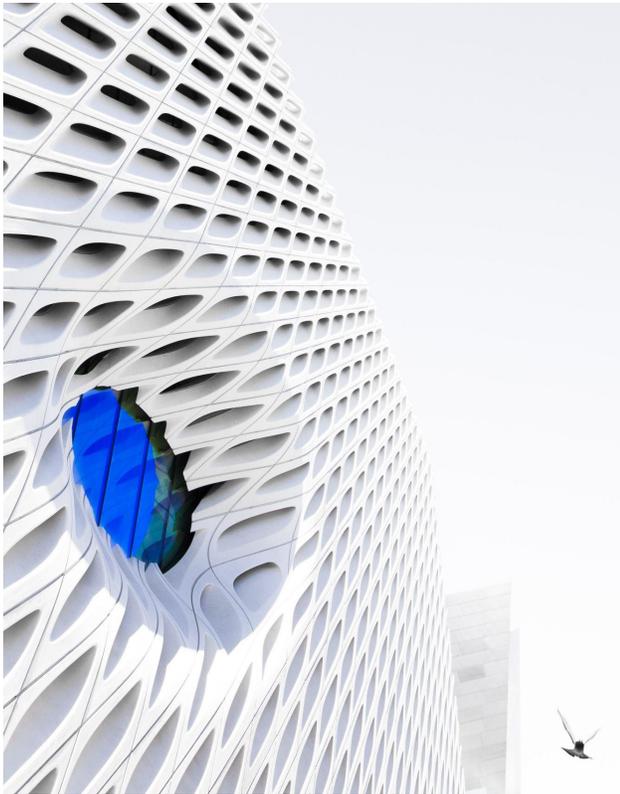


May - June

NEWSLETTER
2021 ISSUE NO.3



(Photo by Denys Nevozhai on Unsplash)

Welcome to the CAR
Newsletter.

This summer edition finds our faculty as proliferate and impressive as ever with new research grants, board appointments, publications, presentations, and media appearances. This issue also recounts the Center's annual events, features cutting edge faculty research and takes a look back at the research tips we've gained since the CAR newsletter was launched. Enjoy this issue!

AWARDS & HONORS

Cristina Gibson and co-investigators Tom O'Neill (University of Calgary) and Matt McLarnon (Mount Royal University) have been awarded a competitive national grant by the Social Science and Humanities Research Council of Canada in the amount of \$199,482, for their project entitled, "Time for Flexible Remote Work? Developing the Capabilities of Leaders and Individual Contributors". This grant develops a unified theory of the competencies needed to succeed in a flexible remote work environment. It involves intensive ongoing collaboration and implementation with three organizations: United Way, Alberta Health Services, and the Tamarack Institute.

Along with **Steve Gibson** and Cameron McCallum (Institute for Global Justice), **Cristina Gibson** received a Pepperdine Collaborative Research Grant to examine new approaches to recidivism, including the establishment of dignity through work.

Cristina Gibson was elected as a Fellow for the invite-only Society for Organizational Behavior, which consists of the top 100 scholars worldwide in Organizational Behavior in May, 2021.

Cristina Gibson was featured in a highly publicized interview in June 2021 as an Icon in International Business for the Academy of International Business series celebrating distinguished scholars in the field of International Business.

KJ Lee, along with **Chris Hong**, Bok Baik (Seoul National University), and Alex Gunwoo Kim (Seoul National University), won the Deloitte Scholarly Award at the 2021 Korean Accounting Association Summer International Conference with a stipend of 1,000,000 KRW.

Zhike Lei (Principal Investigator/PI) received a Pepperdine Cross-School Collaborative Research Grant for her joint work with Ben Postlethwaite

(Co-PI, Pepperdine Seaver College). The two-year project will adopt a new integrative approach to investigate psychological safety across different organizational contexts.

BOARD APPOINTMENTS

Cristina Gibson was appointed to the Advisory Board for The Migration, Business & Society Network, which seeks to establish itself as a global network of business practitioners, experts from the non-profit sector, and policy makers and scholars, dedicated to the generation, exchange, and dissemination of knowledge on migration.

Zhike Lei, along with scholars from Harvard Business School, MIT Sloan School of Management, UNC-Chapel Hill (and more), was invited to join the Research Network advisory board for the Baillet Latour chair on error management at Solvay Brussels School of Economics & Management, Université libre de Bruxelles (ULB). This network strives to connect and inspire researchers around the world to create knowledge aimed at reducing adverse error consequences while capitalizing on opportunities for positive outcomes such as innovation and learning.

