PROGRAM

&

PROCEEDINGS

of the

25th ANNUAL CONFERENCE OF THE INTERNATIONAL ASSOCIATION FOR APPLIED MANAGEMENT

Las Vegas, NV, USA, July 17–19, 2018, Volume 25

IAAM Conference 2018 Program

25th Annual Conference of the
International Association for Applied Management

The Linq Resort & Casino

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WELCOME TO THE 2018 ICAM/ICSI

The 25th Annual Conference of the International Association for Applied Management will be held at The Linq Resort & Casino, Las Vegas. We have worked long and hard to put together the conference program. The program contains 34 papers, which was made possible by the efforts of our dedicated track chairs who donated many hours to put together the program for the conference. I take this opportunity to convey my special thanks to them.

Our program was made possible by your willingness to participate in our conference. Thanks!

I look forward to seeing you at Las Vegas!

Afzal Rahim
Life President
Ismail Civelek
President

Participant's Notes

TUESDAY, JULY 17

Icon D **11:00–12:00**

What is *Applied Management Journal* Looking For?

Kenneth D. Mackenzie. University of Kansas
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Afzal Rahim, Western Kentucky University
1988mgmt@gmail.com

Icon D	**11:00–1:30**	**Lunch & Registration**

Icon D **1:30–2:00**

WELCOME ADDRESS & SUGGESTIONS FOR IMPROVING MANAGEMENT RESEARCH

Afzal Rahim, Western Kentucky University

Icon D **2:00–3:00**

The Role of Unorthodoxy in Learned Societies

Chair: Ken Mackenzie
University of Kansas, kdmackenzie@sunflower.com
Discussants:
Ismail Civelek
Western Kentucky University, ismail.civelek@wku.edu
Don G. Schley
Colorado Technical University, dschley@coloradotech.edu

Icon D	**3:00–3:30**	**Coffee Break**

Icon D **3:30–5:00**

HEALTHCARE IN INDIA: PROBLEMS AND REMEDIES

Chair: Shakti Kumar Gupta , All India Institute of Medical Sciences
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A Study on Domestic Violence Against Women and Psychological Comorbidities in Servants' Quarters of a Tertiary Care Hospital in North India

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Relocation Plan of a Tertiary Care Hospital Using Critical Path Method (CPM)

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Application of Predictive Analytics on Online Appointment System in Outpatient Departments of a Tertiary Care-public Sector Hospital

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Influence Caused by Nursing Students' Self-Affirmation

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Yumi Takeshi
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WEDNESDAY, JULY 18

Icon D	**7:00–8:30** **8:30 – 10:00**	**Breakfast** **Registration & Exhibition**

Icon D **8:30–9:30**

Keynote address

Chair: Afzal Rahim, Western Kentucky University
1988mgmt@gmail.com

Measuring Diversity
Kenneth D. Mackenzie, The University of Kansas
kdmackenzie@sunflower.com

Icon D	**9:30–10:00**	**Coffee Break**

Icon D **10:00 – 11:30**

PROMOTING INNOVATION IN ORGANIZATIONS

Chair: Ismail Civelek, Western Kentucky University

Business Innovations and Design: Examining the Value of Design Thinking in Entrepreneurship Education
Wee-Liang Tan, Singapore Management University
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Innovation Success in Research and Development Organizations
Gary Frashier, Our Lady of the Lake University
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Phyllis A. Duncan, Our Lady of the Lake University
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Demystifying High Growth Firms: The Good, The Bad, and The Ugly
Hamid Shirazi Agha, Athabasca University
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Icon E **10:00 – 11:30**

OBSTACLES TO PROMOTING SUSTAINABILITY IN ORGANIZATIONS

Chair: Uchenna Nwabueze, Texas A&M University

Managerial Irrationality: The Case of Environmental Irresponsibility

Uchenna Nwabueze, Texas A&M University
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Business Interest in Sustainability at a Crossroads

Brian Sullivan, Western Kentucky University
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Managing for Sustainability: The Realities

Robert Halliman
Austin Peay State University
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Icon D **11:30–1:00** **Lunch**

Icon D **1:00-2:00**

Keynote Speech

Chair: Kenneth D. Mackenzie, University of Kansas

Gender Differences in Conflict-Management Strategies: A Forty-Year Study

Afzal Rahim, Western Kentucky University
1988mgmt@gmail.com

Icon D **2:00–3:00** **Coffee Break and Business Meeting**

Icon D **3:00–4:30**

SPECIAL TOPICS IN GLOBAL BUSINESS

Chair: Feng Helen Liang, Western Kentucky University

Research versus Development: Global Cities and the Location of MNCs' Cross-Border R&D Investments

Helen Du, NEOMA Business School
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Foreign Direct Investment, Technology Spillovers, and Air Pollution

Feng Helen Liang, Western Kentucky University
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Academic Leadership Qualities: A Comparative Study of Malaysia and Singapore Perceptions

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Icon E **3:00–4:30**

ETHICS, CSR, AND SAMARITAN LAW

Chair: Stuti Verma, Amity University. India

Ethics: Cross-Cultural Challenges and Implications

Uchenna Nwabueze, Texas A&M University
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Is Corporate Social Responsibility (CSR) Important for High-Tech Manufacturing Firms' Internationalization?

Akmal Hyder, University of Gävle, Sweden
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Agneta Sundström, University of Gävle, Sweden
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A Study on Good Samaritan Law Awareness among People from National Capital Territory of India

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THURSDAY, JULY 19

Icon	**7:00–8:30**	**Breakfast**

Icon D **8:30–10:00**

Chair: Sarah Philipson, University of Gävle, Sweden & Linnaeus University Sweden

Optimism, Greed, and Idealism: A Literary Political Economics Approach to the American Auteur

Gregory Hood, Walden University & U.S. Department of State
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Well-Grounded Theory – Pattern-Finding in Qualitative Data: A 18 Steps Procedure of Making Data Analyzable

Sarah Philipson , University of Gävle, Sweden &
Linnaeus University Sweden, sarahscphilipson@mac.com

A Study of the Conflict Styles of Nurse Leaders and the Influence of These Styles on Disruptive Behavior

Irma Pye Gavito, Our Lady of the Lake University
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Phyllis Duncan, Our Lady of the Lake University
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An Empirical Study on Emotional Intelligence and Leadership Styles at the Private Commercial Banks of Bangladesh

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Md Sahidur Rahman, University of Chittagong, Bangladesh
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Ican E **8:30–10:00**

SPECIAL TOPICS IN MANAGEMENT

Chair: Samina Saifuddin, Morgan State University

Why Constraints are of Benefit to a Project or Enterprise

Don G. Schley, Colorado Technical University
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It's Hard to See the Margins from the Middle: Shedding Light on Unconscious Bias in Leadership

Kimberly Howell, Pacifica Graduate Institute
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Modeling Intentions to Pursue a High-Tech Career: Using Social Cognitive Career Theory in Bangladeshi Context

Samina Saifuddin, Morgan State University
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Icon D	**10:00–10:30**	**Coffee Break**

Icon D **10:30-12:00**

TECHNOLOGY TRANSFER, COPYCAT COMPETITORS, AND SOCIAL INTELLIGENCE

Chair: Clovia Hamilton, Winthrop University

Novel Job Scheduling Tool for University Technology Transfer

Clovia Hamilton, Winthrop University
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Pricing of Virtual Goods and Designing Game Challenge Level for Free-to-Play Mobile Games in the Presence of Copycat Competitors

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A Model of Social Intelligence, Subjective Happiness, and Optimism

Afzal Rahim, Western Kentucky University
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Icon E **10:30-12:00**

THE CHALLENGE OF PROMOTING ENTREPRENEURSHIP

Chair: Don G. Schley, Colorado Technical University

Education for Entrepreneurship in the USA: The Real Pitfalls

Don G. Schley, Colorado Technical University
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Mobile Applications for Increased Civic Engagement, Greater Efficiency in Infrastructure Maintenance and City Management: A Case Study of the Recently Launched CITIBOT in North Charleston, South Carolina

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Children Street Level and Sales Kids Marketing Strategy in West-Africa: The Effect on National Manpower Development and Growth

Mufutau Awoniyi, Lagos State University, Nigeria
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Icon D	**12:00–1:30**	**Lunch**

CONCLUDING COMMENTS FROM PARTICIPANTS

Reviewers

The Contribution of Our Reviewers is Gratefully Acknowledged

Ismail Civelek	Western Kentucky University
Feng Helen Liang	Western Kentucky University
Kenneth D. Mackenzie	University of Kansas
Cheng Sim Quah	Institut Aminuddin Baki, Malaysia
Afzal Rahim	Western Kentucky University
Samina Saifuddin	Morgan State University
Don G. Schley	Colorado Technical University

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(icam1990.com)

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Conference: July 2019

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Volume 25

Edited by:

Feng Helen Liang
Western Kentucky University, USA

Masuda Rahim
Center for Advanced Studies in Management

July 2018

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PREFACE

Welcome to the *Proceedings of the 25th annual Conference of International Association for Applied Management*. Contained in these pages are the summaries of the papers accepted for presentation in the conference this year at Las Vegas, NV. Each year the IAAM conference grows in excellence and global recognition. Your participation in this unique forum permits more opportunities for us to understand our operating environment, regardless of whether it is local or remote. The rapidity of change is altogether inspiring, incredible, and challenging.

