

Visiting Scholar Program 2019

Faculty of Management

University of Warsaw

Schedule for April – June 2019 seminars

All seminars will be held in room B205 unless stated otherwise

List of seminars

Professor	Date	Time	Topic
Johannes Meuer	25.04.2019	12:15-14:00	Theories in research on corporate sustainability
Johannes Meuer	26.04.2019	12:15-14:00	Publishing for and reviewing in leading management journals
Mary Zellmer-Bruhn	29.04.2019	12:00-14:00	Multilevel Theory and Team Research Methods
Mary Zellmer-Bruhn	06.05.2019	12:00-14:00	Language and Communication in Organizational Behavior
Lalin Anik	09.05.2019	10:00-12:00	Consuming Together Makes the Heart Grow Fonder: Decisions for Joint Consumption Occasions
Peter Schmidt	7.05.2019	16:00-18:15	Multiple Group Structural Equation Models For Comparative Research (part 1)
Peter Schmidt	9.05.2019	16:00-18:15	WORKSHOP (part 2)
Peter Schmidt	11.05.2019	10:00-12:15	WORKSHOP (part 3)
Tuomo Peltonen	13.05.2019	12:00-14:00	Paper development seminar II: Journals
Peter Schmidt	14.05.2019	16:00-18:15	WORKSHOP (part 4)
Ryan Elder	16.05.2019	10:00-12:00	Sensory Marketing: Exploring the impact of sensory cues on consumer behavior and advertising effectiveness.
Lalin Anik	16.05.2019	12:15-14:00	Social Threshold Incentives Motivate Behavior by Making Individuals the “Tipping Point”
Peter Schmidt	16.05.2019	16:00-18:15	WORKSHOP (part 5)
Peter Schmidt	18.05.2019	10:00-14:00	WORKSHOP (part 6)
Wonyong (Won) Oh	18.05.2019	11:00-13:00	Empirical Methods: Endogeneity and Sample Selection Bias
Wonyong (Won) Oh	20.05.2019	12:00-14:00	Journal Publication Process: How to Make it Work?
Tojo Thatchenkery	21.05.2019	12:15-13:30	Mindful Leadership for Innovation and Entrepreneurship
Tojo Thatchenkery	21.05.2019	13:45-15:15	Quiet Leadership: Valuing Different Ways of Leading and Creating Innovation”
Ryan Elder	23.05.2019	10:00-12:00	Top-tier research: How to manage the publication process from idea conception to acceptance.
Lalin Anik	23.05.2019	12:15-14:00	Conducting field experiments in consumer behavior
Tuomo Peltonen	25.05.2019	12:15-14:00	Qualitative methodology in organization studies
Wonyong (Won) Oh	03.06.2019	12:00-14:00	Corporate governance: Comparative Approach
Ryan Elder	06.06.2019	10:00-12:00	Real world impact: Moving research beyond academia.
Justin Paul	06.06.2019	12:00-13:30	Research Paper Development Workshop/Seminar
Adam Tatarynowicz	10.06.2019	10:00-12:00	Marriage of Unequals? Investment Quality

			Heterogeneity and the Formation of Status-Asymmetric Ties in the Venture Capital Industry
Tojo Thatchenkery	18.06.2019	12:00-13:45	Developing Your Appreciative Intelligence® for Innovation, Leadership, and Entrepreneurship
Justin Paul	14.06.2019	14:00-15:30	The Emergence of China and India in The Global Market and The New and Novel Paradigms in Chindia.
Adam Tatarynowicz	17.06.2019	10:00-12:00	The Dos and Don'ts of Getting Published in Top Management Journals
Justin Paul	18.06.2019	10:00-12:00	Toward A New Model For Internationalization (CPP Model: Conservative, Predictable and Pacemaker firms and Markets).

Topics

Theories in research on corporate sustainability		
Johannes Meuer	25.04.2019	12:15-14:00
<p>Corporate sustainability research draws on several fundamental organizational theories that are particularly relevant for understanding why firms become more sustainable and how sustainability affects the performance of firms. The seminar will reflect this diversity in theories and align theories to provide a structured approach to strategic considerations in corporate sustainability. The seminar will be structured in three interrelated parts.</p> <p>The first part addresses the question of what sustainability in business is. For this part, I will draw on theories on the nature of the firm and hybrid organizations to discuss definitions of corporate sustainability. The second part focuses on aspects of designing a corporate sustainability strategy. This part draws on ambidexterity theory and on the shareholder vs. stakeholder debate. I will complement these debates with a stakeholder typology to outline how different stakeholder features require different corporate reactions during the strategy designing process. The third part will focus on managerial challenges associated with effectively implementing a corporate sustainability strategy. This part will include an introduction to the notion of trade-offs in sustainability, in particular the distinction between the business case vs. paradoxical logic, and leadership for corporate sustainability. Together, the three parts invite participants to develop an understanding of the concept of corporate sustainability, to evaluate alternative approaches for integrating sustainability into an organization, and to critically reflect, assess, and debate the extent to which firms may be considered sustainable.</p>		

