

# BOOK OF ABSTRACTS



## AMRC 2022: 10TH ASIAN MANAGEMENT RESEARCH & CASE CONFERENCE

October 4<sup>th</sup>, 5<sup>th</sup> & 6<sup>th</sup>, 2022

**THEME: BUILDING RESILIENCE IN AN INCREASINGLY TURBULENT  
WORLD: EVOLVING MANAGERIAL PERSPECTIVES**

# **10<sup>TH</sup> ASIAN MANAGEMENT RESEARCH & CASE CONFERENCE 2022**

## **Keynote Address**

### **EVOLVING TRENDS IN HIGHER EDUCATION: SUSTAINABILITY IN FOCUS**

**Prof. Dima Rachid Jamali**

(Dean & Professor of Business Administration, University of Sharjah)

## **Professional development workshop**

### **MEET THE EDITORS**

#### **Moderator**

Prof. Wayne Hochwarter (Florida State University)

#### **Panelists**

Prof. Maura Scott (Florida State University)

Prof. Michael Holmes Jr. (Florida State University)

Prof. Dima Jamali (University of Sharjah)

Dr. Sudhir Rana (Gulf Medical University)

## Track 1.1: Operations Management

**Chair: Dr. Muhammed Naiman Jalil (UAE University)**

- An Integrated Fuzzy Decision Support Model for Prioritizing Food Supply Chain Disruptions and Mitigation strategies in the COVID -19 Pandemic Era – Shahid Ahmed Bhat, Tariq Al Juneidi, Youssef Boulaksil (UAEU)
- Effectiveness of Construction Contract Administration of State Universities in Sri Lanka – L.D.K.T. Dassanayake (University of Colombo)
- A Qualitative Analysis of Risks in BEV Supply Chain: Insights from Upstream, Manufacturing, and Downstream Supply Chain Partners – Attique Rehman, Shakeel S. Jajja (LUMS)
- Urgency for Managing the Indonesian Carbon Pricing: Case of GNSS Application for Measuring Urban Traffic Carbon Emission – Lin Yola, Garrin Alif Nanditho (Universitas Indonesia)
- Stakeholder Power and Sustainability Disclosure: Stakeholder Saliency Perspective – Suria Majdi, Norman Mohd Saleh, Maizatulkama Abdullah, Norazlan Alias (Universiti Kebangsaan Malaysia)

**AN INTEGRATED FUZZY DECISION SUPPORT MODEL FOR PRIORITIZING FOOD SUPPLY CHAIN DISRUPTIONS AND MITIGATION STRATEGIES IN THE COVID -19 PANDEMIC ERA**

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**ABSTRACT**

Food supply chains (FSCS) are among the essential services during the covid-19 pandemic, and they face several challenges in getting food from farms to our plates. Numerous disruptions have been identified, and various mitigation strategies have been proposed. However, research into the most severe supply chain (SC) disruptions and appropriate mitigation techniques are required to ensure the survival of food businesses and SCs during pandemics. This study identifies and prioritizes the food SC disruptions and mitigation strategies in the wake of the covid-19 pandemic. An integrated fuzzy multi-criteria decision-making (MCDM) model is proposed by combining fuzzy Delphi (FD) and fuzzy analytic hierarchy process (FAHP). In this proposed MCDM model, the FD method helped to identify the primary FSC factors, disruptions, and risk mitigation techniques.

Meanwhile, the FAHP helped to analyze the pairwise comparison relationships among the FSC factors, disruptions, and risk mitigation techniques and prioritize them. Results reveal that the most severe disruptions in the food SC during the covid-19 pandemic are “transportation and logistics failures” and “lack of labor availability”. To counteract these disruptions, our findings show that “implementation of digitalization and industry 4.0” and “use of online marketing for the stability of food commodity prices” are the most appropriate prioritized mitigation techniques in the food industry during the covid-19 pandemic. The study’s findings and relationships can assist researchers and practitioners in ensuring the survival of FSCS during the covid-19 pandemic in the food industry.

**Keywords:** Covid-19 Pandemic, Food Supply Chain Management, Disruptions and Mitigation Techniques, Fuzzy Delphi Method, Fuzzy AHP

**EFFECTIVENESS OF CONSTRUCTION CONTRACT ADMINISTRATION OF STATE UNIVERSITIES IN SRI LANKA**

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**ABSTRACT**

The construction industry has always played an important role in the economic development of a country. Therefore, the main objective of this research is to identify the level of effectiveness, reasons for low-level effectiveness in the existing construction contract administration in state universities in Sri Lanka and to explore the extent to which ICT is adopted within the prevailing management systems. An analysis was performed with the contract administration professionals in the state universities based on the conceptual framework developed by referring to ample literature investigating the effectiveness of current information systems. Four specific independent variables, namely: performance monitoring and reporting management, contract admission team management, communication and relationship management, and financial management, were used in measuring the effectiveness of the existing construction contract administration of state universities in Sri Lanka. A methodology was developed and adopted that followed a series of steps to calculate the effectiveness of the system. After identifying the research problem, three (03) research objectives were formed in terms of the particular independent and dependent variables of the study. Data were gathered from employees of 17 state universities and 20 higher education institutes in Sri Lanka using a questionnaire designed online. Data were collected from administrative officers, works engineers, project managers, and related staff of each higher education institution. Data analysis revealed that communication and relationship management was the most important construction contract administration factor among all the other four variables. However, all four variables identified within the study significantly contributed to the overall performance of the construction contract administration process in the state universities in Sri Lanka.

**Keywords:** Construction Contract Administration, Performance Monitoring and Reporting Management, Contract Admission Team Management, Communication, and Relationship Management, Financial Management

## A QUALITATIVE ANALYSIS OF RISKS IN BEV SUPPLY CHAIN: INSIGHTS FROM UPSTREAM, MANUFACTURING, AND DOWNSTREAM SUPPLY CHAIN PARTNERS

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### ABSTRACT

The development of new technology, growing changes in the physical environment, and an effort to preserve natural resources are paving the way for the development of electric vehicles (Daziano and Chiew, 2012; Faria et al., 2013; Zhu et al., 2022). The shift of the automotive industry from internal combustion engines (ICE) based technology to battery-powered electric vehicles has been vigorous in recent years and marked as one of the most prominent cases of innovation adoption (Nemoto et al., 2010). Since 2019, the global sales of electric vehicles have been remarkable. In 2019 the total sales of electric vehicles accumulated to 2.21 million, with a growth rate of 10% each year (Zhu et al., 2022). This surge in the sales volume has pushed various stakeholders of electric vehicles to play an active role, and the overall supply chain management of battery-powered automobiles (Cortés-Murcia et al., 2019). European Union has launched a large number of projects to support electric vehicles. Also, the German government recently spent 130 billion euros to support the electrification of vehicles in the country. Similarly, the United States government is also investing in research and development of electrification of vehicles. So far, China is leading the bucket of electric vehicles, with almost 13.3% of vehicles on the roads being electric (Statista, 2022).

However, the supply chain of electric vehicles is still in its embryonic phase compared to traditional fuel-powered vehicles. There are various challenges that the supply chain of electric vehicles is currently facing in terms of customers' acceptance level, infrastructural issues, OEMs challenges, and upstream supply chain partners' concerns (Hoen and Koetse, 2014; Avci et al., 2015; Zhu et al., 2022). It is a paradox where innovation is believed to bring the maximum advantage to an organization (Jean et al., 2012; Martín-de Castro et al., 2013), but at the same time, it is also exposed to various categories of supply chain risk that may have a negative impact on the firm's performance. The supply chain risk exposure to an innovation-adopting firm can be categorized into upstream, midstream, and downstream (Manuj and Mentzer, 2008; Ghadge et al., 2012; Ho et al., 2015). The upstream risk is mainly concerned with the suppliers and the vendors; the midstream supply chain risk highlights the issues of the manufacturing organization and downstream supply chain and risk categories the demand side and customer driven risk (Gouda and Saranga, 2018). Prior literature has discussed different dimensions of supply chain risk in innovation adoption by firms but in silos. While some literature talks about the risk related to the upstream supply chain members in innovation adoption (Goucher, 2015; Huma et al., 2020), the rest talks about the exposure of risk in the downstream supply chain and the process of innovation adoption (Wachyudi et al., 2020). However, there exists a gap in the extant literature that holistically caters to the exposure of the firms that adopt innovations, especially manufacturing of electric vehicles, towards supply chain risk.

**Keywords:** BEV, Supply Chain, Electric Vehicle, Risk

**URGENCY FOR MANAGING THE INDONESIAN CARBON PRICING: CASE OF GNS APPLICATION FOR MEASURING URBAN TRAFFIC CARBON EMISSION**

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**ABSTRACT**

Economic growth creates rapid development in developing countries, especially big cities. The increase in carbon emissions due to the high development of economic activities has reached an urgent level that encourages climate change. Traffic congestion is one of the biggest city issues that result in high air pollution. Effective urban traffic management is one strategic solution to urban productivity, sustainable energy demand, and lower air pollution. This study discusses Indonesia's high carbon emissions and the urgency to manage carbon pricing as a strategic solution. In order to elaborate on the urgency of the issue, this study presents the air pollution emission from the transportation sector using the urban traffic navigation study. The GNSS Technology Application was used to map urban mobility and its impact on the development of carbon pollution intensity. The finding shows that the integration of urban traffic and carbon tax policies needs to be strategized, as the results reported a significant correlation.

**Keywords:** Urban Traffic Management, Urban Mobility, Pandemic, GNSS, Jakarta

**STAKEHOLDER POWER AND SUSTAINABILITY DISCLOSURE:  
STAKEHOLDER SALIENCE PERSPECTIVE**

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**ABSTRACT**

Using stakeholder salience theory, this study tests the effects of different stakeholder powers (shareholders, employees, customers, business partners, community, government, NGOs, and media) on sustainability disclosure. The theory assumes that managers do not treat and prioritize stakeholders equally. Extending from this perspective, stakeholder's power is a product of resource dependency between the stakeholders and the firm. The study adopts journalism (i.e., news framing approach) and observes the element of power in sustainability disclosure using content analysis. Using panel data of 140 companies in the construction and property sector in Malaysia, the results show that community and media power are positively related to sustainability disclosure. This study improves our understanding of the factors determining firms' disclosure by demonstrating that market stakeholders (shareholders, employees, customers, and business partners) are not perceived as necessary by managers concerning sustainability disclosure. The study also proves that secondary stakeholders with legitimacy agenda can influence sustainability disclosure. Our research shows that the interplay among stakeholder powers can influence sustainability disclosure.

**Keywords:** Construction, Stakeholder, Power, Salience Theory, Sustainability Disclosure



# 10<sup>TH</sup> ASIAN MANAGEMENT RESEARCH & CASE CONFERENCE 2022

## Track 1.2: Accounting & Finance

Chair: Dr. Omair Haroon (LUMS)

- Risk Management Committee, Corporate Governance Mechanisms and Firm Value – Sharifah Faatihah Syed Mohd Fuzi, Mohamat Sabri Hassan, Mohd Hafizuddin Syah Bangaan Abdullah, Romlah Jaffar (Universiti Kebangsaan Malaysia)
- Otley, Simon and Ouchi at the Abu Dhabi Formula 1 Grand Prix – A Case Study in Management Control Systems – John Mclellan (Abu Dhabi University)
- The Blue Note Café' – John Mclellan (Abu Dhabi University)
- The Impact of Stock Market Capitalization on Stock Market Growth – Rizwan Khalid, Choudhry Tanveer Shehzad (LUMS)
- Board Diversity and Stock Price Informativeness – Sabiha Moonmoon Maimuna Akter (University of Dhaka)
- The Knock-on Effects of COVID-19 Related WHO Announcements on the US Bond Market – Nighat Seema (LUMS), Yasir Shahab (Xijing University), Yasir Riaz (Namal University) – Online

**RISK MANAGEMENT COMMITTEE, CORPORATE GOVERNANCE  
MECHANISMS AND FIRM VALUE**

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**ABSTRACT**

This study examines the impact of corporate governance mechanisms on the relationship between the risk management committee (RMC) and firm value. The study extends the limited evidence, primarily focusing on the RMC effect on disclosure (Abdullah & Abdul Shukor, 2017; Darussamin et al., 2018; Jia et al., 2019; Hossain & Farooque, 2019). Further, the study also extends the inconclusive findings on the relationship between RMC and firms' performance (Ng et al., 2012; Abdullah, 2016; Erin, Asiriwa, Olojede, Ajetunmobi, & Usman, 2018; Hussain & Hadi, 2019; Chavarín, 2019; Magee et al., 2019). Based on the agency theory, the current study believes that the presence of some CG mechanisms (board size, board independence, and audit quality) might strengthen the relationship between RMC and firm value. These mechanisms will influence the RMC to improve its monitoring role for the benefit of the stakeholders.

