

**Institute of Behavioral and  
Applied Management**



**2021 Conference Program**

**IBAM 28**

**October 7-8, 2021**



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The Institute of Behavioral and Applied Management

Mary Pisnar, President  
Professor, Management & Marketing  
School of Business  
Baldwin Wallace University  
Berea, OH

Marcel C. Minutolo, Program Chair  
Professor, Strategic Management  
School of Business  
Robert Morris University  
Moon Township, PA

Paul Jacques, Proceedings Editor  
Assistant Professor, Management and Marketing Department  
Rhode Island College, Providence, Rhode Island

John Garger, Proceedings Assistant Editor  
Professional Copy Editor  
[www.johngarger.com](http://www.johngarger.com)

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## **Reviewer Appreciation**

It would not be possible to have a peer-reviewed conference without the efforts of many reviewers. Thank you to each person who served in this capacity. Please continue your service for 2021.

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**Institute of Behavioral and Applied Management**

**IBAM 28 –October 7-8, 2021, Virtual Conference**

## **President's Welcome**

Welcome to IBAM 28!

Welcome to the Institute of Behavioral and Applied Management. This collegial organization has been building networks and helping academics pursue research and practice for over 28 years. IBAM 28 is our second virtual event. A virtual conference allows us to connect and share effectively in light of the current health and fiscal environment. Our members include students, academics, researchers, consultants, and practitioners. The goal of IBAM is to help you develop professionally, whether that means getting published, promoted, building a research stream, or finding a group of colleagues to share teaching techniques. Enjoy the wide variety of presentations at this conference. Find time to connect with colleagues!

IBAM would love to have you join us in moving the organization forward to the next decade!

Mary Pisanar, D.B.A., SPHR, SHRM-CP  
Professor, School of Business  
Baldwin Wallace University  
President, IBAM

## **IBAM History**

IBAM history goes back to 1993. Help us continue this tradition.

Here is a listing of past IBAM Conferences.

IBAM 1 (1993) - Denver	IBAM 17 (2009) – Washington
IBAM 2 (1994) - Washington	IBAM 18 (2010) – San Diego
IBAM 3 (1995) - Seattle	IBAM 19 (2011) - Orlando
IBAM 4 (1996) - Portland	IBAM 20 (2012) - Nashville
IBAM 5 (1997) - San Antonio	IBAM 21 (2013) - San Diego
IBAM 6 (1998) - Orlando	IBAM 22 (2014) - Orlando
IBAM 7 (1999) - Annapolis	IBAM 23 (2015) - Pittsburgh – Robert Morris University
IBAM 8 (2000) - San Diego	IBAM 24 (2016) - San Diego
IBAM 9 (2001) - Charleston	IBAM 25 (2018) – West Long Branch – Monmouth University
IBAM 10 (2002) - Denver	IBAM 26 (2019) – San Jose – San Jose State University
IBAM 11 (2003) - Tampa	IBAM 27 (2020) - Virtual
IBAM 12 (2004) – Providence	
IBAM 13 (2005) – Scottsdale	
IBAM 14 (2006) - Memphis	
IBAM 15 (2007) - Reno	
IBAM 16 (2008) - Orlando	

## Program Chair Welcome

Welcome to the second virtual meeting of IBAM. While I would have preferred to be welcoming you to the 28<sup>th</sup> annual meeting of the Institute of Behavioral and Applied Management in person, I am pleased nonetheless to be welcoming you. It is clear given the tumultuous year that we have that we should all reflect on this year's theme, *resilience*, and what it means to us personally and as a field. I look forward to talking with you about this concept over the course of the conference to hear how you define it and how it applies to the work that you are doing.

Those who have attended IBAM conference in the past know that long-lasting friendships are developed here and I encourage you to attend our virtual social lounges and networking. We are an academic conference so please attend as many sessions as possible to provide your insight and, perhaps, find your next research collaboration. During the sessions, listen carefully and question any assumptions and conclusions of the presenters. Be social and discuss their ideas with them. We all love to talk about our activities, so engage.

The awards session will be on Friday so please attend. We are always looking for people to get more involved so please feel free to talk with any one of our leadership team about how you can get more active in the organization.

IBAM is focused on the application of management and behavioral science and this conference provides great opportunities to network and hear from industry executives. We are honored to have **Ken Baker** of **NewAge Industries** a manufacturing company headquartered in Southampton, PA just a few miles north of Philadelphia where they are one of the premier manufacturers and fabricators of plastic tubing and hose and a supplier of fittings and clamps. The company started as a dream of Raymond Baker back in 1954. NewAge Industries is 100% employee owned company who has been actively engaged during Operation Warp Speed. Please join us on Friday at 11:00AM to listen to Mr. Baker's talk.

I would like to extend my appreciation the Division Chairs who work so hard to keep this organization afloat: Division 1, I-Shuo (Steven) Chen and Leslie Filippi-DiManna; Division 2, Kimberly Foor; Division 3, Jai Joon Lee and Graeme Coetzer; Division 4, Paul Jacques; Division 5, Arthur Jue; and, Division 6, Kelly Sytle. I would also like to thank Jacqueline Csonka-Peeren, Program Chair-Elect. We are an all volunteer organization and this group works tirelessly to ensure academic quality and professionalism.

Enjoy IBAM 28, get involved, and tell your friends!

Marcel C. Minutolo, Ph.D.

