

Center for Applied Research

PEPPERDINE | GRAZIADIO  
BUSINESS SCHOOL

# FACULTY RESEARCH NEWSLETTER

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NEW FRONTIER

Exploration  
and  
Discovery



*This edition finds our faculty as prolific and impressive as ever with new awards and honors, publications, conference presentations, and media appearances. This issue also details helpful reflections on how to pursue the Fulbright Scholar opportunity that broadens professional and personal horizons. Enjoy this issue!*

## AWARDS & HONORS

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**Cristina Gibson** was honored with the Mentor of the Year Award at the Academy of Management (AOM) meeting. According to the award committee, "Cristina provides exceptional moral support to those whom she mentored. She encourages others to live well and lead full lives, with a keen eye towards productivity and persistence through challenge. She delicately walks the balance of having high expectations for herself and others, yet also recognizing the bigger picture and supporting colleagues who need help. Cristina's mentees describe her as the 'quintessential role model' they strive to emulate in their own interactions with students and junior scholars."

**Charla Griffy-Brown** was awarded the PICMET 2021 Fellow and honored at the annual conference. PICMET (Portland International Conference on Management of Engineering and Technology) created a Fellow category to recognize outstanding contributions to the development and growth of the Engineering and Technology Management discipline. The Fellows are selected from nominees from around the world. She is the third female and first person of color to receive this award since the Fellows were established.

Research paper, by **Dongshin Kim**, Ashish Gupta (Amity University, India), and Prashant Das (Indian Institute of Management-Ahmedabad, India), "The Need for Localized, Socio-Economic Policy Measures for Controlling a Pandemic," received the Best Paper Award at the 6th International Conference on Construction, Real Estate, Infrastructure and Project Management 2022 hosted at NICMAR University.

**Cristel Russell** was promoted from Associate Editor to Senior Associate Editor for the Journal of Advertising for a period of three years.

**Cristel Russell** and her coauthor, Daniel Dietrich (University of St. Gallen) received the 2022 Sidney Levy Award for the Best Journal Article based on a Consumer Culture Theory (CCT, qualitative) doctoral dissertation.

**Cole Short's** co-authored publication, titled "Crises and Crisis Management: Integration, Interpretation, and Research Development," was recognized as a finalist for the 2022 Scholarly Impact Award at the *Journal of Management*. This recognition is designed to highlight research that "has had a far-reaching impact on scholarly work" and that has changed our way of thinking, added to what we know, and made a significant impact over the five years since publication.

**Cole Short** received an Outstanding Reviewer Award by the Stakeholder Strategy Division at the Strategic Management Society (SMS). This award recognizes a small group of scholars who have offered exceptional insight and developmental advice in their reviews of scholarly work.

## RECENT PUBLICATIONS

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**Cristina Gibson, Bobbi Thomason, Jaclyn Margolis, Kevin Groves, Steve Gibson, and Jennifer Franczak** published a foundational piece in *Academy of Management Annals on Dignity at Work*. Few concepts are more poignant than dignity at this point in history due to the confluence of several profound phenomena that detract from it—the pandemic, racial inequality, and technological dehumanization. There is a dire need to develop a science of dignity at work, as well as a framework that guides research. Yet no systematic review of scholarship on dignity at work has been published. This review helps to develop a thorough understanding of the experience of dignity and of the key means by which dignity is established at, and through, work.

Gibson, C.B., Thomason, B., Margolis, J., Groves, K., Gibson, S.C., & Franczak, J. (forthcoming). Dignity inherent and earned: The experience of dignity at work. *Academy of Management Annals*.

**Kevin Groves** and **Ann Feyerherm** published a paper in *Leadership & Organization Development Journal*. The study develops a leadership potential model that reflects the current and emerging nature of work and leadership challenges while also providing organizations a practical tool for

talent review processes, succession planning, and leadership development practices.

Groves, K., & Feyerherm, A. (2022). Developing an executive potential model for the new era of work and organizations. *Leadership & Organization Development Journal*, 43 (6), 978-998.

**Kevin Groves, Ann Feyerherm, and Dana Sumpter** have a new book chapter accepted for publication in the *Handbook of Cultural Intelligence Research*. The chapter offers a review of the extant research on CQ for global leaders and the impact of CQ competencies for how leaders effectively navigate disruptive contexts.

Groves, K., Feyerherm, A., & Sumpter, D. (forthcoming). Cultural intelligence as a global leadership competency in disruptive contexts. *Handbook of Cultural Intelligence Research* (David Thomas & Yuan Liao, Eds.). Routledge Taylor & Francis Group.

