



**BIANNUAL REPORT ON PRME INITIATIVES OF THE
JACK H. BROWN COLLEGE OF BUSINESS & PUBLIC ADMINISTRATION
VOL.11, ISSUE 1, July 2022**

Editor: Professor Breena E Coates

WE WELCOME JHBC DEAN

DR. TOMAS GOMEZ-ARIAS!

DR. TOMAS GOMEZ ARIAS is the incoming Dean of the Jack H. Brown College (JHBC) at California State University, San Bernardino. His biography (shown below) displays a nexus between his management style and focus, with the **UN-PRME**



PRINCIPLES and 17 UN-SDG values. The JHBC is a signatory to PRME, and has been part of the PRME community since 2012. This linkage is crucial to the CSUSB campus and the JHBC vision, mission and core values.

Before joining the JHBC, Tomas Gomez-Arias was Dean of the College of Business Administration at California State University, Stanislaus, where he led the College in the development of a new vision and strategic plan; doubled enrollment and launched new concentrations in the MBA programs; expanded the number of

programs and faculty in the Stockton campus; significantly increased graduation rates, doubling them for Hispanic students; created new relationships with employers and community organizations in the region; and increased philanthropic support for the College.

Previous positions include Chief Diversity Officer at Saint Mary's College of California, where he was also a Professor of Marketing and Global Business, Chair of the Department of Marketing, Director of the M.Sc. in Business Analytics, Associate Dean for Faculty and Research at the School of Economics and Business Administration, and Director of the Center for the Regional Economy. He was Associate Professor of Marketing at the University of A Coruña, Spain, where he was also Director of its MBA, Entrepreneurship and Management Programs. He also served as Chief Trade Officer at the Consulate General of Spain in Hong Kong. He is a founder of Ivid Consulting and the California-Spain Chamber of Commerce.

Dr. Gomez-Arias has served on the boards of the Central Valley Hispanic Chamber of Commerce, the Turlock Chamber of Commerce, Rolling F Credit Union, Stanislaus Equity Partners, and the Stanislaus Emerging Markets Case Series, and his research has been published in the European Journal of Marketing, Journal of Business and Industrial Marketing, International

Journal of Bank Marketing, Management Decision, Journal of International Business and Economy, Journal of Business and Economics, Arts and the Market, International Journal of Arts Management, Journal of Consumer Marketing, and Case Research Journal.

Dean Tomas Gomez-Arias holds a Ph.D. and a Licenciatura in Business Science from the University of Leon, Spain, and an MBA from Columbia Business School.

NEWS BITES: WOMEN

PRME MAGALOG, Vol. 1(3): In the June 2022 edition focus was on empowerment of women & girls, which is the central component of the UN Sustainability Goal #5, the issue of women’s civil rights.

JHBC-PRME sees the USC The Supreme Court’s re-instatement of its 1973 decision on abortion rights for women—*Roe v. Wade* **USC 410, 113**. The conservative majority of the U.S. Supreme Court overturned the constitutional right to **abortion** on June 24, 2022.

2) The landmark appointment of **Justice Ketanji Brown Jackson** as



Associate Justice of the Supreme Court in February 2022, as the first Black Woman to

hold that high office.

JHBC DIRECTOR OF RESEARCH:

Dr. MONTGOMERY VAN WART, JHBC Research Director, provides broad and deep Research Support that Faculty Deserve: *Even in the Summer!*

It is an expectation in a teaching/research institution for faculty to publish on a regular—if moderate—basis. It is all the



more an expectation in a business college with an accreditation by the Association to Advance Collegiate Schools of Business (AACSB) and which charges supplemental fees for graduate

education. Nonetheless, that expectation must be tempered by the “default” course load of eight courses a year. That is a very heavy load when not mitigated and when strong support is not offered.

The course load is mitigated by policies that allow automatic reassign times for publication, as well as PDF funds to support travel and research. The very best research is eligible for small auxiliary stipends.

Yet in addition to this the College has been a university leader in providing customized research support via the JHB Director of Faculty Development. The Director (Monty Van Wart) provides support in the following ways:

1. The Director provides a series of short faculty research seminars for JHB and other faculty across the university. The 2022-23 research series will number about 25 sessions. It will be a part of the Faculty ys:

Development Program which the university supports with a \$1500 stipend for those who complete a certificate.

2. The Director attempts to meet with every faculty member each year to discuss their research progress, accomplishments, and challenges.

3. The Director provides rapid and free copy-editing services to all faculty. Additionally, substantive review of manuscripts, conference proposals, and project submissions is available.