RECENT PUBLICATIONS

In a recently published paper, **Paul Gift** analyzed how effectively the sport's distributed network of regulators was able to implement a new, and rare, judging criteria change. A 10-8 score doubles the reward an MMA fighter receives for winning a round. In three-round and five-round fights, its utilization can have important consequences for the ultimate winner of the bout, their win bonus, and fighter career progression.

Gift, P. (2021). The impact of new judging criteria

on 10-8 scores in MMA. *Journal of Sports Analytics*, Online pre-press.

In a paper published in the May issue of *Academy of Management Perspectives*, **Clark Johnson**, Brittney Bauer (Loyola University New Orleans) and Fred Niederman (Saint Louis University) examine the potential for automating technology to impact the social science process. In doing so, they outline positive and negative future states, and provide recommendations for moving towards those positive outcomes.

Johnson, C.D., Bauer, B.C., & Niederman, F. (2021). The automation of management and business science. *Academy of Management Perspectives*, 35(2). p. 292-309.

Clark Johnson's paper with Brittney Bauer (Loyola University New Orleans), Brad Carlson (Saint Louis University) was accepted for publication in the *International Journal of Research in Marketing*. This paper examines why consumers participate in corporate political activities on behalf of a brand and presents three mixed-method studies to explore this increasingly popular practice.

Johnson, C.D., Bauer, B.C., & Carlson, B. (In Press). Constituency building: Determining consumers' willingness to participate in corporate political activities. *International Journal of Research in Marketing*.

Donn Kim, with Kenneth Wemochiga Soyeh (Department of Finance, College of Charleston) and Frank Gyamfi-Yeboah (Department of Land Economy, Kwame Nkrumah University of Science and Technology), published a new paper in the *Journal of Real Estate Research*. The results suggest that the underlying motivation for REIT firms issuing equity below their underlying asset values is to avoid a possible default on debt repayments.

Soyeh, K.W., Kim, D. & Gyamfi-Yeboah, F. (2021). The Role of Debt in REIT Equity Issuance at a Discount to Net Asset Values, *Journal of Real*

Estate Research, DOI:
10.1080/08965803.2021.1925504

Cristel Russell and coauthor Daniel Dietrich (University of St Gallen, Switzerland) had a paper accepted for publication at the *Journal of Consumer Research*. The article is based on Daniel's PhD thesis. It distills the extant consumer literature on branding and shows that the research to date coalesces around the notion that brands are constantly contested.

Dietrich, Daniel and Cristel A. Russell (2021), "A Framework of Brand Contestation: Toward Antifragile Brands," *Journal of Consumer Research*, (forthcoming).

Jim Salas, Chadwick J. Miller (Washington State University), Daniel C. Brannon (University of Northern Colorado), and Martha Troncoza (Kennesaw State University) published a new paper in the *Journal of the Academy of Marketing Science*. The paper explores how advertising spending differentially moderates the positive impact of both customer-related and retailer-related directed price incentives on consumers' premium level of purchase for vertically differentiated products.

Miller, C. J., Brannon, D. C., Salas, J., & Troncoza, M. (2021). Advertising, incentives, and the upsell: how advertising differentially moderates customer-vs. retailer-directed price incentives' impact on consumers' preferences for premium products. *Journal of the Academy of Marketing Science*, 1-22.



CONFERENCE PRESENTATIONS

Heather Boren co-presented along with Lexi Moriarty (Axia Real Estate Advisors & CREW-LA Board) at a public webinar on May 19, 2021 sponsored by Commercial Real Estate Women. The event titled "Demystifying the Real Estate Cycle" focused on commercial real estate from the investor's perspective including how investors analyze each stage of the real estate cycle, followed by a lively discussion on current and prospective investment trends.

Paul Gift presented his paper "It Takes Two to Tango: Assessing UFC Entertainment Through Fight of the Night Awards" at the 2nd NAASE Virtual Conference. His research explores the elements of an MMA fight that drive excitement and entertainment and the role of the crowd in influencing UFC management when awarding Fight of the Night bonuses.

Brian Jacobs served as track chair for Sustainable Operations at the annual Production and Operations Management Society (POMS) conference, held virtually. The Sustainable Operations track was one of the largest tracks at the conference, with over 25 sessions held during the 4 days. Brian also moderated an editors' panel to discuss recent trends in Sustainable Operations research, as well as future directions.

