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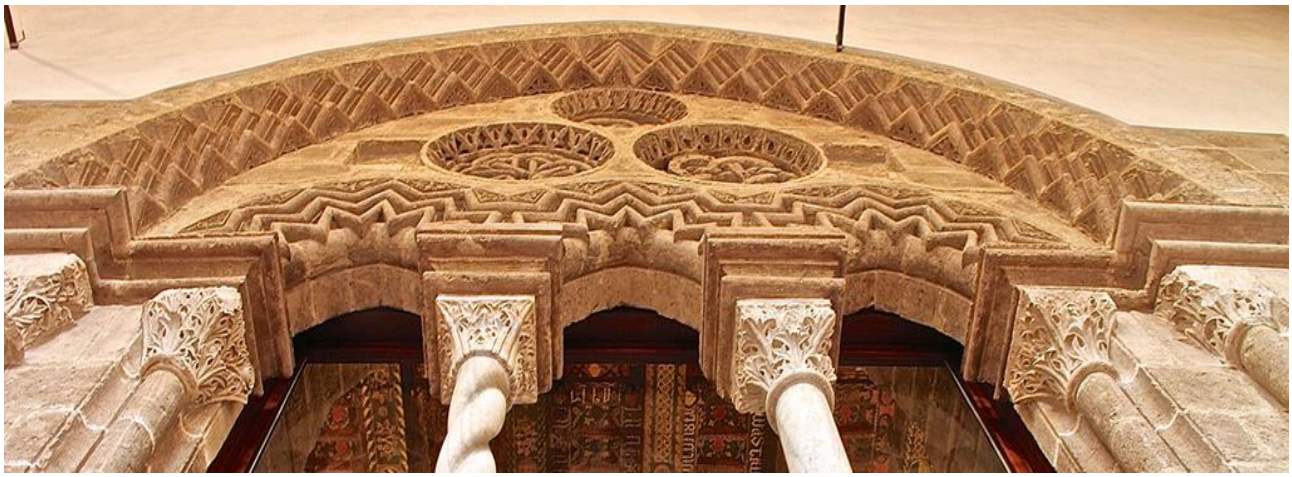

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Leveraging intersections in management theory and practice

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June 10-11, 2021

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Leveraging intersections in management theory and practice

10-11 June 2021

Electronic Conference Proceeding

Extended Abstracts

edited by

Sandro Castaldo - Arabella Mocciaro Li Destri - Lara Penco and Marta Ugolini

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To the reader,

this volume contains the *extended abstracts* of the Sinergie-SIMA 2021 Management Conference, hosted online by the University of Palermo on 10-11 June 2021.

The legitimacy of management scholars in society increasingly rests on their ability to create social and economic value by finding solutions and offering effective and timely guidance to decision makers in firms and institutions. This is especially true in face of the extraordinary economic, societal, health and environmental challenges that firms and governments are currently facing worldwide, also as a consequence of the COVID-19 pandemic.

The purpose of the Conference was to discuss about the enhancement of the intersections between theory and managerial practice, calling attention to the many challenges to which impactful studies about the most challenging aspects firms and managers are tackling today need to provide an answer.
These challenges encompass the bridging of different disciplines, theories, methods, levels of analysis and, in particular, the intersections between theory and practice.

The Conference call for papers gave the opportunity to submit either an *extended abstract* or a *full paper*. Overall, the editorial staff received 114 *extended abstracts* and 52 *full papers*.

For the *extended abstracts*, the evaluation of the submissions was carried out by the Conference Chairs and the Scientific Committee, on the basis of their consistency with the Conference topic and/or with management studies, according to SIMA Thematic Groups. The clarity and (even potential) relevance of the contributions were evaluated, as well.

For the *full papers*, the evaluation followed the peer review process, with a double-blind review performed by two referees - university lecturers, expert about the topic - selected among SIMA and the community of Sinergie members.