**Kwangjin Lee** and coauthors, Min Kim (Sogang University) and Jason Shin (Mississippi State University), have a new article accepted for publication in the *Asia-Pacific Journal of Financial Studies*. This study investigates the effect of local newspaper layoffs on the workplace safety levels of local firms. The research shows that workplace injuries in local firms increase following local newspaper layoffs and that local newspapers serve as a key corporate monitor and an essential information intermediary by mitigating firms' undesirable behavior.

Lee, K., Kim, M., & Shin, J. (forthcoming). Local newspaper layoffs and workplace safety. *Asia-Pacific Journal of Financial Studies*.

**Cristel Russell** and Anne Hamby (Boise State University) had a new article accepted for publication in the *Journal of Advertising*. The article points out that as advertisers and marketers increasingly adopt and invest in audiovisual formats for their communications, academic researchers, by contrast, often rely on static visual stimuli to test advertising- and marketing-related research questions. This leads to the authors' discussion regarding strategies and tools to enhance the use of dynamic audiovisual stimuli in academic advertising research, highlighting whether and how academic research could benefit from the ability to develop and use dynamic audiovisual stimuli and considers the validity-related trade-offs inherent in their use.

Hamby, A., & Russell, C. (forthcoming). Strategies and tools to enhance the external validity of academic advertising research. *Journal of Advertising*.

## CONFERENCES & PRESENTATIONS

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**Cristina Gibson** was a keynote speaker at the career development workshop for the International Management Division and also a keynote speaker at the Mid-career Faculty Consortium for the Organizational Behavior Division at the 2022 Academy of Management (AOM) annual meeting.

**Cristina Gibson** and EDBA student Kim McGinness co-chaired a showcase symposium "Redefining Community" at the 2022 Academy of Management (AOM) annual meeting, introducing new perspectives and approaches to corporate



partnerships with the community. They also presented a co-authored paper, entitled "Including Community in Governance to Deliver on Social Impact Promise," in this symposium.

**Cristina Gibson** and her colleagues presented a paper at the 2022 Academy of Management (AOM) annual meeting that reviews and integrates the literature on the skills and competencies that promote effectiveness in remote work.

**Cristina Gibson** was a keynote speaker at the Mid-career Faculty Consortium for the Organizational Behavior Division at the Academy of

Management Meeting. Gibson, C.B. (2022). *The mid-career anti-crisis*. 2022 Academy of Management Meeting, Seattle, WA.

**Sean Jasso** presented a paper at the Western Economic Association International's annual conference called *Public Policy - Foundations, Frameworks and Analyses: A Platform for Good Governance* in July. The paper's contemporary appraisal of foundations, frameworks, and analysis helps strengthen academic curricula while preparing policy entrepreneurs for careers of public service and the overarching advancement of good public governance.

On July 7, 2022, in consultation with the University of Economics HCMC, **Sean Jasso** served as a contributing panelist in a live, virtual meeting of the Ministry of Tourism of Ho Chi Minh City's advancement of the Nhabe Smart Satellite City in Vietnam. The Nhabe district's development as a modern, smart city fosters Vietnam's strategic intent of modernizing economic growth for tourism, urban living, and environmental sustainability of Vietnam's financial capital.

Led by **Clark Johnson**, a team of scholars, including **Cristina Gibson, Cole Short, and Jaclyn Margolis** and more, organized a symposium that introduces new qualitative research methodologies at the 2022 Academy of Management (AOM) annual meeting.

**Zhike Lei** was an invited panelist for the Professional Development Workshop (PDW) on video methods in organizational studies at the 2022 Academy of Management (AOM) annual meeting. This PDW was designed to showcase panelists'

experiences and best practices in using video methods and to build a community that co-creates an understanding of the wide variety of video methodological alternatives.

**Zhike Lei** and her coauthors Wiljeana Glover (Babson College), and Eitan Naveh (Technion – Israel Institute of Technology) presented their work on organizational compassion in times of crisis at the 2022 Academy of Management (AOM) annual meeting.

**Zhike Lei** and her coauthors Jan Schmutz (ETH-Zurich), Mirko Antino (Complutense University of Madrid), and Walter Eppich (Royal College of Surgeons in Ireland) presented their research findings on debriefings and emotional exhaustion in medical teams at the 2022 Interdisciplinary Group Research (INGroup) annual conference.

Ben Postlethwaite (Pepperdine University) and **Zhike Lei** presented their meta-analytical findings on psychological safety in health care at the 2022 INGroup annual conference. The preliminary results highlight the research needs for consolidating various definitions of the construct and identifying the boundary conditions of its effects in health care research.