Using a sample of the top 100 publicly listed companies (PLCs) in Malaysia for 2014-2018, we find that RMC positively influences firm value (Tobin's Q). In contrast to the prior studies, the study shows that the positive effect of RMC is contributed by the joined role of the risk management committee. Meanwhile, a standalone risk management committee has no association with firm value. Our study also indicates that the relevance of RMC is weakened when the Big 4 audit firms audit the firms. Nevertheless, there is no significant association between board size and board independence in the relationship between RMC and firm value. This study employs fixed effect panel regression to control the firm's effect. Our findings suggest that joined role of the RMC is more favorable among the top 100 PLCs in Malaysia as early adoption to follow the recommendation of the Code on Corporate Governance. Further, the presence of a BIG 4 auditor may reduce the relevancy of RMC due to the substitutive relations of both monitoring mechanisms. Our findings indicate that establishing a standalone RMC in an emerging market like Malaysia may provide different results than the developed market, as an additional board committee may increase monitoring costs that can affect shareholders' returns. Hence, the investors may not favor setting up an additional RMC. Secondly, this study shows that the interaction between CG mechanisms on the relation between RMC and firm value supports substitution theory, an extension of prior literature mainly focusing on agency, legitimacy, signaling, and institutional theory. The current study indicates that the relevance of RMC is affected negatively by the high-quality services of external auditors through Big 4 audit firms. Additional analysis also shows the robustness of the results.

**Keywords:** Board Characteristics, Risk Management Committee, Substitution Theory, Firm Value

**OTLEY, SIMON, AND OUCHI AT THE ABU DHABI FORMULA 1 GRAND PRIX -  
A CASE STUDY IN MANAGEMENT CONTROL SYSTEMS**

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**ABSTRACT**

How does an organization manage the activities of over six hundred volunteers to achieve a successful international sporting event? What management control system have they developed? What are the objectives set by management for the event? How do they allocate resources? What management accounting tools are used to evaluate performance? What are the rewards or punishments for good or poor performance? This case study seeks to examine the management control system used to manage the Abu Dhabi Grand Prix Formula 1 race – a two-hour motor race viewed by tens of millions of motorsport fans worldwide. The Formula 1 Grand Prix race is held annually at the Yas Marina Circuit, Abu Dhabi, United Arab Emirates. Race operations are the responsibility of the management of the Automobile Touring Company of the United Arab Emirates (ATCUAE). There are only five employees in ATCUAE. The researcher was accepted for training as a volunteer marshal and was allowed to be an overseer in the management meetings. Information was gathered from observations: meeting notes, a series of interview questionnaires conducted with key race marshals, and an open-ended survey of the ATCUAE's senior manager. Survey questions were based on Otley's performance management framework (1999, 2009) and Simon's levers of control (1995). Findings were not what was anticipated. Although the excellent work of both Otley and Simon may be very important in understanding the operations of a "bureaucratic" organization, their management control frameworks were not as effective in understanding the management control system in place at the Abu Dhabi Formula 1 Grand Prix. Ouch's' 1979 work entitled "A conceptual framework for the design of organizational control mechanisms" and his 1980 study "Markets, bureaucracies, and clans" were more relevant in analyzing the management of race operations.

**Keywords:** Management Planning & Control, Performance Management, Levers of Control, Clan Control

## THE BLUE NOTE CAFÉ

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### ABSTRACT

This case is based on a business situation where the entrepreneurs have had a loss in the first year of operations. The case presents the financial statements for the first year of business. The costs are fairly straightforward and easy to verify; the unknown is the number of customers the enterprise would need to attract to remain viable.  
Case Objectives:

1. Use financial statements to determine the cost structure of a business and calculate the current level of sales needed for the company to break-even.
2. Distinguish between committed fixed costs and discretionary fixed costs.
3. Determine the break-even needed when additional fixed costs are added.
4. Introduce the concept of cash break-even

**Keywords:** Break-even, Management Accounting, Start Up Cost, Operating Cost

**THE IMPACT OF STOCK MARKET CAPITALIZATION ON STOCK MARKET GROWTH**

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**ABSTRACT**

This paper examines Gibrat's law of proportionate effects in the context of stock market growth. We employ a sample of 67 stock markets and use the dynamic panel and generalized method of moments (GMM) for estimations. We show that the growth of the stock market is negatively associated with the stock market size. Moreover, we find that variability of stock market growth is not independent of its size and that previous stock market growth is not a predictor of current stock market growth. Overall, we claim that Gibrat's law of proportionate effects does not hold for stock markets. We also examine the validity of the law for listed firms in the technology, financial and real sectors.

**Keywords:** Stock Market Size, Stock Market Capitalization, Dynamic Panel

**BOARD DIVERSITY AND STOCK PRICE INFORMATIVENESS**

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**ABSTRACT**

This paper tested the relationship between board diversity and stock price informativeness (SPI). Based on 550 firms from 2010 to 2019, the stock price informativeness of each observation using a market and industry model has been determined. Using a multidimensional measure of diversity, it is found that board diversity does not directly impact price informativeness; rather, there might be some other components (e.g., firm size and governance) that influence the positive association between these two components. This finding is robust to the inclusion of many firm-level controls, industry fixed effects, and the different measurements of informativeness and board diversity. Additionally, it is seen that the degree of price informativeness and diversity differs from industry to industry.

**Keywords:** Stock Price Informativeness (SPI), Stock Market Efficiency, Board Diversity

**THE KNOCK-ON EFFECTS OF COVID-19 RELATED WHO ANNOUNCEMENTS ON THE US BOND MARKET**

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**ABSTRACT:**

This paper examines the impact of COVID-19-related WHO announcements on the US sovereign yield curve during the pandemic. While employing the dynamic Nelson – Siegel model to evaluate the yield curve, our novel findings illustrate a significant effect of (a) the COVID-19-related events, (b) growth in cases, and (c) growth in deaths in the US. The US bond market did not respond to any event until COVID-19 hit US soil. Furthermore, the effect of deaths is more pronounced but instantaneous compared to the increase in cases.

**Keywords:** Sovereign Bonds, Yield Curve, COVID-19, Pandemic, US

**Track 1.3: Marketing & Strategy**

**Chair: Dr. Aisha Bronwyn Wood (UAE University)**

- State Media Coverage and Firms' Reaction: How State Media Sentiment Influences Firms' Strategic Change – Xu Yan, Jiatao Li (The Hong Kong University of Science and Technology)
- Assessing the Public Health Benefits of Restaurant Inspections – Moeen N. Butt (LUMS), Amrita Mitra, Kersi Antia (Ivey Business School), Vivek Astvansh (Kelley School of Business)
- Eat Mubarak Case Series: (A) Battling Foodpanda in Online Food Delivery; (B) Pivot to Blinkco.io – Shazib E. Shaikh (Karachi School of Business & Leadership), Mudabir Ahmad (University of Eastern Finland), Muhammad Abdullah (Karachi School of Business & Leadership) – Teaching Case
- Muslim Female and Luxury Fashion Brands: A Systematic Review of Consumption Factors and Theory of Planned Behaviour – Afshan Jalil (the University of the West of Scotland)
- SHUHRAT-WE BRAND YOU: A Case Study on Learning from Mistakes – Waseem Akram, Madiha Gohar, Ayesha Abrar (NUST Business School)



**STATE MEDIA COVERAGE AND FIRMS' REACTION: HOW STATE MEDIA SENTIMENT INFLUENCES FIRMS' STRATEGIC CHANGE**

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**ABSTRACT**

Research on the impact of government on firms has long attracted the attention of scholars in management. Although conforming to institutional pressure exerted by the government could bring political legitimacy to firms, extant research overlooked the process of firms perceiving institutional pressure from the government. In this study, I argue that state media serves as the mouthpiece of the government and exerts institutional pressure on firms' strategies. Specifically, the negative sentiment of state media coverage prompts firms' strategic change, whereas the positive sentiment of state media coverage reduces firms' strategic change. The impact of the negative sentiment is strengthened by the degree of state ownership. In the context of China, I find empirical support for my hypotheses. This study contributes to the institutional theory by identifying how political legitimacy influences the risk-taking actions of firms. Additionally, this research contributes to media research in the management field and unpacks the mechanisms of how state media influences firms' actions.

**Keywords:** Media, Legitimacy, Strategic Change, Emerging Economies, State Ownership

**ASSESSING THE PUBLIC HEALTH BENEFITS OF RESTAURANT INSPECTIONS**

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**ABSTRACT**

Forty percent of Americans dine out at restaurants, of whom 56% do so two to three times weekly. With consumers not being able to assess compliance with safe food-handling practices, restaurant operators might shirk such efforts. The consumers' risk of contracting foodborne illnesses increases due to this information asymmetry and the corresponding tendency of restaurant operators to shirk. In response, more than 200 cities across the US have delegated regulators to inspect restaurants, i.e., monitor their compliance with safe food-handling practices. The present research answers two questions. Do restaurant inspections reduce the incidence of foodborne illness? If yes, what factors strengthen this effect? Sampling 162,742 inspections of 34,699 restaurants in Los Angeles County, study 1 finds each additional inspection decreases foodborne illness incidence by 1.4%.

Further, a restaurant is a priori risk; prior compliance and competition strengthen this inverse main effect. Study 2—a scenario-based experiment—demonstrates that the presence (vs. absence) of information about the regulatory inspection of a restaurant raises consumers' perceptions of the restaurant's safety, which boosts their evaluation of the restaurant. This multimethod research extends the marketing discipline's focus on monitoring inter-organizational relationships to its impact on broader societal outcomes such as public health.

**Keywords:** Restaurant Inspections, Monitoring, Compliance, Risk, Competition, Foodborne Illnesses

**EAT MUBARAK: (A) BATTLING FOODPANDA IN ONLINE FOOD DELIVERY; (B) PIVOT TO BLINKCO.IO**

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**ABSTRACT**

The Eat Mubarak case series begins as a David and Goliath story. In Case A, Eat Mubarak makes successful inroads into the online food delivery business. In just nine months, it gained a 10% market share against an incumbent (Foodpanda) that is backed by a multi-national giant in the industry (Delivery Hero) and landed a seed funding contract for \$1 million. Successful penetration into a market where pre-existing network economies of scale is demonstrated by Eat Mubarak. As a result, the winner-take-all strategy linked to each side in this multi-sided platform is open for debate. The application of breakeven analysis in evaluating the path to profitability and valuation by venture capital firms is also afforded discussion. The case is rich in data on startup valuation practices and practical challenges in securing venture capital funding for growth hacking where network economies of scale are at play.

Case B captures how Eat Mubarak pivots into Blinkco, illustrating how entrepreneurial journeys may sustain even in turbulent times created by the COVID-19 pandemic – if entrepreneurs are willing to persist through difficult times and re-focus strengths gained by failing in a previous journey.

**Keywords:** Network Effects, Scalability, Winner-Take-All, Breakeven Analysis, Venture Capital, Growth-Hacking, Multi-Homing Costs, E-Commerce, Entrepreneurship

**MUSLIM FEMALE AND LUXURY FASHION BRANDS: A SYSTEMATIC REVIEW OF CONSUMPTION FACTORS AND THEORY OF PLANNED BEHAVIOUR**

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**ABSTRACT**

This research paper observes the influencing factors that affect South Asian and Gulf region Muslim female consumers' intention toward purchasing pioneering brands in the luxury sector (Dior, D&G, and Burberry) through the theoretical extension of a model known as the theory of planned behavior (TPB). The author has anticipated an extended theory of planned behavior (ETPB), consisting of five factors: attitude, subjective norms, perceived behavioral control, religiosity, and self-image. This research paper will be influential for luxury fashion brands, furnishing supportive information concerning the intentions behind buying wearable fashion brands in the UK. Furthermore, it will accord to the academic literature on consumer behavior of Muslim females in the context of branded wearable items by amalgamating consumer intention towards luxury fashion products with the theory of planned behavior along with CCT (self-identity) as moderator as the independent variable. The findings of this study will append worth to the behavioral field of consumer study, as less research has been carried out on the relationship between consumer intention, Muslim females, and the parameters of consumer behavior regarding wearable luxury fashion products.

**Keywords:** Fashion, Luxury Brands, Muslim Female, Religiosity, Self-Identity, Self-Image

**SHUHRAT-WE BRAND YOU, A CASE STUDY ON LEARNING FROM MISTAKES**

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**ABSTRACT**

This case describes the three years journey of Shuhrat- an A-Z branding services provider that was established keeping in mind the objective of empowering people. It determines how engineering students started a venture without background knowledge and business experience and how they learned from mistakes and survived hard times. How a mentor helped them grow exponentially, and the power of market research and analysis before going for a quest.