IBAM VP/Program Chair

# IBAM Leadership 2021

## Officers

**President:** Mary Pinar, Baldwin Wallace University

**Vice President and Program Chair:** Marcel Minutolo, Robert Morris University

**Program Chair-Elect:** Jacqueline Csonka-Peeren, University of Waterloo

**Secretary:** Jennifer Murnane-Rainey, JAM Group LLC

**Treasurer:** John Stakeley, Chatham University

**Immediate Past President:** Scott Jeffrey, Monmouth University

**Proceedings Editor:** Paul Jacques, Rhode Island College

**JBAM Editor:** Paul Jacques, Rhode Island College

**JBAM Associate Editor:** John Garger

**JBAM Assistant Editor:** Veselina Vracheva, Chapman University

## Division Chairs

### **Division I: Organizational Behavior, Theory, and Development**

I-Shuo (Steven) Chen, Wuhan University

Leslie DiManna, Rhode Island College

### **Division II: International Management**

Kimberly Foor, Department of Defense, US Army

### **Division III: Strategic and Global Management**

Graeme Coetzer, College of Charleston

Jay Lee, California State University, Sacramento

### **Division IV: Professional Development**

Paul Jacques, Rhode Island College

### **Division V: Ethics, Corporate Social Responsibility, & Sustainability**

Arthur Jue, LiveFreely, Inc

## Board of Governors

Graeme Coetzer, College of Charleston

Scott Jeffrey, Monmouth University

Emily Knowles, Liberty University

Kenneth Levitt, Frostburg State University

Kelly Sylte, Practitioner

## Past Presidents Council

**Chair:** Christy Hutchison, Peru State College

Howard Fero, Albertus Magnus College

Rebecca Herman, Kaplan University

Scott Jeffrey, Monmouth University

Sara Kimmel, Mississippi College

Kenneth Levitt, Frostburg State University

Ed Portugal, State University of New York at Potsdam

Linda Thiede Thomas, Bellevue University

Linda Thomas, Bellvue University

Melody Wollan, Eastern Illinois University

## **Leadership Opportunities with IBAM**

If you would like to become more involved with IBAM, please contact Mary Pisnar or Marcel C. Minutolo.

### **Current Positions**

- Volunteers
  - Strategic and conference workgroups: IBAM needs you! Volunteers who can work with marketing, promotion, web content, planning, divisions, and conference events are welcome.
    - See Mary Pisnar or Marcel C. Minutolo for more information.

Expectations of IBAM Leaders:

- Attend the annual conference, including the pre and post leadership meetings.
- Be engaged, support the organization's mission and values, and participate in making the conference and journal a success through positive interactions.
- Be interested in filling the position for two years and in mentoring others to help fill your position in the future.
- Detailed job descriptions for IBAM openings are available in the registration area.

### **IBAM at your fingertips**

<https://www.ibam.com/>

<https://www.linkedin.com/groups/1826655>

<https://www.facebook.com/IBAM25/>



## **A Brief History of IBAM**

The exact date of IBAM's founding is uncertain (some say it began over drinks in Charleston, S.C. in the summer of 1990; others say it began later that year in Philadelphia during the annual meeting of the Association of Management (AsM); while still others point to a meeting in January 1992 in Pittsburgh). The first official meeting, however, was held in the summer of 1992 in Breckenridge, Colorado where the first roster of officers was elected, an initial mission was approved, and it was decided that we would begin to raise funds to support an initial national conference. An initial national office was established in the Monfort College of Business at the University of Northern Colorado, and Dan Rowley as the initial president and two student assistants (provided by the College) set about organizing the first official meetings.

Based on a major gift from the University of Northern Colorado and several smaller gifts from officers and other educational institutions, IBAM 1 was held in Denver in the fall of 1993. There were only 74 participants, but the conference was a success, raising enough money to support a call for papers for IBAM 2, to be held in the fall of 1994 in Washington, D.C. The Denver conference also attracted our first nationally-known Keynote speaker, Dr. Fred Luthans from the University of Nebraska, thus creating a tradition IBAM has tried to maintain over the years.

As they say, the rest is history. We've had our ups and downs, but IBAM has grown in terms of financial strength, national reputation, and quality over the years. The general format of the organization and its program has changed very little over the years, only adding new activities and academic areas as they have become evident in the body of knowledge in the Field of Management. Clearly, one of our major advancements has been the introduction of the *Journal of Behavioral and Applied Management* which is published as a virtual journal on the Internet. Its first edition was published in 1999 and has become a widely known and respected contribution by IBAM to the management academic community.

The original mission of IBAM was to provide a small boutique academic professional organization to serve the needs of professors (especially new professors), students, and management practitioners in a smaller, helpful, and constructive environment. As the organization has progressed, it has not only achieved the goals implied in the mission statement, but has sought to remain relevant, maintain a high level of quality, and become a family. It is a pleasure to have been associated with IBAM and its members over the past 18 years, and I hope to remain a part of this group for many years to come.