Brian Jacobs and Wayne Fu (University of



Michigan - Dearborn) presented their joint research on the relationship between firm-level industrial water efficiency and financial performance. In this work, the authors consider the important role of water efficiency as a measure of Corporate Social Performance in the global consumer packaged goods industry. The session was part of the annual Production and Operations Management Society (POMS) conference, held virtually.

Sean Jasso presented his paper "Creative Destruction and Resilience: A Market and Policy Analysis of the Nation's Management of the Pandemic" on June 29, 2021 at the Western Economic Association's annual conference. The paper investigates the damage to the structural economic framework with an emphasis on the entrepreneurial energy within the labor market. Additionally, a close analysis details the portfolio of government policy prescriptions aimed at stabilizing the economic shock.

Donn Kim presented his research work, coworking with Davin Raiha (University of Western Ontario), Youngme Seo (Ryerson University) and Julia Freybote (Portland State Univ.), "Flight for Space: The Impact of COVID-19 on Homebuyer Location Decisions" at the 2021 Korean Appraisal Society Research Conference. The study investigates the housing preference shifts in characteristics and locations with the COVID-19 influences.

KJ Lee presented his research work, coworking with Chris Hong, Bok Baik (Seoul National University), and Alex Gunwoo Kim (Seoul National University) entitled: "Wikipedia Articles and Post-Earnings Announcement Drift" at the 2021 Korean Accounting Association Summer International Conference. The study examines whether Wikipedia articles help with price discovery.

Zhike Lei and Eitan Naveh (Technion, Israel) presented their joint work, entitled "On the OM approach to errors: A body of knowledge on errors," at the annual Production and Operations Management Society (POMS) conference, held virtually April 30 to May 5, 2021.

George Dagliyan, third-year DBA student, presented a paper from his doctoral thesis, coauthored with **Cristel Russell**: "Consumers' Adoption of Artificial Intelligence-enabled Applications: Inhibitory and Facilitatory Factors and the Role of Ambivalence and Brand Trust," at the ISMS Marketing Science Conference.

Jolie Gutentag, third-year DBA student, presented a paper based on her doctoral research, co-authored with **Cristel Russell**: "Will Consumers Make More Sustainable Choices If They Construe Sustainability More Concretely? Evidence From Four Studies," at the ISMS Marketing Science Conference.

With co-authors Ana Babic Rosario (University of Denver) and **Cristel Russell, Doreen Shanahan** presented a paper entitled, "The Good, the Bad and the Ugly: Social Dynamics in Virtual Support Communities," at the ISMS Marketing Science Conference. The study reveals the complex relational and engagement consequences of mixed social dynamics in virtual support communities.

Michael Williams and **David Smith** presented their research titled "Measuring Fidelity to Mission" in June at the annual Christian Scholars Conference in Nashville, TN. This recent research focuses on the types of public rhetoric used by religiously-affiliated institutions to describe and promote their online, on-ground, undergraduate, and graduate business programs. Initial findings indicate institutions modify their public rhetoric in important ways depending on a variety of key factors.



RESEARCH IN THE MEDIA

Mark Allen was quoted in the Glassdoor article: "Returning to Work: A Survival Guide." He advised employers to ease people back into the workplace, to offer some work from home flexibility whenever possible, and to use what we know about change management to help people deal with returning to a workplace that will be very different from the one they left 16 months ago. <https://www.glassdoor.com/blog/returning-to-the-office/>

Mark Allen was quoted several times in an article within the Santa Rosa Press-Democrat including the statement: "In post-pandemic workplace reshuffle, some in Sonoma County switch career paths" as well as a statement regarding the challenge some businesses are facing in attracting workers of: "the most valuable currency today is not money, but flexibility. Employers need to offer workers what they want--flexibility as well as incentives to continue developing their careers." <https://www.pressdemocrat.com/article/business/in-post-pandemic-workplace-reshuffle-some-in-sonoma-county-switch-career-p/>

Clemens Kownatzki was interviewed by Emma Trincal, a reporter at Structured Products Daily, about the merits of investing in HSBC's market-linked step-up notes on Stoxx Europe 600 Banks index. The notes offer an attractive step-up return for potential inflation based on higher yielding returns in bank margins. Although this note does not offer any downside protection

typical for some of the structured products, it does have some geographic diversification built into its structure.