The conference president and we are conveying our gratitude to our presenters and speakers. Their presence and speeches will make s significant value-added contribution to the conference. We thank those track chairs who dedicated their valuable time and effort to meet the objectives of the conference. Appreciation goes to all those facing the ever present challenges of distance, time, and funding required to make this possible. For those of you who have made consistent contributions through the years, this conference has unquestionable value. The importance and interrelationships of the track topics are even more evident. In addition, we continue to use information technology to support both registration and proceedings preparation.

A special thank goes to Afzal Rahim and his endeavor to make this conference successful. Without his many contributions of time, energy, and seemly limitless patience, this conference would not likely exist.

Please enjoy this opportunity to compare and exchange ideas, to deliberate, and challenge conventional assumptions, and finally to invigorate the cognitive processes we enjoy through genuine scholarship. Remember that we live for this.

Feng Helen Liang
Western Kentucky University

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Center for Advanced Studies in Management

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Track 1

Intelligence, Creativity, Conflict and Innovation

Chair: **Afzal Rahim**
Western Kentucky University

Plenary Session on The Role of Unorthodoxy in Learned Societies

Chair
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Learned societies exist to enhance innovation, disseminate findings, vet progress, and establish standards in their field of inquiry. Knowledge is always in flux in flourishing learned societies. Membership is rarely of one mind for very long. There are, in fact, multiple equilibria in place concerning ideas, modes of inquiry, and shifting members' interests. Some ideas, methods, and individuals are more influential than others. Unorthodoxy can be viewed as a threat to these equilibria. Unorthodoxy can also serve as a source of innovation and change. It can also be disruptive and destructive unless managed.

The purpose of this Plenary Session is to explore the pros and cons of unorthodoxy within a learned society such as IAAM.

The chair has a long history of research. Lately he has been tasked by our founder, M. Afzalur Rahim, to edit two volumes of *Enduring Research* as published in the preceding 18 volumes of *Current Topics in Management*. These volumes are chock full of interesting ideas. As I ponder which 28 of over 200 published articles to include, it becomes clear that ICAM acted as a source of unorthodox and orthodox papers. Unfortunately, we have become an intellectual backwater with declining vigor and relevance.

We need to rethink our ideas and mission. The transition from ICAM to IAAM provides the opportunity for this learned society to recapture the initiative. I believe that positive unorthodoxy is our strength. Our many conferences and publications provide ample documentation of our role as a learned society. I believe in the future of IAAM as a learned society and wish it reinvigorated.

The chair will honestly discuss two examples of position unorthodoxy: Galileo Galilei and Stanley Prusinger, who won the Nobel Prize in 197 for Physiology and Medicine. Both faced crushing condemnation and were ardently deplored by the existing orthodoxies of the time.

They managed by sheer talent, vision, and persistence to succeed. However, not every unorthodoxy is valid. The introduction is to open up the discussion of the role of unorthodoxy in learned societies.

This introduction is to be followed by remarks and observations by two discussants. Then, the chair will invite commentary from the delegates.

This Plenary Session will be both informative and fun. The challenges facing IAAM is to establish a commons in which both orthodox and unorthodox ideas for advances in management are encouraged, debated, vetted, and incorporated.

What Is Applied Management Research

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A Model of Social Intelligence, Subjective Happiness, and Optimism

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Measuring Diversity

Kenneth D. Mackenzie
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Diversity is one of those undefined "good feel" terms. Diversity has many aspects such as race, gender, political orientation, economic levels, educational attainment, and status. In fact, we all belong to more than a single class. Diversity is complex and, despite widespread discussion, it remains undefined and thus inconsistently measured. This paper focuses on the measurement of diversity.

There are major issues in measuring diversity. For example, individuals belong to multiple classes and categories. One can be male, black, and old. Diversity classes are, in fact, interdependent. Ignoring these interdependencies creates problems whenever inadequate measures are used for executive actions. Another issue is the choice of organizational level. Suppose a Spanish department which has seven "Hispanics" and two "Anglos" seeks to hire another. If they hire an "Hispanic" then the distribution would be (.80, .20). Hiring an "Anglo" would make it (.70, .30). Is (.80, .20) less diverse than (.70, .30)? It is for the department but not for the university. Another issue is symmetry. Is the distribution of 70% female, 30% male (.70, .30) as diverse as 30% female, 70% male (.30, .70)?

The judgment about the actual distribution involves another undefined distribution of that which is more desired. There are always two distributions for any category: (1) the actual and (2) the desired. All diversity measures only consider the first in the measurement of diversity. The desired distribution is rarely specified and therein lies the main problem of diversity measurements. I propose a new measure, called diversity difference, which includes both the actual and the desired distribution.

Diversity is linked to fairness, a topic of ancient origin in welfare economics. There are five desiderata proposed by Allison (1978) to asses known diversity measures based on the actual distribution. None of these diversity measures meets these desiderata. The proposed diversity difference measure meets all five plus three more (independence of symmetry, independence of irrelevant classes and categories, and allowance for aggregation and disaggregation.

Denote the actual distribution by P and the desired by Q. Denote the diversity difference by d (P, Q) represent the diversity difference. Let P = (p1, p2, …, pn) be the actual and let Q = (q1, q2,…, qn) be the desired distribution respectively. The diversity difference is defined by:

$$d(P, Q) = \sum_{i-1}^{n} |pi - qi| / 2.$$

Proofs are provided for the properties of the diversity difference measure.

Diversity difference can include multiple classes and categories. It can be intuitively illustrated by diversity difference trees. Diversity difference trees are easily generated and classes to be recombined to stimulate more nuanced analyses and creative remedies. Examples are provided to illustrate diversity difference measures and their diversity difference trees. The measure of diversity differences allows generalization of Lorenz curves in welfare economics from income to diversity.

Gender Differences in Conflict-Management Strategies: A Forty-Year Study

Afzal Rahim
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There are numerous field studies relating to gender difference on the strategies of handling interpersonal conflict (Baron, 1989; Cole, 1996; Jennings, 2017; Kilmann & Thomas, 1975; Neff, 1986; Rahim, 1983a; Renwick, 1977; Shockley-Zalabak, 1981). These studies reported weak and inconsistent relationships of gender to the strategies of handling interpersonal conflict. A similar conclusion was reached by Wall and Blum (1991). Their literature review shows that there is marginal and inconsistent relationship between gender and negotiation outcomes. After reviewing the literature on gender differences in conflict-handling strategies, Nicotera and Dorsey (2006) concluded the following: “There is no there there. Conflict style is not driven by biological sex, regardless of how many studies try to find the effect; it simply is not there. . . . the search for gender differences in organizational communication and in conflict communication particularly, has little promise to produce any meaningful findings” (p. 312). Based on this discussion the following research questions were formulated.

Research Question 1: Do male and female employees differ in their use of the strategies of handing interpersonal conflict?

Research Question 2: Do the employees differ in their use of the strategies of handing interpersonal conflict during the last four decades?

Research Question 3: Is there any interaction effect of Gender × Time on conflict-management strategies?

Rahim and Bonoma (1979) differentiated the strategies of handling conflict on two basic dimensions: concern for self and concern for others. The first dimension explains the degree (high or low) to which a person attempts to satisfy his or her own concern. The second dimension explains the degree (high or low) to which a person attempts to satisfy the concern of others. Combination of the two dimensions results in five specific strategies of handling interpersonal conflict: integrating, obliging, dominating, avoiding, and compromising.

Data on the five conflict-management strategies were collected with the Rahim Organizational Conflict Inventory–II, Form A from the author's undergraduate and MBA students who were employed outside the university during the span of 1980 to 2018 (i.e., 39 years). The items of the ROCI–II use a 5–point Likert scale (5 = Strongly Agree . . . 1= Strongly Disagree) to measure the conflict-handling behavior of subordinates. A higher score indicates greater use of a strategy of handling interpersonal conflict with a supervisor.

The data collected from students include information on gender and the four decades (1980s, 1990s, 2000s, 2010s). The students filled out the instrument as a requirement of conflict management, organizational behavior, and other related courses. After the instrument was completed in a class, the instructor explained the scores on the five strategies, i.e. how students handled conflict with their supervisors and its implications.

A Multivariate Analysis of Covariance (MANCOVA) of questionnaire data show that the main effects of gender, generation, and their interaction effects were significant. Implications for management, directions for future research, and strengths and limitations of the study are discussed.

Innovation Success in Research and Development Organizations

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Innovation is the lifeblood of an organization, but in many organizations, innovation is at best a random process. However, successful recurring innovation is not a random process. It is most likely to occur if the organization's culture and its leadership places a high priority on innovation, and encourages creativity, openness to new ideas, open communications, and a fair reward system. Innovation is a complex, multi-stage process, with different activities and different individual behaviors at each stage. The innovation process consists of idea generation, systematic and intuitive problem solving skills, and idea realization, supported by leadership and teamwork.

This study had two research areas. Research Area 1 explored the relationship between the independent variables: authentic leadership, organizational support for innovation, researcher autonomy, and teamwork, with the dependent variable, innovative work behavior. Research Area 2 explored the influence of authentic leadership on organizational support for innovation, researcher autonomy, and teamwork. The control variables of age, gender, educational level, and organizational type were utilized in both areas of study. The study used a targeted sample of 276 volunteer researchers from eight exceptionally innovative organizations. The study utilized the Authentic Leadership Inventory to measure authentic leadership, and the Innovative Work Behavior instrument. All participants had a college degree, were 61% male, with an average age of 41.8 years.

The findings of this study suggest that a commitment to authentic leadership may be the strongest factor that an organization can utilize to improve the opportunity for innovation. Secondly, organizational support for innovation was shown to have the strongest direct

influence on innovative work behavior. This study may serve as a guide to R&D organizations in their efforts to improve innovation, and for future research in the fields of innovation and innovation leadership.