**Daniel James Rowley, Ph.D.**  
**Founding President of IBAM**  
**Greeley, Colorado - August 2007**

*Dan Rowley was not only a founding member of IBAM, but continued his support of IBAM as a Past President, Reviewer, Author, and Discussant until his death. His historical account of IBAM's origins and his authorship of the core documents of the organization serve to remind us of his honorable legacy.*

## **Founding Members of IBAM (1992)**

Daniel James Rowley, PhD  
University of Northern Colorado

Sharon Clinebell, PhD  
University of Northern Colorado

Pam Hopkins, PhD  
Southern Connecticut State University

Paul Stepanovich, PhD  
Southern Connecticut State University

Herbert Sherman, PhD  
Southampton College -  
Long Island University

Don Nixon, PhD  
Central Washington University

Jim Nimnicht, PhD  
Central Washington University

Ray Alie, PhD  
Western Michigan University

Shahrokh Dalpour, PhD  
University of Maine, Farmington

Eric Landsford (student)  
University of Northern Colorado

Joan Coll, PhD  
Seton Hall University

Howard Kinslinger, PhD  
Bloomsburg University of Pennsylvania

John Kilpatrick, PhD  
Idaho State University

Kimberlee Keef, PhD  
New England University



## **Great Sessions Involve Quality Presentations, Organized Chairs, and Insightful Discussants**

For IBAM to be a good experience, it is important that session participants perform their responsibilities and roles.

Authors, session chairs and discussants are encouraged to:

1. **Be prepared.** Show up to the room 10 minutes ahead of time; introduce yourselves to each other. The discussant and session chair should have already read the papers and prepared comments. Authors can use this time to upload presentations and prepare the audio-visual equipment for use.
2. **Structure the session.** Discuss the timing allocations and make sure everyone understands how time will be managed and how presentation and discussant times will be allocated. Remember to leave time for general audience participation.
3. **Keep on schedule.** Session chairs should introduce and open the session, offering a brief overview indicating how the papers are related. Enforce time limits strictly so that no author, discussant or audience member monopolizes someone else's time. Once author and discussant presentations are complete, the remainder of the time can be used for informal discussion with the audience and session participants.
4. **Remember the purpose.** A session audience does not need to know every detail of each presented paper. The authors' presentations should "whet the appetite" of the listeners and motivate them to read the papers.
5. **Stimulate audience interest.** Whenever possible, a discussant should assume the role of devil's advocate, provoking discussion among the session's presenters and between the presenters and the audience. A measure of a discussant's effectiveness is the extent to which he or she engages others in an open discussion about the issues raised. Thus, rather than using the allotted time to conduct a one-way presentation about the papers, a discussant should highlight controversial issues that will stimulate dialogue among those in attendance. Discussants might consider writing out a one-page memo to the authors (or following up after the conference with an email) with some of the finer points, the harsher criticisms or elements of revision that were not covered fully during the session.

# *Call for Papers: IBAM 29*

*Watch for the call for papers* for IBAM 29 as we gather to discuss, debate, and present our ideas about the future of behavioral and applied management! IBAM welcomes management educators, business practitioners, and students to share their ideas, research, and experiences in a friendly and supportive environment. Session discussions are lively, informative, stimulating, and broad-based.

*Submit* your original paper, symposium, workshop, or idea incubator proposal for anonymous peer review. The IBAM conference is an excellent outlet for completed research, work-in-progress, and the sharing of experiences in a variety of management sub-fields through refereed paper sessions, symposia, workshops, and panel discussions. Please consider one of these six categories of submission – one is sure to fit your needs!

## *Full Paper*

A completed paper that is being considered for publication. It might be a work in progress, work for which you are still collecting developmental feedback. It might also be a “bottom drawer” paper you are trying to revive. All full papers will be automatically considered for best paper awards.

## *Student*

A subcategory of “Full Papers” is a student paper. One author (ideally the first author) must be a student and must attend. Undergraduate, Masters, and Doctoral learners are welcome. “Best Student Paper” award(s) will be selected from this category.

Sponsoring faculty members should encourage institutional or private support of students whose papers are accepted. Submissions should include a statement that the student will attend the conference.

## *Symposia or Workshop*

Either panel or presenter format. Proposals that cross disciplines and include multiple institutions are highly encouraged. Note: Not double-blind reviewed; selected by the Program Chair for inclusion in the program.

## *Idea Incubator*

A research idea that is still being “kicked around.” At a minimum, idea incubators should have a literature review, hypotheses or research questions, and some idea of methodology. Idea incubators will be placed into their own sessions to allow feedback from peers in a more informal setting.

## *Submission Guidelines*

1. All submissions must be entirely original and may not be under concurrent consideration or accepted for presentation elsewhere. You may submit up to two papers and/or proposals in any or all of the divisions. This includes papers and proposals that are co-authored.
2. All submissions should include at least three keywords and a 75-word abstract. When selecting the Topic Area (s), please select at least one but no more than three. Papers, proposals, and summaries should be double-spaced with one-inch margins, typed in a 12-point font, and follow APA format.
3. Guidelines by submission type:  
Paper: Upload a full paper stripped of all author identification information. The paper should be in APA format with full references. Information can be found at <http://www.apastyle.org/>.  
  
Student Papers: A subcategory of “Full Papers” is a student paper. One author (ideally the first author) must be a student and must attend. Undergraduate, Masters, and Doctoral learners are welcome.  
  
Symposia or Workshop: A 3-5 proposal should be submitted through the conference site. Included in the proposal should be a statement that all contributors intend to register for and attend the conference.  
  
