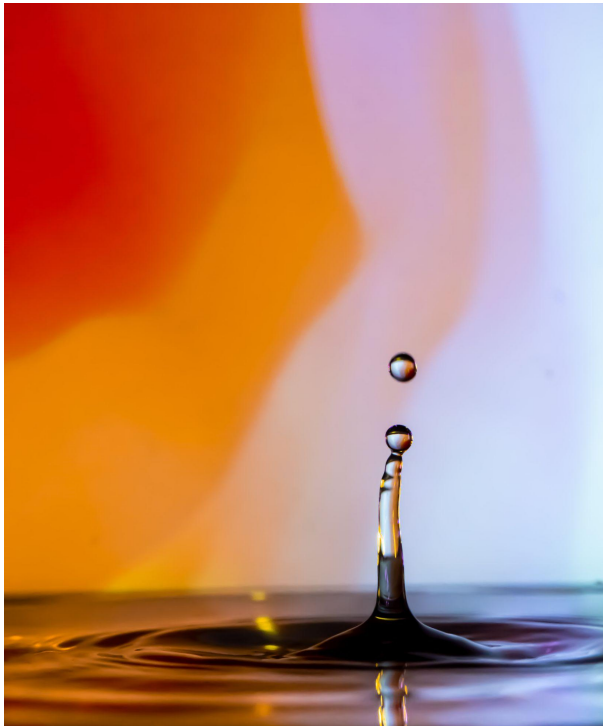


July - August NEWSLETTER 2021 ISSUE NO. 4



(Photo by Sumit Saharkari on Unsplash)

Welcome to the CAR Newsletter.

This edition kicks off a new academic year announcing a vast array of faculty awards and honors, publications, presentations and media appearances. This issue also features fantastic faculty research and practical tips on interdisciplinary collaboration, and spotlights recent dissertation work completed by ten executive doctorate graduates in collaboration with their faculty advisors. Enjoy this issue!

AWARDS & HONORS

Cristina Gibson was named among the World's Top 2% of Scientists, according to a Stanford University study. The study analyzed citation data from 1996 through 2019, covering more 7 million scientists in 22 major fields ranging from chemistry, physics, to engineering and business. Among the 36,000 researchers across the world within the sub-area of "Business and Management," Cristina ranked among the top 30 women in the field. The study can be found at <https://journals.plos.org/plosbiology/article?id=10.1371/journal.pbio.3000918>.

Darren Good and colleagues' paper published in 2016 (*Contemplating Mindfulness at Work*) won the prestigious Scholarly Impact Award from *Journal of Management*. This award recognizes the articles that were published in the journal five years ago and have had the greatest impact on the field. According to the editor, "a variety of criteria we evaluate when determining the winner.. include the extent to which the article changed our way of thinking, how the article added to what we know, and the reach the article has had in terms of affecting ongoing work in the field."

Darren Good's paper was awarded the 2021 American Marketing Association (AMA) summer conference best paper award within the track of Services, Retailing and Customer Service. The meta-analytic results demonstrate the relationships between service leader behaviors and customer related outcomes.

Cole Short received an "Above and Beyond the Call of Duty Award" by the Academy of Management's Organization and Management Theory Division. According to the division, this award "recognizes individuals deemed worthy of special recognition for the helpfulness, civility, extensiveness and insight of their reviews."

RECENT PUBLICATIONS

Levan Efremidze and Rena Salayeva (Claremont Graduate Univ) published a paper in the Journal of Accounting and Finance. The study examines the effect of flat-rate taxation on income inequality and provides new cross-country evidence that flat tax policies substantially contribute to greater income inequality.

Efremidze, L., & Salayeva, R. (2021). Ideas That Fall Flat: The Effect of Flat Tax on Income Inequality. *Journal of Accounting and Finance*, 21(4).