Publishing for and reviewing in leading management journals		
Johannes Meuer	26.04.2019	12:15-14:00
<p>I will offer primarily PhD students insights into my experience in academic writing, in publication portfolio management, and in publishing for and reviewing in international management journals. During the past seven years, I have made exciting but also frustrating experience with writing, engaging in projects, reviewing, and publishing. In this seminar, I will focus on three aspects that I find particularly important for a researcher's career. First, although reading and writing are possibly the most important skills of a social science researcher, these skills are rarely trained in PhD courses. In the seminar, I will discuss several aspects of good academic writing and the importance of tailoring and preparing manuscripts for specific journals, including the importance of understanding your audience and the advantages of detailed journal analyses. Second, I will discuss aspects related to reviewing for academic journals (and conferences), in particular why reviewing is useful, how to write a useful review, how to get your first reviews, and when you should avoid reviewing. Third, I will discuss aspects related to developing and managing a publication portfolio. This third section will include aspects related specifically to a researcher's portfolio (e.g., how to manage sequences of papers; when to diversify or focus a portfolio; when to engage in new, push existing, or disengage in unpromising projects) and aspects related to researchers' personal preferences (e.g., researchers' personality, working mode, network, career considerations). Together, the three aspects should provide a comprehensive set of soft-skills related to career considerations in management research.</p>		

Multilevel Theory and Team Research Methods		
Mary Zellmer-Bruhn	29.04.2019	12:00-14:00
<p>The purpose of this seminar is to provide you with a foundational background and understanding of unique issues of multilevel design and research methods used in teams research. You will gain an understanding of theoretical perspectives about multilevel research, and different methodologies approaches that apply to research in this area. We will consider how teams are influenced by both</p>		

individual and organizational factors –the ‘meso’ perspective.

Discussion Questions

- What are some unique challenges in studying teams?
- How useful are experiments for understanding organizational teams?
- What methodological challenges need to be overcome?
- What theoretical issues should be considered?

Language and Communication in Organizational Behavior

Mary Zellmer-Bruhn

06.05.2019

12:00-14:00

This seminar focuses on cross-cultural aspects of organizational behavior, with a particular focus on language. Language and language differences have recently gained increasing attention in international management and organizational behavior research. This seminar will introduce you to some important background readings and give you a flavor for the ways language might affect individuals and groups in organizations.

Consuming Together Makes the Heart Grow Fonder: Decisions for Joint Consumption Occasions

Lalin Anik

09.05.2019

10:00-12:00

If you were to choose a pizza to share on a romantic Friday night dinner date, would you pick your favorite pizza topping that your partner doesn't like over a topping that you don't care for but your partner loves? Or would you settle on a compromise option? Such decisions for joint consumption are ubiquitous and involve a myriad of considerations: who prefers what, who picked the food last time, and how serious the relationship is. Moreover, how you resolve this dilemma will impact your partner's affective experience, that evening, that weekend, and sometimes beyond (determining whether your partner will finally agree to see Star Wars with you).

The majority of work on consumer decision-making has focused on how individuals make decisions in light of their personal attitudes, beliefs, and preferences. To understand how consumers make decisions in close relationships, examinations need to include others' preferences. We build on the frameworks introduced by Simpson, Griskevicius and Rothman (2012) and Gorlin and Dhar (2012) who proposed four decision-consumption episodes: joint decision and joint consumption, single decision and joint consumption, joint decision and single consumption, and single decision and single consumption. We examine the second episode: single decisions for joint consumption, and uncover the motivations behind these choices.

Across four studies, we manipulate the consumption mode (together versus separate) and assess how consumers make decisions about beer, food, groceries, and movies that will impact themselves and their romantic partner. Study 1 is a field study conducted at a museum social event to assess how individuals in romantic relationships make beer choices for both themselves and their partner (N=109, Mage = 32.8, SD = 7.2; 47.7% male). We show that people make more altruistic decisions when they will consume the beer jointly than separately ($p < .05$). In Study 2, we test the mechanism underlying joint consumption decisions in a more controlled laboratory setting where participants share food with their significant other (N=201; Mage = 32.4, SD = 9.9; 52.2% male). We replicate Study 1 results that individuals make more altruistic choices when they consume together rather than separately, and also find that the extent to which the deciders consider their partners' affective reactions mediates the effect of consumption mode on choices ($p < .05$). Finally, in studies 3 and 4, we explore two boundary conditions for joint consumption decisions: the nature of the choice (regularly vs. rarely bought) and the nature of the occasion (one time vs. recurring choices). We find that when individuals have a long-term perspective, their level of sacrifice is significantly reduced and they display a preferences for fairness.

In sum, we present a thorough investigation of individual decisions in joint consumption situations

involving others' preferences. We contribute to the existing work on consumer decision-making in close relationships as well as to the work examining decisions made on behalf of others. These two streams of research recognize and highlight the importance of studying individual choices that incorporate the preferences, attitudes and beliefs of others. We focus on single decisions made for joint consumption, as another example of a situation when others impact consumers' choices. However, the uniqueness of joint consumption decisions is that only one person chooses whereas both individuals consume the same outcome (choice) and the same experience.