4. The Director advocates for research support (such as WRDS) so that faculty are not at a disadvantage because of insufficient access to data.

5. The Director supports the Online Learning Research Team. To date the OLRT team has generated 14 publications, three grant submissions, and has many publications in progress.

6. Miscellaneous support is also supplied in terms of journal selection, research agenda brainstorming, and responding to various research challenges that may emerge from time-to-time.

Many faculty use the summer to advance their research agenda. Fortunately, the Director of Faculty Development is fully available during the summer for any and all of the services he offers during the year. So, come one, come all, and take advantage of the research support that you are entitled to and deserve!

Monty Van Wart can be reached at mvanwart@csusb.edu which he checks frequently.

JHBC FACULTY RESEARCH & TEACHING:



Professor of Finance, **JAMES ESTES**, and his co-authors examined women in the workplace in Pakistan. The research explored the incidence of

sexual harassment among female employees in Pakistan, in Vol.1(2) Spring 2017, *Human Resources Management and Ergonomics*, XI(1), 15 - 22.

Dr. Estes states that “based on theoretical and empirical analysis, synthesis, meta-analysis, comparison, induction and deduction, the objective of the research is to explore quantitatively the incidence of sexual harassment among the female employees working in the public sector organizations of Pakistan, focusing on the education and health sectors.” Sampling was used to collect the data from 200 contract and regular female employees from the education and health sectors of Pakistan. The results supported the hypothesis that t



there are significant sexual harassment incidences in the public sector organizations of Pakistan. Twenty 20 percent respondents were of the view that they had faced sexual

harassment some time in their professional careers.” (Image Right:

<https://www.traliant.com/California/Training>



Professor JACKEE MCNITT ENGLER'S Management classes are examples of well-structured learning Management Systems (LMS) in which both informational technology and other pedagogical tools are used. It is evident that Jackee McNitt is an early pioneer and fine exemplar of the Department of Management's relatively new asynchronous modality of learning for *deep immersion* into the multiple factors of class requirements for this mode. This modality allows students free-flowing expression of questions, ideas, and comments about the class.



Professor McNitt Engler explains: “*the class provides an exciting, engaging opportunity to explore strategy creation in the context of an evolving future grounded in **principled behavior***”. Her words echo our PRME principles—*"Like all of us, these students understand that we live in a time like no other, a time of rapid change that breaks past paradigms and sends us hurtling into an uncertain future. Studying and understanding the challenges of sustainability, ethics, and integrity become critical for evolving a new normal"*.



Some of Professor Engler's *immersion techniques* are mentioned below:

Interactive Discussions: Professor McNitt has embedded on-going discussions into each Module.



These consist of individual and group discussions; commentaries, and reflections. These discussions are monitored and responded to by Jackee McNitt, on a daily and weekly basis. **Case Studies:** Case studies are provided with instructions for analysis, that link together in a comprehensive manner the main pedagogical tools of reading, lecturettes, and interactive discussions, to an actual corporate behavior in strategizing for competitive advantage.

Testing of Broad & Deep Knowledge: Quizzes provide opportunities for students to show their knowledge of foundational concepts of strategy from the following strategic viewpoints: 1) the industry external perspective—i.e., opportunities and threats; and 2) the internal perspective of resources, capabilities and core capacity development. **Comprehensive Final Project:** This comprehensive project includes several integrated parts: 1) A strategic analysis of an existing company, that can be either a large, well-established firm, or young start-up. 2) The team must envision themselves as the company's Executive Leaders (top management team) or as a team of external Consultants. 3) An in-depth study of the firm, applying the concepts, analytical tools and frameworks of the course. 4) Key units of analysis are the external and internal environments, and corporate strategic options. 5) The analysis is followed by syntheses of the strategic insights

that emerge. 6) A set of recommendations on corporate long-term performance, taking into consideration the realities of the current environment, is the final part of the project comprehensive strategic inquiry.

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Two of Professor **CRYSTAL HUANG's** (**Xiayou Huang**) recent publications are



highlighted below. Both these research papers contribute to the strength of our HR program in the Department of Management, at JHBC-CSUSB, as well as

globally. Both publications deal with ethical and spiritual aspects in the workplace, and are in close linkage with PRME Principles.