**Zhike Lei** and coauthors Mary Waller and Birgit Schneidmueller's (both at Colorado State University) joint work on simulation design was included in an interactive poster session at the 2022 INGroup annual conference. This poster presentation demonstrated the know-hows of designing team behavioral simulations for data collection and teaching.

Exploration really is the  
essence of the human  
spirit, and to pause, to  
falter, to turn our back  
on the quest for  
knowledge, is to perish.

- Frank Borman -

**Gary Mangiofico** and Daphne DePorres (USAF Academy) presented a professional development workshop (PDW) at the 2022 Academy of Management (AOM) annual conference. This PDW focused on fostering DEIB transformation through the lens of sense-making and complex responsiveness.

**Jaclyn Margolis** and Sal Mistry (University of Delaware) presented their research on team identification during multiple team membership at the 2022 Academy of Management (AOM) annual conference. In this work, the authors consider the role of identification resides in understanding how permanent and temporary team identification influence engagement across teams.

**Cristel Russell** presented her joint work with Doreen Shanahan and two DBA students, Richard Chau and Joy Shields, titled "Development of the Need to Own Scale," at the Consumer Culture Theory Conference, in Corvallis, OR, United States, July 2022.

**Cristel Russell** organized and chaired two sessions at the 2022 Consumer Culture Theory Conference. One focused on "new perspectives on materiality in consumer research," demonstrating how consumers navigate the challenges of materiality brought about by technology and algorithms, the maintenance and repair of access-based material goods, and individual differences in need to own. The other session discussed new developments in the qualitative interview methodology called auto-driving. She shared insights, challenges, and opportunities associated with photo-elicitation, or auto-driving techniques.

**Jim Salas**, along with Yashar Atefi (University of Denver), co-chaired this year's Sales Track at the 2022 Summer American Marketing Association Conference. As conference chairs, they reviewed

all track submissions, made accept/reject decisions, organized the breakout sessions, and chose the best in track paper.

**Bobbi Thomason** organized a symposium on work and collaboration across and between the global north and global south at the 2022 Academy of Management (AOM) annual conference. She presented her work on Uber drivers in Africa and how they experience connection with global riders and a global organization.

**Bobbi Thomason** and her co-authors, Lindsey Cameron (Wharton Business School) and Nicholar Occhuito (Emlyon Business School) presented their research on how algorithmic management evolves when transferred from the global north to the global south at the Academy of Management annual meeting. In this research, they explore the experiences of Uber drivers in North America, Europe, Africa, and South Asia.

## RESEARCH IN THE MEDIA

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**Cristina Gibson's** research on corporate-community co-development processes (published in Academy of Management Journal last month) was featured in [a Forbes article](#) in July, with practical applications highlighted for the retention and engagement of employees through volunteering in communities.

**Clemens Kownatzki** was interviewed for [his insights](#) on UBS' \$110,000 of trigger return optimization securities due Feb. 15, 2024 linked to the common stock of Amazon.com. Investors will receive par if the stock declines but if it finishes at

or above the 75% trigger level and will share in any losses if it closes below the trigger level. While the notes offer an unusually high amount of leverage, we must question the rationale for capping and quintupling the gains of a potential high growth stock.

**Clemens Kownatzki**, with Michael Rechenthin and James Blakeleyon, wrote about a correlation study of Bitcoin and the S&P 500 for [tastytrade's Quantitative Newsletter for traders](#). The takeaway from this study suggests that Bitcoin may have had tremendous growth in the past 7 years, but it came at a cost of substantially higher volatility. More importantly, the recent increase in correlations with the S&P 500 poses a potential problem for portfolio managers of traditional portfolios if they were to consider an allocation of Bitcoin in their portfolio.

Sage Perspectives published a [blog post](#) based on **Cristel Russell**, **Doreen Shanahan**, and Ana Rosario's original article in the *Journal of Interactive Marketing*. This blog article reviews the research documenting the complex environments that virtual support communities can be – While virtual communities can be very powerful and jump-start positive change among members, they can also incite insecurity and jeopardize mental health and the sense of belonging to a community.

**Bobbi Thomason** was interviewed on NPR's Marketplace about how inflation is impacting salary negotiations. In [the interview](#), she suggested companies who are under-budgeted for a major raise seek flexible alternatives aside from salary in negotiation with their employees.