<https://drive.google.com/file/d/1izkOfamoyGwSGsIL6Hgv1vxGC52TeRk7/view?usp=sharing>

Dana Sumpter's research, with co-author Mona Zanhour, was quoted in an article published by Bangladesh-based organization BBF digital, titled "The motherhood penalty: A dilemma less talked about in the pandemic."

<https://bbf.digital/the-motherhood-penalty-a-dilemma-less-talked-about-in-the-pandemic>

On the anniversary of George Floyd's murder, CNBC asked **Bobbi Thomason** and five other thought leaders, business executives, and activists, including Doug McMillion, CEO of Walmart, and Maxime Williams, the Chief Diversity Officer at Facebook, to reflect on the progress being made towards racial equity in organizations. Bobbi discussed how representation alone is not adequate and that companies must also create a sense of belonging for employees of color.

<https://www.cnbc.com/2021/05/26/one-year-after-george-floyds-death-6-reflections-on-corporate-americas-progress.html>

Michael Williams and **Erik Krogh's** op-ed on the emerging value of low-code development platforms, titled "Four Ways Low Code / No Code Development Platforms Can Deliver Value," was published by eWeek on June 15, 2021. <https://www.eweek.com/enterprise-apps/four-ways-low-code-no-code-development-platforms-can-deliver-value/>



EVENTS WITH CENTER FOR APPLIED RESEARCH

Annual Pitch & Posters Forum

The Center for Applied Research (CAR) hosted the PGBS **Annual Pitch and Posters Forum** virtually on June 8th. This research forum enables faculty to present timely research in a short, four-minute “pitch” format, followed by breakout “poster” sessions. These poster sessions entail presenters engaging in deeper discussions and answering questions regarding their research. This year’s Pitch and Posters Forum featured eight cutting-edge research projects. Presenters (and their project titles) are listed alphabetically below:

Jim DiLellio, (coauthored with Andreas Simon) “Seeking a Global Optimum Drawdown Decision for Tax-Efficient Retirement Income.”

Agus Harjoto, (coauthored with Tanusree Jain and Rashid Zama) “CEO Compensation and Corporate Social Irresponsibility (CSIR): A Bounded Self-Interest Agency Theory Perspective.”

Sean Jasso, “Your Annual Economic Buffet - Creative Destruction and Resilience in the United States: A Market and Policy Analysis of the Economy’s Management of the Pandemic.”

Donn Kim, (coauthored with Arka P.

Bandyopadhyay and Patrick S. Smith) “Agency Conflicts in Securitization: Evidence from Ginnie Mae Early Buyouts.”

KJ Lee, (coauthored with Bok Baik, **Chris Hong**, and Alex Gunwoo Kim) “Wikipedia Articles and Post-Earnings Announcement Drift.”

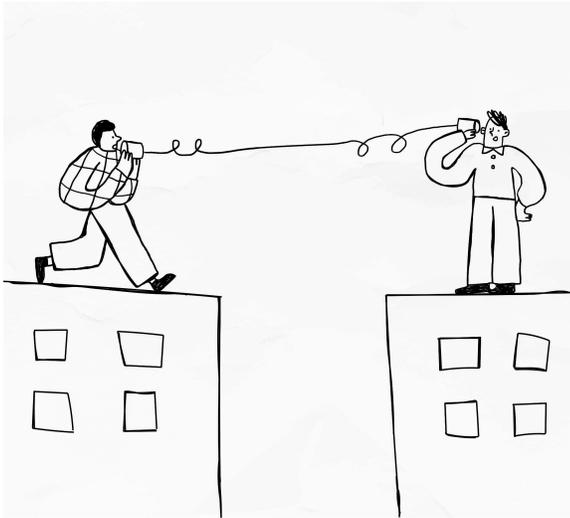
Doreen Shanahan, (coauthored with **Cristel Russell** and **Nelson Granados**) “Personality Matters: How Extraversion and Technology Proclivity Relate to Participation in Lateral Exchange Markets.”

Cole Short, (coauthored with Owen Parker, Anand Titus, Peter Nahm and Wayne Crawford) “Negative Impression Management and Its Contingent Use by Executives.”

Bobbi Thomason, (coauthored with Hannah Riley Bowles, Deborah Wu and Nanjilana Dasgupta) “Negotiation as a Tool for Persistence in Counterstereotypical Fields: Training Underrepresented Students in Tech & Engineering to be Integrative Problem Solvers.”