Co-authors: Ximena Garcia-Rada, Dan Ariely

Multiple Group Structural Equation Models For Comparative Research (Workshop, 6 days)		
Peter Schmidt	See schedule	
Workshop with prof. Schmidt (in collaboration with dr Bartłomiej Michałowicz) is the continuation of the workshop conducted in March.		
All materials are available on https://kampus.come.uw.edu.pl/course/view.php?id=2060#section-2 Participants are asked to familiarize themselves with the materials before each meeting. Participants will work on AMOS, which is only available for Windows (so Mac OS X users are asked to borrow a Windows computer or work together with a Windows user during the meetings).		

Paper development seminar II: Journals		
Tuomo Peltonen	13.05.2019	12:00-14:00
Learning about the journal publishing process from the perspectives of a) author, b) reviewer & c) editor. The publishing world may be confusing to a newcomer. In this seminar, I will try and give advice about the dynamics of the journal world, focusing on the practical tips related to the processes around publishing. There will be a general overview of the "nuts and bolts" of the journal world, including an overview of the different profiles and rankings of management journals, a reflection of the editorial policies of different journals, and an insight into the demands required in a submission and revision process. Practical issues discussed include: a) the choice of the journal, b) drafting the first version and when to submit, c) how to respond to reviewer comments and d) how to tackle the challenge of revise and resubmit in a publishing process. Materials from my own processes as an author, reviewer and guest editor are used to illustrate the general insights into the journal world. The seminar is directed to emerging scholars with little or no experience in journal publishing.		

Sensory Marketing: Exploring the impact of sensory cues on consumer behavior and advertising effectiveness.		
Ryan Elder	16.05.2019	10:00-12:00
Sensory cues play an integral role in all marketing communications, from the usage of visual and auditory cues in traditional and online media to the incorporation of touch, smell, and taste in actual and imagined form. As a consequence, academics within marketing have increasingly focused on the impact of these cues on downstream consumer behaviors. I will provide an overview of the theoretical frameworks within this area, highlight relevant research, and present areas for future research.		

Social Threshold Incentives Motivate Behavior by Making Individuals the "Tipping Point"		
Lalin Anik	16.05.2019	12:15-14:00
We document a new intervention to motivate behavior: being the tipping point, person whose contribution (e.g., charitable giving, blood donations) passes a threshold that kicks in a higher reward		

for the self and others. Anik, Norton, and Ariely (2014) showed that offering incentives contingent on other people's behaviors is motivating: "If 75% of people engage in this behavior, we will increase the rewards for everyone." We explore whether specifically being the person who tips that incentive is particularly motivating: "We are currently at 74% and you will bring us up to 75%."

We first asked participants to imagine a scenario where donation would be made to a local health charity for each person who got a blood test. When assigned to be a tipping point whose agreement to a blood test would increase the donation amount on behalf of themselves and everyone before them (vs. baseline with equal donation amounts but no tipping), participants were more likely to agree to a blood test. We further found that being the tipping point was most motivating early on (vs. later) in a goal progress, when few people have agreed to contribute.

One reason tipping points are more motivating when they are earlier could be that large contingent monetary incentives might have "crowded out" motivation (Deci 1975; Lepper, Greene, & Nisbett 1973). Therefore, next, we pit the impact of being the tipping point against small, non-contingent monetary incentives. The tipping condition informed participants that they could be the 10th person who tipped the donation from 50¢ to \$1 for everyone. Participants in the non-tipping condition were told that they could be the 10th person, and the donation would be \$1 per head. Those in one of three non-contingent incentives conditions were not told about others' behaviors, and were informed that [\$1, \$5.50 or \$10] would be donated to a charity on their behalf if they got a blood test. Our results revealed that social incentives were more effective than nonsocial incentives. Further, percent of participants who agreed to getting a blood test in the tipping condition were significantly higher than the non-tipping and all three non-contingent conditions.

Finally, we explored the effect of tipping on willingness to review a restaurant (our DV) in exchange for donations to a project that provided lunchbox to kids. There were three conditions: a non-contingent incentives condition offered a \$3 donation; a tipping condition grouped participants with two others, and by reviewing the restaurant, donations for all three participants would jump from 50¢ each to \$1 each; and finally, a social no-tipping condition, where the amount donated for each participant was \$1, \$3 in total for the charity. Participants also answered a series of questions about how much responsibility they experienced towards other participants and towards the kids who would receive the lunchboxes and their feelings of altruism, impact, substitutability and guilt.

We confirmed that incentives contingent on social behavior (vs. non-social incentives) led to a significantly higher percent of reviews. Further analysis showed that the effect of social incentives was driven by the tipping condition. Finally, a mediation analysis revealed that the effect of being the tipping point on participation was mediated only by participants' feelings of responsibility towards fellow participants

Co-author: Michael Norton

Empirical Methods: Endogeneity and Sample Selection Bias

Wonyong (Won) Oh

18.05.2019

11:00-13:00

This seminar provides a specific focus on analytical skills and statistical analysis, mainly using STATA (as a statistical software package). This seminar aims to provide a "practical" guideline on how to conduct empirical research. In particular, endogeneity and sample selection bias have been increasing concerns for management research (e.g., Hamilton & Nickerson, 2003; Semadeni et al., 2014). In this seminar, how to correct sample selection bias (i.e., Heckman selection model) and how to address endogeneity concerns (i.e., instrumental variables approach) will be discussed.

