



Brazilian Academy of Management

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EnANPAD 2021 in Perception and in Retrospect

The XLV ANPAD Annual Meeting – EnANPAD 2021 attests to how solid, fruitful and advanced Management Studies has become. The event provided opportunities for researchers in the field to disseminate and debate scientific articles, representing the very best of science in Management.

The EnANPAD aims to bring together Management specialists and other stakeholders to discuss topics of common interest, with a view to 1) updating and progressing scientific research in the field, 2) disseminating findings and debating them for improved qualification and validation within the scientific community, 3) encouraging the development of emergent fields, 4) promoting the training of young researchers, and 5) rewarding the best research and academic trajectories.

ANPAD has been the main means of disseminating academic papers and discussing research topics in Management in Brazil. The number of submissions and publications have grown significantly, but we still need to expand the submissions of paper produced by non-Brazilians.

The EnANPAD promotes the publication of complete papers in ANPAD's electronic proceedings. The presentation formats favored an in-depth debate of the papers and the interaction among attendees and delegates. We had 429 paper presentation sessions, 61 activities from our academic divisions, 5 interdivisional activities, and more than 40 international speakers, including from Italy, the UK, Israel, Germany, New Zealand, the US, France, Norway, Austria, the UAE, and Canada, in addition to relevant Brazilian researchers. Professor Quinetta Roberson, the 2020-2021 President of the Academy of Management (AOM), participated as a speaker.

EnANPAD's internationalization process needs to be constant and requires support, as provided by both the presence of and the lectures by international guests. They brought cutting-edge knowledge to the Brazilian academia, motivating researchers to attend the event, generating debates, and urging us to seek new intellectual challenges. The meeting included several opportunities for development, such as the academic sessions for paper presentations aimed at academic improvement.

Organizing an event is a significant and relevant activity in the education field, for both trainers and students. In fact, approximately half of the attendees were students in our event. Students take advantage of the event to connect with the academic community, exchange experiences and network for the development of their own research projects.

As one of the major aims and results of graduate studies is student education, scientific events such as the EnANPAD provide the opportunity for students to submit papers resulting from their theses, dissertations and research in general,

and then have them reviewed by experts in the field. All papers submitted are diligently reviewed, and authors receive complete feedback regardless of their approval or rejection status.

Our event resulted in 1,621 papers from 2,311 authors published in the electronic proceedings. The authors of the best papers in each division were awarded a fast track for publication in either the *BAR – Brazilian Administration Review* or the *RAC (Journal of Contemporary Administration)*. Both are open-access journals run by ANPAD and highly ranked in the field in Brazil.



Figure 1. View of the event's virtual platform.

Attendees' perception of use of the virtual platform and their satisfaction with the EnANPAD

At the end of the event, we carried out a satisfaction survey with attendees addressing the following attributes: technical failures of the platform, attributes prior to the event, attributes during the event, general satisfaction, and recommendation of the event to colleagues. A subgroup of the total attendees provided 65 complete responses, which allowed us to carry out a path analysis. This subgroup was in general: male (56.9%), from the South and Southeast regions of Brazil (70.8%), aged up to 40 years (58.5%), and students (61.5%). The results are

provided below, as summarized in Tables 1-3, in item groups based on convergent validity and in factors based on descriptive analyses.

Considering the scale (0 – never to 3 – often), Table 1 shows that technical failures in the online platform were rare, but still existing, for all criteria. Ideally, there should be no flaws in the platform. As we want to be better prepared for access congestion in the upcoming events, a pre-test alert for attendees' microphones and videos is expected to alleviate such problems. The platform service provider can run more tests before the event to avoid general failures with links and platform access items.

Table 1. Convergent validity and descriptive statistics of technical failures in the online platform.

Technical failures in the online platform			
Validity: AVE = 0.51 Composite reliability = 0.86 Cronbach's Alpha = 0.80			
Indicators	Factor loading	Arithmetic mean	Standard deviation
Jammed access	0.73	0.83	0.89
Mic and video problems	0.54	0.63	0.81
Link directing to wrong room	0.79	0.57	0.94
Missing or broken links	0.90	0.57	0.84
Technical coordination failures in the room	0.72	0.49	0.77
Platform down	0.53	0.34	0.64

Note. Items were listed from highest to lowest mean in response, with a frequency scale from 0 (never) to 3 (often). The table provides means, standard deviations, and factor loadings of the confirmatory factor analysis. The factor had discriminant validity for the other constructs in the model. Source: research data.