Keywords: Innovation, Authentic leadership, Organizational support, Autonomy, Teamwork

Mobile Applications for Increased Civic Engagement, Greater Efficiency in Infrastructure Maintenance and City Management: A Case Study of the Recently Launched Citibot in North Charleston, South Carolina

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This paper explores the effectiveness of the use of a recently launched mobile application 'Citibot' in terms of improving civic stakeholder engagement and efficiency in physical infrastructure management in the city of North Charleston. For this study we gather data from the city-dwellers of various occupations including city council officials and probe the potentials of this mobile application to further civic engagement and promote efficiency in maintenance of city physical infrastructures. City of North Charleston, South Carolina launched a mobile customer service chatbot known as the 'Citibot' in July 2017.

The benefits of the usage of the Citibot are believed to be numerous of which civic engagement and efficient infrastructure maintenance are the main two. In terms of civic engagements, the Citibot and its digital map interface can help managers of cities and counties to better plan and more efficiently deploy their scarce resources to repair and maintain physical infrastructures and thus can help saving money and time.

The specific benefits of use of Citibot include addressing of multiple queries quickly and cost effectively, physical infrastructure maintenance activities can be streamlined for reduced turnaround time, lower fuel costs, and enhance team productivity by sharing data in real time with crew from separate yet interconnected physical infrastructure management units. Citibot is essentially a communication tool for citizens including member of public and government officials. Utilizing text messaging related advances in artificial intelligence, Citibot can report a problem, search a website, send notices, and analyze the collected data.

A thriving city of about 110,000 City of North Charleston is home of some major businesses the Boeing Company, Joint Base Charleston, Trident Medical Center, Global Aeronautica LLC, Detyens Shipyards, Inc., Charleston Southern University etc. ranging a wide array of industries ranging from aeronautics to defense to health care to shipyards to education industries. The proximity of the city to the Charleston port, one of the fastest growing seaport in the USA, and for being home of the North Charleston Terminal (NCT), an on-terminal container freight station, an on-terminal rail yard, and easy access to Interstate highways I–26 and I–526 – all of these are contributing factors to the economic development

of the city. This launching of Citibot is improving the connectivity of the city among stakeholders and is fostering an entrepreneurial ecosystem. The case study report will contain the detail findings per stakeholder survey of the current effectiveness and future growth impact of this mobile app on the city's civic engagement, infrastructure management and overall economic and entrepreneurial development.

Optimism, Greed, and Idealism: A Literary Political Economics Approach to the American Auteur

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Heroism and courage are virtues; hatred and cowardice are vices. Optimism, the expectation, in a human community, of receiving, as a global right, the good one is due, energizes heroism and courage. Greed, the expectation, from a human unto oneself, of receiving, as a personal right, more than the good one is due, energizes hatred and cowardice. Bound together, politically and economically, in communities, human beings have held these beliefs since the time of Homer. Homer, poet of Western civilization, father of the Iliad and the Odyssey, in spoken language and music, taught the ancient Greeks to idealize gods and heroes. America appears to be Homer's apotheosis. From a global perspective, America, historically, is both utopia and ubiquity. America, from its idealistic political–economics inception, has been the place to which human vitality—the dynamic between virtue and vice—comes either to wane or to intensify. America appears to recapitulate the tensely-balanced socio-economic triangle that has existed as long as has Western civilization. America's options seem defined by three constituent legs—optimism, greed, and idealism. These are aligned to form three universal vertices and the fundamental binarisms by which humans live: optimism/idealism, idealism/greed, and greed/optimism. From the time of Homer, each essential binarism has begged for explication and, in individuals' communities, has needed explanation. Explication and explanation are inspired in individuals; without such inspiration, human vitality— "the dynamic between virtue and vice," as I've defined—wanes. Telling the truth may be both the easiest and the hardest thing in the world to do, as telling lies may be both the easiest and the hardest thing to do—but for reasons differing from those of truth-telling. Mass media and public discourse in the Trump age have brought virtue and vice into sharp relief, illustrating how speaking the truth aligns to knowledge and justified beliefs. "Justified beliefs" are facts claimed by a speaker as rational—as having overwhelmingly significant probability of having had occurred, of occurring now, or of being that which will occur. The basis for scientific discussions are justified beliefs. Of a different realm, "talking points" are the basis for political discussions. Talking points express how facts a speaker claims to know must be framed to show, regardless of rationality, the speaker's significance. Given all speech is metaphorical, all speech is ambiguous to some extent. Speech, to varying degrees, is poetic. Spoken claims contain elements of ambiguity—be these truth (rational ambiguity) or lies (irrational ambiguity). My primary observation is that this is what we find in literary experiences—ambiguity. I argue that to explicate and to explain the fundamental binarisms by which humans live (optimism/idealism, idealism/greed, greed/optimism) a literary political–economic approach is warranted. Such an approach facilitates elucidating socio-economic experiences. Such experiences are pronounced in works by the most critically acclaimed American movie directors, known as "auteurs." My conclusion: auteurs routinely accomplish what French critical theorists who championed the word “auteur” after World War II argued a great director must. An auteur's essential and necessary function is to replicate the “ambiguity” (a poetic concept) of community experience.

An Empirical Study on Emotional Intelligence and Leadership Styles at the Private Commercial Banks of Bangladesh

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In Bangladesh, private commercial banks (PCBs) have become the stress zones where employees are losing their work life balance as they need to cope with the demands of the rapidly changing world of work which emphasizes flatter structures and a more democratic style of leadership. The continuous environment of turmoil and change has been coined the ‘permanent white waters’ of modern life (Weinberger, 2003). Organizations require emotionally intelligent leaders in managing these “white waters”.

Emotional intelligence (EI) is an important topic in the field of organizational behavior (Rahim et al., 2002; 2006; Rahman et al., 2012; 2016). EI was firstly depicted by Salovey and Mayer (1990) as “a form of social intelligence that involves the ability to monitor one’s own and others’ feelings and emotions, to discriminate among them, and to use this information to guide one’s thinking and action” (p. 189). Goleman (1995) has argued that “EI is twice as important as IQ” (p. 34). Accordingly, EI is a driving force for professional development and far more powerful than IQ (Giridhar & Krishna, 2013).

Leadership skills require EI (Schlechter & Strauss, 2008). Leadership researchers have demonstrated that transformational leadership (TFL), transactional leadership (TSL), and laissez-faire leadership (LFL) should have EI because it is considered vital in inspiring subordinates to achieve the goals (Bass 1997). It is found that that in-depth research on EI and its relationship with TFL, TSL, and LFL in Bangladesh is largely absent. However, on the basis of extant literature review (Gardner & Stough, 2002; Rahman et al., 2012) the study develops the following hypotheses:

H1: EI is positively related with TFL perceived by the employees at the PCBs of Bangladesh.

H2: EI is positively related with TSL perceived by the employees at the PCBs of Bangladesh.

H3: EI is negatively related with LFL perceived by the employees at the PCBs of Bangladesh.

Data were collected from 356 employees working at 20 sample PCBs in Chittagong with the help of a convenience sampling technique. EI was measured by using the EQI (Rahim et al., 2002) with 40 items to measure employees’ perception of their supervisors’ EI. Similarly, TFL, TSL, and LFL were measured by the MLQ5X (Bass & Avolio, 2000) with 37 items to measure employees’ perception of their supervisors’ TFL, TSL, and LFL. Descriptive statistics, bivariate correlation, and regression analyses were used to identify the relationships among the variables.

Findings showed that EI was positively correlated with TFL ($r=.72$, $p<.01$) and TSL ($r=.44$, $p<.01$) while EI was negatively correlated with LFL ($r = -.16$, $p<.01$). Thus, it indicates that all hypotheses were supported by the results. The key implication is that adequate training should be provided for enhancing EI so that it would result in more occurrences of the TFL and less unwanted LFL.

Keywords: Emotional intelligence, Transformational leadership, Transactional leadership, Laissez-faire leadership, Private commercial banks.

Track 2

Entrepreneurship

Chair: Don G. Schley
Colorado Technical University

Business Innovations and Design: Examining the Value of Design Thinking in Entrepreneurship Education

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Design thinking has been advocated as an approach to entrepreneurship education. The quest is quite to be completed as educators are still seeking the best methods for entrepreneurship education. In recent times, there have been suggestions that design thinking be a method (Neck & Greene, 2011). Others suggest that a holistic approach be adopted synthesizing design thinking with ideas from entrepreneurship education (Nielsen & Stovang, 2014). In Singapore design thinking was deployed at an institute of higher learning, Singapore Polytechnic, in the form of a diploma program entitled Diploma In Business Innovation and Design. The diploma program began in the year 2011. It collaborated with the Rotman School of Business in Toronto. The programme has seen a number of graduates from the program. It is timely to evaluate the effectiveness of the holistic approach, to examine the contents and pedagogy.

Method: Interviews were conducted with the persons responsible for developing the diploma program to ascertain the motivations and the objectives of the elements in the program. Graduates from the program were contacted to provide their perceptions of the program and their attitudes towards entrepreneurship as a career as well as their aspirations to be engaged in business innovations.

The research is currently underway and the results will be presented at the conference.

Research questions: This is an exploratory study evaluating the effectiveness of the program and examining its constituent parts comparing them with the typical features in an entrepreneurship program.