In detail, the referees applied the following criteria to evaluate the submissions:
- clarity of the research aims,
- accuracy of the methodological approach,
- consistency of the contents with the Conference topic/tracks and/or with management studies,
- contribution in terms of originality/innovativeness,
- relevance in relation to the Conference topic/tracks and/or with management studies,
- clarity of communication,
- significance of the bibliographical basis.

The *peer review* process resulted in full acceptance, acceptance with revisions or rejection of the submissions. In the case of disagreement among reviewers' evaluations, the decision was taken by the Conference Chairs. Each work was then sent back to the Authors together with the referees' reports to make the revisions suggested by the referees.

The evaluation process ended with the acceptance of 42 *full papers* and 107 *extended abstracts*, which were published in two distinct volumes.

All the *extended abstracts* published in this volume were presented and discussed during the Conference and published online on the web portal of Sinergie journal (***www.sijm.it***).

While thanking all the Authors, Chairs and participants, we hope that this volume will contribute to advance knowledge about the enhancement of the intersections between theory and managerial practice.

The Conference Chair and Scientific Coordination

Sandro Castaldo, Arabella Mocciaro Li Destri, Marta Ugolini, Lara Penco

SUMMARY

The spotty progress of neuroscience in the management fields: evidence from bibliometrics and topic modeling techniques
MARIA CRISTINA CINICI, DANIELA BAGLIERI, ALBA MARINO, LUCA PARESCHI PAG. 1

Balancing theory and practice: a review of the state of PLS-SEM research by the community of Italian management scholars
FRANCESCA MAGNO, FABIO CASSIA " 7

Co-creation of value in Open Innovation: does coopetition matter?
BARBARA AQUILANI, CORRADO GATTI, IRENE FULCO " 13

Forming an Ecosystem through an Incumbent's Strategic Transformation
VALENTINA GARBIN, ALBERTO NUCCIARELLI, ERICA SANTINI " 19

Ethnic diversity, recombinant capabilities and the generation of green technologies
ALBA MARINO, FRANCESCO QUATRARO " 23

Exploring the innovation paths of SMEs to face the COVID-19 crisis: A cluster analysis applied to the Italian context
MARCO BETTIOL, MAURO CAPESTRO, ELEONORA DI MARIA, STEFANO MICELLI " 29

Recognizing opportunities during the crisis: a longitudinal analysis of Italian SMEs during Covid-19 crisis
VALENTINA CUCINO, GIULIO FERRIGNO, ANDREA PICCALUGA " 37

The role of Big Data in the business challenge of Covid-19: a systematic literature review in managerial studies
MICHELA PICCAROZZI, BARBARA AQUILANI " 43

Exploring digital transition strategies for the "Made in Italy" : the case of digital craftsmanship at design italian shoes
CHIARA GROSSO, CARLO AMENTA " 51

Industry 5.0 and Business model innovation in SMEs: an explorative study on the Role of Competence Centers in Italy
BEATRICE IETTO, CHIARA ANCILLAI, ANDREA SABATINI, GIAN LUCA GREGORI, ELIAS CARAYANNIS " 59

Hackathon-platform as enablers of a sustainable approach to develop innovative solutions
ANGELO PRESENZA, STEFANO FRANCO, ANTONIO MESSENI PETRUZZELLI " 65

The drivers of Industry 4.0 embeddedness in an innovation ecosystem
VALENTINA FORRER, ALESSANDRO ROSSI, ERICA SANTINI " 69

Exploring The Linkage Between Open Innovation And Organizational Learning: Insights From Exemplary Alliance Case Studies
GIULIO FERRIGNO, NICOLA DEL SARTO, VALENTINA CUCINO, ANDREA PICCALUGA " 73

Defining Living Labs. The Modena Automotive Smart Area Case
SILVIA DELLA SANTA, GIULIA TAGLIAZUCCHI, GIANLUCA MARCHI " 79