Idea Incubator: The author(s) should submit a detailed abstract with as much information as they have. Full idea, methodology thoughts, etc.
4. Submit your paper, proposal, or summary by uploading it into the IBAM Scholastica website: <https://ibam.scholasticahq.com/for-authors> and following the instructions for submissions located at the IBAM site: <https://www.ibam.com/conferences>.
5. Please do not include a cover/title page with your paper. Author information will be recorded on the submission page at the IBAM web site. The uploaded document should be free of any identifying author indications and the document “Properties” data should be cleared as well. All submissions are double blind-reviewed.
6. All accepted program participants must register and attend the conference. Fees must be paid by posted deadlines and cannot be returned after this date for any reason.

We look forward to seeing you at IBAM 29!

Sincerely,

*Mary Pisnar, IBAM President*  
[mpisnar@bw.edu](mailto:mpisnar@bw.edu)

*Marcel C. Minutolo, IBAM Program Chair*  
[minutolo@rmu.edu](mailto:minutolo@rmu.edu)

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# *JBAM*

## *Call for Papers*

### **JOURNAL OF BEHAVIORAL AND APPLIED MANAGEMENT**

We invite management scholars, trainers and practitioners to contribute articles or cases for possible publication in the *Journal of Behavioral and Applied Management* (ISSN 1930 0158), a national refereed, online publication.

Manuscripts should be of interest to researchers, management instructors at the undergraduate and graduate levels, and to practitioners. A more complete call including the submission procedure, review procedure, review information, and some suggested topics may be found at <http://www.ibam.com/pubs/jbam/callforpapers.asp>

The *Journal of Behavioral and Applied Management* is listed with the online Directory of Open Access Journals (DOAJ—<http://www.doaj.org/>); ProQuest's ABI Inform; and in the *Cabell's Directory of Publishing Opportunities*.

A style guide may be found at <https://jbam.scholasticahq.com/for-authors>.

Manuscripts may not be previously published or be under consideration for publication by another journal.

Previous issues can be examined at <https://jbam.scholasticahq.com/issues> .

**Paul Jacques, Editor**  
**John Garger, Associate Editor**  
**Veselina Vracheva, Assistant Editor**  
**Journal of Behavioral and Applied Management**

We are extremely grateful for our sponsors and hope that you will consider visiting them.

[American Society for Quality Social Responsibility Technical Community](#)



To become a sponsor, please visit [www.ibam.com](http://www.ibam.com)

## Schedule at a glance:

Thursday	Theme	
9:30 am - 10:00 am	<a href="#">Opening remarks and networking</a>	Mary Pisnar, the President of IBAM welcomes the attendees and provides an opportunity for morning networking.
10:00 am - 11:00 am	<a href="#">Leadership</a> Jenny Murnane-Rainey (Chair)	<p style="text-align: center;">Carol Locker, clocker@purdueglobal.edu</p> <p style="text-align: center;">Jennifer Teague, jteague@purdueglobal.edu School of Business, Purdue University Global</p> <p style="text-align: center;"><b>In the Wake of a Pandemic: Leadership Lessons Learned</b></p>
		<p style="text-align: center;">Nina Füreder nina.fuereder@jku.at Institute of Leadership &amp; Change Management Johannes Kepler University Linz, Austria</p> <p style="text-align: center;">Charlotte Förster charlotte.foerster@wiwi.tu-chemnitz.de European Management Technical University Chemnitz, Germany</p> <p style="text-align: center;"><b>Considering the role of the leader for healthcare organizations' resilience. Lessons from the COVID-19</b></p>
11:00 am - 12:00 pm	<a href="#">Trust and Ethics</a> John Garger (Chair)	<p style="text-align: center;">Winston W.R. John, winston.wjohn@gmail.com Management and Technology, Walden University</p> <p style="text-align: center;"><b>Rider Trust in Ride-Sharing Companies in Dallas, Texas - A Phenomenological Study</b></p>
		<p style="text-align: center;">Scott A. Jeffrey, sjeffrey@monmouth.edu Monmouth University</p> <p style="text-align: center;"><b>Does Business Ethics Education Matter?</b></p>
12:00 pm - 1:00 pm	<a href="#">Lunch Break</a>	<b>LUNCH</b>
1:00 pm - 2:00 pm	<a href="#">Strategy</a> Paul Jacques (Chair)	<p style="text-align: center;">Joseph Palazzolo, jpalazzo@monmouth.edu Management and Leadership, Monmouth University</p> <p style="text-align: center;"><b>Using Nontraditional Loan Funds for COVID-19 Small Business Recovery</b></p>



		<p>John Stakeley, j.stakeley@chatham.edu Chatham University</p> <p>Marcel C. Minutolo minutolo@rmu.edu Robert Morris University</p> <p><b>Do employees of employee owned companies benefit from mergers and acquisitions?</b></p>
2:00 pm - 3:00 pm	<p><a href="#">Conflict Management and Soft Skills</a></p> <p>Marcel Minutolo (Chair)</p>	<p>Graeme Coetzer, coetzergh@cofc.edu College of Charleston</p> <p><b>An empirical examination of the relationship between Team Commitment and Conflict Management Orientation in Project Teams</b></p> <hr/> <p>Patrick Artz, pat.artz@bellevue.edu College of Arts and Sciences, Bellevue University</p> <p><b>Teaching Soft Skills to Career-Oriented Students</b></p>
3:00 pm - 4:00 pm	<p><a href="#">Ethics and Economics</a></p> <p>Mary Pisnar</p>	<p>Scott A. Jeffrey, sjeffrey@monmouth.edu Monmouth University</p> <p><b>The Effects of a Business Ethics course on Moral Reasoning</b></p> <hr/> <p>Jackson Adkins, jackson.adkins@chatham.edu Chatham University</p> <p><b>Economic Benefits and Drawbacks of Labor Outsourcing in the Fashion Industry</b></p>
4:00 pm - 5:30 pm	<p><a href="#">Networking</a></p>	<p><b>Virtual Happy Hour to connect, engage, and discuss you teaching, scholarship, and life with IBAM colleagues</b></p>
Friday		
9:00am – 10:00am	<p><a href="#">JBAM</a></p>	<p>Paul H. Jacques, pjacques@ric.edu School of Business, Rhode Island College</p> <p><b>Meet the editor of the <i>Journal of Behavioral and Applied Management</i></b></p>