The first one is entitled: *"Experiencing meaningfulness climate in teams : How spiritual leadership enhances team effectiveness when facing uncertain tasks"*, 2019, written w/ Dr. Fu Yang, in *Human Resources Management*, Wiley. This study integrates social



information processing theory with leadership and climate literature, and aims to produce novel theoretical insights into whether, and how, spiritual leadership and task uncertainty foster conditions to enhance a meaningfulness climate, and subsequent team effectiveness in China. Team effectiveness was operationalized as team performance and team organizational citizenship behavior (OCB). Based on data

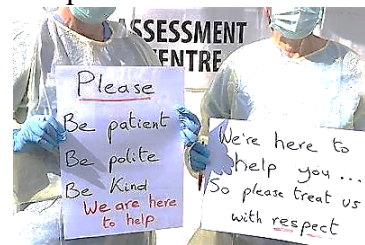
collected at three time points over 12 months from multiple sources of 123 teams in China, the authors found that spiritual leadership was positively related to team performance and team OCB through a meaningfulness climate. Further, it was found that the relationship between spiritual leadership and meaningfulness climate was stronger for teams with high task uncertainty than teams with low task uncertainty.

Published in the *International Journal of Hospitality Management*, Volume 91, October 2020,



102665, Elsevier, entitled, *"Customer mistreatment and employee well-being: A daily diary study of recovery mechanisms for frontline restaurant employees in a hotel,"* brings new material into current HR studies.

Dr. Huang and her co-authors focused their research on customer mistreatment towards frontline service employees in the hospitality industry--which has been steadily rising in recent years. It was very appropriate to do a deep dive into this issue now, due to the many additional pressures on frontline workers. The team dug into the little known mechanism underlying



detrimental impacts on the non-work life of employees. By integrating conservation of resources theory with the stressor-detachment model, this daily diary study examined the effect of daily customer mistreatment on employees' daily well-being at home (vigor and exhaustion) through daily psychological detachment. [Images: above: nra.net.au; naherard.co.nz;] Employees' recovery self-efficacy and the trait of resilience which might mitigate the process, were also examined. An experience sampling methodology was applied, and the survey data were gathered from 54 frontline restaurant employees conducted across 5 consecutive workdays. Results of hierarchical linear modeling supported all the hypotheses in this study. The findings



revealed a spillover effect of customer mistreatment and the importance of improving employees' recovery in the hospitality context.

(Image: Pryor.com)

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Professors **NASRIN MOHABATTI KALEJHI, SEPIDEH ALAVI**, et.al., provided the JHBC PRME platform with a key article "Sustainable Development Goals (SDGs) as a framework for Corporate Social Responsibility (CSR)" published in *Sustainability* 2022, 14, 222 <https://doi.org/10.3390/su14031222>

The authors observe that CSR has been an articulated practice for over 7 decades. Nevertheless, most corporations lack an



integrated framework to develop a strategic, balanced, and effective approach to achieving excellence in CSR. Considering the world's critical situation during the COVID-19 pandemic, such a framework is even more crucial now. They now suggest subsuming CSR categories under Sustainable Development Goals (SDGs) be used and that they subsume CSR categories since SDGs are a comprehensive agenda designed for the whole planet. This study presents a new CSR drivers model and a novel comprehensive CSR model. Then, it highlights the advantages of integrating CSR and SDGs in a new framework. The proposed framework benefits from both CSR and SDGs, addresses current and future needs, and offers a better roadmap with more measurable outcomes.



Associate Dean, ANNA NI's thoughtful article, "Can the Market Solve the Wicked Problem of Space Debris?" published in the PA Times brings up the difficulty of solving ill-structured, or "wicked" problems. First articulate variously by leading scholars, such as C. West Churchman, Rittel and Weber, and Ian Mitroff, the ill-structured problem has plagued public administration from drugs, poverty, welfare, education, etc., significantly.

Dr. Ni's article brings up the important, but "wicked" problem, of space debris. She writes: "When Elon Musk and his crew orbited Earth in September 2021, the world was amazed at how the free market plunged into space exploration, a previously government dominated arena". Apparently, Musk's SpaceX is driven by the desire for the profitable market share of a booming space industry rather than pure curiosity, even though the company has not yet claimed a return on investment. In 2020, the turnover in the global space economy was approximately US \$446.9 billion, among which commercial space products and services accounts for almost 50 percent of the total. Whereas entrepreneurs like Musk are anticipating a return on their invested capital, could public policy analysts expect that market mechanisms will address the

problem of space debris, a negative externality from space exploration?"