Cristina Gibson and her former Ph.D. student Sonia Raghav (Curtin Univ, Western Australia) published a piece in which they offer a lens for understanding teams in international business to document both the promise and problems of such teams. In particular, members are likely to identify with a variety of affiliations, based on dimensions such as culture, organisation, profession or team and the ability to negotiate across identities has become critical in international business.

Raghav, S., & Gibson, C.B. 2021. Teams in international business: An identity lens to understanding their promises and pitfalls. In Rose, E. (Ed). *Oxford Research Encyclopedia of Business and Management*.

Darren Good and his authors from Univ of Texas-Austin and Providence College recently published their work on adopting mindfulness-at-work development programs. The purpose of this study was to assess the effects of a widely adopted workplace mindfulness program - Search Inside Yourself, a Google designed training program that has been taught to over 50,000 people worldwide.

Caporale-Berkowitz, N. A., Boyer, B. P., Lyddy, C. J., Good, D. J., Rochlen, A. B., & Parent, M. C.

(2021). Search inside yourself: investigating the effects of a widely adopted mindfulness-at-work development program. *International Journal of Workplace Health Management*.

Kevin Groves and his coauthors had a paper accepted for publication in *Management and Organization Review*. The study presents a cross-temporal comparison of managerial ethics in China and the U.S. The results reveal that differences in Chinese and American managers' ethical decision-making evolved in many different directions over the decade, lending support to the crossvergence perspective.

Lee, J., Paik, Y., Vance, C., Li, D., & Groves, K. (2021). The evolution of business ethics in China and the United States: Convergence, Divergence, or Crossvergence? Accepted for publication in *Management and Organization Review*.

Kevin Groves' joint work with Michael LaRocca (Virginia Military Institute) was accepted for publication in *Armed Forces & Society*. The study shows that transformational leadership was associated with follower posttraumatic growth among lengthier combat deployments, as well as with follower self-efficacy independent of combat duration and intensity. Overall, the study supports the notion that transformational leaders frame extreme contexts as opportunities for growth.

LaRocca, M., & Groves, K. (2021). Transformational Leadership in Extreme Contexts: Associations with Posttraumatic Growth and Self-Efficacy Among Combat Veterans. Accepted for publication in *Armed Forces & Society*.

Clemens Kownatzki, with co-authors (Chief Economist Chicago Mercantile Exchange) and Arthur Yu (Senior Data Scientist, Chicago Mercantile Exchange), had a paper published in the *Review of Financial Economics*. Their studies reveal that the general strategy of selling equity index options straddles and strangles is profitable but subject to significant asymmetrical risk.

Kownatzki, C., Putnam, B., & Yu, A. (2021). Case study of event risk management with options strangles and straddles. *Review of Financial Economics*. <https://doi.org/10.1002/rfe.1143>

Miriam Lacey and **Kevin Groves** published a book chapter in *The Routledge Companion to Talent Management*. The chapter presents the unexpected side effects of high-potential programs and practices on stakeholders across organizations.

Lacey, M., & Groves, K. (2021). Approaches to developing high potential talent: Intended and unintended consequences (pp. 457-470). *The Routledge Companion to Talent Management* (Ed. Ibraiz Tarique). New York: Taylor & Francis Group.

Cristel Russell and **Zhike Lei**, with Dale Russell (Uniformed Services Univ of the Health Sciences), had an article accepted for publication in *Journal of Safety Research*. This article develops a new instrument to measure safety climate onboard Navy ships and explores its predictive validity against accidents onboard those ships. The results showed that a positive work environment and operational compliance were linked to fewer accidents, but surprisingly organizational resources were linked to more accidents.

Russell, D., Russell, C., & Lei, Z. (forthcoming). Development and testing of a tool to measure the organizational safety climate aboard US navy ships. *Journal of Safety Research*.