<p>9:00am – 10:00am</p>	<p><a href="#">Study Abroad: Where to now?</a></p>	<p>Sara Kimmel <a href="mailto:kimmel@mc.edu">kimmel@mc.edu</a></p> <p><b>Strategies to revive international programs once the pandemic is over</b></p>
<p>10:00 am - 11:00 am</p>	<p><a href="#">Human Resource</a></p> <p>Graeme Coetzer (Chair)</p>	<p>Kenneth M. York <a href="mailto:york@oakland.edu">york@oakland.edu</a></p> <p>T.J.Wharton <a href="mailto:wharton@oakland.edu">wharton@oakland.edu</a> Oakland University</p> <p><b>Training the Trainers: An Experiential Exercise for HRM Training</b></p> <hr/> <p>Mary Pisanar, <a href="mailto:mpisanar@bw.edu">mpisanar@bw.edu</a> School of Business, Baldwin Wallace University</p> <p><b>Research Brief: The value of HR Certification</b></p>
<p>11:00 am - 12:00 pm</p>	<p><a href="#">Keynote</a></p> <p>Mary Pisanar</p>	<p><b>Ken Baker, CEO of NewAge Industries, provides the keynote speech.</b></p> <p>In his talk, Mr. Baker discusses employee ownership, Operation Warp Speed, and resilience during the COVID pandemic.</p>
<p>12:00 pm - 1:00 pm</p>	<p><a href="#">Pedagogy</a></p> <p>John Stakeley (Chair)</p>	<p>T.J.Wharton <a href="mailto:wharton@oakland.edu">wharton@oakland.edu</a></p> <p>Kenneth M. York <a href="mailto:york@oakland.edu">york@oakland.edu</a> Oakland University</p> <p><b>Brain Energizers: A Tool for Student Engagement</b></p> <hr/> <p>Mary Pisanar, <a href="mailto:mpisanar@bw.edu">mpisanar@bw.edu</a> School of Business, Baldwin Wallace University</p> <p><b>Remote learning: Techniques that drive student engagement and institutional promotion</b></p>

<p>1:00 pm - 2:00 pm</p>	<p><a href="#">Gender in business</a> Polly Silva (Chair)</p>	<p>Stephanie Bosarge, sbarone@mc.edu</p> <p>Sara Kimmel kimmel@mc.edu Mississippi College</p> <p><b>Gender Discrimination in Engineering Professions</b></p> <hr/> <p>Paul H. Jacques, pjacques@ric.edu School of Business, Rhode Island College</p> <p>Veselina Vracheva, vracheva@chapman.edu Argyros School of Business, Chapman University</p> <p>Rita Palrecha School of Business, Rutgers University</p> <p>John Garger, john@johngarger.com The Science Survival Academy</p> <p><b>Motive Profiles and Career Satisfaction of Female and Male Entrepreneurs and Non-entrepreneurs</b></p>
<p>2:00 pm - 3:00 pm</p>	<p><a href="#">Ecommerce</a> Sara Kimmel (Chair)</p>	<p>T.J.Wharton wharton@oakland.edu</p> <p>Kenneth M. York york@oakland.edu Oakland University</p> <p><b>DealDash: A Fair and Honest Online Business Model? An Experiential Exercise</b></p> <hr/> <p>Hector Prada, hectorprada73@gmail.com Departamento de Ingeniería Comercial, UNIVERSIDAD TÉCNICA FEDERIO SANTA MARÍA</p> <p>Marcel C. Minutolo minutolo@rmu.edu Robert Morris University</p> <p><b>Blockchain and Smart contracts as a means to democratize ecommerce</b></p>

3:00 pm - 4:00 pm	<u>Entrepreneurship</u>  Marcel Minutolo (Chair)	Jody D. Woodworth jwoodworth@peru.edu  Mary Goebel-Lundholm jwoodworth@peru.edu Peru State College Peru, NE
		<b>Entrepreneurial/Small Business Experience in Rural Communities of Less than 10,000 in Population</b>  Jenny Murnane-Rainey jennifer.murnane@gmail.com JAM Group LLC
4:00 pm - 6:00 pm	<u>IBAM Leadership Meeting</u>	<b>Leadership Lessons Learned During a Global Pandemic</b> <b>Annual business meeting of the Institute of Behavioral and Applied Management</b>

IBAM 28 comes to an end. The IBAM 28 Proceedings will be posted electronically on the IBAM website (<http://www.ibam.com>). We hope that you have been enriched by your time with us over the past two days.