Journal Publication Process: How to Make it Work?		
Wonyong (Won) Oh	20.05.2019	12:00-14:00
<p>In this seminar, I will provide opportunities to share my experiences of publishing manuscripts in high-quality academic journals. Specifically, discussion topics can cover (a) how to set research question, (b) how to position the paper, (c) how to develop manuscript, and (d) how to deal with reviewers and editors. For instance, using the example of Journal of Management (JOM) publication with V. Barker (2018), I will discuss how manuscript has been involved in each revision rounds. Manuscript has been changed its position from 'investigating the determinants of R&D investment' to 'examining the strategic imitation behavior' (i.e., R&D investment as an empirical context).</p>		

Mindful Leadership for Innovation and Entrepreneurship		
Tojo Thatchenkery	21.05.2019	12:15-13:30
<p>According to the latest research one of the foremost qualities to flourish in organizations is mindfulness. It allows us to be in a flexible state of mind and to actively engage in the present, noticing new opportunities that were not visible before. Research evidences suggest that this capacity to bring attention to present moment experiences in an open and nonjudgmental manner will allow us to be highly purposeful and be fully aware of what's going on in our mind and in the work environment. Mindfulness helps us develop a laser sharp ability to drill into current research projects and assignments and not lose sight of them through distractions.</p> <p>Mindful leadership does not ask us to locate ourselves in a quadrant, follow ten strategies, or practice seven steps. It merely asks us to pay attention and notice what's around us. Plenty of research evidence exists to suggest that the ancient Buddhist practice of paying full attention to the present moment intentionally and non-judgmentally holds significant promise for creating innovation and entrepreneurship without strife and stress. Mindfulness enables us to recognize simple, practical responses to difficult innovation challenges rather than reacting out of habit. However, being aware is not an easy mental state to be in for most of us. It takes practice to engage with openness and see new possibilities for change or innovation. Using the later research in the field, this seminar will help you develop your ability to accentuate your awareness and to feel comfortable to act with simplicity, empathy, and conviction. Examples from companies such as Google, Target, and General Mills that have developed mindful leadership programs will be shared.</p>		

Quiet Leadership: Valuing Different Ways of Leading and Creating Innovation		
Tojo Thatchenkery	21.05.2019	13:45-15:15
<p>Based on my book on invisible leadership (2011), and the latest research on leadership and innovation, I will show that the time has come to value quiet leadership again. Most of our understanding of leadership comes from research and theories developed in the United States. The assumption is that leaders are highly charismatic and very visible. However, my research has shown that genuine leadership is not about charisma or visibility. I found that a significant amount of noteworthy accomplishments in organizations are made possible by "quiet leaders," those who complete their tasks with commitment and often go above and beyond the call of duty, without seeking visibility. Such leaders often create innovation and new products and services because they are good in creating positive relational synergy in teams, valuing others, and building a collaborative and relational climate. I will provide research evidence that prove that smart organizations must embrace a global view of leadership which values multiple styles and cultural practices if they are to create innovation and succeed in the global market place. This seminar will share approaches and tools to recognize, grow, and sustain quiet leadership in Polish organizations which in turn should help them become more innovative and agile. Examples will be shared from highly innovative organizations such as Apple and Google where quiet leadership has played a key part in their growth and success.</p>		

Top-tier research: How to manage the publication process from idea conception to acceptance.		
Ryan Elder	23.05.2019	10:00-12:00
Publishing research at top-tier journals is increasingly competitive. This presentation will function more like a workshop wherein I provide perspective as both an author and reviewer on what it takes to publish. Specifically, we will focus on what journals are looking for in manuscript submissions and revisions. We will walk through the process from start to finish of one of my recently published articles. We will also discuss available resources to increase the likelihood of a successful submission.		

Conducting field experiments in consumer behavior		
Lalin Anik	23.05.2019	12:15-14:00
This seminar will focus on field experiments in charitable giving. We will spend the first part discussing recent work on novel ways to incentivize and leverage prosocial giving. We will focus both on the results of the experiments and the process by which they were designed, implemented, and analyzed. In the second part, we will brainstorm about new ideas and design experiments to test them.		

Qualitative methodology in organization studies		
Tuomo Peltonen	25.05.2019	12:15-14:00
There is a wide repertoire of different qualitative methods available for organizational analyses. In this seminar, I will firstly try to scrutinize the different methods with respect to their philosophical underpinnings, emphasizing the role of inductive reasoning, and the differences between a realist and a constructionist version of qualitative analysis. Secondly, as an example, I will talk about the complexities and practicalities of studying organizational spatiality. Here, issues such as employing ethnographic observation to produce theoretical results, the use of visual methods in organization studies, and combining different qualitative methods will be discussed. The seminar will be based on the methods book I wrote, as well as on the articles I have written about spatial analysis and the associated methodological questions. The seminar will be tailored to match with the more specific issues relevant to the Faculty doctoral students and researchers (e.g. narrative & discourse analysis, interviews, archival methods).		

