around the world. Some argue that business leaders can lean on scientific research to better understand complexities and make the best-informed decisions for real-world issues. Some, however, remain skeptical and may have even developed an “allergy” to scholarly inquiry and intellectual contribution.

In the September Faculty Meeting at the Graziadio Business School, some of our best teacher-scholars gathered at one of the roundtables and reflected on how and why to produce research of high quality that is rigorous, imaginative, and meaningfully relevant to – and impactful on – business practice and teaching at all levels. These faculty represent the related worlds of business disciplines – real estate, operations management, marketing, strategy, information systems, leadership, and management. Here we share some of the reflections by these colleagues and a recent MBA graduate at the roundtable, hoping that this article will help us rethink our role as teacher-scholars in making a real impact.



*"Good teachers must be knowledgeable but also humble. Research is a humbling experience as we are trying to learn something new at a very deep level. Being an active researcher reminds us that we are also students of the business world, and makes it easier for us to identify and empathize with our students in the classroom."* –

**Brian Jacobs**

*"Research involves confronting the unknown to solve real-world problems. It requires all who engage in it to recognize their limitations and still 'push their way into the unknown' (Schwartz, 2008). At PGBS, confronting the unknown in our work is essential if we are to arrive at novel solutions that better business and society and equip Best for the World Leaders."* – **Cole Short**

*"Knowledge creation is essential to knowledge dissemination. I believe in the academic tree metaphor: scholarly research and intellectual contributions (creation) are the roots that keep the tree of teaching and sharing knowledge healthy (dissemination). Our students bloom and flourish when they learn from us, but we must create and keep healthy ground, soil, nutrients, and that is by conducting scholarly research."* – **Cristel Russell**

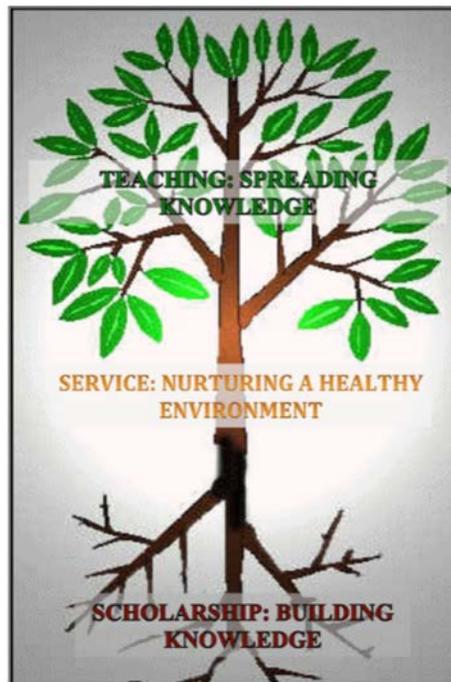
*"Business schools shape and develop the leaders of today and tomorrow, who will create*

*and manage organizations of all types in many different contexts. To do that, we must equip them with the most state of the art knowledge and skills available. If this is to be credible, it must be evidenced-based – produced through rigorous research that addresses real world problems and challenges. We share in the responsibility for establishing that evidence base, in order to inform our curriculum, and in turn build organizations that are capable of not only profitability but also social change."* – **Cristina Gibson**

*"Our scholarship helps us faculty be better educators, as we disseminate knowledge and connect with students in an evidence-based approach, engendering students as co-creators of such knowledge. By being thought leaders who actively engage in scholarship, we better*

*establish credibility with students as experts in our areas of expertise. Engaging in rigorous research that is relevant helps us to better address problems and discover opportunities of today's organizations."* – **Dana Sumpter**

*"Our scholarly activities reveal a big picture of where we are heading with our daily business decisions. The findings from our research give feedback to industry leaders to reinforce or reconsider their practices for the good of the*



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society. As a teacher, the big picture we learn from our research works as a compass when we transfer our knowledge to students, helping us to guide them in the right direction." – **Donn Kim**

"Scholarly contributions heighten the prestige of the university and the reputation of the business programs. It also provides evidence-based solutions for the business leaders and the world to address organizational problems." – **Jennifer Franczak**

"Graziadio intellectual contributions are special in that we value and promote the production of knowledge that impacts business practice. Therefore, by design, our school often develops research that can be used in the classroom and for business decision making, because it is intended for these purposes in the first place. Our students benefit because they are first-hand recipients of the discoveries from our faculty's research." – **Nelson Granados**

"There is a certain lure and fascination with pursuing scholarly inquiry. The thrill naturally comes once we have tackled all the constraints, arrived at the right solution, and maximized the utilities of return (which often means some top academic publication). Yet, success and excellence taste even better when we can share these final products to students, colleagues, clients, and stakeholders with logic and passion and see that many professional and personal lives may be touched by our sharing." – **Zhike Lei**

"What I learned in class resonated with what I used to work on in journalism, and I was encouraged to dive even deeper by my professors. What was even more inspirational was seeing the excitement and pride from my professors when they shared their insights, findings, theories, and philosophies in class. They were not afraid to argue, to question, or to find answers. They wholeheartedly loved their jobs as scholars. We, as students, felt we could trust them to guide us and enlighten us with their expertise. My appreciation and respect for my professors' contributions and willfulness are beyond words." – **Lively Lai (Full-time MBA of Class 2022)**

## ACKNOWLEDGMENTS

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