**Keywords:** Opportunity Recognition, Entrepreneurial Management, Fundraising, Learning from Mistakes, Ecommerce, Startup Growth, Startup Struggles

## Track 1.4: Ethics & Social Responsibility

**Chair: Thouraya Labben (UAE University)**

- Corporate Representation and Interpretation of Environmental CSR (ECSR) in an Emerging Economy: A Case Study of Extractive Company ECSR Reporting in Kazakhstan – Jessica Neafie, Daryn Amangeldiyev, Artyom Sergazinov (Nazarbayev University)
- Exploring Corporate Culture based on Confucianism in Korea and China and its effect on ESG Practice in the Future – Soon Hyoung Kim, (Tsinghua University School of Law) – Online
- Caring Gloves Driving Sustainability – Sashika Abeydeera (University of Colombo) – Teaching Case
- ESG and Firm's Performance: Lessons Learned from Selected Industries in ASEAN-5 Countries – Theresa Sekarisa Vanti, Wahyu Jatmiko (Universitas Indonesia) – Online
- Formalization and Employee Accountability: The Role of Managerial Monitoring Behavior and Perceived Competence – Deri Natria (Universitas Indonesia), Samian (Universitas Airlangga), Corina D. Riantoputra (Universitas Indonesia)

**CORPORATE REPRESENTATION AND INTERPRETATION OF ENVIRONMENTAL CORPORATE SOCIAL RESPONSIBILITY (ECSR) IN AN EMERGING ECONOMY: A CASE STUDY OF EXTRACTIVE COMPANY ECSR REPORTING IN KAZAKHSTAN**

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**ABSTRACT**

Emerging economies are caught between different needs of international investors and local economic, social, and political environments that shape their corporate social responsibility (CSR), leading them to be, more or less, environmentally conscious. Furthermore, when these economies are heavily invested in extractive industries, where there are greater environmental impacts, the local companies are pressured to meet market demands and implement policies and practices that are environmentally beneficial to local constituents. Looking at the current environmental policies of extractive companies in Kazakhstan presents a unique opportunity to investigate not only the way that corporations are responding to these various pressures to different interests internationally and locally but the way that CSR logics play out across companies from different countries operating in Kazakhstan. Mixing quantitative content analysis and qualitative case studies, this research is based on the website CSR reporting and media coverage of 52 extractive industry companies operating in Kazakhstan from 2016 to 2020.

First, a content analysis (binary, 0, and 1) is employed to calculate the disclosure score of sustainability performance using a coding system developed by Neafie (2020). These findings are then analyzed in regard to the firm's performance alongside information from media and government reporting. This analysis provides an understanding of the motivating environmental corporate social responsibility (eCSR) logics operating in Kazakhstan. It provides methodological recommendations to help stakeholders evaluate not only corporate reporting but also corporate environmental performance and the impetus for eCSR management in different companies.

**Keywords:** Corporate Social Responsibility, Central Asia, Kazakhstan, Environment, Extractive Industries, Emerging Economies

**EXPLORING CORPORATE CULTURE BASED ON CONFUCIANISM IN KOREA AND CHINA AND ITS EFFECT ON ESG PRACTICE IN THE FUTURE**

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**ABSTRACT**

Over the past few decades, the effect of social and ethical practices on decision-making transparency and environmental disclosure has attracted increasing academic interest. Besides, given the weaknesses in accounting information that focus mainly on financial data and neglect non-financial ones, investments in ethics and social engagement are increasingly considered strategic elements for a company's growth, profitability, and competitiveness. In this regard, corporate social responsibility (CSR) can be perceived as an excellent tool for enhancing the company's legitimacy to its stakeholders and developing a faithful image of what is happening within it. Therefore, to analyze whether a firm's corporate social responsibility (CSR) plays a significant role in promoting its market value in an emerging market. Environmental, social, and governance (ESG) is one of the most important elements in the carbon neutrality era and the new corporate governance. In order to broadly understand the practice of corporate with these three points, exploring the corporate culture was first needed.

Both Korea and China officially announced the national goal of carbon neutrality before 2060. Under the carbon neutrality era, although Korea and China implemented a national-wide emission trade system to enhance the corporate's new governance model and promote practical action, the ESG practice in corporate and institutional management by law was found in both countries. However, some differences were found in the implementation of ESG practice in the two countries, and the rationale was concluded to be Confucianism in corporate culture. The paper analyses the link between corporate culture and Confucianism by interviewing employees and employers in diverse companies on different levels of industries. Further, conclude its effect on ESG practice in the future. For firms in environmentally sensitive industries, the value-creating effect of CSR is lesser than for firms that do not belong to sensitive industries. Specifically, corporate governance practice negatively influences the firm value of environmentally sensitive firms. This work mainly contributes to the literature by verifying a positive CSR-valuation relationship in emerging markets, namely Korea and China, which provides substantial legal policy and welfare implications in markets where governments play a major role in promoting CSR.

**Keywords:** Environmental Social and Governance (ESG), Corporate Governance, Sustainable Development, Confucianism, Legal Practice in ESG



## CARING GLOVES DRIVING SUSTAINABILITY

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### ABSTRACT

This case study aims to provide students with an understanding of the complexity involved in enacting sustainability initiatives in a business. The case revolves around an eco-friendly latex glove manufacturing company's effort to design its first-ever biodegradable product. The company's CEO appointed a team of experts to design the new sustainable disposable glove. However, after a few months, the CEO felt frustrated about the team's delay in introducing the anticipated new design. Meanwhile, the team members had to grapple with multiple challenges in designing the 100% biodegradable disposal latex glove the way the CEO envisioned. The challenges identified were the complexity of the product, the need to comply with international standards, current market trends, durability of medical gloves, care versus cost, production capacity, and supply chain disruptions and call for a systemic change. Ironically, the CEO undermined the in-house experts' competency in meeting his expectations and thus contemplated recruiting new experts as a remedy. The team was not happy with the CEO's idea, causing tensions between them. Given this situation, the CEO intended to consult the liaison of the team, the company's product development officer, to discuss this issue further.

Apart from accepting the complexities of sustainability initiatives, through this case, the students are expected to identify the leadership role and vitality of adopting a holistic perspective in pursuing sustainability. Moreover, the case also emphasizes the need for instilling trust in teams and stakeholders involved.

**Keywords:** Sustainability, Closed-Loop Manufacturing, Biodegradable Latex Gloves, Small and Medium Enterprises, Product Design, COVID-19 Pandemic, Sri Lanka

**ESG AND FIRM'S PERFORMANCE: LESSONS LEARNED FROM SELECTED INDUSTRIES IN ASEAN-5 COUNTRIES**

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**ABSTRACT**

This study aims to examine the effect of Environment, Social, and Governance (ESG) and its three pillars on companies' financial performance. The random effect model (REM) is employed on listed companies from 3 selected sectors (consumer goods, financials, and industrials) in ASEAN-5 countries (Indonesia, Singapore, Thailand, Malaysia, and the Philippines) between 2011–2020. The results illustrate that ESG and its three pillars have a negative effect on ROA but a positive impact on ROIC and TobinsQ. This may indicate that ESG and its three pillars may have adverse consequences on the short-term performance of the companies as captured by ROA. However, companies with high ESG scores tend to enjoy a more sustainable performance in the long run, as shown by ROIC and TobinsQ. Our findings imply that given the time inconsistency commonly experienced by investors, companies need to effectively communicate that their decision to promote the ESG is good for the long-term performance of the businesses.

**Keywords:** ASEAN-5, ESG, Financial Performance, Firm Value

**FORMALIZATION AND ACCOUNTABILITY: THE ROLE OF MANAGERIAL MONITORING BEHAVIOR AND PERCEIVED COMPETENCE**

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**ABSTRACT**

Accountability is an imperative element of organizations, and Human Resource Management (HRM) is critical for establishing behavior guidelines. It encourages employees to be responsible for the decisions and actions they take. Employing social cognitive theory (SCT) emphasizes the interaction between the environment, individuals, and behaviors. This study aims to investigate how formalization influences employee accountability. We hypothesize that formalization (i.e., an environmental component) will impact employee accountability (i.e., behavioral component) through managerial monitoring behavior (i.e., an environmental component) and through perceived competence (i.e., an individual component). Data was collected from 331 employees of a government agency in Indonesia using scales with good internal consistency (Cronbach alpha between 0.70 to 0.96). Structural equation modeling analysis reveals that (1) formalization directly and indirectly influenced employee accountability, and its direct effect is higher than its indirect effect, suggesting that the importance of environmental factors on behavioral component; (2) managerial monitoring behavior significantly mediated the relationship between formalization and employee accountability, suggesting the significance of environmental component on behavioral component; (3) perceived competence significantly mediated the relationship between formalization and employee accountability, and that the contribution of perceived competence as a mediator between formalization and employee accountability is higher than the contribution of managerial monitoring behavior. The result suggests the importance of individual components of SCT on employee accountability, supporting the importance of micro-foundations of HRM.

This study contributes to international HRM literature by explaining the mechanism by which formalization affects accountability. It highlights the importance of the interaction between leaders, employees, and organizational factors in exploring employee accountability within a socio-cognitive context. The findings of this study can provide practical implications, especially for HRM and leaders of government agencies. First, practitioners may want to clarify rules, procedures, and regulations so that employees understand the expected behaviors and the expected evaluation. Second, HR practitioners may want to focus on the micro-foundations of HRM, that is, the individual employees. Third, HR practitioners need to focus on the development of managerial monitoring behaviors, as it is critical to make the audience of accountability more salient. Fourth, one aspect of HRM that speaks heavily on accountability is performance appraisal, as it clarifies employees' expected behaviors and attitudes and the rewards and sanctions related to those behaviors and attitudes. This is especially important as 70% of employees feel their managers are not objective in how they evaluate their employees. HRM practitioners may want to provide training to empower leaders to do a better performance appraisal review.

**Keywords:** Accountability, Formalization, Indonesia, Managerial Monitoring Behavior, Perceived Competence

**Track 1.5: Gender, Diversity & Organizational Change**

**Chair: Prof. Wayne Hochwarter (Florida State University)**

- A Qualitative Study on Work-Life Balance of Pakistani Working Women During COVID-19 Pandemic – Faiza Ali (LUMS)
- Transforming for Workplace Diversity and Inclusion- SECMC – Sanam Fayaz, Rukhman Solangi (IBA Sukkur) – Teaching Case
- It's Time to Change Assumptions about Organizational Change and Changing – Muhammad Nadeem Dogar (University of Central Punjab)
- Comparison of the Requirements for Remote Work and Remote Education during COVID-19 Pandemic in Kazakhstan – Aidana Tleuken, Ferhat Karaca (Nazarbayev University)
- Teaching Business Communication: Can we Identify Free Riders? – Anjum Fayyaz, Shezeen Hemani (LUMS) – Teaching Case

**A QUALITATIVE STUDY ON WORK-LIFE BALANCE OF PAKISTANI WORKING WOMEN DURING COVID-19 PANDEMIC**

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**ABSTRACT**

The aim of this paper is to understand the nature of issues and challenges working women face in the Pakistani context. Given that Pakistan is a male-dominated society, we endeavor to explore how the pandemic impacted the lives of working women in terms of work-life balance. Working women in Pakistan face struggles regarding the work-life balance owed to cultural, social, family, and sexual orientation standards. These difficulties have become more problematic since the outbreak of COVID-19 around the world. This qualitative research explores working women's work-life balance issues in the Pakistani socio-cultural setting. It is driven by a three-part investigation that uses semi-structured interviews and questionnaires to give a deeper insight into three areas: adaptability and remote work, family and spousal help, and organizational support, as critical thrusts for women to balance work and family commitment during COVID-19. In the Pakistani patriarchal context, the issues regarding completing house chores, lack of free time, and societal and cultural pressures are heightened. The combined effects of these are studied alongside the challenges posed by Covid-19. An additional lens for the study will understand the coping mechanisms adopted by the women to achieve a better work-life balance. Based on semi-structured interviews with Pakistani working women, our results show that women in Pakistan face numerous challenges due to Covid-19, which impact their mental health, resulting in increased anxiety and constant multitasking. Although their family and employers support them to some extent, their excessive expectations amidst the drastic change have caused a significant deterioration in their work-life balance post-Covid-19. They have adopted various techniques such as elaborative planning and prioritization to manage the workload but more needs to be done by their organizations, managers, and families to support them through the uncertainty and change.

**Keywords:** Work-Life Balance, Working Women, Mental Health, Remote Work

TRANSFORMING FOR WORKPLACE DIVERSITY AND INCLUSION - SECMC

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**ABSTRACT**

“My name is Lata, I belong to Mithi (Sindh), and this is my story. It was my wish to learn how to drive and freely move around. I wanted my own car, which I could use to go anywhere I wanted. One day, I came across posters from Sindh Engro Coal Mining Company (SECMC) that said women would be trained as dump truck drivers. It also said that employment would also be given to the husband or male partners, so I decided to learn driving to fulfill my dream. In the Thar community, people tend to look down upon a lady if she works. At the training, we saw a lot of rosters where we witnessed many Chinese and foreign women coming to our city and working for its betterment – creating a brighter Tharparkar. Then I thought, why can’t we- the Tharparkar women- be part of this transformation of our city. I only have a singular focus to become a dump truck driver – and I do not care what people say or think about me. Even drivers with 20 years of experience know nothing about road signs. But I know the basic road signs and how these road signs can guide us in driving and maintaining the speed limit. People often tell me I am too young and can’t drive a huge dump truck. But I will prove to these people what I lack in my age, I make up for in my spirit,” said Lata, a female dump truck driver at SECMC.