Corporate governance: Comparative Approach		
Wonyong (Won) Oh	03.06.2019	12:00-14:00
This seminar is interactive. My prior studies on corporate governance are based on North American and Asian contexts, while without having European context. Since corporate governance is significantly influenced by institutional, legal, and business environment, I will present two working papers from different empirical settings: (1) how investors evaluate antitakeover provision (poison pill) adoption in the U.S. (target: Academy of Management Journal) and (2) how family firms make corporate social responsibility (CSR) decisions in Korea (stage: revise and resubmit at the Journal of Business Research). In order to make the seminar interactive, participants are welcome to make comments how these questions can be applied in the European context and/or what are the related governance issues in the Europe, or Poland specifically.		

Real world impact: Moving research beyond academia.		
Ryan Elder	06.06.2019	10:00-12:00
Academic research does not have to only live in journals. There are numerous opportunities to extend the scope and reach of our research. This starts first and foremost by conducting interesting and applicable research. Beyond this, it is our responsibility as researchers to disseminate this		

research to numerous audiences, including the students we teach, companies we interact with, and the popular press. We will discuss specific methods to increase the relevance of research and how to ensure it has an impact beyond the academy.

Research Paper Development Workshop/Seminar

Justin Paul	06.06.2019	12:00-13:30
Developing Different Types of Research Papers (Empirical papers with Theory, Pure Empirical paper (using QUALITATIVE & QUANTITATIVE Methods), Review Articles (Theme-based review, Theory-based review, Meta analysis).		

Marriage of Unequals? Investment Quality Heterogeneity and the Formation of Status-Asymmetric Ties in the Venture Capital Industry

Adam Tatarynowicz	10.06.2019	10:00-12:00
TBA		

Developing Your Appreciative Intelligence[®] for Innovation, Leadership, and Entrepreneurship

Tojo Thatchenkery	18.06.2019	12:00-13:45
<p>This research seminar will describe the new concept of Appreciative Intelligence developed by me and is featured in the popular book, <i>Appreciative Intelligence: Seeing the Mighty Oak in the Acorn</i>. It is a unique competitive advantage possessed by exceptional leaders and innovators. Adding to the model of multiple intelligences developed by Howard Gardner, Appreciative Intelligence provides a new answer to what enables successful people to dream up extraordinary ideas, why other stakeholders join them, and how they triumph despite various challenges. I will demonstrate the three components of Appreciative Intelligence (reframing, appreciating, and envisioning) and seminar participants will learn how to apply them in their work settings. They may also learn how to assess and develop their own or others' Appreciative Intelligence and how to bring out the best from others in difficult situations. Lessons learned from leaders who have demonstrated a high level of Appreciative Intelligence will also be shared. Since I have published the original book on Appreciative Intelligence, several other peer reviewed articles have appeared in journals. I will share those latest developments in Appreciative Intelligence research and hope that some of the participants will be interested to work with me by collecting data from Polish companies and publish additional articles.</p>		

The Emergence of China and India in The Global Market and The New and Novel Paradigms in Chindia.

Justin Paul	14.06.2019	14:00-15:30
<p>This seminar will be useful not only for researchers, but also for practitioners, Master/bachelor degree students etc.</p> <p>There is a Special Issue that I'm editing on this topic for <i>European Business Review</i> with August 2019. Participants in this seminar will be encouraged to submit a paper for our special issue. The Call for papers will be online in January.</p>		

The Dos and Don'ts of Getting Published in Top Management Journals

Adam Tatarynowicz	17.06.2019	10:00-12:00
TBA		

Toward A New Model For Internationalization (CPP Model: Conservative, Predictable and Pacemaker firms and Markets).		
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Justin Paul	18.06.2019	10:00-12:00
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This seminar would be a platform to discuss about the recently developed: theoretical model for the internationalization of firms, called the Conservative, Predictable and Pacemaker (CPP) model, for extending research in the domain of international business. The main purpose is to provide a new typology that can be used as a theoretical lens for future research and to motivate researchers to think beyond the established models, which are repeatedly used in many studies. This model is based on primary data collected from firms in the information technology sector. The CPP model may be useful for industry analysis and research dealing with the growth and internationalization of firms across industries and countries. This will be particularly useful for researchers interested in carrying out research on SME competitiveness, international entrepreneurship etc

Notes about Visiting Scholars

Lalin Anik (University of Virginia)



Lalin Anik is an Assistant Professor of Marketing at the University of Virginia's Darden School of Business. Her research in marketing and behavioral economics focuses on the impact of social connection on consumer behavior and consumer welfare. More specifically, Lalin explores the multifaceted influence of social connection - from creating new social ties to priming existing social ties - on consumer behavior in two primary areas: motivation and social influence. Her research program uses three complementary levels of analysis. Lalin conducts laboratory experiments to understand the influence of social relationships on consumer attitudes and preferences. She then designs novel social incentives to shift consumers' focus from self to others to shape decisions and behavior. Finally, she uses field experiments to document the payoffs of those social incentives. Close to two decades, Lalin has worked closely and consulted with major companies, organizations and governments to design novel social interventions that help employees, consumers and communities lead healthier, happier and more productive lives.