Well-Grounded Theory– Pattern-Finding in Qualitative Data − An 18 Steps Procedure of Making Data Analyzable

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Qualitative methods are necessary for explanatory research. Much research in business administration and social science generally is based on interviews or open-ended questionnaires. But these methods often fail in rigor and transparency. The researcher ‘interprets’ the primary data in an obscure and opaque intuitive process that cannot be replicated by other researchers. “… the major challenges of case study research – the issues of comparability and of generalizability in particular – has been acknowledged (Abell, 1993; Boyatzis, 1998; Miles & Huberman, 1984; Yin, 1994) …” Öz (2004:166).

I have examined or tutored some 500 bachelor and some 100 master theses at five Swedish universities. If we are just on the verge of managing fuzziness deductively, how can we introduce the analysis of open-ended fuzziness? We will show that the most established method, grounded theory, has its limits. Instead we propose visual fuzzy analysis based on the eyes and the brains intuitive ability to see patterns. “The visual recognition of objects regardless of their relative spatial orientation is a competence that humans use constantly.” (Hollard & Delius, 1982:804) But “The mechanism of pattern recognition in the brain is little known…” Fukushima (1980, p 193). The point of departure here is: Let us use the visual pattern-recognition ability of the human brain, which is so much more advanced than our present mathematical and statistical tools, to find pattern in qualitative data.

Over the past 20 years Swedish secondary school graduates has become less and less apt in mathematics, Mullis et al. (2009). Due to this development university students mostly chose to make qualitative studies, irrespective if this is the best choice to study the research question on not. Most of them don’t even make good qualitative studies. After analysis of the requirements of what is needed, Prahalad’s (2006) ‘sandbox of innovation’, I have developed an abductive method for analyzing qualitative data to help the students to get good use of their empirical material, a well-grounded theory, in contrast to the inherent deductive or inductive nature of grounded theory. It is suitable for studies based on interviews, focus groups and observations.

As the dataset grows, the method becomes cumbersome, which I don’t consider is a big problem, as big qualitative datasets would preferably be analyzed by non-parametric statistics, rather than the iterative interpreting qualitative method I suggest here. The method has so far been used to advantage by students in some 40 bachelor and master theses. I also discuss the limitations of the method.

Children Street Level and Sales Kids Marketing Strategy in West-Africa: The Effect on National Manpower Development and Growth

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Sales Kids and street level children marketing are common marketing practices in Nigeria and West-Africa Countries yet little is known about it in other parts of the world. Therefore, the study specifically investigated the general practice and system of using kids and children in marketing goods and services by parents and companies. The practice of using kids and children to engage in marketing of goods and services in Nigeria and West Africa countries is as a result of the people’s culture – customs, values and believe. From time immemorial some parents in West Africa are in the habits of training their children to assist them in whatever profession or trade they found themselves – farming, trading and other professions. It is the believe of some parents that engaging kids and children in trades, commerce, services and other marketing activities is an early youth entrepreneurial training and youth empowerment with a view that the young of today will grow to became the adult entrepreneurs of tomorrow.

In Nigeria and other West Africa countries, children and teenagers play some major roles in Africa marketing system and practice. Children and teenagers serve as sales kids, hawkers, vendors on streets, marketing place and sidewalks. Children and kids are the major consumers and users of most of the household consumables and services, companies are now using them as marketing tools. Children and kids serve as the initiator, influencer, gate keeper and decider in some families marketing exchange process.

The study was conducted in cities of Lagos, Ibadan, Benin, Onitsha, Ilorin, and Kano all in Nigeria. Observations and interview of children and kids selling on the streets were

conducted in Togo, Benin Republic, Ghana, Liberia and Ivory Coast. The research carried out here was descriptive and explorative in nature.

Ethnographic marketing research system was used together with the application of interview techniques, and general observations were used for data collection. A total number of 500 children and teenagers were observed and 100 were interviewed and questioned. Only 50 parents were randomly selected for interview and questioning. 20 companies and their products advertising strategies were observed and investigated.

Education for Entrepreneurship in the USA: The Real Pitfalls

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America's education system had not been all that individualistic in the years leading up to the turn of the last century. The public school movement itself, begun in Massachusetts in the 1840s, did not intend at all to create a class of individualistic, educated, independent-thinking, entrepreneurial citizens. Instead, the goal of Horace Mann with his "common schools" was to produce a class of persons trained in the steady work habits necessary for employment in the Massachusetts textile industry (Lasch, 1995). Additionally, the design of Mann's common schools was carried out to mimic Massachusetts' factory environment Thus, the same companies that produced work stations for the Massachusetts textile mills also produced the desk-chair combinations which were similarly bolted to the floor in the Massachusetts common schools. (Lasch, 1995) Thus, the American education system was expressly designed to prevent the students' diversion into the entrepreneurial venue. William H. Whyte (1957), points out that even the university business schools were set up to turn out a certain kind of person trained for the collectivist endeavor.

Yet America's innate diversity resulted in a public school system that reflected that diversity. The result was an environment in which entrepreneurship flourished. Ironically, the year that Ayn Rand published her opus magnus, Atlas Shrugged (1957), which idealized the great industrial entrepreneurs, was the same year that Whyte published his treatment of American corporate business as a collectivist enterprise. So both of these systems existed side-by-side. The corporate magnates wanted workers for the corporate collective, not for entrepreneurship. In essence, they had succeeded through the entrepreneurial system, but closed the door on others who might follow that path. John D. Rockefeller specifically taught that it was the obligation of the large concerns to deny access to new entrants, who destabilized the marketplace and made it impossible to predict steady profits in the 7%–9% per annum range (Yergin, 1991; Sampson, 1975). The great industrialists opposed an entrepreneurial system: they wanted to create a stratified social world with themselves (the "men of business", as Rockefeller would put it) at the top, while the rest of the society provided a steady stream of workers to support the industries these men had created.

And they shaped the American educational system accordingly. The negative influence of the common schools, and later the public school system, on American individualism and the entrepreneurial spirit was profound − so much so that Lasch titled his chapter on this topic: "Horace Mann and the Common Schools: the Assault on Imagination." (1994).

Accordingly, when we look to develop programs in entrepreneurship in our universities and business schools, we must face the fact that a century-and-three-quarters American schools have been conditioning American students for a completely different role in business.

This role is best captured by the MBA degree − the Master of Business Administration − which was designed not to create business men and women and entrepreneurs, but to train talented young men and women to manage the businesses of others.

Demystifying High Growth Firms: The Good, the Bad, and the Ugly

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The crucial issue of economic growth has made many policymakers seek a silver bullet to maintain and add new jobs, particularly in turbulent economic periods. Supporting policies for small businesses and entrepreneurship has often been viewed as a key to prosperity. However, not all small or new firms have the resources to grow or the ambitions for high growth. This paper discusses a distinct group of companies known as High-Growth Firms (HGFs) and how they are different than small businesses or a broad range of new ventures with respect to their disproportionate economic contribution.

HGFs are known to account for the majority of new jobs in the economy. In the USA, 2–3% of all firms have accounted for the majority of private sector jobs for a great part of the past 20 years. In Canada, 1.2% of all firms accounted for 63% of all new jobs during 2009–2012. Empirical studies in others developed countries share a similar observation.

The understanding of scholars, businesses, and political leaders about these firms remain fragmented. Inconsistencies in firm definitions and performance metrics have added to the confusion and have made the comparison of inter-disciplinary research a challenge. Even heads of states in USA and U.K. misunderstood this phenomenon, and have made incorrect statements.

A search for “High Growth Firms” in Google Scholar returns more than 13,600 papers during 2000–2017. HGFs are heterogeneous and multi-dimensional in nature and a number of internal drivers and external barriers influence their growth trajectory. Many researchers have studied these multifaceted firms with a limited scope and as such, there is a gap in an integrative understanding of HGFs.

The gap in an integrative understanding of HGFs has resulted in many myths about these firms in terms of definition differences, firm characteristics, industry sector affiliations, size, age, type of workers, and their requirements for growth. Ambiguous understanding of HGFs has made it challenging for managers to pick the right path for growth. It has also resulted in ineffective publicly funded support programs, policies, and less effective business ecosystems to nurture the creation and growth of more HGFs.

This paper aims to present a balanced and holistic view of HGFs for practitioners and policymakers:

1. It provides a more objective understanding of HGFs based on the empirical data reported by researchers in Canada, Germany, Sweden, U.K., and the USA.
2. It highlights five key growth drivers of HGFs for entrepreneurs and managers.
3. It identifies common misunderstandings and risks associated with HGFs, which are often underestimated.

Keywords: Entrepreneurship, High growth drivers, High-growth firms, Economic policy.

Track 3

Strategic Management

Chair: Feng Helen Liang
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Research versus Development: Global Cities and the Location of MNCs' Cross-Border R&D Investments

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Cities are viewed as the engines of growth (Henderson, 2007; McKinsey and company, 2013). The so-called "global cities", characterized by a high degree of interconnectedness to local and global markets, a cosmopolitan cultural environment, and a high level of advanced producer services, serve as 'command and control' nodes in the world economy (Friedmann, 1986; Taylor, 2004; Taylor et al., 2009), and are important locations for R&D activities. Many innovations originated in cities (Bairoch, 1988; Jacobs, 1969). Global cities host many world leading universities, offer connectedness embedded in global knowledge networks of the global economy (Sassen, 2001, 2006; Wall & van der Knaap, 2011), host skilled workers and scientists, and represent hubs of sophisticated demand for innovative products. Despite global cities' important role in innovation and the world economy, yet research on the attractiveness of global cities for R&D activities by multinational corporations (MNCs) is scarce. We fill the literature gap by investigating the location of multinational firms' R&D activities at the global city level.