Table 2 provides the general satisfaction with the attributes prior to the event, with a scale from 1 (totally dissatisfied) to 5 (totally satisfied). The quality of the paper submission system stands out in this assessment. Feedback from reviewers traditionally needs to be

improved, and registration fees can be better detailed to avoid a lack of understanding of the inherent event costs. One of the possible solutions as to fee satisfaction would be the rendering of accounts, to be disclosed with ANPAD's annual financial data.

Table 2. Convergent validity and descriptive statistics of satisfaction with attributes prior to the event.

Satisfaction with attributes during EnANPAD 2021			
Validity: AVE = 0.62 Composite reliability = 0.83 Cronbach's Alpha = 0.70			
Indicators	Factor loading	Arithmetic mean	Standard deviation
Quality of the paper submission system	0.89	4.35	0.87
Feedback from reviewers	0.82	3.74	1.27
Registration fee	0.63	2.92	1.30

Note. Items were listed from highest to lowest mean in response, with a scale ranging from 1 (totally dissatisfied) to 5 (totally satisfied). The table provides means, standard deviations, and factor loadings of the confirmatory factor analysis. The factor had discriminant validity for the other constructs in the model. Source: research data.

Table 3 presents satisfaction with attributes during the EnANPAD 2021, with a scale of 1 (completely dissatisfied) to 5 (completely satisfied). The attributes that stand out are: event organization, divisional panels, event's contribution to professional growth, information about the event, interdivisional panels, and quality of papers presented. Feedback at presentations, the main topic and professional development workshops were generally well evaluated,

but may receive some improvement or adaptation for the upcoming events. In contrast, the doctoral consortium, the networking room, and the thematic lounge require adjustments, as they received average ratings. In particular, many reported that they did not participate in these activities. One of our priorities is to make the EnANPAD assessments more transparent and propose actions for improvement.

Table 3. Convergent validity and descriptive statistics of satisfaction with attributes during the event.

Satisfaction with attributes during EnANPAD 2021			
Validity: AVE = 0.71 Composite reliability = 0.97 Cronbach's Alpha = 0.96			
Indicators	Factor loading	Arithmetic mean	Standard deviation
EnANPAD organization and implementation as an online event	0.78	4.28	1.05
Divisional panels	0.87	4.26	1.07
Event's contribution to my professional growth	0.91	4.20	1.13
Receipt of daily digests	0.83	4.18	1.12
Interdivisional panels	0.88	4.17	1.08
Quality of papers presented	0.89	4.15	1.08
Feedback from the audience	0.84	3.98	1.16
EnANPAD's main topic	0.76	3.91	1.27
Professional development workshops	0.87	3.89	1.15
Doctoral consortium	0.82	3.78	1.21
Opportunity for networking	0.83	3.78	1.32
Thematic lounge (meditation and debate with Coletiva Compa)	0.85	3.74	1.23

Note. Items were listed from highest to lowest mean in response, with a scale ranging from 1 (totally dissatisfied) to 5 (totally satisfied). The table provides means, standard deviations, and factor loadings of the confirmatory factor analysis. The factor had discriminant validity for the other constructs in the model. Source: research data.

Figure 2 shows the predictive path analysis of the three constructs (technical failures in the online platform as perceived by the attendees, satisfaction with the attributes prior to the event, and satisfaction with the attributes during the event) on the indicators General satisfaction with the EnANPAD 2021 (mean = 4.12 with standard deviation = 1.07) and Recommendation of the event to colleagues (mean 4.32, with standard deviation = 0.99). The analysis shows that the greater the general satisfaction with the event, the greater its recommendation to colleagues (adjusted $R^2 = 56.4\%$, with a coefficient of 0.76, significant at $p \leq 0.01$). Therefore, creating greater satisfaction with the event produces greater chances of loyalty to it, with recommendation being one of its indicators. In turn, both the satisfaction prior to the event and the satisfaction during the event form the overall satisfaction (adjusted $R^2 = 79.9\%$), with a greater weight for "during" (coefficient of 0.65, significant at $p \leq 0.01$) than for "prior" (coefficient of 0.30, significant at $p \leq 0.01$). Thus, what happens during the event is more relevant to producing the overall satisfaction with it. The technical failures perceived and occurred in the event

negatively and marginally influenced the satisfaction with the attributes during the event (adjusted $R^2 = 6.1\%$, with a coefficient of -0.27 , significant at $p < 0.1$). Therefore, they were slightly present at the event, but they have the potential to affect satisfaction during it.