Please continue to share your research with IBAM and JBAM. If you are interested in finding out more about volunteer opportunities with IBAM, please contact Mary Pisanar ([mpisanar@bw.edu](mailto:mpisanar@bw.edu)) or Marcel C. Minutolo ([minutolo@rmu.edu](mailto:minutolo@rmu.edu)).

# The Best of IBAM 2021

## Best Papers

**Division I:** Graeme Coetzer, College of Charleston

*An empirical examination of the relationship between Team Commitment and Conflict Management Orientation in Project Teams*

**Division III:** Jody D. Woodworth and Mary Goebel-Lundholm, Peru State College

*Entrepreneurial/Small Business Experience in Rural Communities of Less than 10,000 in Population*

**Division V:** Winston W.R. John, Walden University

*Rider Trust in Ride-Sharing Companies in Dallas, Texas - A Phenomenological Study*

**Division VI:** Scott A. Jeffrey, Monmouth University

*The Effects of a Business Ethics course on Moral Reasoning*

**Student Paper:** Nina Füreder, Institute of Leadership & Change Management, Johannes Kepler University and Charlotte Förster, European Management Technical University

*Considering the role of the leader for healthcare organizations' resilience. Lessons from the COVID-19*

**Best Reviewer:** Steven Cates, Purdue University Global

## **Abstracts:**

Jackson Adkins,  
jackson.adkins@chatham.edu  
Chatham University

### **Economic Benefits and Drawbacks of Labor Outsourcing in the Fashion Industry**

#### **Abstract (student paper)**

How has labor outsourcing in the fashion industry affected the local and global economies, societies, and environments of the countries manufacturing and requesting outsourced products?

*Keywords: economics, fashion industry, outsourcing*

Patrick Artz,  
pat.artz@bellevue.edu  
College of Arts and Sciences, Bellevue University

### **Teaching Soft Skills to Career-Oriented Students**

#### **Abstract**

This short workshop presents three different lessons aimed at soft skills from professors in different subject areas at a career-oriented university. All of the skills are integral to long-term success in careers, but teaching and learning these skills present challenges for both instructors and students. The challenges become even greater in today's online and blended learning environments. Join our three experienced professors as they describe their challenges and successes in their various lessons on empathy, pre-suasion, and marketing oneself in today's job market.

*Keywords: communication, pedagogy, skills*

Stephanie Bosarge,  
[sbarone@mc.edu](mailto:sbarone@mc.edu)

Sara Kimmel  
[kimmel@mc.edu](mailto:kimmel@mc.edu)  
Mississippi College

### **Gender Discrimination in Engineering Professions**

#### **Abstract (student paper)**

Science, technology, engineering, and math (STEM) fields have recognized historic under-representation by females, to the extent that U.S. initiatives are focused on recruitment of women. Despite efforts, females remain significantly under-represented due in large part to discriminatory practices. The paper uses a phenomenological approach by the author, a female engineer, to examine the workplace culture and recommend actionable change.

*Keywords: human resources, stem, gender discrimination*



Graeme Coetzer,  
coetzergh@cofc.edu  
College of Charleston

### **An empirical examination of the relationship between Team Commitment and Conflict Management Orientation in Project Teams**

#### **Abstract**

This study examines the relationship between team commitment and the conflict management approach of project team members. Project team members completed measures of team commitment and situational conflict management (approach used in the project team). Pearson product moment correlations support the hypotheses that team commitment is positively associated with cooperative conflict management approaches (compromising and problem-solving), and the Williams T2 test supports the hypothesis that the association between team commitment and a problem-solving conflict management approach is significantly greater than the association between team commitment and a compromising conflict management approach. This research highlights the importance of examining the potential influence of team commitment on the process of managing project conflict.

*Keywords: Teamwork, Project Teams, Projects, Conflict, Conflict Management, Team Commitment*



Nina Füreder  
nina.fuereder@jku.at  
Institute of Leadership & Change Management  
Johannes Kepler University  
Linz, Austria

Charlotte Förster  
charlotte.foerster@wiwi.tu-chemnitz.de  
European Management Technical University  
Chemnitz, Germany

**Considering the role of the leader for healthcare organizations' resilience. Lessons from the COVID-19**

### **Abstract (student paper)**

Highlighted by the current pandemic healthcare organizations must be more resilient than ever. Although we know that healthcare leaders are crucial for organizational crisis, the role of the leader for organizational resilience has hardly been investigated. In order to reduce this research gap we conducted 35 interviews with healthcare experts from three German speaking countries. Triangulated by additional data, we show that the leaders' sensemaking process heavily influences organizational resilience. Knowing that future global pandemics are more than likely, we contribute to the future development of healthcare organizations' resilience.