Investigating determinants of blockchain adoption
MAURO SCIARELLI, MARIO TANI, FRANCESCO CAPUTO, ANNA PRISCO, VALERIO MUTO " 85

Digital-health system and patient engagement: a literature review
STEFANIA MELE, FILOMENA IZZO " 91

Does industry change affect strategic, governance, and financial configurations of private hospital providers? A survey of Italian private healthcare organizations
ALESSANDRA BELFIORE, MASSIMO ARIA, CORRADO CUCCURULLO PAG. 93

How do employees support a new technology initiative?The role of anthropomorphism and legitimacy 4.0
ANNA MARRUCCI, CRISTIANO CIAPPEI, LAMBERTO ZOLLO, RICCARDO RIALTI " 103

Are you talking to me? Exploring customer's use of artificially intelligent virtual assistants
ALESSANDRO BIGI, MICHELLE BONERA, THERESA ERIKSSON " 109

Towards the platformization of education: an explorative analysis
SILVIA COSIMATO, SERGIO BARILE, LUCA CARRUBBO, ROBERTO VONA " 113

Perceived technological usability in Higher Education organizations: a pre-test study for a post Covid agenda
MARIA VINCENZA CIASULLO, NICOLA CAPOLUPO, EMILIA ROMEO " 117

Entrepreneurial university and entrepreneurship labs: insights from a European experience
NADIA DI PAOLA, OLIMPIA MEGLIO, ROBERTO VONA " 123

Intersection between public engagement management and social sustainability: the "soft" and "hard" approaches to widening engagement in sustainable Higher Education
LETIZIA LO PRESTI, GIULIO MAGGIORE, VITTORIA MARINO, RICCARDO RESCINITI, VERONICA CAPONE " 133

University technology transfer: exploring the role of academic entrepreneur and emerging skills in university spin-offs
MAURO SCIARELLI, GIOVANNI CATELLO LANDI, LORENZO TURRIZIANI " 139

Analyzing the signals of academic spin-offs: some insights from Italy
CIRO TROISE, ELENA CANDELO, DIEGO MATRICANO, MARIO SORRENTINO " 145

Students' entrepreneurial intentions in the Covid era: balancing leadership and innovation aptitudes for sustainable entrepreneurship
ROSSELLA BARATTA, PIERMATTEO ARDOLINO, DIEGO BELLINI, SERENA CUBICO, FRANCESCA SIMEONI " 151

Entrepreneurial intention among students: a bibliometric review and an empirical analysis
MARIACARMELA PASSARELLI, VALENTINA CUCINO, GIUSEPPE BONGIORNO, ALFIO CARIOLA, ANDREA PICCALUGA " 157

A new capacity building model for entrepreneurs: "Win-Win UNESCO experience"
MONICA BASILE " 165

The (ecologically) biased entrepreneurial decision process: a review
MATTEO CRISTOFARO, FEDERICO GIANNETTI " 173

Do what you can, with what you have: entrepreneurial orientation and bricolage within artistic-artisan firms
MICHELA C. MASON, ANTONELLA GAROFANO, ANGELO RIVIEZZO, GIOELE ZAMPARO, MARIA ROSARIA NAPOLITANO " 177

Entrepreneurship during the Covid-19. The Saudi Arabia Narrative
NADIR ALIANE, CHIARA CANNAVALE, HASSANE GHARBI, IMAN ZOHOORIAN NADALI " 183

Understanding the role of risk capital providers in entrepreneurial ecosystems
MARCO FERRETTI, FRANCESCO CALZA, EVA PANETTI, ANNAMARIA SABETTA " 189

Does culture matter for social innovation? Investigating the role of national culture for the generation of social innovation
CHIARA CANNAVALE, LORENZA CLAUDIO, MICHELE SIMONI " 195

Purpose-driven Companies for Common Good: Managerial Characteristics and Dynamics
GIANLUCA GIONFRIDDO, VALENTINA CUCINO, ANDREA PICCALUGA " 201