**Keywords:** Diversity, Equity, Inclusion, Stereotyping, Emerging Markets, Women Empowerment

## IT'S TIME TO CHANGE ASSUMPTIONS ABOUT ORGANIZATIONAL CHANGE AND CHANGING

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### ABSTRACT

This paper argues that this is the right time to revisit the assumptions about organizational change and changing in order to deal with it smartly. Stability has been replaced with instability, certainty with uncertainty, and clarity with ambiguity, especially during the COVID-19 pandemic and post-pandemic era. Change is everywhere, almost everything is changing at a fast pace, and most of the tools and lenses to manage and study organizational change are becoming either obsolete or ineffective. Therefore, it is high time to pay attention to the discursive approaches to organizational change to address the challenges of instability, uncertainty, and ambiguity. This paper argues that traditional approaches comprised of organizational development (OD) and processual approaches are based upon positivist assumptions. A positivist considers the world as an objective and external “reality” and treats change as a property of an organization. It means that organizations are considered stable entities; change as an exception/unusual activity dependent upon an external change agent. In other words, change cannot happen by itself. It can only happen by the actions of organizational decision-makers. In contrast, though processual approaches are primarily based upon positivist assumptions, they also consider subjective realities within an objective reality that OD approaches are not able to study. In summary, OD approaches to studying change focus on a structured and perceived objective “reality” and are unable to capture the subjective “reality” in a complex, ambiguous, political, and uncertain organizational change environment.

On the other hand, discursive approaches see change based upon the assumptions of social constructionism and provide a different perspective to the study of organizational change. They treat an organization as an unstable and dependent entity/property of organizational change that keeps changing due to ongoing communicative interactions of organizational members. Discursive approaches study the construction processes of organizational change along with its particular meanings through the study of communicative interactions comprised of texts and talk of organizational members. They treat organizational change as an iterative, complex, and continuously socially constructed phenomenon initiated by internal or external change agents. Therefore, researchers use an emergent change strategy – a flexible approach – to study multiple aspects of organizational change. Discursive approaches consider language as a perspective rather than a tool or technique to communicate an organizational change. In summary, discursive approaches provide a means to understand aspects of organizational change in a way that neither OD nor processual approaches can. This means they provide a way to generate new knowledge on organizational change. Discursive approaches examine how a particular version of change is given particular meanings in a given context and how this may legitimize or undermine change. Researchers, therefore, examine how change is constructed and given meanings through the production, distribution, and consumption of particular texts and the talk of organizational members at macro/micro and meso levels.

**Keywords:** Organizational Change, Changing, Discursive Approaches, Organization Development, Processual Change, COVID-19 Pandemic

**COMPARISON OF THE REQUIREMENTS FOR REMOTE WORK AND REMOTE EDUCATION DURING COVID-19 PANDEMICS IN KAZAKHSTAN**

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**ABSTRACT**

As the pandemic stroke the world, most processes were changed to online to keep social distance. Similarly, around 80% of workers and all students in Kazakhstan switched to remote mode. Therefore, this study investigates how the needs for satisfactory remote working and studying in Kazakhstan during quarantine in the COVID-19 pandemic differ. The structural equation modeling (SEM) technique is used to examine the hypotheses on the effect of built residential environment facilities on remote work and study. Two models are created, validated, and then the hypotheses are tested. The effect of comfort facilities on both remote study and work was supported, while the effect of health and safety facilities was supported only for online studying. Thus, the main difference between teleworking and online education in Kazakhstan during the COVID-19 pandemic is that workers cherish comfort, while students value health and safety.

**Keywords:** Remote Learning, Structural Equation Model, Teleworking, Lockdown, Online Education



**TEACHING BUSINESS COMMUNICATION: A CASE ON FREE-RIDING AND PEER EVALUATION AT A BUSINESS SCHOOL**

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**ABSTRACT**

In the last week of December 2015, Dr. Naveed Amjad, assistant professor and instructor of the business communication course (BCom) at a prestigious business school in Pakistan, was seriously upset about the free-riding issues in the students of four sections of BCom. The peer evaluation results and informal feedback from the students revealed that many students were working as free riders. Having shared the peer evaluation results with the class, Dr. Amjad found that students – especially those with lower scores in peer assessment- were dissatisfied with their peers and the instructor.

Dr. Amjad was a newly appointed director of the undergraduate program as well as the instructor for four sections of BCom, with a strength of almost 70 students in each section. In the wake of a rather unpleasant experience with the peer evaluation and student feedback, Dr. Amjad pondered a few critical questions he hoped to discuss with his colleagues in an upcoming meeting. He wondered how free-riding in group assignments could be avoided. How can instructors make the best use of peer evaluation techniques?

**Keywords:** Free Riding, Business Communication, Peer Evaluation, Free Riders

**Professional development workshop**

**TEACHING BY THE CASE METHOD**

Facilitators Prof. Jawad Syed  
(Lahore University of Management Sciences)

Dr. Shakeel S. Jajja  
(Lahore University of Management Sciences)

# **10<sup>TH</sup> ASIAN MANAGEMENT RESEARCH & CASE CONFERENCE 2022**

## **Joint Opening Session of 10th AMRC 2022 and 26th MIE Conference**

National Anthem & Introductory Video on UAEU

Opening Remarks by H.E. Zaki Anwar Nusseibeh, Chancellor UAE University Welcome

address by Prof. Mohamed Madi, Dean College of Business & Economics, UAEU

Welcome address by Prof. Alnoor Bhimani, Honorary Dean Suleman Dawood School of  
Business, LUMS

## **Keynotes**

### **HELPING SOCIETY DEAL WITH THE PTSD: HOW SCHOLARS AND LEADERS CAN HELP MAKE SENSE IN A WORLD WHERE LITTLE EXISTS**

Prof. Wayne Hochwarter

(Professor of Business Administration, Florida State University)

### **RESPONSIBLE VENTURING - THE CHALLENGES OF CREATING A DESIRABLE FUTURE**

Prof. Matthias Fink

(Professor of Strategy, Grenoble School of Management)

## **Group Photograph**

**Track 2.1: Human Resource Management/Organizational Behavior**

**Chair: Prof. Jawad Syed (LUMS)**

- COVID-19 and Employee Productivity in the Public Sector – Hyesong Ha (Nazarbayev University), Aarthi Raghavan, Mehmet Akif Demircioglu (NUS)
- Yes, Opposites Attract! Effect of Leader-Follower Trait Hypercompetitiveness Dissimilarity on Relationship and Performance Outcomes – Chandra Shekhar Rao Pathki (Nazarbayev University)
- I Am Impacted by Your Motives, Not by Your Abuse! Effects of Abusive Supervision on Functional and Dysfunctional Voice Behaviors – Chandra Shekhar Rao Pathki (Nazarbayev University)
- The Conditional Effects of the Dark Side of Transformational Leadership Behaviors for Leader Themselves: Roles of Emotional Intelligence and Deep Acting – Aqsa Ejaz (The University of Lahore), Samina Quratulain (UAEU), Ashiq Hussain Aulakh (The University of Lahore)
- Divestiture Socialization, Employees' Self-Monitoring, Authenticity and Well-being – Mohd Ahmad Alhawari (University of Sharjah), Samina Quratulain (UAEU), Shaker Jamal Saleh Bani Melhem (University of Sharjah)

**COVID-19 AND EMPLOYEE PRODUCTIVITY IN THE PUBLIC SECTOR**

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**ABSTRACT**

COVID-19 has affected the public sector significantly. However, since it is a recent event, its impact on employee productivity, especially the individual and organizational outcomes, is not well-studied. Using the 2020 data from the Australian Public Service Commission (APSC, n=96,690), this study analyses how the Australian Public Service (APS) changed working methods during COVID-19, especially the effect of five practices that affected employee productivity. Findings suggest that team adaption, team effort, and organizational adaptation are positively associated with employee productivity, whereas managerial support and proactiveness are negatively associated with employee productivity. Interestingly, while the team effort has significantly enhanced the perceived productivity of employees, the proactiveness of the organization to maintain new working methods led to a negative impact on productivity. This is surprising and indicative of the positive and negative impacts of the pandemic on employee productivity. A crucial implication of these findings is that intra-organizational responses to COVID-19, including at the team and managerial levels, have affected employee productivity in the public sector.

**Keywords:** COVID-19, Employee Productivity, Australia, Public Organizations, Categorical Analysis

**YES, OPPOSITES ATTRACT! EFFECT OF LEADER-FOLLOWER TRAIT HYPERCOMPETITIVENESS DISSIMILARITY ON RELATIONSHIP AND PERFORMANCE OUTCOMES**

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**ABSTRACT**

In this study, we seek to evaluate the effect of trait hypercompetitiveness dissimilarity between the leader and the follower on the follower's performance outcomes. Using interpersonal interaction theory as an overarching framework, we hypothesize that hypercompetitiveness dissimilarity leads to a higher quality leader-member exchange (LMX) due to the complementary nature of the leader-follower traits, which affect followers' performance outcomes of citizenships behavior and task performance positively. We employ latent moderated structural equations as an alternative to polynomial regression and demonstrate the incongruence effects using the response surface methodology. Using the block variable technique within the latent variable framework, we show that LMX acts as a mediator between hypercompetitiveness dissimilarity and performance outcomes.

**Keywords:** Personality, Dissimilarity, Hypercompetitiveness, Interpersonal Interaction, LMX

**I AM IMPACTED BY YOUR MOTIVES, NOT BY YOUR ABUSE! EFFECTS OF ABUSIVE SUPERVISION ON FUNCTIONAL AND DYSFUNCTIONAL VOICE BEHAVIORS**

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**ABSTRACT**

Abusive supervision has been shown to undermine subordinates' extra-role behaviors, such as voice. However, this relationship may differ based on subordinates' perceived motives of their supervisor's abusive behaviors. Taking insights from the attribution-based theory of workplace harassment (ATWH), we suggest that subordinates attribute a leader's abusive supervision to three motives: injury initiation, leader-centric performance promotion, and follower-centric performance promotion. We contend that the more followers attribute their leader's abusive behavior to injury initiation and leader-centric performance promotion motives, the more likely they are to engage in dysfunctional voices. Contrarily, we posit that the more the follower attributes their leader's abusive behavior to follower-centric performance promotion motive, the more likely they are to engage in functional voice. A scale validation study tests the psychometric properties of the focal measures and constructs validity of the follower-centric and leader-centric performance promotion motives. The primary study employs a multi-source, time-separated design to test our mediation hypotheses via structural equation modeling. Our findings are mostly consistent with our hypotheses, with some exceptions. Theoretical and practical implications of the findings are also discussed.

**Keywords:** Abusive Supervision, Attributed Motives, Functional Voice, Dysfunctional Voice

**THE CONDITIONAL EFFECTS OF THE DARK SIDE OF TRANSFORMATIONAL LEADERSHIP BEHAVIOR FOR LEADERS THEMSELVES: ROLES OF EMOTIONAL INTELLIGENCE AND DEEP ACTING**

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**ABSTRACT**

Drawing on the emotion regulation model of emotional labor (Grandey & Melloy, 2017) and conservation of resources theory (Hobfoll, 1989), this study investigated the contingent indirect effects of transformational leadership behavior on leaders' own emotional exhaustion. Participants were 230 leader-follower dyads from various public sector organizations in Pakistan. Regression analysis showed that leaders' deep acting mediated the effects of transformational leadership behavior on leaders' own emotional exhaustion. However, these effects were significant only for transformational leaders with low levels of emotional intelligence. These findings extend the research on the potential dark side of transformational leadership and emotion regulation for leaders.

**Keywords:** Transformational Leadership, Deep Acting, Emotional Intelligence, Emotional Exhaustion, Conservation of Resources Theory, Emotion Regulation Model of Emotion Labor



**DIVESTITURE SOCIALIZATION, EMPLOYEES' SELF-MONITORING,  
AUTHENTICITY AND WELL-BEING**

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**ABSTRACT**

This study examines the relationships between frontline employees' perceptions of the intensity of divestiture socialization and their authenticity and well-being at work. Two dimensions of self-monitoring personality (public performance and other-directedness) are proposed to moderate the effect of divestiture socialization. Public performance buffers the negative effect of divestiture socialization on employee authenticity, while other-directedness exacerbates the negative relationship. The indirect effect of divestiture socialization on employee well-being through the expression of authenticity is also proposed, and moderation effects of self-monitoring dimensions are also examined on the indirect effect of divestiture socialization. The sample comprises 197 frontline employees working in different hospitality organizations in UAE. Specifically, those employees who were newcomers in their current place of employment and had less than one year of work experience were selected. Time lagged design was used to assess study variables. Moderated mediation analyses support the hypothesized relationships. Practical implications for these findings are discussed.