Bobbi Thomason and EDDBA student, Michael Cusumano, published an Op-Ed in *Harvard Business Review* discussing how ads being involved in caregiving at home is good news - for kids, spouses, dads themselves and their organizations. They posit that working dads taking part in regular caregiving is a pandemic routine worth keeping and offer some advice for how that can happen.



KEYNOTE, WEBINARS, & CONFERENCE PRESENTATIONS

Ann Feyerherm chaired a panel symposium, titled "Collaborating across Organizational Boundaries: Co-Creating a More Just and Thriving Society," at the 2021 Academy of Management (AOM) Annual Meeting (virtual). The symposium featured **Chris Worley** as well as scholars from Penn State, Case Western Reserve, Univ of Calgary and more.

Cristina Gibson presented a paper titled "Reflections on Uncertainty" at the 2021 AOM Annual Meeting. She also presented her work on navigating career transitions at the conference.

Darren Good and his co-authors presented their meta-analytic review of service leader behavior for customer-related outcomes at the 2021 AOM Annual Meeting. The paper focused on meta-analytic results exploring the relationship of service leader behavior (SLB) on customer outcomes, including type of SLB, mediating mechanisms and moderating effects.

Kevin Groves presented a paper titled "Developing and Validating a Model of Leadership Potential for VUCA Environments" at the 2021 AOM Annual Meeting. The paper presents a mixed method,

multi-phase, quasi-longitudinal validation of a leadership potential assessment for succession planning applications.

Sean Jasso delivered a keynote address at the Maryland Association for Election Officials on August 26, 2021. The talk entitled, "Why So Complicated? Achieving Simplicity and Influence in a Complex World - Toward Better Public Service" emphasized the importance of alignment, which can be achieved through strategy, shaped by goals, driven by mission, grounded on values, and implemented by exceptional leaders like you.

Donn Kim presented his research, coworking with **Clemens Kownatzki, Abraham Park** and Sunghoon Kwon (Konkuk University, South Korea), "Predictability and Information in REIT Implied Volatility," at the webinar series at Misra Centre for Finance Market and Economy, Indian Institute of Management Ahmedabad. The study introduces the new option trading based implied volatility in the Real Estate sector (iyrVIX) and shows the outstanding performance of the measure.

Zhike Lei presented her insights on the temporality of the profitability-people dilemma during crisis in a live Showcase Symposium at the 2021 AOM Annual Meeting (virtual). The symposium, titled "Facing the profitability-people dilemma during crisis: New perspectives and practices," featured a group of topnotch management scholars in organizational compassion and crisis management.

John Mooney was a co-organizer of the first AOM Doctoral Consortium for professional doctoral students and served as a faculty mentor that was included in the 2021 AOM Annual Meeting as an All-Academy Theme Professional Development Workshop on "The Professional Doctorates Consortium for Bringing the Manager Back in Management," with world-renowned scholars Denise Rousseau and Tom Cummings as plenary presenters.

John Mooney was a co-organizer of an All-Academy Theme Caucus on "Broadening our sight to AI and digital transformation assimilation"

at the 2021 AOM Annual Meeting. He presented his ongoing research on "Responsible Artificial Intelligence: Opportunities for Assimilation" in the session,

Dana Sumpter, Danna Greenberg (Babson College), and Emily Rosado-Soloman (California State University- Long Beach) presented their paper titled "Identity Enactment through Relational Shifts: Evidence from Reentry of Working Mothers" at the 2021 AOM Annual Meeting. Through qualitative evidence from academic working mothers, the research explores how workplace relational dynamics influence working mothers' identity development as they return to work after having a baby.

Dana Sumpter and her co-author Mona Zanhour (California State University- Long Beach) presented their research on working mothers at the International Center for Work and Family Bi-Annual Conference, hosted by the IESE Business School in University of Navarra, Spain. They were also invited to speak about their research project on working mothers during the pandemic during the full-conference plenary session.