Lalin's research has been published in top academic journals such as the Journal of Marketing Research, Marketing Letters, Social Psychological & Personality Science, PLoS ONE, and Social Influence. It has also been featured by outlets such as the Bloomberg, CNN, Forbes, Harvard Business Review, National Public Radio, New York Times, Scientific American and the Wall Street Journal.

Lalin teaches the core Marketing course in the full-time MBA program at Darden as well as the second year elective "Deviant Marketing" that she designed on the science of behavior change. For her teaching, Lalin was awarded with the Faculty Diversity Award in 2017, nominated for the Outstanding Faculty Award in 2017, and has been consistently recognized among the top 10% of faculty for teaching at Darden School of Business. Prior, she taught at the MBA, Executive Education and PhD programs at Harvard Business School and Duke University's Fuqua School of Business.

Before joining Darden, Lalin was a post-doctoral fellow at Duke University's Fuqua School of Business where she worked with Dan Ariely at The Center for Advanced Hindsight. She holds a B.A. degree in psychology, business and French from Brandeis University and a Doctorate of Business Administration degree in marketing from Harvard Business School.

Once a professional swimmer, Lalin now spends her days wondering about the human condition, running after a ball, following arts or flying.

Ryan Elder (BYU Marriott School of Business)



Ryan Elder (PhD, University of Michigan) is Distinguished Faculty Fellow and Associate Professor of Marketing at the Marriott School of Business at Brigham Young University. Dr. Elder researches how imagery as well as sensory experiences affect consumers' cognitions and behaviors. He primarily explores these areas within the context of advertising, product packaging, atmospherics, and product design. His methodologies include experimentation, field studies, eye tracking, and other psychophysiological measures.

Dr. Elder's research has been published in the Journal of Consumer Research, the Journal of Marketing Research, and the Journal of Consumer Psychology. Popular accounts of his work have appeared on Good Morning America, The Today Show, CBS This Morning, BBC World News, and TIME Magazine, The Tonight Show with Jimmy Fallon, and others. He also currently serves on the Editorial Review Board for the Journal of Consumer Research, Journal of Marketing Research, and Journal of Consumer Psychology. He has won college and departmental awards for his scholarship.

Currently, Dr. Elder is working on several projects including exploring the consequences of dynamism within advertising, the impact of imagery on emotion and consumption, and testing the impact of advertising cues on sensory experience.

Dr. Elder has worked with Google, worldwide advertising agencies and the world's top global food and beverage companies to improve the effectiveness of their advertising, and conduct research for new product development. He focuses his teaching on advertising and promotions as well, teaching both undergraduate, MBA, and Executive MBA students how to successfully implement advertising campaigns and manage agency relationships.

Ryan Elder lived in Poland from 2000-2002, living in Zabrze, Grudziadz, Kraków and Warsaw. His wife has also lived in Poland. He is the father to six children who have traveled literally around the world, and have all been to Poland. He loves to trail run, bike, and ski in the mountains, eat great food (including bigos and pierogi), and travel with his family.

Johannes Meuer (ETH Zurich)



Johannes Meuer is a senior researcher and lecturer in the Group for Sustainability and Technology (SusTec) at the Department of Management, Technology and Economics of ETH Zurich.

Johannes' research focuses on aspects of organizational design and innovation in the context of corporate sustainability. He draws on theories at the intersection of corporate sustainability, strategic management, and technological innovation to investigate strategies for firms to integrate sustainability into their strategies and business operations. Johannes also develops new methodological approaches based on set theoretic methods such as fuzzy set Qualitative Comparative Analysis (QCA), for example to integrate QCA in multi-level models or to extend QCA for the use of systematic comparative process analysis. He also applies these methods in various substantive field such as organization and innovation theory, strategic HRM, and production and operations management. Johannes is the lead organizer of the [International QCA Workshop Series](#) and the