**Keywords:** Divestiture Socialisation, Authenticity, Self-Monitoring, Well-Being, Frontline Employees

**Track 2.2: Accounting & Finance/ Managerial Economics**

**Chair: Prof. Abdunasser Hatemi (UAE University)**

- Relationship between Foreign Direct Investment Inflows and COVID-19 Pandemic in Pakistan: A Monthly Co-integration Analysis – Ayesha Serfraz (University of Punjab)
- Why IPOs Fail: A Case Study of Dalda – Ferhana Ahmad (LUMS) – Teaching Case
- Stock Prices and COVID-19 Economic Stimulus Policies: Evidence from the Tourism and Hospitality Industry – Usman Khalid (UAEU)
- Capital Budgeting in Pakistan – Evidence from the Field – Omair Haroon (LUMS), M. Ahmed Saleem Baig (Boise State University), Waqar Ghani (St. Joseph's University)
- Is Bangladesh in Middle Income Trap? – Farha Fatema (University of Dhaka)

**RELATIONSHIP BETWEEN FOREIGN DIRECT INVESTMENT INFLOWS AND COVID-19 PANDEMIC IN PAKISTAN: A MONTHLY CO-INTEGRATION ANALYSIS**

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**ABSTRACT**

The COVID-19 pandemic brought many challenges, including the downfall in foreign direct investment inflows (FDI). Although many other factors cause a decline in FDI inflows in Pakistan, the present study mainly focuses on the COVID-19 pandemic, which resulted in the closure of borders, causing a sharp decline in FDI inflows. For this purpose, this study uses monthly data from Pakistan, starting from January 2020 (the start of COVID-19 in Pakistan) till May 2022 (the time period the study was conducted), to empirically analyze the relationship between FDI inflows and COVID-19. The results of the ADF test statistic show that data is integrated in order. Johansen's co-integration approach is used to determine the relationship. Taking FDI inflows as a dependent variable and COVID-19 cases as an independent variable, the results suggest a linear co-integration relationship between these two variables, with FDI inflows having a negative sign indicating a negative relationship between FDI inflows and COVID-19 cases.

This study is innovative as it concentrates on finding a proper empirical relationship between FDI inflows and COVID-19 and does not focus only on analyzing existing figures. Empirical results suggest that Pakistan must devise policies that can be implemented immediately in unforeseen conditions as more and new variants emerge. Data availability puts a limitation on applying empirical techniques since COVID-19 started in 2020 in Pakistan, and the pandemic is still not over. A time series analysis could carry out a long-run investigation in the coming years. The co-integration technique is the most useful at the moment as it mentions the relationship between the variables during the pandemic and makes a future forecast.

**Keywords:** COVID-19, Co-Integration Analysis, Unit Root Test, EViews, FDI Inflows, Pakistan

## WHY IPOS FAIL? A CASE STUDY OF DALDA

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### ABSTRACT

The case is based on the scenario that Mr. Muhammad Asad Awan, a hedge fund manager, faced in early August 2017. Asad was interested in investing in the edible oil industry and considered taking part in the Dalda IPO. However, the company announced a delay in the IPO. The IPO was the first in the edible oil industry in Pakistan. With the announcement, Asad was disappointed as he had planned the investment and studied the edible industry and Dalda's growth prospects in the industry. He now needed to devise a new strategy for dealing with the delay.

He had to decide whether to invest in another company or wait for Dalda to resume the IPO process. Investing in another company's IPO required further research, and with Dalda calling off its IPO, there was no guarantee that the other IPO would go smoothly. He was concerned about the delay and would like to know why Dalda delayed the process. What do investors usually do in such cases? He needed to come up with an answer as soon as possible because the partners would be finalizing the investment decision in a meeting in a few days. Asad must have a suggestion before the meeting.

**Keywords:** Edible Oil Industry, IPO Process, Dalda, Going Public, Investment Decision

**STOCK PRICES AND COVID-19 ECONOMIC STIMULUS POLICIES: EVIDENCE FROM THE TOURISM AND HOSPITALITY INDUSTRY**

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**ABSTRACT**

This study examines the impact of these policies on tourism-related firms' stock prices after movement restriction announcements and differences in the relationships between economic policy responses and stock prices for large firms vis-à-vis small firms. Using a cross-section data of 888 firms from 56 countries listed on several stock exchanges, we find a positive and significant association between the COVID-19 economic stimulus index and 1- and 2-week average changes in tourism firms' stock prices after movement restriction announcements. Tourism firms' stock prices responded favorably to the introduction of macro-financial packages and monetary policies. This study complements the literature on stock market reactions during the pandemic and contributes to the growing body of literature examining its overall effect.

**Keywords:** COVID-19, Pandemic, Stock Market, Economic Policy, Monetary Policy, Fiscal Policy

**CAPITAL BUDGETING IN PAKISTAN – EVIDENCE FROM THE FIELD**

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**ABSTRACT**

This study explores the capital budgeting practices by public and private companies in a developing economy in Pakistan. More importantly, this study focuses on three distinct stages of capital budgeting as documented by extant literature based on developed economies: 1) project identification, description, and cash flow estimation, 2) financial analysis and project selection, and 3) project implementation, review, and control (Burns & Walker, 2009; Scott & Petty, 1984; Mukerjee, 1987; Gitman & Forrester, 1977). We survey CFOs of Pakistani firms for this exploratory study. Results generally suggest that in a riskier and more uncertain environment, the investment decision practices deviate from those practiced in relatively developed and stable economies or are suggested by modern finance theory.

**Keywords:** Capital Budgeting, Emerging Markets, Corporate Finance

## IS BANGLADESH IN A MIDDLE-INCOME TRAP?

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### ABSTRACT

In recent times, there has been growing concern that Bangladesh is, or will be, caught in a middle-income trap (MIT). This research examines the scenario, taking into account actual MIT definitions (both absolute and relative) and MIT triggering elements discovered in the literature. This study also discusses the obstacles and challenges that BD would face during the middle-income stages and the factors that must be incorporated into the BD economy to effectively escape the MIT, based on the cross-country experience of those who have successfully escaped the trap. Some study finds that Bangladesh is in the middle-income trap, and other finds that Bangladesh will be in MIT very soon. MIT is a threat to the economy of Bangladesh. The triggering factors of MIT are under the worst situation for Bangladesh, leading to deep MIT in the near future.

**Keywords:** Bangladesh, Middle-Income Trap (MIT), Triggering Elements, Obstacles and Challenges

**Track 2.3: Production & Operations Management**

**Chair: Dr. Shazib Shaikh, Karachi School of Business & Leadership**

- Evaluating Industry 4.0 Implementation Barriers in the Construction Industry of Kazakhstan – Abid Nadeem (Nazarbayev University)
- Finding Legitimacy in Nascence – A New Mediator between Dynamic Capabilities and Firm Performance – Ahmad Ammar, Shakeel S. Jajja (LUMS)
- Dastgyr - Optimizing Warehousing Operations amidst Growth – Hassan R. Chaudhry, Shanzah Sahir, Irtaza Ali Wains, Maarej Khan (LUMS)
- Jamshed Sports Solutions: A Negotiation Deadlock – Muhammad Tayyab, Hassan Chaudhry, Shakeel S. Jajja (LUMS)
- iTitans - Innovation starts with an I – Kommal Joyo, Waseem Akram, Ayesha Abrar, Madiha Gohar (NUST Business School) – Teaching Case



**EVALUATING INDUSTRY 4.0 IMPLEMENTATION BARRIERS IN THE CONSTRUCTION INDUSTRY OF KAZAKHSTAN**

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**ABSTRACT**

This research aims to identify and evaluate Industry 4.0 (I4.0) implementation barriers in the construction industry and compare global and Kazakhstani practices through the importance levels of the barriers. The methodology was divided into two methods: survey conduction among experts in the field and data collection from well-known reliable sources. The barriers discussed in this paper were divided into economic, social, technological, political, legacy and security, and environmental under the index of importance. There is a low familiarity with I4.0 technologies among construction industry companies and institutions' employees and a lack of collaboration between industry and academic institutions. It was found that there is uncertainty in the distribution of responsibilities among each of the stakeholders and a problem with data security and privacy due to the potential leakage of data of the company using I4.0 technology. The construction industry is quite conservative, and awareness of new technologies among people working in this industry must be improved.

**Keywords:** Industry 4.0, Construction 4.0, Implementation Barriers, Construction Industry, Kazakhstan

**FINDING LEGITIMACY IN NASCENCE – A NEW MEDIATOR BETWEEN DYNAMIC CAPABILITIES AND FIRM PERFORMANCE**

*A conceptual model for learning lessons from Chinese Battery Electric Vehicle manufacturers for Pakistan's electric mobility future in the emergence*

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**ABSTRACT**

Battery Electric Vehicles (BEVs) are among the top runners in a low-emission future of mobility. A realization of this future largely depends on the viability of BEV manufacturing enterprises, appropriating economic gains across an emerging value chain. These gains, in turn, depend on firm-level performance outcomes. However, in a nascent industry, acquiring the right kind of resources to build the right kind of competencies to remain competitive is a unique challenge compared to established industries where a fair degree of institutional stability exists. Attaining legitimacy under fuzzy conditions of institutionalization often takes primacy over short-run economic gains. This paper builds on operations management literature around the dynamic capabilities (DCs) framework to propose a conceptual model with 'legitimacy' as a new mediator between competencies and firm performance in nascent industries. As a preliminary phase of ongoing mixed method research, the paper also informs about the nascence of the BEV industry in Pakistan, based on preliminary qualitative data.

**Keywords:** Battery Electric Vehicles, Nascent Industries, Dynamic Capabilities, Legitimacy

**DASTGYR: OPTIMIZING WAREHOUSE OPERATIONS AMIDST GROWTH**

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**ABSTRACT**

Dastgyr was a B2B startup in the FMCG value chain with the intent of serving a large number of karyana (mom & pop) stores spread across the larger cities of the country. The karyana stores were traditionally served by multi-entity FMCG value chains, with the manufacturers/brand at the upstream end passing on the merchandise to distributors, which in turn served the wholesalers. The wholesalers served the karyanas with a team of order takers. Each store had to deal with multiple distributors/wholesalers depending on the scale of their purchase, with the smallest (and largest in numbers) running out of goods before being replenished.

Central to the analysis is the planning and execution of warehouse operations in the FMCG value chain. While focusing on growth, the company is struggling with streamlining warehouse operations, which is starting to hamper service quality. With markets in larger metropolitans expected to saturate in the coming months and competition yet to develop traction amongst the customers, operational efficiency would determine the survivors.

**Keywords:** B2B Startups, FMCG, Supply Chains, Mom & Pop Stores, Disruption

## JAMSHED SPORTS SOLUTIONS: A NEGOTIATION DEADLOCK

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### **ABSTRACT**

It was a late evening on October 7, 2020, as Jamshed and Junaid, two brothers who ran a small-scale sports garments manufacturing business still struggled to figure out a way forward. Following the call on September 27, 2020, from one of the buyers, Mr. Henry Kim, a baseball team coach, Junaid and Jamshed, were informed that their shipment was rejected completely after a 100% inspection. Junaid and Jamshed had failed to provide the required baseball kits with the right logo quality, and now they faced the challenge of ensuring that Mr. Kim got their corrected shipment in less than a month. They had found a local supplier in the US who was willing to fix the kits in the required time but with a significant reduction in their profit. Should Jamshed and Junaid pay the extra costs to retain Mr. Kim as a customer, or should they waive off the remaining payable, let the consignment be, and risk losing Mr. Kim as a customer?

This case can be introduced to undergraduate students to work on the fundamentals of the decision-making process with limited data, risk, and a discrete number of alternatives and outcomes involved. The case also provides the opportunity to analyze mathematical variables, calculations, and the role of decision analysis in solving complex real-world problems. In summary, the main objectives of this case study include:

- Provide an opportunity to solve real-world problems using decision-making techniques and mathematical calculations.
- Explore the working of expected value and its calculation process.
- Understanding the risk factors in a decision-making process
- Being able to generate meaningful insights and logical conclusions through decision analysis procedures.

The case is well-suited for inclusion in the decision analysis course's section on decision-making under uncertainty and the decision behavior course's section on motivational and emotional influences.

**Keywords:** Uncertain Information, Decision Analysis, Negotiation Skills, Imperfect Production, Quality Control

**iTITANS - INNOVATION STARTS WITH AN I**

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**ABSTRACT**

This case provides a business perspective of a startup - iTitans, amid the COVID-19 hit, to help combat the negative effects with agility when well-established startups or small-medium enterprises (SMEs) were on the verge of declining. COVID-19 had devastating effects on the global and Pakistani economies. The major victims of this pandemic were small businesses and entrepreneurial ventures. However, iTitans managed to sail the market storm. The case discusses the crisis of iTitans and how focusing on innovative combatting strategies with a client-centric approach and adopting digital means can help navigate the uncertainty of digital entrepreneurship in the fiercely competitive environment. This real-life case exemplifies the struggle for the business survival of small startups.