*Keywords: leaders sensemaking, organizational resilience, healthcare leaders*

Paul H. Jacques,  
pjacques@ric.edu  
School of Business, Rhode Island College

Veselina Vracheva,  
vracheva@chapman.edu  
Argyros School of Business, Chapman University

Rita Palrecha  
School of Business, Rutgers University

John Garger,  
john@johngarger.com  
The Science Survival Academy

### **Motive Profiles and Career Satisfaction of Female and Male Entrepreneurs and Non-entrepreneurs**

#### **Abstract**

This study examines McClelland's motive profiles and job/career satisfaction of male and female entrepreneurs and non-entrepreneurs. A sample of 2,389 MBA alumni from a large business school completed a survey, and mean scores for motivation and job/career satisfaction were compared to assess potential disparities among male and female entrepreneurs and non-entrepreneurs. The motive profiles of female and male entrepreneurs are more similar than those of female and male non-entrepreneurs. Unlike in the case of female and male entrepreneurs, there are no statistically significant differences in the job/career satisfaction of female and male entrepreneurs. Data were gathered from a single source, inviting common method variance to skew or confound results. Other confounding factors such as memory distortion, self-serving bias, and social desirability might have influenced data collection. Unlike extant studies which focus predominantly on the need for achievement and power, this investigation incorporates McClelland's entire trichotomy of needs and, in this context, compares the job/career satisfaction



of female and male entrepreneurs and non-entrepreneurs. The study challenges the propriety of sex as a stratification variable to explore differences in entrepreneurialism.

*Keywords: motive profiles, career satisfaction, entrepreneurs, McClelland*



Scott A. Jeffrey,  
sjeffrey@monmouth.edu  
Monmouth University

### **The Effects of a Business Ethics course on Moral Reasoning**

#### **Abstract**

Business ethics is a course required by many prestigious institutions as required by AACSB, the business school accrediting body. Although it's evident how important it is to take the course, this research will answer the question of whether it changes the moral attitudes of students. Using scenario-based questions based upon Cognitive Moral Development, we test whether having taken a business ethics course changes moral attitudes.

*Keywords: business ethics, aacsb, moral*

Scott A. Jeffrey,  
sjeffrey@monmouth.edu  
Monmouth University

### **Does Business Ethics Education Matter?**

#### **Abstract**

Students generally have the "I just have to get through it" attitude towards training in business ethics. This study looks at changes in attitudes towards ethics before and after a dedicated course in business ethics and sustainability. Students respond to the Attitudes towards Business Ethics survey (ATBE) before and after a full semester course. Attitudes of students on relevant questions moves in the wright direction suggesting that business ethics as a standalone course can be successful at causing students to consider ethical issues in their decision making.

*Keywords: ethics, atbe*



Winston W.R. John,  
winston.wjohn@gmail.com  
Management and Technology, Walden University

## **Rider Trust in Ride-Sharing Companies in Dallas, Texas - A Phenomenological Study**

### **Abstract**

Recent years have witnessed significant changes in technology, consumption, and new business models enable a new culture of sharing. This new 'sharing economy' is a peer-to-peer based market model that empowers individuals access to goods and services without bearing the cost of ownership. In this paper, I take the perspective of customers of Uber and Lyft (ride-sharing companies) and investigate the implications of perceived risk and trust on customers' intention to use in Dallas, Texas.

*Keywords: sharing economy, ride-sharing trust, theory of planned behavior*

Sara Kimmel  
[kimmel@mc.edu](mailto:kimmel@mc.edu)  
Mississippi College

## **Study Abroad: Where to now?**

### **Abstract**

This PDW examines the fallout from policy and Covid-19 from 2019 - 2021. We'll take a look at where we were one year ago, the impact on Covid-19 on U.S. students studying abroad and international students planning studies in the U.S., and where universities and independent study programs are today.

Carol Locker,  
[clocker@purdueglobal.edu](mailto:clocker@purdueglobal.edu)

Jennifer Teague,  
[jteague@purdueglobal.edu](mailto:jteague@purdueglobal.edu)  
School of Business, Purdue University Global

## **In the Wake of a Pandemic: Leadership Lessons Learned**

### **Abstract (Idea Incubator)**

As businesses struggle with how to survive and thrive in a post pandemic world, there may be answers that lie in the past. Over 100 years ago, businesses and business leaders faced a challenge eerily similar to the pandemic of today with the 1918 Spanish Flu pandemic. Using a

case study approach, three specific businesses, their associated leaders, and their path to success during adverse times will be explored.

*Keywords: leadership, pandemic, case study*

Jenny Murnane-Rainey  
jennifer.murnane@gmail.com  
JAM Group LLC

## **Leadership Lessons Learned During a Global Pandemic**

### **Abstract (PDW)**

Workshop allows participants to reflect on lessons learned during a global pandemic that can be applied to professional and academic practice. Participants will explore a broader framework as to how to incorporate these lessons to influence flexibility, prioritization of people, and holistic organizational focus.

Joseph Palazzolo,  
jpalazzo@monmouth.edu  
Management and Leadership, Monmouth University

## **Using Nontraditional Loan Funds for COVID-19 Small Business Recovery**

### **Abstract**

The COVID-19 pandemic disrupted the small business community throughout New Jersey in a more significant way than any innovation or new technology had in a generation. In response, New Jersey's largest and widest reaching community development financial institution, New Jersey Community Capital (NJCC), created the Garden State Relief Fund. Taking lessons learned from the Superstorm Sandy recovery, the team at NJCC created a quick, flexible, low-cost loan product that provided critical operating funds for hundreds of New Jersey small businesses while saving thousands of New Jersey jobs. This panel will include NJCC representatives discussing what was learned from Sandy to COVID-19, how those lessons were implemented over the course of the pandemic, and where areas for future research and study exist.