The Month's Insider

## RESEARCH TIPS & REFLECTIONS

# Fulbright Experience: Reflections, Highlights, & Challenges

**Kevin Groves, Professor of Organization Theory and Management, recently completed Fulbright Visiting Professor appointment at MCI Management Center Innsbruck in Austria. Below are his reflections on the highlights, challenges, and learning from the Fulbright experience.**

***What were your interests and plans for the Fulbright program? How would you describe your overall Fulbright experience?***

My appointment at MCI was funded by the Fulbright U.S. Scholar program, and MCI is one of PGBS's international partner schools located in the Tyrol region of Austria. As part of the Fulbright application process, I identified MCI and their ongoing research initiatives as the best fit for my research on executive succession, leadership potential assessment, and executive talent management. As a family, we decided to make this a family experience given the length of the appointment (6 months) and the incredible learning opportunity for everyone—myself, my wife Jill, and our daughters Anna (11) and Kate (9).

In terms of our Fulbright experience, first and foremost, MCI is a great host! And, Innsbruck was the perfect size and location for our visit. There were many highlights, challenges, and incredible opportunities that we were afforded.

***How did you identify the collaboration opportunity for your Fulbright program?***

MCI was an incredible host for my visiting appointment. The global programs team, faculty, staff, and doctoral students at the Family Business Center (where I was placed during my visit), and MCI's Rector were all very supportive and accommodating for me and my family. I'm very thankful for the many conversations that I had with



the Pepperdine sponsored research team and the PGBS global programs team that ultimately led to selecting MCI for my Fulbright application. For any faculty considering such an experience abroad, I would strongly recommend getting in touch with Ian Ermatinger-Salas (Sponsored Programs Officer) and Maria Flores (PGBS Global Program Director).



They were both instrumental in finding the right fit between the available Fulbright opportunities at business schools all over the world and our international partner schools that have a strong reputation as a potential host.

***What was your greatest learning from the program?***

From a more scholarly perspective, one of the most significant reflections on our visit was the importance of engaging as many of our deeply experienced and connected PGBS faculty (and colleagues elsewhere) to help inform the journey and specifically the research agenda. I was very

fortunate to have multiple conversations with numerous PGBS faculty months prior to our visit, which was yet another reminder of the expertise, depth of international experiences, and strong mentors in our midst! In advance of our visit, it was incredibly helpful to have had meaningful discussions on how to best 'hit the ground running' with my research agenda—or to be more accurate, a shared research agenda with the faculty and doctoral students at MCI's Center for Family Business. I am very thankful for the many insightful conversations with numerous PGBS faculty (Zhike Lei, Maggi Phillips, Nelson Granados, John Mooney, Cristina Gibson, Darren Good, and Mark Mallinger) who helped shape this part of my research experience. For any faculty interested in pursuing a visiting appointment abroad, I strongly recommend reaching out to the many highly experienced PGBS faculty who can help guide this part of the experience.

As I immersed myself in the MCI environment, one of the clearest highlights of my research experience was the opportunity to work with the faculty, staff, and doctoral students at the Family Business Center. For example, Professor Anita Zehrer and her entire team at the center were all incredibly supportive in getting me 'onboarded' with our shared research activities and planning for future collaborations. In addition to two co-authored presentations at an upcoming conference in September, we are currently collecting data on a project examining succession intention for next generation family business leaders. I am also so grateful that the Family Business Center team will be a central part of an

upcoming Global Business Intensive (GBI) in Austria (hosted by MCI) for our PGBS students for Spring 2023.

***What were some of your biggest surprises or highlights while living abroad?***

Perhaps the most surprising element of our experience abroad, while in retrospect it should not have been too surprising, was the difficulty in establishing meaningful friendships outside of my MCI colleagues during our visit. This was particularly difficult for my wife Jill and our youngest, Kate. Of course, we certainly expected some degree of challenge in this regard given our relatively short visit and the differences in cultural values and customs that we reviewed prior to our trip. We were very grateful to have our children attend international schools in Innsbruck, which offered truly invaluable learning experiences with students from all over the world. For any faculty with school age children who are considering an appointment abroad, I would strongly recommend identifying local international schools for the full 'immersion' experience.

One of the absolute highlights of our entire experience was our daughter Anna's very positive experience with learning German (and passing her qualifying exam after just four months!) and establishing several meaningful friendships with students from Vietnam, India, the Bahamas, and beyond. As we were preparing our return trip home, she made clear that she wanted to stay another academic year!

***What would be your call for actions?***

I would offer one final reflection on my experience abroad regarding the willingness to take on an

experience that would be an adventure with all sorts of surprises, challenges, and trials. I had never previously completed an appointment abroad or had an immersive international experience outside of short trips as a tourist, as this was my (and our family's) first extended experience outside the U.S. As I reflect on our entire adventure, the most important take-away is the importance of being open to being uncomfortable in a new place and adopting as much of a growth mindset as possible. I am truly grateful for the full range of experiences—highlights, challenges, and surprises—that the Fulbright appointment provided me and my family.

## ACKNOWLEDGMENTS

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