**Keywords:** Client-Centricity, Innovative Combatting Strategies, Agility, Business Survival, Digital Entrepreneurship

# 10<sup>TH</sup> ASIAN MANAGEMENT RESEARCH & CASE CONFERENCE 2022

## Keynotes

### **THE IMPACT OF THE PANDEMIC ON STRATEGIC MANAGEMENT AND INTERNATIONAL BUSINESS: A FUNDAMENTAL SHIFT OR BUSINESS AS USUAL?**

**Prof. Michael Holmes**

(Professor of Strategic Management, Florida State University)

### **DOES GLOBAL TURBULENCE IMPACT RESEARCH PARADIGMS?**

**Prof. Alnoor Bhimani**

(Professor of Management Accounting, Department of Accounting, London School of Economics & Honorary Dean, SDSB-LUMS)

**Track 2.4: Human Resource Management/Organizational Behavior**

**Chair: Dr. Mohamed Al Waqfi (UAE University)**

- Why and When do Leaders Serve Themselves: An Investigation of the Antecedents of Self-serving Leader Behavior – Mayowa Babalola (Nazarbayev University, Royal Melbourne Institute of Technology) – Online
- Job Stress, Work-Related Obsession-Compulsion, Empathetic Leadership and Customer Problem-Solving Behavior: Testing a Mediated Moderation Model – Faridahwati Binti Shamsudin, Shaker Bani-Melhem, Mohammad A. Ahmad Al-Hawari (University of Sharjah) Rawan Abukhait (Ajman University), Ahmad Jamal Bani-Melhem (Yarmouk University)
- How Managing Workplace Conflict in a Public Media Organization During the Pandemic? – Soumya Dutta (Indian Institute of Technology Bombay)

**WHY AND WHEN DO LEADERS SERVE THEMSELVES: AN INVESTIGATION OF THE ANTECEDENTS OF SELF-SERVING LEADER BEHAVIOR**

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**ABSTRACT**

Leader self-serving behavior has been associated with a range of adverse outcomes in the workplace. However, much remains to be explored about why and when such leader behavior emerges in organizations. This research develops and tests a theoretical framework delineating the emotional and cognitive states that give rise to leader self-serving behavior. Specifically, we draw on uncertainty management theory to theorize that job insecurity heightens leaders' anxiety and self-serving cognitions, subsequently motivating leaders' self-serving behavior. We further argue that the overall justice of the organization effectively mitigates the indirect relationship between leader job insecurity and leader self-serving behavior via leader anxiety and self-serving cognitions. Results from a three-wave field study involving 481 leader-follower dyads support our hypothesis. We discuss the implications of our findings for leadership theory and practice.

**Keywords:** Leader Self-Serving Behavior, Leader Job Insecurity, Overall Justice, Anxiety, Self-serving Cognitions



**JOB STRESS, WORK-RELATED OBSESSION-COMPULSION, EMPATHETIC LEADERSHIP AND CUSTOMER PROBLEM-SOLVING BEHAVIOR: TESTING A MEDIATED MODERATION MODEL**

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**ABSTRACT**

Our study explores two key objectives: (a) the indirect relationship between job and employees' problem-solving behavior through the work-related obsessive-compulsive state, and (b) the moderating effect of empathetic leadership on the job stress-problem solving behavior link. Data were collected from two sources—frontline employees (n=312) and their direct supervisors (n=126)—in various hotel organizations in the UAE. The results generated through structural equation modeling indicated that (a) job stress directly and indirectly (via the work-related obsession-compulsive state) affects employees' customer problem-solving behaviors, and (b) empathetic leadership was found to mitigate the negative influence of job stress. Practically speaking, our findings inform hotel managers of the need to understand the effect of job stress on frontline employees' ability to solve customer-related problems when delivering customer services.

**Keywords:** Job Stress, Work-Related Obsession Compulsion, Empathetic Leadership, Customer Problem-Solving Behaviors, Hotels, UAE

## HOW TO MANAGE WORKPLACE CONFLICT IN A PUBLIC MEDIA ORGANIZATION DURING THE PANDEMIC?

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### ABSTRACT

Conflict is present in every organization, but how to resolve it without hampering the organization's workflow is an important question. The pandemic was not easy for any organization; however, public media organizations in India did not stop their service for a moment. In the study, we want to understand how managing workplace conflicts in a public media organization during a pandemic. To understand conflict situations at the time of the pandemic, we conducted in-depth interviews and narrative inquiries to understand the problem. We found that the pandemic heated them exceedingly. They were working from home partially. There was a great deal of stress, disagreements, and discords. According to interviews, the pandemic changed their work patterns. Our study also suggests significant conflict roots, escalation, and resolution changes.

**Keywords:** Conflict, Pandemic, Public media, All India Radio, Program Executive

**Track 2.5: Entrepreneurship**

**Chair: Prof. Maura Scott (Florida State University)**

- Tattva Creations: A Generation Y Female Entrepreneurial Venture within the Digital Marketing Landscape in India – Raihan Taqui Syed (UAEU), Angela Hamouda (UAEU) – Teaching Case
- Compromising between Opportunities and Threats in E-commerce: A Strategy Choice of a Novice Entrepreneur in Crisis – Rajishtha Seneviratne, Kumudinei Dissanayake (University of Colombo) – Teaching Case
- UAE Customers' Buying Intentions for Fair Trade Products: Does Gender Matter? – Narjes Haj-Salem (University of Sharjah)

## TATTVA CREATIONS: A GENERATION Y<sup>1</sup> FEMALE ENTREPRENEURIAL VENTURE WITHIN THE DIGITAL MARKETING LANDSCAPE IN INDIA

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### ABSTRACT

After completing her undergraduate degree in Business Administration, Tanushree Hazarika returned from the USA and became involved with her family business based in the North-Eastern state of India - Assam. She was part of the early-stage development of the magazine – *Eclectic Northeast*. Discussions with clients prompted her to recognize a huge opportunity beyond just printing advertisements in the magazine. This idea formed the establishment of *Tattva Creations*, which aimed at catering to the marketing and communication needs of brands looking to establish an outreach and presence in Northeast India. Like many, the company was majorly impacted by the COVID-19 pandemic. However, with innovative decisions, they managed to survive and establish a stronger presence in the market. However, at this stage, Tanushree is confronted with the inevitable challenge of national and international expansion.

**Keywords:** Entrepreneurship, Opportunity Recognition, Innovation, Strategy, Market Expansion

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<sup>1</sup> Generation Y - Defined as those born between 1980 and 2000 also known as Millennials, E-generation or Echo Boomers, Millennialpreneurs, this distinct group is now a growing topic of debate (BNP Paribas Global Entrepreneur Report, 2017 and Liu, Zuh, Serapio and Cavusgil, 2019). According to the recent Deloitte Survey (2019) within the next 5 years, by 2025, Millennials will account for 75% of the workforce worldwide and in some sectors, they now account for two thirds of the workforce.

**COMPROMISING BETWEEN OPPORTUNITIES AND THREATS IN E-COMMERCE: A STRATEGY CHOICE OF A NOVICE ENTREPRENEUR IN CRISIS**

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**ABSTRACT**

This case revolves around the problem of the decline in sales and the threat to the survival of an online business run by a novice entrepreneur/manager of a small-scale business in a developing country. The case is reported in the backdrop of the COVID-19 outbreak and resulting socio-economic issues as the macro-level scenario of the business environment while highlighting the micro-level issues of a typical novice entrepreneur who tested different business models in such an environment for the survival of the business. Thus, the case provides information on the evolution of the business while explaining the diverse challenges encountered, opportunities that emerged and utilized, and strategies seen and unseen by the entrepreneur. This case provides an opportunity for business management undergraduate students to explore the industry forces, conduct a SWOT analysis, develop a business model canvas and propose novel strategies for business survival and continuation in a crisis situation.

**Keywords:** Crisis, Novice Entrepreneur, Strategy, Business Model Canvas, e-Business

**UAE CUSTOMERS' BUYING INTENTIONS FOR FAIR TRADE PRODUCTS:  
DOES GENDER MATTER?**

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**ABSTRACT**

Understanding what drives consumers to buy ethical products benefits firms and other stakeholders. Thus, the primary aim of this study was to investigate the combined effect of environmental consciousness, social norms, moral obligation, and attitude on the intention to purchase fair trade products while considering the moderating role of gender. The data was collected from the general public in the United Arab Emirates. The results showed that attitude toward fair trade products strongly influences purchase intention, followed by environmental consciousness, social norms, and moral obligation. More notably, the results showed that, while the effect of attitude and environmental consciousness does not seem to vary between gender, the impact of social norms on the intention to purchase fair trade products is stronger for females than males. The influence of moral obligation on the intention to purchase fair trade products, on the other hand, was only significant for males. Marketers should consider gender disparities into account when promoting fair trade products.

**Keywords:** Moral Obligation, Attitude, Environmental Consciousness, Social Norms, Gender, Fair Trade Consumption

**Track 2.6: Management Education and Development**

**Chair: Dr. Sudhir Rana (Gulf Medical University)**

- Foreign Lingua Franca in South Korean Universities for Global B-school Market: A Case Study of Chinese MBA Program in KyungHee University – Gwang Ri, Fei Guo (Tsinghua University)
- Publishing Review Articles in Management Journals: Challenges and Opportunities – Sana Mumtaz (Umm Al Quwain University)
- The Effects of COVID-19 on Higher Education Policies: A Comparative Case Study of Japan Mongolia and China – Biligtsaikhan Uuganbayar, Ji Yang (Tsinghua University)

**FOREIGN LINGUA FRANCA IN SOUTH KOREAN UNIVERSITIES FOR GLOBAL B-SCHOOL MARKET: A CASE STUDY OF CHINESE MBA PROGRAM IN KYUNGHEE UNIVERSITY**

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**ABSTRACT**

As the number of Chinese students in global business schools is increasing, it is important to investigate their professional development. The present study focuses on Chinese students in Korea and takes KyungHee University in Korea as the research scope. Combining semi-structured interview data and China's talent policy, we develop a tentative model on SWOT (SWOT analysis) to study the Chinese MBA program at KyungHee University comprehensively. Specifically, its advantages and disadvantages are analyzed, and its sustainable development is evaluated for international education in Korea. From the perspective of professional development for international students, we give suggestions to improve the quality of the Chinese MBA program, which can effectively promote the Chinese graduate students' professional development in return.

**Keywords:** Chinese MBA, Professional Development, Education, Evaluation, Quality



**PUBLISHING REVIEW ARTICLES IN MANAGEMENT JOURNALS:  
CHALLENGES AND OPPORTUNITIES**

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**ABSTRACT**

Review articles have become increasingly popular among academicians for their wide-range and comprehensive illustration of the existing literature in unique ways. However, limited guidance exists regarding the ways to write effective review articles. Thus, publishing review articles in journals are getting very challenging for researchers. Hence, this article discusses some common challenges in writing review articles and offers a new qualitative approach for publishing review articles in management and business journals. Based on the suggested framework, it is suggested that a combination of integrative and systematic approaches might be more useful, as compared to narrative reviews, in developing novel theoretical frameworks in review articles.

Moreover, a stepwise approach would help ensure transparency, robustness, and replicability in review articles, similar to the empirical articles, enhancing the chances of publishing review articles in management journals. Using the STAR (situation, task, action, result) approach proposed in this article, future researchers may follow a ten-stage process for enhancing the effectiveness and robustness of their review articles. These stages are: 1) alignment with the aims of a journal, 2) identifying a right topic/s, 3) clarifying the aims of the research, 4) focusing on a research question, 5) selecting a type of review, 6) using a crystallized methodological approach, 7) specifying analytical technique/s, 8) covering the adequate subject matter, 9) following a structured format and, 10) artistic presentation of the key findings.

**Keywords:** Integrative Review, Literature Review, Narrative Review, STAR Model, Systematic Review

**THE EFFECTS OF COVID-19 ON HIGHER EDUCATION POLICIES: A COMPARATIVE CASE STUDY OF JAPAN, MONGOLIA, AND CHINA**

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**ABSTRACT**

This paper discusses the emergence of regional online education and the effects of the transformation. At this point, both developed and developing countries have responded to the pandemic. It shows that governments should be highly responsible for the education sectors during global or regional crises. The paper concludes that the rapid educational response to the pandemic in the world is challenging to design the new normal education policy in Japan, Mongolia, and China. The pandemic has harshly influenced the education, economic, and health sectors worldwide. In Mongolia, from the beginning of the pandemic, the Ministry of Education, Culture, and Sport prepared CD and TV classes for elementary, middle, and high school students until the reopening of schools. Japan and China have been giving online and hybrid classes since early February 2020. In which ways can Japan, Mongolia, and China re-design the education policy and improve online education for all students from different backgrounds, and how have the governments responded to the pandemic? The cases of Japan, Mongolia, and China show that the government is essential to lead the education sector in developed and developing countries. While differences certainly exist, all governments control the main sectors during the pandemic.