Bobbi Thomason and her co-authors, Hannah Riley Bowles (Harvard University), Nanjalina Dasgupta and Deborah Wu (both from University of Massachusetts-Amherst), presented their paper at the 2021 AOM Annual Meeting. Through qualitative evidence and a quasi-randomized control trial experiment, the authors explore how negotiation training increases students' integrative self-efficacy and reduces their sense of "threat" relative to "challenge" in pursuing a tech/engineering career.

KJ Lee and **Chris Hong**'s coauthored paper with Bok Baik and Alex Gunwoo Kim (both from Seoul National University), titled "Wikipedia Articles and Post-earnings Announcement Drift," was presented by coauthor at Korea Accounting Information Association annual summer conference.



RESEARCH IN THE MEDIA

Mark Allen's article "The Crucial Role of HR in Change Management" appeared in the August 2021 issue of HR Strategy and Planning Excellence. [The article](#) featured tips on how to reboard employees back to the workplace, focusing on four changes employees will be facing: Health and Safety, Social Aspects of Work, Physical Environment, and Work Itself.

Kevin Groves' research on succession planning practices was featured in an article by CU Management on succession planning and talent management practices for finance leaders. The article offered evidence-based recommendations for credit unions and other finance organizations regarding the pitfalls and building blocks for leadership transitions.

Clemens Kownatzki was interviewed by Structured Products Daily about the merits of investing in Morgan Stanley's contingent income autocalls on a stock basket including American Airlines Group Inc., United Airlines Holdings, Inc., Norwegian Cruise Line Holdings Ltd. and Carnival Corporation.

Jaclyn Margolis published an article on Psychology Today, titled "Three Strategies to Help You Feel Less Emotionally Exhausted." [The article](#) highlights Jaclyn's research on emotional

exhaustion along with four research-backed tips to help employees who are feeling burned out.

Jaclyn Margolis published [an article](#) on Psychology Today, "Making Team-Based Collaboration Work for You." The article draws from her research on multiple team membership and provides research-backed strategies for how employees can benefit from, rather than become overloaded, by collaboration and teamwork. ()

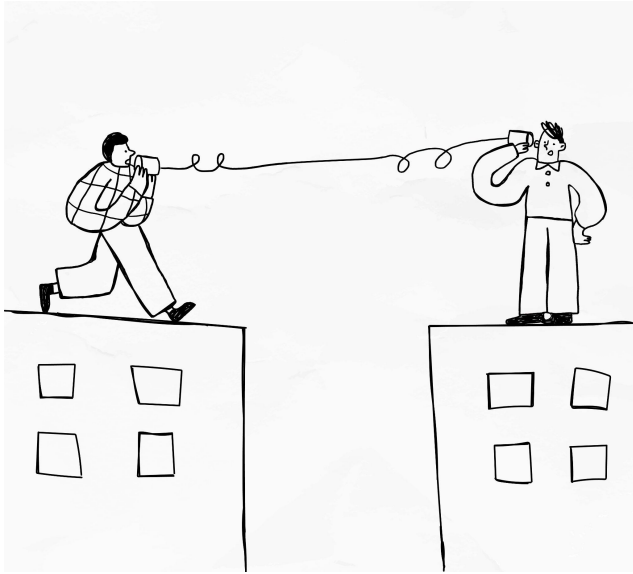
Steve Rapier published an Op-Ed, titled "Consumer Advertising Fatigue and Solutions for Brands to Run Successful Ad Campaigns," in the Spotlight in [Marketing Magnified](#), the CMO Council Monthly e-Journal. It discusses potential advertising fatigue among consumers binge watching streaming shows.

Steve Rapier's [Op-Ed](#) about the American Express brand today, as compared to the past, was included in Ask the Experts on WalletHub.

Cristel Russells' research on the influence of entertainment was featured in an article in the Telegraph. The article discusses "The Hollywood code: why people think the truth about Covid is hidden in blockbusters."