Space debris, also called space junk, is composed of artificial materials that are orbiting



Earth but are no longer functional. The size of such materials can range from something as small as a microscopic chip of paint to one as large as a discarded rocket stage. Much of the debris is within 1,200 miles of Earth's surface in low Earth orbit, along with 3,372 satellites (as of 2021), however, some debris can be found in geostationary orbit 22,236 miles above the equator. (Images above: www.express.com.uk; www.kold.com)

Dr. Ni continued, "as of 2022, the U.S. Department of Defense's Space Surveillance Network has been tracking roughly 22,300 of these objects. A study presented at the European Conference on Space Debris states that the problem has been underestimated and the amount of orbital junk could, in a worst-case scenario, increase 50 times by 2100. If left unchecked, space junk could pose significant problems for future generations, rendering access to space increasingly difficult or perhaps even impossible. These objects pose a significant threat to operational satellites, spacecraft and space stations. Moreover, simply having so much debris in orbit creates the potential

or the problem to become increasingly worse over time all on its own.” ...

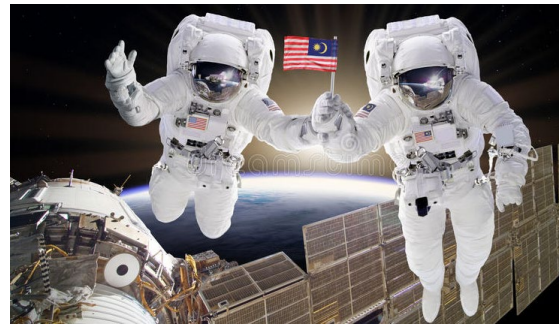


In her devotion to uphold the core value of **PRME**—i.e., to educate and develop responsible management professionals, which Business Colleges like JHBC have pledged to behave as members of

interprofessional teams in accordance with the dimensions of professionalism, Dr. **HELENA ADDAE** draws from a model from the Association of American Medical Colleges EPA 9. This document urges *collaboration as a member of an interprofessional team framework as one of the input factors*. The ultimate goal is to use the logic to fashion inputs, outputs, and outcomes of professionalism proficiency.



As a recognized expert on Organizational Behavior, **Helena Addae's** scholar/teacher inputs display yet another effort to enhance JHBC's **PRME** obligations, as shown in the PRME Six Principles, see www.unprme.org/what-we-do



(Images top-bottom: www.sheffield.ac.uk; .Xamax.co.uk; Istock; Dreamstime;)

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The Department of Management Professors -- **Dr. YOUNGSOEK JANG** (Left) and **Dr. JING ZHANG** (Right) recently presented two significant papers that closely link to **PRME PRINCIPLES**. They are noted below:

“Moral Organizations and Immoral Entrepreneurs “(2018), Jang, Y., and J. Zhang, *United States Association for Small Business and Entrepreneurship (USASBE) Annual Conference*, Los Angeles, Ca. January 10-14, 2018.

The authors ask: “*Is entrepreneurship unethical? If so, how to make it less unethical?* “To answer these essential



questions, they conducted an empirical study and confirmed that an organization’s level of entrepreneurial orientation (i.e., aggressiveness, risk-taking, and innovativeness) relates to young talents mistreatment. (Image above: lucipost.com) They found that ethical climate and job characteristics such as social support,

autonomy, and task significance could mitigate the negative influence of entrepreneurial orientation that the relationship becomes insignificant when young talents are in a more ethical organization, or have more autonomy, social support, and task significance built in their jobs. Implications for entrepreneurship education and entrepreneurial organizations were discussed.

“Entrepreneurship and Workplace Incivility: Moderating Effect of Task Characteristics,” Jang, Y, and J, Zhang, (2019), 2019 the *United States Association for Small Business and Entrepreneurship (USASBE) Conference*. The presentation was given Jan. 25, 2019.



This study examines whether there is potential linkage

between entrepreneurship and *workplace incivility*. The researchers conducted an inquiry examining institutional aspect of entrepreneurial firms to find out potential ethical dilemma. (Images: above left: thehansindia.com; above right: news.com.au) EO seems to positively relate to ethical climate in general. On the other hand, a negative ethical climate may create a potential circumstance where entrepreneurship is likely to be seen as a driver of unethical behavior among individuals. The study also reveals potential



institutional approaches to control such behavior: designing objective task characteristics. The findings clearly indicate that there are institutional approaches firms can take to control workplace incivility.

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Professor Emerita, **BREENA COATES**



published 2 conceptual articles and 1 strategic management analytical paper.

1) “The Selfish

Nous of Dasein: The Being who Thinks-in-Time“(2021) *Journal of Consciousness Exploration & Research*, Volume 12 (4) | pp. 314-333. This conceptual paper addresses Dasein, (the “being-who-thinks”) and his existence and essence in a temporal continuum of past, present, and future.