*Keywords: strategic management, small business, covid-19, pandemic, economic recovery, nonprofit organizations*

Mary Pisanar,  
mpisanar@bw.edu  
School of Business, Baldwin Wallace University

## **Remote learning: Techniques that drive student engagement and institutional promotion**

### **Abstract**

In Spring 2020, remote learning became the only mode of delivery in higher education. While remote learning has been a growing trend in higher education for the last twenty years, recent necessity has forced all higher education institutions to adapt fast to technology and student needs. This historic shift has enabled changes in delivery that may have taken years to come to fruition. Institutions must now identify how the changes in delivery have affected student engagement in the learning process and how student engagement affects the institutional brand. The central premise of this research is that specific remote learning techniques may foster student engagement in their own learning and in the institution. This engagement drives student promotion of the institution.

Mary Pisanar,  
mpisanar@bw.edu  
School of Business, Baldwin Wallace University

## **Research Brief: The value of HR Certification**

### **Abstract**

This research brief summarizes responses to a survey that investigates the value of HR Certification. Not only is the value of an HR Certification a core question, but which certification is preferred is also a question that professionals need to answer. Since 2014 there are two competing HR certifications; the Human Resource Certification Institute (HRCI) Certification and the Society for Human Resource Management (SHRM) Certification.

Hector Prada,  
hectorprada73@gmail.com  
Departamento de Ingeniería Comercial,  
UNIVERSIDAD TÉCNICA FEDERICO SANTA MARÍA

Marcel C. Minutolo  
minutolo@rmu.edu  
Robert Morris University

## **Blockchain and Smart contracts as a means to democratize ecommerce**

### **Abstract (student paper)**

As the COVID pandemic raged, ecommerce transactions soared; so too did the number of claims of contract violations in ecommerce purchases in Chile. In this paper, we propose smart contracts as a potential solution to reduce the number of contract violation claims in ecommerce transaction. We use transaction costs economics as the theoretical framework to develop our thesis and illustrate how blockchain and smart contracts may be used to increase transparency, reduce transaction costs, and increase overall social welfare through value creation.

Keywords: blockchain, smart contract, transaction cost economics, ecommerce

John Stakeley,  
j.stakeley@chatham.edu  
Chatham University

Marcel C. Minutolo  
minutolo@rmu.edu  
Robert Morris University

### **Do employees of employee owned companies benefit from mergers and acquisitions?**

#### **Abstract**

In this pipeline project, we present the preliminary results of study evaluating the benefit (loss) to employees of employee owned publicly traded companies from mergers and acquisition. We use event study methodology on the announcements of merger, acquisition, and buybacks to capture the cumulative abnormal returns. Our sample consists of over 2,000 announcements with data drawn from SDC platinum database. Our hypothesis is that employees benefit from announcements of acquisition and buybacks but that they do not benefit from mergers.

*Keywords: esop, m&a, event study, employee owned business*

T.J. Wharton  
wharton@oakland.edu

Kenneth M. York  
[york@oakland.edu](mailto:york@oakland.edu)  
Oakland University

### **Brain Energizers: A Tool for Student Engagement**

#### **Abstract**

The use of short team-building activities to encourage group engagement is a common practice in training and educational programs. They are typically used at the beginning of a class or training session to develop a comfortable, non-hostile learning environment, and build camaraderie and cohesion between participants who don't know each other (West, 1997). Similarly, brain energizers consist of puzzles and memes used during short breaks in a lecture or presentation to allow participants to rest, recharge, and refocus. The authors have collected dozens of "tried and true" brain energizers and grouped them into categories based on their potential learning outcomes. These are activities, puzzles, or problems that can be done in class, typically in 5 to 10 minutes, which provide some type of learning or new insight, in a humorous or fun-filled way. This paper describes the various categories of brain energizers collected with examples.

*Keywords: student engagement, pedagogy*

T.J. Wharton  
wharton@oakland.edu

Kenneth M. York  
[york@oakland.edu](mailto:york@oakland.edu)  
Oakland University

### **DealDash: A Fair and Honest Online Business Model? An Experiential Exercise**

#### **Abstract**

DealDash.com provides a business model that combines the entertainment of auctions with online retail sales. It provides an interesting class example to discuss: online business models, online retailing, statistical expectations, ethics, consumer psychology, and fairness in marketing. This paper describes the business model of DealDash, then develops an experiential exercise that can be used in-class by students to examine these issues.

*Keywords: Business model, auction, ecommerce*

Jody D. Woodworth  
jwoodworth@peru.edu

Mary Goebel-Lundholm  
jwoodworth@peru.edu  
Peru State College  
Peru, NE

### **Entrepreneurial/Small Business Experience in Rural Communities of Less than 10,000 in Population**

#### **Abstract**

Understanding entrepreneurial experience in rural communities described in their own voice results in several themes: relationships/community, reputation and challenges. Collaboration emerges only on suggestion of researchers; no substantial impact was found due to the pandemic.

*Keywords: entrepreneurship, rural business, collaboration*

Kenneth M. York  
[york@oakland.edu](mailto:york@oakland.edu)

T.J. Wharton  
wharton@oakland.edu  
Oakland University

### **Training the Trainers: An Experiential Exercise for HRM Training**

### **Abstract**

A key Human Resources Management task for organizations is training and development. When an applicant with the needed knowledge and skills cannot be found by recruitment then the organization must train a current employee. In this experiential exercise, students are given a training topic and tasked with creating and delivering a training experience for the other students in the class. The exercise includes instructions to students, a list of training topics, and sample grade sheet.

*Keywords: experiential exercise, training*