Dana Sumpter's research on working mothers during the pandemic was drawn from in an article in Korn Ferry Briefings Magazine by Annamarya Scaccia titled "We Can Do It!". The article focuses on issues related to how women return to work, and how to overcome the challenge creating job security and parity.

Dana Sumpter's research was featured in an article in the online publication 8bright, an outlet which publishes perspectives from thought leaders on business insights and feedback from their diverse backgrounds and experiences. Published in their Future of Work category, the article is titled "5 Ways Organizations Can Support Working Parents as They Return to the Office."



THIS MONTH'S
HOT TOPICS

FEATURED RESEARCH

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The Automation of Management and Business Science

By **Clark Johnson** (based on recent work by Johnson, Bauer, & Niederman in *Academy of Management Perspectives*)

A computer doesn't need to replicate the entire spectrum of your intellectual capability to displace you from your job; it only needs to do the specific things you are paid to do. (Ford, 2015: 230)

Millions of people around the world have lost their jobs due to the effects of the Covid-19 pandemic while machines and algorithms will take away even more jobs from workers. What about social

scientists like us?! I cannot but reformulate into a research question that begs for answers: *What are specific things that I am paid to do as a behavioral scientist that a computer can and cannot do?*

My coauthors and I decided to pursue a form of a future study, where we outline various potential futures with the hope of stimulating the avoidance of negative futures as well as efforts to move in positive directions. We integrated reports from academic literature and the popular press with the results of a Delphi study to provide an overview of selected technologies currently capable of automating specific research tasks, as well as probing those needed to completely automate the entire social science research process.

The "not-so-good" news is that automation scientists are actively working towards developing technology that can carry out the entire scientific process to some degree. For example, literature search, data collection, and analyses steps of the research process may be the most likely to be impacted near-term by automation. This has resulted in the creation of a robot scientist named Adam which can formulate and test original hypotheses autonomously in biochemistry. However, the good news is that research processes, such as developing research questions, building theory, adopting suitable research methods and measurements, sampling and pilot testing, and research reporting may take longer to achieve a more significant influence from automation. Each of these steps involves at least one task that allows the researchers some subjectivity or involves the researcher understanding the readers' subjectivity.

These findings are important to all scientists and social scientists, as we will have to reexamine what it means to know, what it means to be known, how knowledge changes when exchanged by humans and machines, and by what means we can test what we think we know to ascertain its truth and its value. Additional core questions pertaining to automated scientists need to be raised: How do we know what our machines know? Does having the information stored in an automated researcher constitute knowledge if

humans have not yet accessed it? Or, should it only be considered knowledge when it is stored in the brain of a human researcher and is being applied? Addressing these and doubtless many more questions will demand cross-disciplinary research ranging from philosophy to management research to computer science, and many fields in between.

Our exploration is also pivotal to the success of science-based businesses, as facilitating efficient research has become an industry in itself. Developers should work to make technologies accessible and user-friendly (even if commercially) to automate the tasks that, while necessary, are not critical to the creation of new knowledge, such as the literature search.

Regardless of the debate about whether the entire research process can or should be automated in the future, one thing is clear: parts of the process will increasingly be automated soon, and those who are prepared will have a substantial advantage. To prepare for this, we suggest the following actions to better prepare for an increasingly automated social science:

#1. Educate yourself and others about the potential applications of automation to management research tasks and the implications of each. The more aware we scholars are of the potential impact of automation on our work, the more likely that we can use automation in a positive way to improve the scientific process and its output.

#2. For those in positions of leadership for doctoral programs, consider how the potential of automation should inform the training that you provide students. Doctoral programs that are proactive in familiarizing students with these technologies will provide their graduates with an advantage.

#3. Engage in cross-disciplinary research with scholars in computer-related sciences to stay abreast of emergent technical possibilities and to suggest requirements or innovations that can facilitate management studies.

#4. Join the discussion we hope to begin with this paper. We are fully aware that not all readers will agree with our thoughts on the potential for automating management research, or with the implications we outline here. We welcome input from scholars in all disciplines. This was, in fact, our purpose in writing this paper.