	<p>annual QCA PDW at the AOM. His research has been published in Organizational Research Methods, Organization Studies, Research Policy and Human Resource Management.</p> <p>Johannes holds a PhD from Rotterdam School of Management, Erasmus University and an MSc in International Economics from Corvinus University Budapest. During his studies, he spent time at USC Marshall Business School in Los Angeles, the China Europe International Business School (CEIBS) in Shanghai, and the Universidad Complutense Madrid. Before joining ETH Zurich, Johannes worked as a SNSF post-doctoral researcher at the University of Zurich where he focused on investigating how firms draw on institutional resources to integrate technological and organizational innovation. Moreover, from 2012 to 2013 he held a position as an associate researcher at the Leibniz GIGA Institute of Asian Studies, and from 2011 to 2015 a position as a visiting fellow of the Cranfield School of Management.</p>
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Wonyong (Won) Oh (University of Nevada)	
	<p>Won-Yong Oh is Lee Professor of Strategy and Assistant Professor at the Lee Business School, University of Nevada, Las Vegas (UNLV) in the USA. From 2013 to 2017, he was a faculty member at the Haskayne School of Business, University of Calgary, where he hold Haskayne Research Professorship.</p> <p>His research areas include corporate governance, strategic leadership, corporate social responsibility and international management. In his research, he addresses questions related to the effects of corporate governance mechanisms and top management team on organizational outcomes, including corporate social responsibility. He also investigates how strategic decision is made in the various international contexts. He has authored more than 50 refereed journal publications, book chapters, and case studies.</p> <p>His scholarly works appear in many premier journals (e.g., Financial Times 50 journals) including the Journal of Management, Journal of Business Ethics, British Journal of Management and Journal of Business Ethics. He also actively writes practitioner-oriented articles appeared in Harvard Business Review and the European Business Review.</p> <p>He has presented his research at leading international academic conferences where he has received multiple best paper awards, including the Academy of Management (AOM), Strategic Management Society (SMS), European International Business Academy (EIBA), European Academy of Management (EURAM), International Association for Business & Society (IABS), Administrative Sciences Association of Canada (ASAC) and Society for Industrial & Organizational Psychology (SIOP).</p> <p>He has taught strategic management, international management and empirical research method at the undergraduate, MBA, EMBA and PhD level course. Before earning his PhD, we worked as a management consultant at the A.T. Kearny and Deloitte. He also worked as Korean pop music composer before pursuing his career in business. He received his PhD degree in Strategic Management from the School of Business at the University of Kansas in the USA and an MBA degree in strategic management and international business from the School of Business at the Seoul National University in Korea.</p>

Justin Paul (Rollins College-Orlando, Florida)



Justin Paul is a professor with Rollins College, Florida, & Graduate School of Business, University of Puerto Rico, USA and a 'Distinguished' Visiting Professor with IIM, India's premier business school. He is known as an author of books such as *Business Environment* (4th ed), *International Marketing*, *Export-Import Management* (2nd edition) by McGraw-Hill & Oxford University Press respectively. Over 100,000 copies of his books have been sold and his articles have been downloaded over 500,000 times. A former faculty member with premier institutions such as the University of Washington, Nagoya University, Japan and Indian Institute of Management. Dr. Paul serves as Senior/Guest/Associate Editor with the *International Business Review*, *Journal of Business research*, *Services Industries Journal*, *European Bus Review*, *Journal of Retailing & Consumer Services*, *Small Bus Economics*, *European Journal of International Management*, *Journal of Promotion Management* & *International Journal of Emerging Markets*. In addition, he has taught full courses at Aarhus University- Denmark, Grenoble Eco le de Management-& Universite De Versailles -France, University-Lithuania, Warsaw -Poland and has conducted research development workshops in countries such as Austria, USA, Spain, Croatia, China. He has been a Program Director for training diplomats from different countries and also holds two honorary titles- as Professor of Eminence at a Govt University . He has been an invited speaker at several institutions such as University of Chicago, Fudan & UIBE-China, Barcelona and Madrid and has published over 50 research papers in SSCI journals and bestselling case studies with Ivey & Harvard. Dr. Paul introduced Masstige model and measure for brand mgmt, CPP Model for internationalization of firms, and 7-P Framework for International Marketing.

Tuomo Peltonen



Tuomo Peltonen received his PhD from Aalto University School of Business (formerly Helsinki School of Economics) in 1998. Since then, he has been a visiting scholar at Keele University, UK, and, later, professor at four Finnish universities. Tuomo is currently professor of organization and management at Åbo Akademi University, Turku, Finland. In addition to that, he holds a docent appointment at Aalto University. His early research dealt with internationalization and managerial career identities. More recently, he has published on business ethics, organizational knowledge, international management, research methods, and architecture and spatiality, often from a poststructuralist or interpretative conceptual and/or methodological perspective. He has had a special interest on the implications of the work of Michel Foucault, as well as on the debates surrounding the use of Actor-Network Theory in management studies. Tuomo's current research interests have signalled a shift towards classical philosophical problems regarding truth, morality and good governance. These themes are discussed in his works on history and philosophy of organization theory, spirituality and religion in organizations, and the possibilities for wisdom in strategic decision-making. He is an Editorial Board member of *Organization Management Journal* and *International Journal of HRM*. During his academic career, Tuomo has published about 35 refereed articles and book chapters, and three international

monographs. Recent books include: *Towards Wise Management* (Palgrave), *Spirituality and Religion in Organizing* (Palgrave), *Organization theory* (Emerald), and *Origins of Organizing* (Peltonen, T., Gaggiotti, H., Case, P., eds; Edward Elgar).

Tojo Thatchenkery (George Mason)



Tojo Thatchenkery (Ph.D. Weatherhead School of Management, Case Western Reserve University) is featured as one of the leading **change thinkers** in the recently released *Palgrave Handbook of Organizational Change Thinkers*. He is professor & director of the Organization Development and Knowledge Management program at the Schar School of Policy & Government, George Mason University, Arlington, Virginia, USA. He is also a member of the *NTL Institute of Applied Behavioral Science*, and the *Taos Institute*. Dr. Thatchenkery founded the Organizational Learning graduate program (OL/ ODKM) at George Mason two decades ago. The professional degree has produced an impressive cadre of practitioners, consultants, entrepreneurs, and scholars who are leaders in social justice and organizational transformation

Dr. Thatchenkery has over twenty years of experience in teaching at various Public Policy, MBA, Organization Development, and executive development programs in the United States, Canada, South America, Europe, Australia, and India. He founded the *Organizational Learning Laboratory* at the George W. Johnson Learning Center which was featured as one of the leading laboratories for organizational learning and knowledge management by the *Academy of Management* and the *Project Management Journal* and served clients such as Fannie Mae.