We posit that factors determining cities' potential to attract R&D investments by MNCs differ depending on the type of R&D activity: research or development activities. The inherent differences between research and development activities can be observed in the fact that research activities are characterized as aiming to acquire or generate new knowledge and to expand the scope of technologies, involving more non-routine tasks than development (Karlssen, Trygg, & Elfstrom, 2004; Leifer & Triscari, 1987), maintaining close links with universities (Van Ark et al., 2008), and being relatively independent of the rest of the organization apart from headquarters (Leifer & Triscari, 1987), while development activities are characterized as aiming at technology exploitation and introducing new products or processes to fit market and manufacturing circumstances (Wheelwright & Clark, 1992), involving more routine tasks (Leifer & Triscari, 1987), being more closely controlled and supervised, and requiring intensive communication with other units within the organization such as marketing and manufacturing (Allen, Tushman, & Lee, 1979; Tushman, 1978).

In line with the different characteristics between research and development, location decisions for research and development activities are expected to be subject to different location drivers and thus they are often separated in location (Belderbos, Fukao, & Iwasa, 2009; Kenney & Florida, 1994; von Zedwitz & Gassmann, 2002). In this paper, we investigate the heterogeneous determinants of location choices for 1,550 cross-border R&D investments by MNCs in 57 global cities during 2003–2012 and find that cities' technological and university strength are stronger attracting factors for research activities, while global cities' market potential and intellectual property rights protection attract investments in development activities.

Why Constraints Are of Benefit to a Project or Enterprise

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According to Eliyahu Goldratt's "theory of constraints", a "constraint" is anything that hinders a project or enterprise for achieving its goal (Goldratt, The Goal, 1984; Critical Chain, 1997). Another key aspect of constraints is that there are not myriads of constraints on a project, enterprise, or operation, but at least one, and usually only a few of significance (the "iron triangle" − scope, time, cost).

The purpose of this paper is to examine how constraints work, and to show accordingly, that constraints − so far from standing in the way of project success − are beneficial to a project or enterprise. Thus, the basic argument advanced is that it is a good thing that constraints exist. For instance, where financial constraints are concerned, they prevent the project manager from simply "throwing money at a problem". So far from standing in the way of project success, some financial constraints force the project manager and project team to make decisions that optimize project performance, including financial performance. A case in point is the calculation of return on investment, or R.O.I. One can improve R.O.I. two ways—either by increasing the return or minimizing the investment. In my project business, while we certainly want to maximize returns, the business depends on offering a quality product (housing) at an affordable price. Thus, I am constrained on how much I can charge for a unit in the markets where I operate. Accordingly, the proper mode to increase R.O.I. is to do a good job on property rehabilitation while holding down costs.

By way of example, a buyer/rehabber needs to put down approximately $38,000 on an aging apartment complex which is going for $155,000 in a distress sale. Gross rents are $4400 per month, or $52,800 per annum. Holding rehab costs to $14,000 overall initially means a gross investment of $52,000, or an R.O.I. of 100% per annum (gross). Increasing rehab costs will lower the R.O.I. Since the upside of rents is constrained, the only way to achieve this excellent R.O.I. is to hold the line on rehab costs.

This approach also compels me to find contractors who are creative problem-solvers and who thus optimize the living space in these (usually older) housing units. Optimization of rehab costs under these constraints also compels me to conserve capital, so that more projects can be acquired and carried out, continuing the payment stream for my primary contractors.

In this light, constraints do not "hinder" a project. Rather, they are impediments to grandiose ideas and spending that force us to manage our resources carefully, and to get the maximum benefit from our resources. This alteration in the view of constraints is in line with the basic economic definitions, which involve making optimal decisions in a world of scarce or limited resources. And while I did not begin this investigation with the intent of challenging Goldratt's important work, I think that some reconsideration is required, especially in the realm of cost-plus government contracts for both Department of Defense and large infrastructure projects.

Track 4

Organizational Behavior, Organizational Learning, and Leadership

Chair: **Cheng Sim Quah**
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Academic Leadership Qualities: A Comparative Study of Malaysia and Singapore Perceptions

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Every organization in different countries needs to have well-prepared leaders to pave the way for improvement. This study surveyed a comparison of lecturers' perceptions from Singapore and Malaysia (30 in each sample via simple random sampling) to identify the leadership qualities. The main methods employed to analyze the data were descriptive and *t*–test analysis.

In terms of significant difference, findings showed that Malaysian lecturers emphasized more on strategic planning and customer focus whereas Singaporean lecturers emphasized more on leadership and quality measurement. In terms of leadership domain, relatively, Singapore lecturers know their organization's mission and vision well as compared to Malaysian lecturers. They even know what they are trying to accomplish and where they are heading towards in the future. Besides that, in terms of quality measurement they also know how to measure the quality of their work and they use this quality measurement information to make changes that will improve their work. Nonetheless, in terms of strategic planning, Malaysian lecturers know more about their organization's plan and they even know how to make progress in their work. Furthermore, in terms of customer focus, they know who their most important customers are and they regularly ask their customers what they need and want. In terms of significant difference of both countries on gender, findings showed that Singaporean male lecturers emphasized more on leadership and quality measurement whereas Malaysian male lecturers emphasized more on strategic planning. Nevertheless, in terms of significant difference on academic qualification, findings showed that Malaysian lecturers who are doctorate degree holders emphasized more on strategic planning, customer focus and result. However, in terms of master degree holders, Singaporean lecturers emphasized more on quality measurement. In terms of significant difference on local level of professional training, findings from t–test analysis indicated that none of the qualities to enhance leaders have significant differences between Malaysia and Singapore. However, in terms of significant difference on international level of professional training, findings showed that Singaporean lecturers emphasized more on leadership, quality measurement and workforce focus. In contrast, Malaysian lecturers who went through international level of professional training emphasized more on strategic planning.

From the comparative findings, it can be concluded that the four salient leadership qualities to enhance leaders are leadership, quality measurement, strategic planning and customer focus. The authors believe that there is no universal qualities to enhance leadership role because certain qualities embraced by a particular country may not be the same as the qualities embraced by another country to enhance leaders. Thus, it can be concluded that good organization management lies on the shoulders of the key leaders who illuminate the path to be followed by the group members.

Keywords: University lecturers, Salient, Qualities, Enhancement, Leaders

It's Hard to See the Margins from the Middle: Shedding Light on Unconscious Bias in Leadership

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Through the lens of analytical psychology, this work suggests approaches outside of traditional leadership learning methods that can serve to uncover biases in management and leadership. The signs and symbols of power are often homogenous portrayals that seep into the modern workforce where many leaders and managers make decisions about a workforce that is largely marginalized. These biases affect promotion and career advancement, diversity and inclusion initiatives, as well as the cultivation of creativity and innovation in organizations.

While the #metoo movement and increased corporate focus on diversity and inclusion and has heightened overarching awareness of gender bias and inequality, the challenge remains in addressing how biases, partiality, and egregious behaviors against the often-unheard voices on the margins, are managed and led by those solidly in the middle.

Many of today's leaders are poorly-equipped to identify, and ultimately address their own implicit and explicit biases, micro- and macroaggressions from the baseline of their managerial privilege. This insufficiency is of particular importance as this largely unvaried pool of leaders craft decisions for a workforce that is often marginalized and unheard.

Using analytical psychological approaches including mindfulness, transformational semiotics, and somatic coaching, this work focuses on how leaders can be guided toward uncovering their biases and encouraged to support the marginalized workforce by acknowledging the signs and symbols of corporate success, power, and authority.

Track 5

Human Resource Management, Gender, & Diversity

Chair: Samina M. Saifuddin
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Ethics: Cross-Cultural Challenges and Implications

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Ethics are a theory of morals and general ideas and/or beliefs that influence behavior, decisions, and attitude (Pierce & Gardner, 2002, Christie, Kwon, Stoeberl, & Baumhart, 2003). Ethical values vary from person to person, organization-to-organization; culture-to-culture, and one religious or social group to other groups. Variations in ethical understanding, appreciation, relevance and application equally vary when two persons are from different cultures or ethnicity. For example, in multinational corporations, the application of moral values or ethics in situations that involve two or more cultures often result in cross cultural conflicts (Kohls & Buller, 1994). The perceived, imagined or actual incompatibilities between two or more cultures in dealing with, confronting and solving ethical dilemmas continue to be a daunting task for managers. Examples include, amongst others, the acceptance of gifts in exchange for preferential treatment, inclination to divulge information about a previous employer, sexual harassment, discriminatory hiring practices, and egoism (Jackson & Artola, 1997). Whilst Americans can easily explain away the absence of white women and minorities in top positions as resulting from occupational segregation (Izraeli, 1988), Norwegians are not all that appreciative of what is perceived as lazy intellectual assertion. This is more akin to men making decisions without thinking (Nwabueze, 2018).

In this paper, Western culture refers to organizations based in countries with developed market economies like the United States (Danis & Parkhe, 2002) with underlying capitalistic economic ideologies which focus on the good of the individual, whereas Eastern culture refers to countries with a mixed economic ideology which focus on the greater good of all like China, India, Indonesia (Hirst et al., 2008).

The literature often suggests that Culture is tied with religion in the way that people do business (Rashid & Ibrahim, 2008). Although similar in goals, Muslim, Christian, and Jewish faiths emphasize different ethical roles such as “turning the other cheek” in Christianity, “an eye for eye” in Judaism, and “Jihad” in Islam. These differential backgrounds also affect the efficacy of culture and are a potential source for cross cultural ethical conflicts in organizations.