THIS MONTH'S INSIDER

RESEARCH TIPS

Conducting Interdisciplinary Research: Challenges and Opportunities

By [Jillian Alderman](#)

Science accumulates knowledge in part by synthesizing findings from different disciplines and fields on a given topic. However, academic scholars often face challenges when striving to integrate knowledge and methods from two or more disciplines. Here I provide examples and suggestions for overcoming some of these challenges. Overall, I hope to encourage readers

to collaborate and conduct research that spans disciplines, as doing so can be quite rewarding both personally and professionally.

Challenge 1: Finding Co-Authors

Finding like-minded co-authors who are interested in exploring a topic from an interdisciplinary perspective is never easier. However, university environments can offer some organic interdisciplinary collaboration opportunities. I highly recommend starting local. Consider whether your university has strong service-oriented interactions between schools, departments, and disciplines. When faculty work in committees, work groups, and alike, they forge bonds that can transcend the service scope. These connections can organically turn into meaningful research collaborations.

Additional local opportunities for collaboration are school or university-wide research workshops on themed topics, where colleagues convene to share research across disciplines. Attending these types of workshops regularly is a great way to identify potential co-authors outside of your discipline, and to spark ideas for future research.

Looking beyond your university, there are many established interdisciplinary networks that serve as a conduit for global cross-discipline communities, connecting academics, practitioners and policymakers. These networks provide an excellent resource for finding like-minded co-authors. For example, researchers who are interested in integrating accounting and information systems perspectives can participate in workshops hosted by the Association for Information Systems (AIS) Special Interest Group for Accounting Information Systems (SIG-ASYS). I have found these types of networks and events to be invaluable sources of knowledge and opportunities to generate connections, and encourage you to seek out similar networks in your field that provide formal outlets for interdisciplinary collaborations.

Challenge 2: The Publication Process

Another major challenge to conducting interdisciplinary research is the publication process. As top academic and practice journals tend to be domain-specific, the major risk is that a disciplinary journal often resists a viewpoint or approach outside of the norms for the discipline. However, several strategies help address this challenge. First, I suggest highlighting your interdisciplinary approach as one of the strengths and contributions of your work. Meeting this challenge head-on and turning a challenge into a strength can be a strategic approach that may be welcomed by editors and reviewers.

Next, it is important to frame your research paper to the audience for that journal. The framing of your manuscript's introduction, theoretical framework, and conclusions sections could be entirely different based on the domain-specific journal target. Getting this right can be the determining factor of whether or not an editor will desk-reject or send your paper out for review. To help with this process, I typically search for a recently published article in the journal with a similar methodological or theoretical approach to use as a model for my paper.

Last, no matter where you choose to submit your article, there is still a concern that editors will have a challenge identifying appropriate reviewers for your paper, which may lead to a desk rejection or reviewer mismatch. Therefore, it can be helpful to guide the editors on the topical and methodological expertise necessary to review your paper, and perhaps provide specific suggestions for reviewers. While there are no guarantees that these suggestions will be followed by editors, it improves the chances that your paper will make it past the editor's desk and be reviewed by the intended audience.

Challenge 3: Time and Resources

Due to differences in domain-specific language, research norms, and topical knowledge, interdisciplinary research can be very time consuming. Stepping outside of your main area of expertise means familiarizing yourself with a

different stream of research and conducting extensive literature search and reading. In addition, the types of problems that are solved through interdisciplinary research tend to be more complex. To meet this challenge, it is important to be realistic about the timelines for interdisciplinary projects. Anticipate that these projects may be long term commitments, and consider opportunities for funding that can help support the success of the project.