Is social entrepreneurship the vaccine against exogenous shocks for non-profit organisations?
ALBERTO NUCCIARELLI, ERICA SANTINI PAG. 207

Social inclusion in museums and visual disabilities: the state tactile museum omero of Ancona
MARTINA PELLACANI, MARIA DELLA LUCIA " 211

"Stakeholder engagement and social innovation. An analysis of the network created by "GAL Terra è Vita"
MARIO TANI, GIANPAOLO BASILE, MARIA ANTONELLA FERRI, ANDREA MAZZITELLI " 217

Humanistic education: an analysis of students' attitudes towards sustainable ski tourism
ANNA IRIMIAS, SERENA VOLO " 223

Humanistic Tourism: a new disciplinary perspective on tourism management
MARIA DELLA LUCIA, ERNESTINA GIUDICI, FRÉDÉRIC DIMANCHE " 227

Reshoring for sustainability: do Industry 4.0 technologies matters?
ROBERTO VONA, SILVIA COSIMATO " 233

How to turn circular economy into an asset? On the role of stakeholders' partnerships
CHIARA DE BERNARDI, MARCO FREY " 237

Sustainability practices in the footwear and clothing sector: an analysis on Italian companies
FABIO MUSSO, FEDERICA MURMURA, LAURA BRAVI " 245

The evolution of food recovery: a bibliometric analysis
ALBERGO MORGANTE " 249

Hang in there, biosimilars! Leveraging awareness for a sustainable European market
MARIA CRISTINA CINICI, ALBA MARINO, DANIELA BAGLIERI " 257

Five shades of plastic in food: which circular packaging are Italian consumers more sensitive to
FRANCESCO TESTA, VINICIO DI IORIO, JACOPO CERRI E GAIA PRETNER " 263

Tobin's Q and ESG Score in the banking industry: are there differences among banks?
SEBASTIAN PUSCEDDU, CORRADO GATTI " 277

Boards of directors in family firms: a review of the literature
ANDREA SANGERMANO, CRISTINA BETTINELLI, ANGELO MIGLIETTA " 285

Family firms brand importance: the role of family identification with the firm
PAOLA ROVELLI, CARLOTTA BENEDETTI, ANDREA FRONZETTI COLLADON, ALFREDO DE MASSIS " 293

Risks in family firms: a review of the literature
MARCO MISMETTI, ANDREA SANGERMANO, CRISTINA BETTINELLI " 297

Family ownership concentration and FDI location choice: a bifurcation bias approach
FABIO QUARATO, CLAUDIA PONGELLI, ANDREA CALABRO', DONATELLA DEPPERU, GUIDO CORBETTA " 303

Family firm branding: A bibliometric analysis and research agenda
SONIA M. STRANO, VINCENZO PISANO, MARCO GALVAGNO " 307

Firms, families, and local economy: how luxury yacht firms are surviving Covid-19
SHAHAB ZARE, ALESSIA PATUELLI, NICOLA LATTANZI " 315

The role of influencer marketing during the lockdown: An analysis of Italian influencers
ROSSELLA SAGLIOCCO, SABRINA CELESTINO " 321

From brand control to brand co-creation: paradigm shift and emerging new brand perspectives
ALFONSO SIANO, AGOSTINO VOLLERO, ALESSANDRA BERTOLINI " 327

The impact of salesperson's ambidexterity and career stage: a quantitative study
MARTA GIOVANNETTI, ELENA CEDROLA " 333

Covid-19 and distribution channels management: the new challenges for small wineries
ANDREA SABATINI, PIER FRANCO LUIGI FRABONI, VALERIO TEMPERINI PAG. 339

The visitors experience in historical urban centers: city tourism and the influence of the environment on the shopping experience
FABIO CERRONI, FABIOLA SFODERA, ALESSIO DI LEO " 345

How store atmosphere affects the purchasing intention of design products: the case of furniture
MARICA BARBARITANO, ELISABETTA SAVELLI " 351