Dr. Thatchenkery is the author of over a dozen books and hundreds of articles. One of them, *Appreciative Intelligence: Seeing the Mighty Oak in the Acorn* was a Harvard Business Review recommend book. In another book, "Making the Invisible Visible" Tojo introduced the concept of quiet leadership as a key driver for innovation in organizations. He has also written books on appreciative inquiry, knowledge management, sustainable development, social capital, postmodernism, and information technology and economic development. They include *Advances in Social Change* (2018), *Leveraging Human Resources for Humanizing Management Practices and Fostering Entrepreneurship* (2018), *Knowledge Creation and Organizational Well-being* (2017), *Organization Development through Strategic Management* (2017), *Managing complex organizational change* (2016), *Optimizing business growth: Strategies for scaling up* (2016), *Leveraging human factors for strategic change: An organizational culture perspective* (2015), *Understanding work experiences from multiple perspectives* (2015), *Organizational Transformation: Change Management Perspectives* (2014), *Strategic Initiatives for Competitive Advantage in the Knowledge Society* (2014), *Reframing Human Capital for Organizational Excellence* (2013), *Positive Initiatives for Organizational Change* (2012), *Positive Design and Appreciative Construction: From Sustainable Development to Sustainable Value* (2010), *Leveraging Global Competiveness for Organizational Excellence* (2010), *Enhancing*

	<p><i>Organizational Performance through Strategic Initiatives</i> (2009), <i>Handbook on Management Cases</i> (2008), <i>Appreciative Inquiry and Knowledge Management</i> (2007), <i>Information Communication Technology and Economic Development: Learning from the Indian Experience</i> (2006), and <i>Appreciative sharing of knowledge: Leveraging knowledge management for strategic change</i> (2005).</p> <p>Dr. Thatchenkery has extensive consulting experience in change management, leadership development, organization design and strategy, and knowledge management. Past and current clients include the US Nuclear Regulatory Commission, USDA, EPA, Pension Benefit Guaranty Corporation, US Department of Housing and Urban Development, U.S. Department of Treasury, USPS OIG, Food and Agriculture Organization (FAO) of the United Nations, IBM, Fannie Mae, Booz Allen, PNC Bank, Alcatel Lucent, General Mills, 3M, British Petroleum, Nokian Tyres, the International Monetary Fund, the World Bank, Akbank (Turkey), and the Tata Consulting Services (India). He is on the editorial board of the <i>Journal of Applied Behavioral Sciences</i> and the <i>Journal of Organizational Change Management</i> and is the past Program Chair of the Research Methods Division of the <i>Academy of Management</i>. He has published in journals such as <i>Harvard Business Review</i>. For more information about Tojo Thatchenkery, please visit www.appreciativeintelligence.com</p>
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Mary Zellmer-Bruhn (University of Wisconsin)	
	<p>Dr Zellmer-Bruhn received her PhD in organizational behavior from the University of Wisconsin, Madison. Her research focuses on teamwork, including the formation and design of teams, how context influences teams, knowledge management and team routines, and team composition and diversity. She has special interests in entrepreneurial teams, and culture and language diversity. Current research interests include developing and testing the concept of team mindfulness. Her 2018 Academy of Management Journal article introduced team mindfulness and demonstrated a safeguarding effect against disruptive conflict processes in teams. She also is developing research about language diversity in teams and its effect on knowledge processing. Her paper “How language diversity affects knowledge processing in multinational teams” with co-authors Tenzer, Pudelko and Maloney won Best OB/HR/OT Paper in the International Management Division, Academy of Management Annual Conference 2017, and was published in the Academy of Management Proceedings. As a part of a multi-year National Institute of Health grant, she is working with the Clinical and Translational Science Institute at the University of Minnesota to study ways to improve training and effectiveness of science teams.</p> <p>Dr. Zellmer-Bruhn’s research is published in Administrative Science Quarterly, Academy of Management Journal, Management Science, Organization Science, Strategic Management Journal, Journal of International Business Studies, Group and Organization Management, Entrepreneurship Theory & Practice, Management International Review, Journal of Managerial Issues, and The Journal of Managerial Psychology. She served as Area Editor for the Journal of International Business Studies</p>

	<p>from 2013-2016. She also serves on the editorial boards of Academy of Management Review, Organization Science, Journal of International Business Studies, Management International Review, Small Group Research, and Journal of World Business. Zellmer-Bruhn served on Executive Committee of the College of Organization Science (INFORMS) from 2010 - 2013, and was was a past board member of INGROUP.</p>
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	<p>An accomplished instructor, Prof. Zellmer-Bruhn has received the Carlson School's Excellence in Teaching and Outstanding Honors Faculty teaching awards.</p>
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