**Keywords:** Transformation, Pandemic, Education Policy, Japan, Mongolia, China

# **10<sup>TH</sup> ASIAN MANAGEMENT RESEARCH & CASE CONFERENCE 2022**

## **Keynotes**

### **FINANCIAL MARKETS IN TIMES OF CRISES, TECHNOLOGICAL ADVANCES, AND GOVERNMENT POLICIES**

**Prof. Maunther Barakat**

(Professor of Finance, New York University Abu Dhabi)

### **MAY THE FORCE BE WITH YOU: MARKETING RESEARCH CAN BE A POSITIVE FORCE TO ADVANCE INDIVIDUAL, SOCIETAL AND ENVIRONMENTAL WELL-BEING**

**Prof. Maura Scott**

(Professor of Marketing, College of Business, Florida State University)

**Track 3.1: Business & Management**

**Chair: Prof. Wayne Hochwarter (Florida State University)**

- From Outsider to Insider: How do Parachute CEOs Build Trust through Role Perception Management? – Ying Zhang (Tsinghua University), Hao Chen (Shenzhen Technology University), Xiaoming Zheng (Tsinghua University) – Online
- The Positive Effect of Team Psychological Capital on Efficient Team Building -Team Climate as a Mediator Variable – Jack Zhou (Tsinghua University)
- Tenure Standards at Aladdin Business School – Jawad Syed (LUMS), Waheed Ali Umrani (Sultan Qaboos University) – Teaching Case
- The Role of Business Incubators Success to Promote Entrepreneurial Practices: Evidence from UAE – Maqsood A. Sandhu (UAEU)

**FROM OUTSIDER TO INSIDER: HOW DOES PARACHUTE CEOS BUILD TRUST THROUGH ROLE PERCEPTION MANAGEMENT?**

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**ABSTRACT**

Building on leader legitimacy and role theories, we provide a theoretical model explaining how to parachute CEOs into Mergers & Acquisitions (M&A) to build employee trust through role perception management. Using an exploratory case study methodology, we tracked a Chinese company (i.e., South Beauty) for three years after the M&A took place until the parachute CEO (Mr. A) turned around the situation and became an insider. In particular, our model identified five stages of role perception management: role affirmation, role distillation, role redefinition, role validation, and role projection. Through managing role perceptions, Mr. A gradually won affective trust as well as cognitive trust from employees and developed mutual trust among them. Our model answers how a parachute CEO, as an outsider, could actively manage role perceptions and gain leader legitimacy through trust building to become an insider. Theoretical contributions and managerial implications are also discussed.

**Keywords:** Case Study, Legitimacy, M&A, Outsider to Insider, Parachute CEO, Role Perception Management

**THE POSITIVE EFFECT OF TEAM PSYCHOLOGICAL CAPITAL ON EFFICIENT TEAM BUILDING: TEAM CLIMATE AS A MEDIATOR VARIABLE**

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**ABSTRACT**

Team psychological capital can significantly affect team building and development, performance, and other indicators. This paper uses questionnaire survey data (N=197) to verify that team climate also has a positive effect on efficient team building. Hope and other psychological capital indicators promote efficient team building, and team climate as a mediating variable partially mediates the positive effect of hope on efficient team building.

**Keywords:** Team Climate, Team Psychological Capital, Team Building, Team Performance, Efficient Team

## TENURE STANDARDS AT ALADDIN BUSINESS SCHOOL

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### ABSTRACT

The case illustrates issues of faculty management at Aladdin, a medium size private business school. The School has 60 full-time faculty members, 45 of whom have a PhD from some of the reputable universities in the world. Ten faculty members, known as ‘oldies,’ are the ones who pioneered the School three decades ago and are now close to retirement. There are another ten teaching fellows who have master’s degrees. Thirty-five faculty members are on the tenure track and are awaiting tenure evaluation (mid-term or final).

Many of the issues facing the new Dean (Alan Patrick) are based on legacy. The tenure track system was introduced in the university almost seven years ago. However, Rob Wilson, the former Dean of the School, was not completely on board with the Vice-Chancellor (VC) on the idea of introducing and implementing a tenure track system. Wilson thought that the tenure track system did not take into account the unique value contributed by each faculty member in fields as diverse as teaching, case writing, research, business engagement, and service. As a result of this disagreement, while tenure appointments on the tenure track were being made, there was a lack of clarity in terms of what was expected from faculty members during their tenure track. There was also some ambiguity about the future of the tenure system. The disagreements between Wilson and the VC further aggravated on this matter and other matters related to centralizing the university’s control of the School’s financial resources and internal decisions. Wilson took a leave of absence for a year, and upon return to work, he notified the university that he did not want to continue as the Dean. In total, Wilson had served for six years as the School’s Dean and had played a key role in hiring new faculty members with PhD from diverse regions such as North America, Europe, and Australia, and had been pivotal in building a research orientation in the School, something which was almost non-existent previously. Owing to Wilson’s resignation, the School remained in a transitional phase for almost two years and was led by two Interim Deans (six months each) when Patrick was appointed as the School’s new Dean.

**Keywords:** Tenure Track, Tenure Processing, Change Management, Shared Governance

**THE ROLE OF BUSINESS INCUBATORS SUCCESS TO PROMOTE  
ENTREPRENEURIAL PRACTICES: EVIDENCE FROM UAE**

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**ABSTRACT**

Business incubators have been shown as a practical approach for enhancing entrepreneurial success in several countries. In the UAE, the National Innovation Strategy has determined business incubation as one of the enablers for nurturing entrepreneurs and supporting their ventures. However, few incubators have been established and sustained due to the novelty of incubators in the country. This study aims to determine the factors that may affect the success of incubators and examine their expected roles at the micro and macro level in the UAE. Due to the limited relevant population, this research adopted a mix-methodology combining thematic analysis for the interview method as well as descriptive, correlation, and regression analysis for the survey questionnaire. The study targeted five categories of incubators' stakeholders in the UAE and was supported by 14 research hypotheses. The results showed that incubators would be successful when they could graduate entrepreneurs to establish and sustain start-ups in the market.

In contrast, the success factors of incubators were found to be related to four internal (e.g., commercialization activities) and four external (such as government support) factors. Also, nurturing entrepreneurs, creating jobs, and contributing to the local economy were the incubator's main expected roles in the UAE. The research proposed a conceptual framework for incubations' success, which enables the government to address the challenges faced by incubated entrepreneurs and help different types of incubators operate across the country's economic sectors. The study recommends a conducive bylaw that supports incubators and allocates incentives for their incubated entrepreneurs to attract more entrepreneurs to the country. Besides that, the study recommends building systemized collaboration between the stakeholders of incubators through which it promotes entrepreneurial practices in the UAE. Moreover, the study suggests developing helpful guidelines to govern the entry/exit criteria, funding mechanisms, and programs at the incubators. Finally, the study suggests conducting individual studies to identify each success factor and case studies on university-based incubators in the UAE.

**Keywords:** Business Incubation, Entrepreneurship, Innovation Management, Knowledge-Based Economy, UAE



**Track 3.2: Marketing & Entrepreneurship**

**Chair: Prof. Martin Mende (Florida State University)**

- A Review of Value-based Healthcare New Service Development What We Learned from the Current Outbreak – Salar Arzideh, Reza Mohammad kazemi, Mahmoud Ahmadpour Daryani (University of Tehran) – Online
- The Differential Effects of Service Recovery on Brand Emotion: The Mediating Effect of Brand Attitudes Change – Wu Yuhang (Renmin University of China), Liu Wenwen (Beijing Forestry University) – Online
- Strategic Communication of Corporate Social Responsibility – Khudejah Ali, Khawaja Zain ul Abdin, M. Asadullah, Tanya Khan (LUMS)
- Role of Contract on Knowledge Acquisition Effectiveness and Cross Border Relationship Performance amongst SME – MD Daud Ismail (Universiti Kebangsaan Malaysia)
- Impact of COVID 19 on Consumer Purchase Pattern: An Empirical Evidence from Pakistan – Afshan Gull Khan, Ekhlague Ahmed, Maira Gul Rind, Kanwal Hussain (Institute of Business Management)

**A REVIEW OF VALUE-BASED HEALTHCARE NEW SERVICE DEVELOPMENT,  
WHAT WE LEARNED FROM THE CURRENT OUTBREAK**

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**ABSTRACT**

This study aims to identify value-oriented healthcare delivery strategies that healthcare administrators have considered in the pandemic era. It is a descriptive review of studies that, from the perspective of administrators, have introduced value-based new services used during the outbreak. For this purpose, the final papers were analyzed according to the value agenda model.

The findings revealed that value-based agenda is applied during different stages of value-based healthcare service development, including designing, developing, and full launch. Measuring outcomes and costs for every patient was the most widely used value agenda, and the least applied agenda was organized into integrated practice units. This study has a range of practical implications for enhancing value-based healthcare service delivery for patients, particularly during exceptional times such as a pandemic, epidemic, or natural disaster.

**Keywords:** Value-Based Healthcare, Development, Outbreak, Review

**THE DIFFERENTIAL EFFECTS OF SERVICE RECOVERY ON BRAND EMOTION: THE MEDIATING EFFECT OF BRAND ATTITUDES CHANGE**

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**ABSTRACT**

When engaging in brand consumption, service errors inevitably occur, exposing many brand suppliers to the serious challenge of losing customers. Although studies have begun to focus on the differences in negative emotions generated during service failures, there is still a lack of research on the integration of consumers' negative emotions during service failures and service recovery.

In this study, two experiments are conducted by video simulation experimental method, starting from brand betrayal and brand disappointment generated by consumers after service failures. Based on 742 consumer data, a structural equation model is constructed to explore the effects of two types of service recoveries, firm recovery and joint (co-created) recovery, on the behavioral intention toward consumers. The results showed that brand betrayal negatively predicted the brand attitude of consumers, and brand disappointment positively predicted the brand attitude of consumers after recovery. The findings challenge existing research perspectives on negative emotion and service recovery.

**Keywords:** Brand Emotion, Brand Attitude, Service Failure, Service Recovery

**STRATEGIC COMMUNICATION OF CORPORATE SOCIAL RESPONSIBILITY**

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**ABSTRACT**

The ongoing COVID-19 global pandemic has been classified as a global health disaster and an economic and social crisis enveloping the world (Mahmud et al., 2021). The aftermath of this crisis has mandated that businesses recognize and respond to the evolving environment, as inaction may lead to a loss of customers and other organizational stakeholders (He & Harris, 2020). Particularly, the pandemic has spurred a sharp increase in governments' and market participants' attention to considerations of corporate social responsibility (CSR), and businesses have seen increased demand for CSR initiatives (Bae et al., 2021; Manuel & Herron, 2020). Overall, the significance of CSR in business has been growing along with an increase in the occurrence of social, economic, and public health crises affecting people around the world. CSR is recognized as an excellent tool for sustainable development and providing resilience during crises such as the COVID-19 pandemic (Mahmud et al., 2021). Even though there is an increasing need for companies to communicate their CSR initiatives to stakeholders, CSR communication has been dubbed 'the missing link' (Dawkins 2004, p. 108) between a company's CSR activities and outcomes (Kim & Ferguson, 2014). Thus, CSR communication is as important as CSR implementation in today's world, and it is imperative to develop an understanding of how to use this tool. This case note will cover the specific benefits of CSR activities, key challenges to successful CSR campaigns and then present strategic communication solutions to mitigate the potential issues.

**Keywords:** Strategic Communication, Corporate Social Responsibility, COVID-19, Public Health Crisis

**ROLE OF CONTRACT ON KNOWLEDGE ACQUISITION EFFECTIVENESS AND CROSS-BORDER RELATIONSHIP PERFORMANCE AMONGST SME**

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**ABSTRACT**

Relationship performance leads to competitiveness and overall performance and is increasingly a critical issue in the internationalization of small and medium-sized enterprises (SMEs). Along this line, capability building has been the central theme of extant literature. Although the study on capability building of SMEs in the export market has escalated, few investigate the effect of the knowledge creation process on relationship rent. This study draws on the insights of the relational view and transaction cost economy theory to develop a conceptual model of exporter–importer relationship performance. Specifically, this study investigates the role of knowledge absorption effectiveness and relational capital on relationship performance and examines the moderating effect of contractual governance. Based on a sample of 111 SMEs in Malaysia and using a cross-sectional survey, exporter–importer relationship performance is positively influenced by relational capital and absorptive capacity effectiveness, where relational capital also has a partial mediating role. The study found that contractual relationship has a negative effect on the effectiveness of absorptive capacity on the relationship with relational capital. This paper contributes to the literature regarding knowledge about relational norms and learning in an exporter–importer relationship and how the relational view mediates the relationship between absorptive capacity effectiveness and relationship performance. The limitations and suggestions for future study are discussed at the end of this paper.

**Keywords:** Contract, Governance, Knowledge Acquisition, Relationship Performance, SMEs

**IMPACT OF COVID-19 ON CONSUMER PURCHASE PATTERN**

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**ABSTRACT**

COVID-19 brought a drastic change in the daily lives of millions of consumers worldwide. This paper evaluates the impact of the deadly virus on evolving consumer behavior and determines the factors involved in a significant shift in buying patterns in different walks of consumers' lives. We gathered information by interviewing 20 respondents and identified themes that cover: spending patterns, life at home, hygiene and health consciousness, travel, the decline in outside entertainment, personal saving, brand recognition, and neglecting price factor. Shifts in consumer behavior are significant for policymakers and strategists. The study reflects on some key changes that may become consumer habits and become part of the new normal. Such factors will have to be responded to in new corporate and policymakers' plans and will also have to be tracked for future dynamics and trends.