Turning challenges into opportunities during the covid-19 pandemic: fieldnotes from "people in retail"
FRANCESCO MASSARA, GIOELE ZAMPARO, MICHELA CESARINA MASON " 357

Understanding the shopper journey for improving customer experience: an empirical study in grocery retail
SANDRO CASTALDO, MONICA GROSSO " 363

Exploring social media engagement in cross-cultural perspective: a systematic literature review
MARIAPINA TRUNFIO, SIMONA ROSSI " 369

Digital etnography and text mining: an intersectorial quali-quantitative method to leverage marketing and management studies
MONICA FARAONI, SILVIA RANFAGNI " 377

Effective modular solutions in the goods and services continuum
ERICA SANTINI, ENRICO ZANINOTTO " 383

Redefining risk management practices: functional and holistic approaches
VILMA NASTECKIENĖ " 387

Scattered Images Problem and Employees' Well-Being: The Moderator Role of Organizational Identification
ELENA TALAVERA ESCRIBANO, DANIEL DAUBER " 393

On the methods of historical institutionalism: "time of work", collective action and cultural labour market (in France)
FRANCESCO CRISCI " 399

A literature review on tourism resilience
VALENTINA DELLA CORTE, GIOVANNA DEL GAUDIO, SIMONE LUONGO " 405

The role of innovation in tourism industry in times of crisis
VALENTINA DELLA CORTE, GIULIANA NEVOLA, ENRICO DI TARANTO " 410

Cruising intention during the COVID-19 pandemic
SANDRO CASTALDO, GIORGIA PROFUMO, LARA PENCO " 417

Determinants of job pursuit intention and organisational attractiveness in a disaster recovery framework: evidence from the hospitality industry
FRANCESCO RIZZI, MARINA GIGLIOTTI " 423

ICTs tools combining smart experiences and digital engagement to enhance sustainability: A practice-led insight into tourism destinations
FRANCESCO CALZA, MARIAPINA TRUNFIO, CECILIA PASQUINELLI, ANNARITA SORRENTINO, SALVATORE CAMPANA, SIMONA ROSSI " 431

Minority languages and tourism: the example of the Cimbrian community of Luserna / Lusérn (Trento, Italy)
SERENA LONARDI " 439

Music tourism in Italy: audiences and destinations' strategies
MARTHA FRIEL, GIOVANNA SEGRE " 445

Market opportunities for cruise lines in the outbound distribution channels: assessing the predictors of new bookings
GIOVANNI SATTA, LUCA PERSICO, GIORGIA MORCHIO, CATERINA TROPEA PAG. 451

Archetipi della strategia digitale d'impresa: una tassonomia di riferimento
ANNA MINÀ, ALBERTO COSTA, GIOVANNI, BATTISTA DAGNINO " 457

Strategic management e ruolo dei Big Data: revisione sistematica della letteratura manageriale
SIMONE VONA, DANIELA DI BERARDINO " 481

Il bias della hubris nei processi di uscita imprenditoriale: verso la formulazione di un framework teorico-interpretativo
NADIA DI PAOLA, PASQUALE MASSIMO PICONE, GIOVANNI BATTISTA DAGNINO " 487

Il ciclo di vita dei settori in convergenza: l'ascesa e il declino del settore dei tablet
PAOLO CALVOSA " 493

Esperienza digitale del board e cambiamento strategico delle imprese: l'integrazione tra Dynamic Managerial Capabilities e Resource Dependence Theory
CHIARA ACCIARINI, PAOLO BOCCARDELLI " 499

Piattaforme di food sharing e impatto sociale: il ruolo delle collaborazioni intersettoriali
LAURA MICHELINI, NIKOLAY DENTCHEV, GENNARO IASEVOLI, COSTANZA NOSI " 503