Annual DBA-CAR Conference

On June 25th-26th, the Executive Doctor of Business Administration (DBA) program and the Center for Applied Research (CAR) virtually hosted PGBS’s third **Annual DBA-CAR Conference** on Applied Research. This two-day virtual event effectively featured 41 student presentations, two panel sessions, three keynote presentations, and a social hour hosted by the DBA students. Presenters, (including PGBS faculty), external speakers and academics, and current DBA students, showcased excellent insights on their research findings, processes, and outcomes in productive and engaging dialogues.



THIS WEEK'S
HOT TOPICS

FEATURED RESEARCH

Technology Management, Cyber Risk, and Leadership in Digital Transformation

By **Charla Griffy-Brown**, who works extensively in the area of digital innovation helping organizations leverage new opportunities through analytics, risk evaluation, and emerging technology deployment to achieve their strategic objectives.

What are the most interesting, novel, and profound findings of your research?

Highlight #1. Making Better Decisions in a New Technology Environment.

Emerging technologies such as artificial intelligence, the Internet of Things, and distributed ledger continue to transform businesses, enabling new value creation in transformative ways. Their potential social impacts create increasing risks. These risks are not easily identified or evaluated making it difficult to address them. The results of this research over the past five years have yielded **a new theoretical framework we have called "Enterprise Risk Management Optimization" which is now being cited in more cyber risk research and used by Chief Information Security Officers, boards, and incorporated into conversations with NIST.** This framework has resulted in a new risk-based approach for cyber security which companies such as CitiNational Bank, Paramount, Johnson & Johnson, Nintendo and many others use.

Highlight #2. Avoiding Bias and Identifying Risk in Emerging Technologies

Critical challenges business leaders face in the smart machine age revolve around the tension between managing risk and creating agility amidst increasing turbulence. Incorporating these critical elements into decision-making requires that executives have a deeper understanding of the risks involved so they can make better decisions ensuring agility. On the risk spectrum, reputation and trust are becoming more of a premium and, therefore, businesses must place these issues as high priorities for corporate governance. This research involving companies in different verticals deploying AI across various functions revealed that **the key to deploying ethical AI and other emerging technologies, regardless of the application, is mitigating the data limitations of bias, transparency, and monopoly. Most importantly, it showed that one way to address these critical issues is to ensure there is diversity in designers and decision-makers.**

Highlight #3. Socio-Technical Systems to Biosocial Technical Systems: Creating a new theoretical framework and approach

From the top-down effects of extreme weather events to the bottom-up effects of infectious

diseases, biology is shaping technology in society. Hence, the assumption that there is human control over biology through technology is an open question, which requires extensive consideration. This preliminary research **posed key questions to global scholars as part of the reframing of the international discourse published in Technology in Society**: How can we infuse compassion and empathy into the interaction between technology in society? What do we want the future to be like in terms of how human systems interact with broader biological and technical systems? How do the theories of paradox and ambidexterity help us understand and create a future worth wanting? Can biosocial-technical systems help fill in the gaps in asymmetrical development? What factors influence agility in biosocial technical systems? How should we consider risk and opportunity? How can careful exploration of these deeper questions better shape decision-making and resource allocation? A pilot study exploring the convergence of the biological and digital worlds resulted in the development of a new cyber biophysical risk framework that is being analyzed empirically and tested in organizations.

Why are these findings important? To whom?

These findings are important for business leaders, government officials, board members, business practitioners, and scholars. The new theoretical approaches and frameworks provide new ways of thinking about the critical issue of balancing risk and agility and a globally networked data driven world. They also provide practical tools for executives and businesses. Importantly, cyber criminal activity is worth more than the illicit drug trade and imperils our healthcare, economic, and political systems. The attack surface is increasing, the volume of attacks is growing, and the velocity of attacks is gaining speed. Creating a future worth wanting requires that we diligently work together as scholars and practitioners to address this grand challenge.



What specific advice do you offer to stakeholders, managers, leaders, and policy makers in light of these findings?

It is critical that executives and boards change their mental model when it comes to cyber risk. This is not an IT problem. It is an enterprise risk problem and actually a cross-enterprise problem given our inter-connectivity. The frameworks developed provide practical tools and approaches to change business thinking and execution throughout an organization. In addition, investing in diversity in designers and decision-makers best positions organizations for risk optimization to achieve greater top and bottom-line growth. This automatically infuses the people and processes with greater optics to make better decisions in our new technology environment.