What did you like most?

Attendees reported positive aspects of the event. Figure 3 shows a similarity analysis and how the terms of this positive attitude connects to each other. The online event was praised for allowing different formats of presentation, especially the professional development workshops, and for the relative lower cost of having foreign scholars as keynote speakers. In addition, the mediators in the rooms, divisional sessions and international lectures were also lauded. Complementarily, attendees provided good assessments of the quality of the presentations and paper discussions, as well as the possibility of networking. Attendees also highlighted the good event organization, the topics presented, and the easy use of the platform.

Get to know the 2022 Divisional Events

In May 2022, the Brazilian Academy of Management (ANPAD) will promote three divisional events together with each Academic Division, namely:

- **Symposium on Administration of Production, Logistics, and International Operations – SIMPOI** (May 23-24, 2022);
- **ANPAD Organizational Studies Conference – EnEO** (May 26-27, 2022);
- **ANPAD Public Administration Conference – EnAPG** (May 30-31, 2022).

The events will be held online and are meant to be a space for discussing scientific topics within each Division. Call for Papers will be published for each event, with the target audience being researchers and faculty from any institution worldwide.

The purpose of the events is to encourage the development of fields of study in **Operations Management and Logistics (GOL)**, **Organizational Studies (EOR)** and **Public Administration (APB)**. They will accept theoretical-empirical articles, theoretical essays, and technological articles, considering the different subsystems/dimensions of analysis and observing, preferably, the Interest Groups.

The greatest novelty of year 2022 is the Symposium on Administration of Production, Logistics, and International Operations. The traditional event in Operations Management is now an event of ANPAD's Operations Management and Logistics Division (GOL). Keeping its initial purpose, the SIMPOI will seek to promote a comprehensive debate and articulation of relevant topics in the field among trainers, researchers, students, businessmen, and practitioners.

The event will be driven by the urge to create, develop and apply knowledge in the field of Production and Operations Management. It will seek to strengthen the dissemination of the latest research on emerging themes and to foster future research agendas. Researchers, trainers, students and managers of public and private organizations will have contact with the state of the art in Operations Management and Logistics, which is expected to improve application in public and private organizations, whether manufacturing or services-related, as well as in teaching.

To present your paper, please access the event page on ANPAD's website, which contains the Call for Papers and all important dates. Some of them include:

- March 07, 2022, 5 pm (Brasilia time) – Deadline for paper submission,
- April 28, 2022 – Deadline for registration of selected papers.

The dates may change, so please follow our event's page.



XXIII SYMPOSIUM ON ADMINISTRATION OF PRODUCTION, LOGISTICS, AND INTERNATIONAL OPERATIONS – SIMPOI

Coordination and Committee of Academic Division **Operations Management and Logistics (GOL)**

Coordinator: Marcio Cardoso Machado (Master's Program in Management/UNIP – Universidade Paulista)

Scientific Committee Members:

Andrew Beheregarai Finger (Professional Master's Program in Public Administration/UFAL)

Juliana Bonomi Santos de Campos (Graduate Program in Management/FGV/EAESP – Getulio Vargas Foundation/ School of Business Administration, São Paulo)

Mariluce Paes-de-Souza (Master's Program in Management/Federal University of Rondônia)



XI ANPAD ORGANIZATIONAL STUDIES CONFERENCES – ENEO

Coordination and Committee of Academic Division **Organizational Studies (EOR)**

Coordinator: Cintia Rodrigues de Oliveira (Graduate Program in Management/UFU – Federal University of Uberlândia)

Scientific Committee Members:

Charles Kirschbaum (Professional Master's Program in Management/Insper – Institute of Education and Research)

Josiane Silva de Oliveira (Graduate Program in Management/PPGADM/UFV – Federal University of Goiás)

Marina Dantas de Figueiredo (Graduate Program in Business Administration – PPGA/UNIFOR – University of Fortaleza)



IX ANPAD PUBLIC ADMINISTRATION CONFERENCE – ENAPG

Coordination and Committee of Academic Division **Public Administration (APB)**

Coordinator: Armindo dos Santos de Sousa Teodósio (Graduate Program in Management – PPGA/PUC Minas – Pontifical Catholic University of Minas Gerais)

Scientific Committee Members:

Suely de Fátima Ramos Silveira (Graduate Program in Management – PPG-ADM/UFV – Federal University of Viçosa)

Suylan de Almeida Midlej e Silva (Graduate Program in Business Administration – PPGA/UnB – University of Brasilia)

Thiago Ferreira Dias (Graduate Program in Public Administration/Center for Applied Social Sciences – PPGP/CCSA/UFRN – Federal University of Rio Grande do Norte)

Equity, Diversity, and Inclusion: Was this just a trend in 2021 or this will be a forever “motto” in the business world?