There are many research grant sources that look favorably on projects with interdisciplinary impacts. For example, in the past I collaborated with a group of co-authors on a project that combined accounting, finance, information technology, and psychology to explore investor decision-making. We were granted funding from FINRA to financially support data collection and release time to complete the project over a period of 3-4 years. I strongly believe that our framing of the project's cross-disciplinary, applied contributions drove the decision for FINRA to award us this grant.

Inspired? Take Action!

I conclude this "research tips" note by encouraging each of you to consider opportunities for cross-disciplinary collaboration. As you watch the news, hear students or practitioners voicing their concerns, scan journal articles, or even read the most recent CAR newsletters, do you see any topics that excite you? Can you identify one or more potential co-authors for collaboration? If so, I encourage you to take action now to connect with these individuals. Send them a quick email congratulating them on their accomplishment or extending your support, and let them know you may have shared interests. This small step can plant a seed that could grow into exciting partnerships for future collaborations.



THIS MONTH'S SURPRISE:

CELEBRATE 2021 EDBA GRADUATES

We mark the achievements of the first graduating class of Executive Doctorate in Business Administration (DBA). These DBA graduates and their dissertation advisors have demonstrated extraordinary resilience, care, and creativity as we have faced the impacts of the global COVID-19 pandemic. Their names and dissertation topics are honored below.

01 Sharifa Ife Batts

Dissertation Title: Social and Human Capital Contributions of Diverse Board Members

Supervisor: Cristina Gibson

Secondary Advisor: Bobbi Thomason

(External Reviewer: Dr. Felton Williams)

02 Alfonso Paul Berumen

Dissertation title: Effective Use of Big Data Analytics and Its Impact on Business Performance

within Small-to-Medium-sized Business

Supervisor: John Mooney

Secondary Advisor: Mark Chun

(External Reviewer: Paul Tallon)

03 Frank Allan Betz

Dissertation title: From Truth to Trust: The Impact of Blockchain Traceability on Trust in Product Authenticity

Supervisor: Brian Jacobs

Secondary Advisor: Nelson Granados

(External Reviewer: Raghu Bala)

04 Ana Marita Brant

Dissertation title: Understanding the New Wealthy: Ideologies, Consumption Patterns, and Organizational Strategies for a New Generation of Ultra High-Net Worth Individuals

Supervisor: Cristina Gibson

Secondary Advisor: Bobbi Thomason

(External Reviewer: Kathy LaTour)

05 George Dagliyan

Dissertation title: Adoption of AI-enabled Technology: Taking the Bad with the Good

Supervisor: Cristel Russell

Secondary Advisor: Nelson Granados

(External Reviewer: Kathleen Grave)

06 Stephen Blair Franklin

Dissertation title: The Effects of Moral Personality, Moral Identity, Ethical Ideology, and Justice Perceptions on Workplace Deviance: A Moderated-Mediation Study

Supervisor: Kevin Groves

Secondary Advisor: Zhihe Lei

Secondary Advisor: David Smith

(External Reviewer: Sandra Robinson)

07 Jolie Lynne Gutentag

Dissertation title: Can the Circular Economy Concretize Sustainability? A Construal Level Approach to Encourage Sustainable Consumption

Supervisor: Cristel Russell

Secondary Advisor: Cristina Gibson

(External Reviewer: Dr. Remi Trudel)

08 Gil Keinan

Dissertation title: The Impact of a Management Company's Scale on Hotel Market Value

Supervisor: Dongshin Kim

Secondary Advisor: Abraham Park

(External Reviewer: Prashant Das)

09 Brian Charles Mulligan

Dissertation title: A Contemporary Study on the Impact of Regulation on Business Performance

Supervisor: Nelson Granados

Secondary Advisor: Ann Feyerherm

(External Reviewer: John Scully)

10 Graylind R. Wherry

Dissertation title: Contextual Factors that Influence Corporate Venturing in Media & Entertainment

Supervisor: Kyle Murphy

Secondary Advisor: Mark Tribbitt

(External Reviewer: Vareska van de Vrande)

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