Because of globalization of the market and of companies and organizations; and due to the increasing trade and trade-agreements between countries, the study of cross cultural ethics is becoming more and more important today (Christie et al., 2003). Cross cultural ethical conflicts arise when managers or business people that are involved in business collaborations have basic differences in their perspectives and values due to their originating from different national cultures or different nations. Some conflicts may be due to differences in governmental policies, such as China’s communism versus Israel’s socialism and the United States’ democratic republic. National culture has a strong influence on business managers’ ethical attitudes (Christie et al., 2003). Therefore, the study of the cultural differences, their origins, potential issues of conflicts, and approaches to potential solutions is advantageous for managers in business cooperation between Eastern and Western countries. In the final analysis, the paper would discuss potential approaches that can be applied to solve such conflicts.

Managerial Irrationality: The Case of Environmental Irresponsibility

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Protecting the environment is about protecting people. The assault that many organizations are waging on the environment will have drastic implications for the health of people and communities in every state, no matter the color of skin or income level. Communities of color and low-income communities already face health disparities, including much higher rates of asthma. And it's often overlooked that many also live very close to polluting power plants, including 68% of blacks and nearly 40% of Latinos.

Furthermore, these vulnerable communities – black, Latino, Asian, Indigenous and low-income white Americans – will be disproportionately impacted by the decisions being made by the Environmental Protection Agency (EPA) administrator, Scott Pruitt. For example, the USA recently held their first and so far only scheduled public hearing about their move to repeal the Clean Power Plan, the first US steps to cut carbon pollution from power plants. The Clean Power Plan, even by the government's own estimates, could prevent up to 4,500 premature deaths, 1,700 heart attacks, 90,000 asthma attacks and 300,000 missed days of work or school a year.

Dirty air, water, soil and work environments are killing people off at an alarming rate. Researchers who have tallied up these effects say environmental contamination is now among the top global killers, responsible for one in six deaths worldwide. Pollution is more deadly than smoking, kills nearly 15 times more people than all the world's wars and violence combined, and is three times as deadly as AIDS, malaria and tuberculosis all put together, killing a total of nine million people a year, according to a report released by The Lancet Commission on Pollution and Health on October 19. Air pollution is by far the worst offender, but add in contaminated water, dirt and unhygienic working conditions around the globe, and it becomes apparent that pollution is more dangerous to people than heart disease, the number one leading cause of death worldwide.

Landrigan (2017) contends that the new pollution numbers are "intimately" linked to climate change mainly because of air pollution, which is a major source of greenhouse gases. Fuel combustion of all kinds "accounts for 85% of airborne particulate pollution and for almost all pollution by oxides of sulphur and nitrogen," (Landrigan, 2017). Furthermore, Fossil fuels, inefficient cook stoves in the developing world, and slash and burn agriculture all contribute to bad air. Globally, the deadly toll of pollution is only going to get worse unless cleaner energy sources are tapped, according to the report. As high-income countries continue to burn massive amounts of fossil fuels, rapid rates of development in poor and middle income countries compound the global air problem. Cities, responsible for 75% of the world's greenhouse gas emissions, are especially deadly − nearly 90% of urbanites worldwide are breathing air that doesn't meet World Health Organization air quality standards, the report says.

Within the next three decades, floods that used to strike the New York City area only once every 500 years could occur every five years, according to a new scientific study released just days before the fifth anniversary of Superstorm Sandy. The researchers (Garner, 2017) said there is scientific consensus that global sea level will rise in the coming centuries, although it is not certain how high. They cautioned that sea-level rise at New York City could exceed 8 feet by the end of the century if, in a high-emissions future, the West Antarctic ice sheet rapidly melts.

Additionally, the study expects about 5 inches to 11 inches (12.7 centimeters to 27.9 centimeters) of sea-level rise likely in New York City between 2000 and 2030 (Garner, 2017). The study, performed by researchers at several universities and published Monday in the Proceedings of the National Academy of Sciences, primarily blames the predicted change on sea-level rise caused by global warming. Development efforts often mean more mining, higher rates of deforestation, increased use of insecticides, bigger electricity generation demands, and more gas-powered cars on the roads. This all comes at a cost, the authors say. Productivity losses from what they refer to as "unhealthy and unsustainable development" are prompting illness and death that rob the world economy of 2% GDP annually.

Aligning business, government and societal objectives with a greater purpose: As the world faces increasing environmental, social, political and economic dilemmas, never before has environmental responsibility on the part of management been more relevant to businesses and societal survival as it is today. Business growth, economic sustainability and improved human health is directly linked to smart investments in preserving the earth’s ecosystem − which would help meet the goal of sustainability. And perhaps, most importantly, because businesses today are defined by their people, it becomes critical for organizations to support causes that are close to the hearts of their people.

Environmental responsibility is no longer a mere checkbox on an annual report. Traditionally perceived as a tool to seek stakeholder approval and trusted brand recognition, ecological management has now evolved to become one of the strategic pillars for holistic business growth. For example, Walmart, which claims 260 million customers per week worldwide, and employs 1.4 million workers in the US alone, announced its Project Gigaton initiative that aims to reduce CO2 emissions globally by one billion metric tons before 2050. Similarly, General Motors’ purchase of 200 megawatts of wind energy for its Ohio and Illinois plants achieves 20% of its target to use only renewable energy sources by 2050. Confectionery giant Mars, meanwhile, has launched a $1bn sustainability plan, targeting a 70% reduction in greenhouse gases.

The Case of Organizational Responsibility rather than Irrationality: Founded in 2011 by Patrick Woodyard and Zoe Cleary, Nisolo is an environmentally responsible brand that aims to create timeless designs suitable for everyday life. Not limited to men's boots, Nisolo also makes shoes for women, sneakers, belts, bags, wallets, and more. The brand uses leathers sourced from tanneries committed to the ethical treatment of animals and the implementation of eco-friendly waste disposal systems. In addition to sourcing materials ethically, Nisolo goes above and beyond to compensate and treat its producers fairly. With factories in Peru and Mexico, many of the brand's craftspeople were used to sub-par or inadequate work environments prior to working for Nisolo.

In the final analysis, doing ‘good’ is not only about giving back to community and needs to be an organizational quest for finding purpose that aligns with business, government and societal objectives. Only then can it leave lasting value and impact for those who receive it. And the ones involved in extending it.

Modeling Intentions to Pursue a High-Tech Career: Using Social Cognitive Career Theory in Bangladeshi Context

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Researchers have generated numerous career theories and models of college students' academic and career behavior. Most of these theories and models originated in North America and used samples from Western developed countries. The origin and subsequent testing of these theories in Western context raise questions about the generalizability of these models in non-Western context. The applicability of key career theories across culture and context is important because, in an era of greater labor mobility and more international careers, companies are constantly struggling to manage their global workforce. The present study aims to address this gap and applied Social Cognitive Career Theory (SCCT: Lent, Brown, & Hackett, 1994) to investigate intentions to pursue high-tech career among Bangladeshi engineering students.

The present study used the core predictors of the SCCT interest and choice model as well as extended the model by incorporating gender-role orientation as a background person variable. The extended model tested the role of gender-role orientation and the SCCT variables of self-efficacy, outcome expectations, interest, choice goals, social support and social barriers, in explaining the intentions to pursue a high-tech career. Structural equation modeling was used to test the predicted model using a sample of 976 Bangladeshi undergraduate engineering students.

Congruent to SCCT model hypotheses, the findings revealed that self-efficacy and outcome expectations were strongly related to interest and interest positively predicted engineering students' intentions, lending support to SCCT's hypothesized path that individuals like to pursue careers in which they have strong interest. The merit of adding gender-role was apparent as all paths in the core section of the SCCT model (self-efficacy, outcome expectations, interest, and goals) were significant. Findings also revealed masculine gender-role was positively associated with self-efficacy but not with outcome expectations whereas feminine gender-role had no impact on self-efficacy but affected outcome expectations. Improved explanatory power of the model incorporating gender-role orientation reflected the interplay of personal agency, person, and contextual variables, and their influences on career outcomes.

The study has made several contributions. First, the validation of the SCCT model in a non-Western developing country context demonstrates that SCCT is a culturally sensitive, effective, and appropriate framework. The utility of SCCT across different contexts can help companies with strategic opportunities to attract and retain their global talent better. Second, the study helped to confirm the importance of gender-role orientation in career choice related to gendered occupations and lent support to the second layer of theoretical analysis identified by Lent et al. (1994), who suggested that socially constructed gender can play an important role in shaping interest and career choice. Furthermore, this study developed, and validated measures related to high-tech occupation such as intention to pursue a high-tech career, perceptions about high-tech professionals, and masculine image of the high-tech professionals. The newly developed measure contributes to the small body of work that looks at culturally situated constructs in investigating gendered occupations and will help to advance this stream of research.

Track 6

Sustainability, Operations, and Supply Chain Management

Chair: Ismail Civelek
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Pricing of Virtual Goods and Designing Game Challenge Level for Free-To-Play Mobile Games in the Presence of Copycat Competitors

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In-game purchases, virtual currency, content design for heterogeneous consumers and strong competition are key challenges for mobile game providers. This study addresses determination of optimal game design strategies for game providers in the presence of heterogeneous players and copycat competitors. Moreover, this paper incorporates pricing of virtual goods/currency into the Free-to-Play (F2P) mobile game design via a duopoly model and characterizes the optimal strategies for game providers in terms of pricing of virtual goods/currency and the game challenge level.