Rose Dolabella

Never in our lives have we heard so much about Equity, Diversity, and Inclusion like in today's world. We are advancing a lot in this area; not only organizations are highly focused on building diverse teams, but individuals are also more passionate about embracing people's differences and uniqueness everywhere they go. This is not a trend; this is the new way of doing business and a great way for all of us to work and live together. My motto is "Inclusion makes us stronger."

It was a privilege to give a talk at the 45th ANPAD Annual Meeting – EnANPAD 2021, held online from October 4th through 8th, 2021, sharing an international perspective on the topic. It was gratifying to see that ANPAD brought such a current topic to be discussed with their participants, connecting so well what is happening in the world with the academia, reflecting on how educators can bring about the Equity, Diversity, and Inclusion discussion in business. In this open forum, I could share how inclusive practices can be implemented in organizations and advance on a mature diversity model, regardless of their sizes. The delegates brought a rich discussion, where we saw similar challenges in Brazil and Canada, as well as opportunities for collaboration through various channels, including the ANPAD Annual Meeting.

Many organizations are advancing in their approach to Diversity and Inclusion, going above and beyond quotas, compliance, and training requirements. They are looking at their internal diversity dashboards and analyzing the positive impact and outcomes resulting from the composition of various elements that defines their workforce, such as races, culture, gender, ethnicity, and abilities, just to list a few. These organizations understand that if they have diversity of thought, they will be more

creative and agile, they will develop products and services designed with inclusive lenses; therefore, they will outreach a broader range of clients and businesses. Years ago, organizations were very focused on Corporate Social Responsibility (now called "Corporate Citizenship"), to be socially accountable to the society and to the environment via philanthropy and volunteering opportunities. This has been a great way of increasing both employee morale and company branding. People would choose to work for organizations that were socially and environmentally responsible.

This approach has expanded from an external emphasis to incorporate an internal focus, where people are now increasing their expectations, by not only looking at how companies behave towards the environment, but also how organizations value their own workforce. Are organizations bringing disABILITIES to the table? Are organizations including women in business decisions? Are people of color been selected and heard? Are minorities been respected and considered based on what they bring to the business or based on how they look and behave? Are sexual orientation and gender identity barriers for hiring and promotion? Are people been disrespected because of their accent? These are all uncomfortable questions that are now been asked by employees. These historically hidden topics (racism, ageism, disability, homophobia, xenophobia, sexism, etc.), which are related to underrepresented and marginalized employee population, are now a top-of-mind priority for employees and leaders. If employees were previously valuing corporate social responsibility, they are now demanding for inclusion, and I would label this as Inclusive Corporate Citizenship.

Rose Dolabella is a diversity, inclusion and recruitment strategy consultant. Brazilian, she lives in North America where she has more than 15 years of experience in the Human Resources area. For 6 years she has been leading several initiatives aimed at increasing the diversity and inclusion of the company in which she works, in Canada and the United States. She currently manages the University Recruitment program aimed at minorities, including women, indigenous people, black people, people with disabilities and immigrants.