**Keywords:** Covid 19, Consumer Buying Behaviour, E-Commerce, Life at Home

**Track 3.3: Economics**

**Chair: Dr. Usman Khalid (UAE University)**

- Youth Labour Market Performance and Big Macroeconomic Shocks – Misbah Tanveer Choudhry (LUMS), Marcello Signorelli, Enrico Marelli (University of Perugia)
- Managing Common Resources: The Case of Markhor Trophy Hunting in Pakistan – Ummad Mazhar (LUMS) – Teaching Case
- On a Regime Switching Illiquid High Volatile Prediction Model for Cryptocurrencies – Youssef El-Khatib, Abdunnasser Hatemi (UAEU)
- Regulatory Institutional Misalignment and Cross-Border Acquisitions: Evidence from an Emerging-Market Country – Jiyang Dong (Nazarbayev University)
- China's Duty-free Trade Policy to Bangladeshi Products: An Analysis using Partial Equilibrium SMART simulation – Mohammad Monirul Islam (University of Dhaka)

## YOUTH LABOR MARKET PERFORMANCE AND BIG MACROECONOMIC SHOCKS

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### ABSTRACT

This paper intends to empirically analyze the effects of big macroeconomic shocks on youth labor market performance. We will primarily refer to the 2008 global financial crisis and the 2020 pandemic shock by investigating the dynamics and structural breaks of several youth labor market indicators and econometrically estimating the relationship with some key determinants of youth (and total) labor market indicators. We will also extend our analysis by gender and by considering alternative indicators of the labor market (labor force participation and NEET rates). The main objective of this paper is to identify and quantify the implications of big shocks on young people and to suggest targeted policy interventions. The results show that the financial crisis of 2008 represented a structural break, while for the pandemic shock, we only have provisional evidence pointing to the same conclusion.

**Keywords:** Youth Labour Market, Macroeconomic Shocks, Targeted Policies, Covid Crisis, Unemployment Rate



**MANAGING COMMON RESOURCES: THE CASE OF MARKHOR TROPHY HUNTING IN PAKISTAN**

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**ABSTRACT**

Management of common resources is a challenge. This case explores the issues in developing an incentive-based community trophy hunt program (CTHP). The case focuses on the evolution of CTHP in the region of Gilgit-Baltistan, but similar programs can also be found in Khaybar Pakhtunkhwa and Baluchistan. The problem can be seen as prisoners' dilemma, which does not permit a cooperative solution to emerge. In addition, there is the issue of management of revenues and engagement of local stakeholders. It is shown that a well-intentioned program with well-articulated rules and regulations is necessary to overcome these issues. Besides ecological benefits, the CTHP offered significant social and economic benefits to local communities. The revenues generated from the program can be used to finance development projects that allow local stakeholders to diversify the sources of their livelihood, reduce their dependence on their habitat to sustainable levels and improve the living conditions for both animals and humans.

**Keywords:** Common Resources, Trophy Hunt, Markhor, Pakistan

**ON A REGIME-SWITCHING ILLIQUID HIGH VOLATILE PREDICTION MODEL FOR CRYPTOCURRENCIES**

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**ABSTRACT**

Cryptocurrencies are increasingly utilized by investors and financial institutions worldwide. The current paper proposes a prediction model for a cryptocurrency that encompasses three properties observed in the markets for cryptocurrencies — namely high volatility, illiquidity, and regime shifts. By using Ito calculus, we provide a solution for the suggested stochastic differential equation (SDE) along with proof. Moreover, numerical simulations are performed and compared to the real data, which seems to capture the dynamics of the price path of a cryptocurrency in the real markets.

**Keywords:** Stochastic Modeling, Cryptocurrencies, Illiquid, High Volatility, Regime Switching, CTMC

**REGULATORY INSTITUTIONAL MISALIGNMENT AND CROSS-BORDER ACQUISITIONS: EVIDENCE FROM AN EMERGING-MARKET COUNTRY**

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**ABSTRACT**

As corruption is often deeply embedded in a country's institutional context, meaningful control of corruption rarely happens without disrupting the underlying institutional system. Although the disruptive effects of anticorruption efforts can have important impacts on business, these impacts remain largely unexamined in the literature on corruption and international business. Synthesizing the concept of institutional complementarity and the literature on anticorruption enforcement, we propose that campaign-style anticorruption enforcement in emerging-market countries can produce "regulatory institutional misalignment," defined as a situation in which government agencies continue to monopolize critical resources. In contrast, the exercise of bureaucratic discretion essential to achieving effective resource allocation diminishes substantially. We theorize how such institutional misalignment can harm domestic business environments and drive emerging-market firms to engage more actively in cross-border acquisitions (CBAs). Our hypotheses derived from the regulatory institutional misalignment perspective on CBAs are supported by empirical analysis using data from a sample of privately controlled firms during China's unprecedented anticorruption campaign launched in late 2012. We also discuss this study's contributions to the literature on corruption, international business, and CBAs by emerging-market enterprises.

**Keywords:** Cross-Border Acquisitions, Campaign-Style Anticorruption Enforcement, Regulatory Institutional Misalignment, Emerging-Market Firms

**CHINA'S DUTY-FREE TRADE POLICY TO BANGLADESHI PRODUCTS: AN ANALYSIS USING PARTIAL EQUILIBRIUM AND COMPUTABLE GENERAL EQUILIBRIUM SIMULATION**

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**ABSTRACT**

China is one of the critical and strategic trading partners of Bangladesh. The Chinese government has offered a zero-tariff facility to 97% of products imported from Bangladesh. The objectives of the study are to analyze the effects of the facilitating trade policy on the trade performance of different sectors of Bangladesh. We utilize partial equilibrium SMART simulations accessible in WITS and the general equilibrium CGE model with GATP to quantify the impact of China's preferential trade policy on the overall economy of Bangladesh. The partial equilibrium analysis results show that the preferential trade policy substantially positively impacts the export of Bangladesh to the Chinese market. The results suggest that the change in total under China's new preferential trade policy is around \$59 million, with a trade creation of \$52.16 million and a trade diversion effect of \$6.8 million. The CGE analysis results show that china's new trade policy will have little impact on the real GDP of Bangladesh, and the effects of the policy on export vary across different sectors. However, the overall effects suggest that Bangladesh will earn a net welfare gain due to China's new duty-free trade policy in Bangladesh.

**Keywords:** China, Zero-Tariff Facility, Bangladesh, SMART Simulations, CGE Model

**Track 3.4: Human Resource Management/Organizational Behavior**

**Chair: Prof. Virginia Bodolica (American University of Sharjah)**

- Influence of Leader and Follower Emotional Intelligence on Job Satisfaction and Work-Life Enhancement – Muhammad Shariat Ullah (University of Dhaka)
- Culture-specific Cognitive Schemas and Negotiation Experiences – Abdul Karim Khan (UAEU), Samina Quratulain (University of Sharjah), Chris Bell (Schulich Business School)
- Ripple Effect: How Coping Resources Moderate the Abusive Supervisor – Workplace Deviance Link? – Mamoona Arshad, Muhammad Abdur Rahman Malik (LUMS)
- Local Vs Multinational – Salesperson's Dilemma of Employer Choice – Rukhman Solangi, Sanam Fayaz (IBA Sukker) – Teaching Case)
- Examining the Factors for Successful Adoption and Implementation of Sustainable Digital Transformation – Ananth Chiravuri (UAEU), Hangjung Zo, Abdul Karim Feroz (KAIST, Korea)

**INFLUENCE OF LEADER AND FOLLOWER EMOTIONAL INTELLIGENCE ON  
JOB SATISFACTION AND WORK-LIFE ENHANCEMENT**

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**ABSTRACT**

This study analyses leader and follower emotional intelligence (EI) through a wider lens, taking data in a post-COVID world of work. More specifically, it examines the influence of a leader and follower EI on job satisfaction and work-life enhancement. Besides, it explores whether the follower's EI mediates a direct relationship. Data for this study came from a cross-sectional survey of 229 employees in the manufacturing and service sectors in Bangladesh. Collected responses were analyzed employing partial least squares equation modeling in SmartPLS3 to examine the hypothesized relationships. Results indicate that a leader's emotional intelligence has a strong positive connection with follower emotional intelligence; leader and follower emotional intelligence directly influence follower job satisfaction and work-life enhancement; follower emotional intelligence acts as a mediator in the relationship of leader EI and follower job satisfaction work-life enhancement. The findings of this study convey to practicing managers that emotional contagion prevails in the workplace. Also, leader and follower EI can contribute to higher job satisfaction and work-life enhancement. Thus, the EI of leader and follower can complement human resource management policies to promote feelings.

**Keywords:** Leader Emotional Intelligence, Follower Emotional Intelligence, Job Satisfaction, Wok Life Enhancement, Mediation

**CULTURE-SPECIFIC COGNITIVE SCHEMAS AND NEGOTIATION EXPERIENCES**

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**ABSTRACT**

Negotiation experiences may differ across cultures, societies, and nations, and these experiences can form the basis of culture-specific cognitive scripts. We conducted a set of studies among naïve negotiators in Pakistan, China, and Canada to understand how culture-specific cognitive scripts influence negotiation outcomes. Our results show that the Pakistani and Chinese naïve negotiators are comparatively more competitive than their Canadian counterparts. Although negotiation scripts for both Pakistani and Canadian naïve negotiators agreed that negotiation is essentially competitive, Pakistani scripts were significantly more likely to be characterized by role engagement and enactment. In contrast, Canadian scripts were relatively more characteristic of problem-solving and long-term orientation. The Pakistani negotiators were less likely to create value by finding integrative tradeoffs, and this effect was mediated by the role engagement emphasis in negotiation scripts. Further, these effects are held across closed or open markets, and despite being debriefed about the possibility of collaborative issues in a negotiation, the latter speaks to the resistance of scripts to adaptation from experience.

**Keywords:** Negotiation Outcomes, Culture-Specific Schema, Pakistan, China

**RIPPLE EFFECT: HOW COPING RESOURCES MODERATE THE ABUSIVE SUPERVISOR – WORKPLACE DEVIANCE LINK?**

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**ABSTRACT**

Synthesizing the conservation of resource theory, this study provides new insights into the moderators of abusive supervision and workplace deviance. We introduce psychological safety, an intrapsychic state, as a moderator between abusive supervision-interpersonal deviance links. Similarly, the research tests organizational identification as a moderator between abusive supervision and organizational deviance. To test hypothesized relationships, we gathered cross-sectional data from two sources located in Pakistan. Two-source data from 122 employees provide support for the hypothesized results. The findings suggest that low psychological safety strengthens the positive link between abusive supervision and interpersonal deviance. At the same time, low identification with the organization strengthens the positive association between abusive supervision and organizational deviance.

**Keywords:** Abusive Supervision, Psychological Safety, Organizational Identification, Interpersonal Deviance, Organizational Deviance



**LOCAL VS. MULTINATIONAL - SALES PERSON'S DILEMMA OF EMPLOYER CHOICE**

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**ABSTRACT**

It had been five years since Abdul Samad commenced his professional journey. Switching his career from MCB bank to a sales career and serving in only the well-known multinational and reputable companies was one of his success mantras. He had quite a learning and development journey while working in Coca-Cola Pakistan, Engro Corporation, Nestlé Pakistan, and Shan Foods Pvt. Ltd. On April 11, 2020, Abdul Samad reflected on his career; he was only two months away from his next career move, the Regional Sales Manager position. However, the current market position was not the same as it was during his previous promotions. He had begun applying for the new job but was left with only one opportunity for which his friend referred him. Al-Sajjad Beverages Pvt. Ltd., the company, was a local beverage manufacturer with its sales operations in Samad's hometown. This job provided him with a level upgradation and an increment of his salary by PKR 30,000.

In comparison, his friends in sales had been earning more than him and were enjoying the same perks and benefits. However, Abdul was concerned about the career commitment of not compromising on the quality of the employer. He was contemplating whether he should compromise on his choice of business or wait one more year until he got a job offer from a reputable multinational company.

**Keywords:** Career Choice, Employer Branding, Sales, Career Anchors

**EXAMINING THE FACTORS FOR SUCCESSFUL ADOPTION AND IMPLEMENTATION OF SUSTAINABLE DIGITAL TRANSFORMATION**

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**ABSTRACT**

The fourth Industrial revolution has accelerated the process of digital transformation amongst firms. Digital transformation is when organizations undergo major alterations in business models and value creation mechanisms through the digitalization of operations that foster efficiency and allow them to better connect with customers. Of late, some organizations have been trying to integrate sustainability initiatives into their digital transformation efforts. However, sustainable digital transformation (SDT) has not been widely adopted because of some challenges. Therefore, it has become important to identify factors leading to a successful implementation of SDT in firms.

First, we aim to develop a conceptual model identifying some factors influencing the adoption and implementation of SDT from the literature. Second, we plan to test our model using data collected using the survey method and identify the success factors for SDT. We believe findings from our study will provide critical insights for global organizations seeking to make their SDT efforts successful. Finally, this research will suggest many practical and theoretical implications.

**Keywords:** Digital Transformation, Sustainable Digital Transformation, Success Factors