Is Corporate Social Responsibility (CSR) Important for High-Tech Manufacturing Firms' Internationalization?

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This study analyzes how high-tech small and medium-sized firms (SMEs) develop and implement CSR in market orientation process for internationalization. Research has so far concentrated on CSR in large companies as it is not a usual practice in SMEs for not realizing its value in the marketing. High-tech SMEs face resource constraints and knowledge to focus on market orientation and apply CSR strategy as a competitive tool in internationalization. Market orientation deals with collecting and disseminating information in the organization for responding customers' needs. In this study it is argued that development and implementation of CSR based market orientation in SMEs is a difficult learning process which need to be closely monitored and supported by experts. By applying an interactive approach, data has been collected from the ongoing CSR implementation process in four high-tech Swedish SMEs in the steel industry. Researchers, experts and representatives of one cluster organization took part in workshops with the selected SMEs to gather and implement CSR based market orientation knowledge in their organizations. Eight whole day workshops took place in equal intervals during 2017. Further individual meetings were arranged with the SMEs to follow up the learning and implementation process. The meetings offered the researchers opportunity to visit the factories and make the observation on the CSR implementation process at the site.

As the goal is internationalization, all the participating SMEs realize the importance of CSR. However, Success of CSR implementation in the SMEs varied depending on the area of

business. One SME, which is at the initial sustainable phase, offers radar measurement solutions for industrial applications in harsh environment. It focuses on the improvement of work environment and financial sustainability through partnership with the customers and the investors. By applying new technology, another SME has developed advanced roll forming machines to produce light-weight, more accurate and environment friendly products to meet increasing demand of their customers. The company emphasizes simultaneous development of technology and market to economize resource use. One SME develops generator for selling to specialized factories in the international market. This company offers flexible solutions to use environment friendly heating sources like solar energy and biomass fuel in their generators. Suppliers in India strictly follow the sustainable requirement of the SME. The fourth SME is highly focused on sustainability, which deals with industrial residues and extraction of other minerals from hazardous waste for selling. They collaborate with the Swedish government and neighboring countries to mobilize support in handling these products and selling the environmental concept. This study highlights the need of sustainability, both for the high-tech manufacturing SMEs and creating a strong selling argument towards the international buyers.

Keywords: Market orientation, Network, Internationalization, Learning, Sustainability

Business Interest in Sustainability at a Crossroads

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For now, business interest in sustainability falls somewhere between two imperatives: an opportunity not just to reduce carbon emissions, but an emerging obligation to begin to remove existing carbon from the atmosphere and the existence of strong indicators that a sustainable corporation has a viable long-term future profitability. This paper will consider the second of the two imperatives, “viable long-term future probability”, and will outline the key corporate indicator necessary for this “long-term profitability.”

Managing for Sustainability: The Realities

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It appears “green”, “sustainable”, and “sustainability” are the buzzwords of choice in the current business environment. There is a big rush to be able to claim that one is “green certified” or embracing “sustainable” practices to help the environment and combat climate change. This paper examines the “sustainability” movement, the issues, the proposed solutions, and the economic impact of embracing those solutions to manage for sustainability. Embracing “sustainability,” as it is meant by the U.N. in its Paris Climate Accord, will likely result in money being wasted. The science behind anthropogenic global warming, aka climate change, is flawed. The computer models that are predicting catastrophic environmental collapse from climate change are flawed and not accurate. Recent severe weather events are

not unprecedented. And there is no consensus in the scientific community on anthropogenic climate change. CO_2 is not a pollutant and is not the control knob to combat climate change. The proposed solutions to combat climate change come with tremendous costs. Fossil fuels are in abundant supply and are low cost. Alternatives to fossil fuels are not economically viable and create a visual blight on the environment. The costs, of reducing CO_2 emissions, to businesses and the economy will be immense, ranging from critical food shortages to increased costs of equipment, transportation and consumer goods. It will hurt the poor, and it will not have any noticeable impact on climate but will have tremendous negative impact on the environment. The bottom line is “sustainability” is not sustainable.

Novel Job Scheduling Tool for University Technology Transfer

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Business managers are often faced with the daunting task of servicing inventors. The services include, but are not limited to, the following: (1) training inventors on intellectual property (IP) laws and their employers’ IP policies; (2) evaluating invention disclosures for patentability and marketability; (3) drafting and implementing invention marketing plans; and (4) working closely with patent counsel on patent prosecution. The amount of time taken to evaluate invention disclosures and file patent applications often conflicts with inventors’ desire to publish their findings. Overall, the expediency of evaluating invention disclosures and commercializing new inventions can be problematic. This problem has been documented in studies of university technology transfer office managers. Further, very few technology transfer managers use project management job scheduling tools to minimize the time to process invention disclosures. This study offers a scheduling solution using advanced optimization via simulated annealing which is quite new to the literature.

Technology transfer is the process of evaluating an invention disclosure for patentability and marketability; obtaining and maintaining patent protection, marketing the technology to industry, and securing licensing deals in order to generate royalty income. Technology transfer is a subset of technology management. Although it is imperative for technology managers to reduce processing delays, it is not commonplace for university technology managers to view the technology transfer process as having individual projects with job tasks. Very few university technology transfer managers use job scheduling tools. This research resulted in the development of a novel job scheduling tool using simulated annealing. This job scheduling tool would be easy to use and cost effective. The managerial relevance of using such as job scheduling tool in university technology transfer is that it will allow technology managers to clearly plan what their team members should accomplish and when so that they can accomplish their goals. It would reduce processing delays that frustrate faculty researchers and academic entrepreneurs who are seeking to disseminate their research findings or to gain first-mover advantage.

Keywords: Technology transfer, Management of innovation, Management of new technologies, Project and R&D management, R&D management, Management of scientists and engineers

Foreign Direct Investment, Technology Spillovers, and Air Pollution

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As more manufacturing jobs are moved to the developing countries, policy makers become concerned with the environmental consequence. Relatively lenient environmental policies in the developing countries may give them a comparative advantage in producing pollution intensive goods, and foreign direct investment attracted to these locations might harm the host countries' environment. This study examines the relationship between foreign direct investment and local air pollution in China and suggests that the opposite might be true. Trade and foreign direct investment could have beneficial effect on a developing country's environment when the multinationals crowd out inefficient local firms, change the industrial composition, bring better technology, and improve productivity and energy efficiency. Using city level data on air pollution, foreign direct investment, industry composition, and other social economic factors, this study finds a negative correlation between foreign direct investment and air pollution, suggesting that the overall effect of foreign direct investment may be beneficial to the environment.

Track 7

Healthcare Administration

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Relocation Plan of a Tertiary Care Hospital Using Critical Path Method (CPM)

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The new hospital project for a Tertiary care hospital affiliated to a Medical College was planned on site that already consist of buildings which requires demolition of the buildings which already accommodates wards and patients. Requirement of project is that survey to be carried out to identify opportunities for relocation of beds. Relocation activity involves many interdependent and interrelated simultaneous activities, which required to be planned for timely and smooth execution of new project. With no definitive guidelines to follow, we developed and implemented our own CPM.

Objectives – To apply CPM as framework for creating a critical pathway for relocation of hospital beds

Methods – CPM was used to develop relocation activity critical pathway. The network flow diagram is designed corresponding to time required to complete each activity. The developmental process was composed of activities such as literature search and paperwork design, bar diagram and Gantt chart. Retrospective study of project documents (DPR), interview of stakeholders, study of MCI guidelines, local survey to identify space and opportunity for relocation of beds. Data was collected and tasks and sub tasks are identified and listed. With help of Microsoft Project software data is analyzed to formulate Gantt Chart and Network Diagram

Results – Application of critical path method streamlines the complicated interrelated and interdependent activities. Use of Operation research method (CPM) for hospital projects helps in timely execution and quantification of complicated activities

Conclusion – Application of CPM to the relocation project allowed standardization of process. CPM is most effective tool for communication and commitment. It allows management and frontline staff to know about how their work influences each other's and helps in decision making.

A Study on Domestic Violence and Its Relationship to Psychiatric Morbidities among Women in Servant's Quarters of A Tertiary Care Hospital in North India

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Aim of the study – To study the prevalence and relationship of domestic violence and psychiatric co-morbidity among women residing in the servant’s quarters of tertiary care hospital in North India.

Materials and Methods – A population based cross sectional study was carried out for which a validated questionnaire was used among 18–65-year-old women residing in servant’s quarters of AIIMS, New Delhi. A total of 180 respondents were interviewed about their experience of physical and verbal violent acts either by their in-laws, partners or both. They were asked about the cause, type, frequency, health effect, serious injury due to violent acts and their suggestions in order to improve their plight. All respondents were screened for presence of psychiatric disorder using MINI screen 7.0.2 and those screened positive had their diagnosis confirmed by a consultant psychiatrist. HAM–D/HAM–A were applied to those with confirmed diagnosis of Depression/Anxiety for assessing its severity. Those with psychiatric disorders were referred to psychiatric OPD for further management.

Results–It was observed that out of 180 women 63 (35%) women have been victim of domestic violence either by their in-laws, husbands or both in their lifetime. Among the study population 176 (97.7%) were married, 3 (1.6%) unmarried and 1 (0.5%) was a widow.