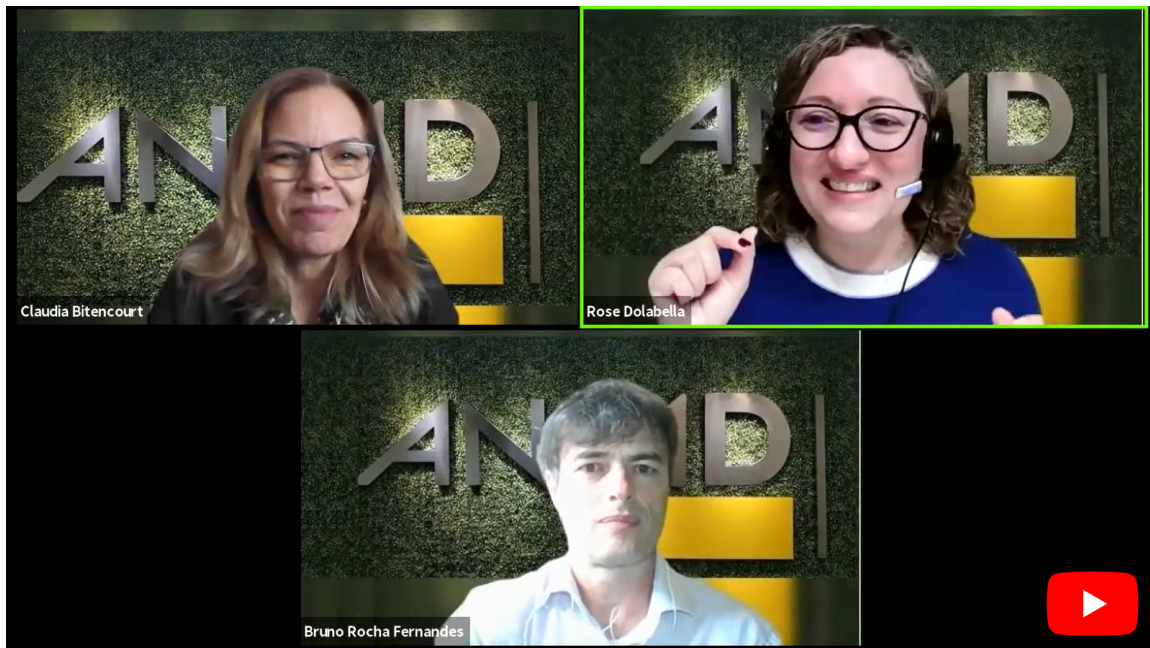


Figure 1. Frame of the Interdivisional lecture presented at EnANPAD 2021. Watch the full video by [clicking here](#).

Organizations must then embrace equity and inclusion. They ought to recognize that each person has different circumstances, and they should allocate the resources and opportunities needed for people to reach their full potential, implementing equity in the way of working. And equity challenges unfair systems and practices and works towards the creation of equitable outcomes. It is a win-win situation, where people feel respected and included, and organizations feel they are doing what is right. This, of course, increases employee engagement and organizational branding.

It is also important to consider that if employees have many layers which form who they are, and if all these layers are interconnected (intersectional approach), the same holds true to clients. Therefore, a strategic business approach should consider the diversity of their customers. Also, the organization's workforce should reflect the community to which they belong, and by doing this, an organization will most likely have better business results, be more agile and innovative. As an organization understands its clients, it will create and develop products and services that will address what its clients want, generating higher financial results with higher performance. This should be simple, right? But reality shows that most organizations are still focused on compliance, training, and legislations, limiting themselves from having better business results.

Fortunately, the world is paying attention to equity, diversity, and inclusion. Society is waking up and giving voice to those who are underrepresented, overlooked by privileged people who never had to worry about their skin color, language, gender, physical or mental capacity. People are challenging the status quo, and social media has exponentially increased the world's outreach. So, if organizations are not considering inclusion because this is the right thing to do, they should ask themselves what are the risks for their business if they choose to be the outsiders?

I hope that what I have shared with the ANPAD Annual Meeting attendees about my experience as a Diversity and Inclusion (D&I) practitioner in Canada has shed some lights onto how to create inclusive actions in their own reality. Some of these ideas included D&I governance model, Employee Resource Groups, inclusive communications and hiring practices, Diversity dashboard, D&I tools and resources, D&I Learning Program, D&I Company Scorecard, allyship, and sponsorship. If I have positively impacted the audience towards a more inclusive culture, where each one of us have a role to play in our society towards inclusion, I will have achieved my motto!

ANPAD 2022 Proficiency Test Schedule and Message from the Board

ANPAD PROFICIENCY TEST: UPCOMING EDITIONS

The dates of the ANPAD Proficiency Test editions are as follows in 2022:

February Edition: February 20, 2022,

June Edition: June 26, 2022,

September Edition: September 25, 2022,

November Edition: November 27, 2022.

Note: Subject to change. Please follow the [ANPAD Proficiency Test](#) website.

MESSAGE FROM THE BOARD

We are approaching the end of another year of fruitful work, dedication and commitment to the causes of our Association. We may still be beset by some misfortunes, but let us all prepare for the end-of-year celebrations while also making some reflections on our achievements.

ANPAD's Executive Board would like to thank and recognize the work and commitment of our entire family: Authors, Reviewers, Theme Leaders, Division Coordinators, Editors, Committee Members, and Audit Committee.

Please receive our warm greetings and wishes for a Merry Christmas and a very successful 2022!

ANPAD Team

Happy Holidays!

RELEASE

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