It builds on the work of 21st century existentialist philosopher Martin Heidegger and evolutionary biologist Richard Dawkins. It argues that Dasein’s nous is primarily



Dasein is a being that does not simply occur among other beings. Rather it is ontically distinguished by the fact that in its being this being is concerned about its very being. Thus it is constitutive of the being of Dasein to have, in its very being, a relation of being to this being.

— Martin Heidegger —

AZ QUOTES

self-interested (even when seeming to act altruistically) in order to maintain his own greatest good. In this context Dasein can



cloak selfish behavior--that manifests intentionally in sly, cunning and hypocritical conduct; and unintentionally in illusions, fantasies, and delusions. In this way, Dasein is perpetually reconstructing events which keeps him emmeshed within a false, inauthentic persona of his own creation. The ever-evolving storyline, impacts Dasein’s present. In this way Dasein iteratively spins for himself and at the same time shows the external world, a false, inauthentic self.

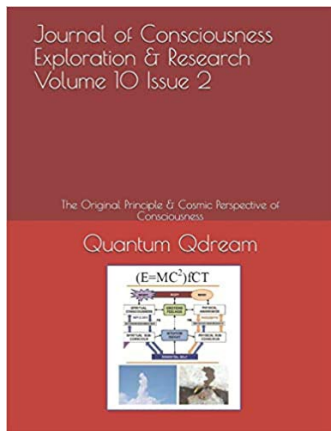
2) Can “Rational” Intuition be a VRIO for Competitive Advantage? A Strategic Management Perspective” (2021) *American International Journal of Business Management* Vol 2(6). Intuition has often been used as a tool for decision-making by experienced management executives to solve corporate problems and dilemmas, (Kaheneman, 2011, Bakken, 2013).

This paper takes a look at scholarly writing in the field of



managerial intuition, and explains it in the context of business and military decisions from the vantage point of recognizable cases. The **creative destruction** (Schumpeter, 1942, 1994) and subsequent **blue oceans** (Kim/Morbourgne, 2005)

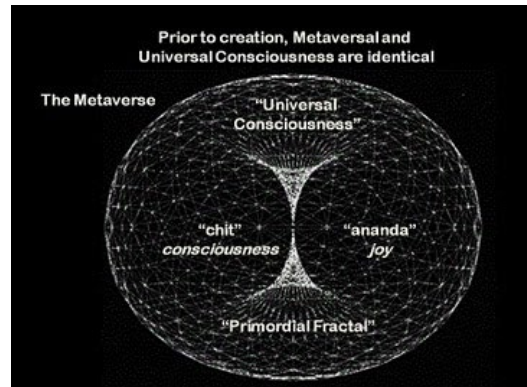
emerging from rational intuition have positive impacts on business and society. It is argued rational intuition emerges from experienced, skilled and motivated minds that are knowledge-rich with, schema-constructionism going on in their brains. As a field of research, however, in the social sciences, intuition has taken a back-seat to other knowledge systems of research inquiry, and is only now gaining recognition as a valuable, rare, inimitable and organizationally embedded (VRIO) for competitive advantage.



3) “Chit - The Original Principle: Towards a More Comprehensive Theory of Everything “*Journal of Consciousness, Research and Exploration, Quantum*

Dream, Inc. This exploratory paper argues that Chit (Consciousness) is the fundamental cause of the universe. It creates and contains everything. There is nothing outside of it. How do we know this, since Chit is unobservable by human minds with existing scientific tools?

In this paper it is argued that over the ages brilliant philosophers and scientists from Eastern and Western traditions have used the tools of intellectual intuition—i.e., one-pointed concentration, and faith, to come to an approximate understanding about the nature of Chit. The core of these explanations have remarkable consistency and reliability throughout the history. Arguments made over 5,000 years ago to modern times are examined. The paper further argues that a theory of “everything” must be considered from multiple disciplinary worldviews, not just by science alone. A conclusion can be made that the more comprehensive “theory of everything” that modern scientists find elusive, has already been offered time and again in human history. (Image below: asimpleexplanation.blogspot.co.uk)



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FILM ON SUSTAINABILITY



AMERICA'S LOST LANDSCAPE: THE TALLGRASS PRAIRIE tells the rich and complex story of one of the most astonishing alterations of nature in human history. (Bullfrog Films)

"Examines the record of human struggle, triumph and defeat that prairie history exemplifies." IDA's Pare Lorentz Award citation

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<https://onsustainability.com/2023-conference/call-for-papers>

*19th International Conference on
Environmental, Cultural, Economic & Social Sustainability,
University of Ljubljana, Ljubljana, Slovenia, 1-3 February 2023*



Please send items for this Bulletin to bcoates@csusb.edu