THIS MONTH'S INSIDER

RESEARCH TIPS

Look Back to Look Forward: Special Collection

As we look forward to a new era and celebrate research achievements, we take a look back at the research tips we've gained since the launch of CAR newsletter, with a collection of PGBS faculty reflections and inspirations.

01 Research Hacks

Create themed days and periods of time that are devoted solely to research to create rituals and habits that you can look forward to, such as "Writing Hour," "Research Day," and "Submission Month."

- Jillian Alderman

02 Broadening Your Reach

Practitioner conferences are always looking for expert speakers with new perspectives. If you can

craft an interesting presentation and frame your content around practical applications, you'll find a receptive audience.

- Mark Allen

03 Keeping a Momentum of Productivity and Positivity

I try to do a little research each week. These small, but important, bits of time help me make progress, and include reviewing related literature, conducting blind reviews, revising models, and updating datasets, among others.

- Jim DiZellio

04 Facing Rejections from Journals

If the article was co-authored, after the grieving, forward it to your co-authors. Share how you are feeling, being honest about your disappointment, and explain that you will get back to them with some ideas on a way forward soon... Don't worry about appearing vulnerable (with research peers.)—they will raise your spirits and help reinvigorate you to tackle the next steps.

- Cristina Gibson

05 Crafting Practical Scholarship

One of the biggest struggles is letting go of the precise language we feel bound to in scholarly writing... Most managers want friendly, everyday language they can easily process and recall. Free yourself from all the academic jargon and tightly constructed language... Write and speak as if you are communicating to a 5th grader.

- Darren Good

06 Achieving High Research Productivity

I try to be as productive in research as I would with any other mundane daily task I perform... Milk your work... Don't be afraid to change course if it's the right thing to do...Pioneering ideas and research will face resistance. ... Don't expect it to be easy and persevere, because giving up hurts productivity the most.

- Nelson Granados

07 Designing Research for Practical Industry Impact

Consider developing relationships with several key executives or experts who are immersed in the day-to-day challenges of leading organizations and teams to serve as a 'practical sounding board' for project ideas you are considering or proposals you are refining to target high-quality applied research outlets.

- Kevin Groves

08 Life of Teacher Scholars in Research-Inspired Universities

To publish one article per year, the more working papers we have in the submission process—6-8 seems to be my magic number—the better. Attending conferences is also critical to career success - to showcase your work, network, share aspirations, and garner invitations to speak at other institutions or conferences.

- Agus Harjoto

09 Leveraging Your Reviewing Activities

Although it's quicker and easier to read and review papers on topics and methods that we're familiar with, the greatest opportunity for learning is to venture into new material. Agreeing to review papers not exactly in my current area of research interest is a low-risk way to expose myself to other research areas.

- Brian Jacobs

10 Running an Efficient Research Team

I've come to accept the limitations of my research time, and try rather to focus on how to use that time efficiently.... Commitment to the project is an essential element of building trust. For this reason, I try not to re-prioritize my research projects based on importance... Instead, I try to stick to the "first-come, first-serve" approach.

- Donn Kim

11 Integrating Research and Practice

Researchers and practitioners need jointly to explore the situation, build relations, dialogue and go beyond each's conception of the situation - all while learning from one another and managing the research effort.



- Kurt Motamedi

12 Fostering Healthy Co-Authorships

It is invaluable to start a project with an open and safe dialogue...All parties should come to an agreement on what level of contribution warrants authorship, the order of authorship based on said contribution, etc... healthy co-authorship is key to enjoying what might otherwise be a lonesome, long, and harsh academic journey.

- Cristel Russel

13 "Research Hacks"

Cole recommends taking advantage of Consortium for the Advancement of Research Methods and Analysis (CARMA). CARMA provides videos and resources on various topics relating to organizational research methods. (Membership required for some content). <https://carmattu.com/>

- Cole Short

14 "Research Hacks"

How to prioritize self-care in a way can help us become more productive and sustain our research efforts (as well as our wellbeing!) For example, determining what self-care means to you (exercise, breaks, walks outside, beverages....). Building it into a daily schedule; scheduling self-care like a meeting that you cannot change.

- Dana Sumpter's



(Photo by Sara Kurfeß on Unsplash)

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READ OUR ONLINE NEWSLETTER

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