The most common type of abuse emerged as physical (65%) psychological / emotional (25.3%) and denial of basic needs (9.5%). Among the victims, 42 (23.33%) suffered from spousal violence, 7 (3.89%) from in-laws,11 (6.11%) from both and 3(1.67%) by their father. According to the data collected the most common causes of violence is under the influence of alcohol (16.67%), anger(13.33%),suspicion(3.33%) and other(1.66%) expressed by abuses in the form of beating(18.89%),verbal abuse(8.89%) and in combination with other forms(7.22%)occurring regularly(44%), more than twice in a month(36%) and less frequently (15.8%). After applying MINI screen 7.0.2 it was found that among the abused women (63) 39.68% (25) women had depression, 28.57% (15) had anxiety disorders and 12.70% (8) had attempted suicide. Out of the symptomatic patients only 17.46% had sought treatment. Among the non-abused women only 17.09% (20) had a diagnosable psychiatric disorder.

Conclusion – It was found that prevalence of psychiatric disorders was more in women suffering from domestic violence than non-abused women and treatment seeking in this symptomatic population was very low. Thus, it can be concluded that there is a positive and strong correlation between domestic violence and psychiatric morbidity in women with a wide treatment gap in this vulnerable group.

Keywords: Depression, Domestic violence, Anxiety disorder

Influence Caused by Nursing Students' Self-Affirmation

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In Japan there are many persons who desire to escape being emotionally wounded by social contacts. They want to avoid being judged as inferior to other people, and this tendency is preventing the self-affirmation scale of Japanese people from improving. Japanese children's self-evaluation was pointed out as lower in comparison with data of other countries (2002).

Ministry of Education of Japan took a project to promote moral education that would go straight to school children's heart, setting up a goal for such moral education that could nurture children's self-affirmation and a great regard for human life as well. Since then, this became a new research agenda (2006).

Furthermore, Central Education Council which was created in 2007 by the Education Ministry emphasized the enhancement of school children's self-affirmation as one of the major issues in school education, by declaring the importance of fostering the absolute self-positivity rather than comparing oneself with other persons.

In response to this policy, local governments started to incorporate the idea of upgrading self-affirmation of students as part of their educational policy and objective, but practically, high-school students in Japan are inferior in adaptability for their self-affirmation in comparison with their counterparts around the world (2014). To cope with this backwardness there are now many scholars engaged in studies on self-affirmation but we cannot find yet a standardized definition for this subject.

In this present study we share the definition given in a preceding research by Yoshimori (2015) in that one's own self should be positively assessed. More specifically, self-affirmation is defined as the feeling that we come to have by positively treating the overall of our own images while accepting our defects as well as unsatisfactory points when we are going to evaluate our own self. Furthermore, self-positivity can be defined as the concept that can be made up by perception of the self-image confident about one's own behaviors and uninfluenced by other persons' opinions.

This study is aimed at examining the aspects of nursing students' self-affirmation of nursing students and the phenomena influenced thereby.

In the first place, we chose 32 nursing students and measured their degrees of self-positivity by means of questionnaire. Then we divided them into groups and let them compete against each other by making a presentation on the same assignment. Each group was assigned to evaluate all the groups including their own.

As the result, we have come to know that the students, whose self-positivity scales were lower, gave their own group a higher rating than what was given them by students of other groups, while, by contrast, the students with higher degrees of self-positivity more often underestimate their ow capability.

Those who overestimated their own group must be satisfied with the existing conditions with introspective mindset, and those who underestimated their own capability may have an outward attitude.

Keywords: Self-affirmation, Nursing students

Application of Predictive Analytics on Online Appointment System in Outpatient Departments of a Tertiary Care-Public Sector Hospital

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The study was conducted in one of India's premier healthcare Institution. Which serves more than 3 million patients every year. In an effort to streamline outpatient services an online appointment system was introduced which encompasses; appointment system, messaging and communication, appointment based access control entry, time based patient staggering, patient screening – diagnosis based department allocation and queue management system.

A capping system was introduced. In this system the number of new cases seen in a department per day was fixed and accordingly online appointments were given. However, patient turn up rate through appointment system varied across departments and patient absenteeism resulted in suboptimal utilization of the hospital resources. This in turn resulted in developing a ''Predictive Statistical Model', which would predict the patient turn up by scientifically analyzing the different extraneous variables which would affect the patient turn up rate.

Objectives: To study the effectiveness of Predictive analytics model

Methods: Three years retrospective data was used from the online appointment system/scheduling system. The overall 'No show' rate for the year 2014, 2015 and 2016 was identified and descriptive statistics were used to identify the impact of different extraneous variables on patient attendance or no-show status. Variables such as Seasonal variations, Festivals were considered. Logistic regression was used to develop a no-show predictive model, which was then used to develop software to determine the no-show probability by taking into account of different contributing variables that can influence the show/no-show status. This approach aims to overbook an appointment where a scheduled patient is predicted to be a no-show. This tool was used in setting appointment limit (overbooking) for different outpatient departments to optimize the resource utilization. The efficacy of the tool was assessed by comparing the limit suggested (software) vs actual attendance occurred during one month period in different departments.

Results: Application of predictive statistical model allowed the seamless implementation of outpatient online appointment system. The proposed predictive statistical model for overbooking demonstrated a substantial reduction in patient waiting time, optimized doctor-patient ratio, and maximized the hospital resource utilization. However, certain limitations or disadvantages of the system were also noted.

Conclusion: Application of predictive patient no-show model aims to standardize the outpatient scheduling process, by offering a high-octane and robust outpatient overbooking model. It's an easily replicable model for wider application in other public sector hospitals for outpatient scheduling. Furthermore, this dynamic model accounts to improve capacity utilization, patient waiting time, service quality and utilization of physician resources.

Keywords: No-shows, Outpatient appointment, Overbooking, Appointment scheduling, Predictive statistical models

A Study on Good Samaritan Law Awareness among People from National Capital Territory of India

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Aim of the study – To study the level of awareness about Good Samaritan Law among people from National Capital Territory of India.

Materials and Methods – Scholarly articles regarding Good Samaritan laws were reviewed along with information available onsite. Simple random sampling technique was adopted and data was collected using Structured Questionnaire for different categories of participants. 420 participants (50% males and 50% females) of different occupations were analyzed over a period of 8 months. Doctors and nurses were interviewed from over 6 different hospitals (3 public and 3 private) of National Capital Territory of India. Information was also collected from police, lawyers, media, teachers and general public.

Results–It was observed that a higher percentage (> 50%) of police, doctors and teachers were aware of Good Samaritan Law and only 35%of people from other groups had the awareness about it. Overall, only 43.3%respondents were confident about their knowledge of the legal protection of Good Samaritans while 31.66%were still reluctant to act as Good Samaritans even as they come across accidents once in a month (61.66%) or in a fortnight (13.33%). It was observed that 51%of subjects had come across situations where they required immediate medical attention of which 48.33%got helping hand from strangers whereas only 46.6%people think it is better to help the victim, 30%people suggest helping the victim. 26.65%people turn hostile and 36.66%come forward to help the injured. Higher percentages 74.99%of women are willing to help though11.66%think it depends on the condition of the victim. To prevent the culprit from escaping from the legal clutches 46.66%people think details of Samaritan must be asked by the authority. Be government78.33% or private 15%hospitals, the thought of undergoing Police investigations (55%), details required by hospital officials (26.66%), lack of highway security 15%have been noted as the major apprehensions. Where 96.66%people feel there is need for National Ambulance service in India, 90%of subjects were in support of the Good Samaritan Law and all the study subjects emphasized to include the topic as point of action at National level for general population of our country. The report outlined the urgent need for the steps that government must take to address the problem through a multifaceted approach of robust criminal enforcement, prevention efforts, and increased access to public security and National services. The bill presented at National level to curb all the casualties that arise out of accidents does not differentiate between the types and classes of citizens; i.e. professional and layman. The law emphasizes on the moral duty of the bystanders to create an environment of mental peace where citizen need not worry when it comes to helping a victim.

Conclusion − Despite the criminal liability and few unfilled gaps in the bill, the bill is a step forward towards developing a central Good Samaritan Law in India. This can be rectified by amendments and judgements after all the law will help to promote brotherhood amongst the citizens as one of the fundamental duties of our constitution.

Keywords: Good Samaritans, Liability, National capital territory

A Study of the Conflict Styles of Nurse Leaders and the Influence of These Styles on Disruptive Behaviour

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Healthcare organizations have multiple service lines, units and specialties and complex interactions between them. Conflict can grow from multiple causes, eventually impacting behavior. Healthcare leaders must find a way to address conflict with the goal of providing a collaborative, engaging culture for employees.

The purpose of this study was to investigate the relationship between the conflict style of the nurse leader utilizing the Rahim Organizational Conflict Inventory−II (ROCI−II) and improper or unsafe disruptive behavior by physicians/prescribers or others (e.g., pharmacist, nurse, supervisor) utilizing questions from the Institute for Safe Medication Practices (ISMP) Survey on Workplace Intimidation and the American College of Physician Executives (ACPE) Doctor-Nurse Behavior Survey, when controlling for leaders' and followers' gender, ethnicity, age, job title, and education level, the type of nursing unit, and followers' years of experience, and leaders' years of supervisory experience.

Results showed an integrating conflict style predicted improper and unsafe disruptive behavior by others (e.g., pharmacist, nurse, supervisor), but conflict style did not predict improper disruptive behavior by physicians/prescribers or unsafe disruptive behavior by physicians/prescribers.

In addition, this study added to the body of literature regarding job title and disruptive behavior, leader years of experience and disruptive behavior and work unit and conflict style.

Keywords: Conflict-handling styles, Disruptive behaviour, Workplace intimidation

Author Index

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