Citizen Science e Big Data: opportunità e sfide del coinvolgimento dei cittadini nei progetti di ricerca
FRANCESCO CAPPA, STEFANO FRANCO, FERNANDO BORELLI " 509

L'ecosistema di innovazione delle città intelligenti attraverso la prospettiva dei sistemi dinamici
ANDREA CAPORUSCIO, DANIELE LEONE, MARIA CRISTINA PIETRONUDO, FRANCESCO SCHIAVONE " 515

Il ruolo delle strategie di marketing internazionale nello sviluppo delle smart cities: analisi tematica e indicazioni per gli sviluppi futuri
FILIPPO MARCHESANI, LEA IAIA, FRANCESCA MASCIARELLI, MICHAEL CHRISTOFI " 523

Contesto istituzionale, donne e imprese familiari: una verifica empirica sull'Italia
MARIASOLE BANNÒ, GIORGIA MARIA D'ALLURA " 529

Il Sustainable Supply Chain Management in letteratura: un approccio settoriale
GUIDO CRISTINI, CRISTINA ZERBINI, GIADA SALVIETTI " 535

L'impatto del "Green Manufacturing" sulla performance economica
VIVIANA D'ANGELO, FRANCESCO CAPPA, ENZO PERUFFO " 541

Riutilizzo efficace di rifiuti casalinghi: sinergie per rinnovare edifici in contesti sociali svantaggiati
MARCO TRAVERSI, MARIASOLE BANNÒ, ERIKA MANCUSO " 545

Innovazione nel mondo del caffè monoporzionato
GABRIELLA CERCHIARA, GIAMPIETRO FUDA " 549

Il territorio di origine come elemento differenziante la qualità del prodotto biologico: il caso Fileni
GIULIA BORIONI " 557

La gestione dei punti vendita di street food: nel periodo COVID-19: un'analisi comparata
MARCELLO RISITANO, GIUSEPPE LA RAGIONE, MICHELE QUINTANO " 563

L'impatto dei Social Media nella formazione dell'intenzione imprenditoriale degli studenti
ROSANGELA FEOLA, CHIARA CRUDELE, ANTONELLA MONDA, RICKY CELENTA, MASSIMILIANO VESCI, ROBERTO PARENTE " 569

Turismo sostenibile e humane entrepreneurship: il caso dell'albergo diffuso
ROSANGELA FEOLA, ANTONELLA MONDA, CHIARA CRUDELE, RICKY CELENTA, ANTONIO BOTTI, ROBERTO PARENTE " 575

Non chiamatele solo agenzie digitali! Un'analisi empirica sui "nuovi attori" della comunicazione
FEDERICA CECCOTTI, MARIA VERNUCCIO PAG. 579

Benefici e rischi nell'interazione con gli assistenti vocali. Un'indagine esplorativa in Italia
MICHELA PATRIZI, MARIA VERNUCCIO, ALBERTO PASTORE " 585

Sanità Privata: CSR, D&I &Trust
MARIANNA CAVAZZA, LAURA GIUDICE, ERIKA MALLARINI, LUIGI PRETI, VALERIA RAPPINI " 591

Arte popolare come eredità culturale di una marca in cerca di autenticità: il caso Dolce & Gabbana
ELENA CEDROLA, STEFANIA MASÈ, SARA PISTOLESI " 597

L'effetto della Country-Of-Origin image sulla brand equity nel settore della birra
MARCO CIOPPI, ILARIA CURINA, BARBARA FRANCIONI, TONINO PENCARELLI " 601

La comunicazione al servizio del benessere collettivo: l'efficacia delle pubblicità sociali rivolte ai bambini
VALENTINA NICOLINI, FABIO CASSIA " 607

Rivoluzione digitale, nuove professioni e distant workers: vincoli e opportunità per lo sviluppo turistico sostenibile dei borghi
UMBERTO MARTINI, FEDERICA BUFFA, GIACOMO ANDREANI, ALESSIA ZOPPELLETTO " 613

BPM e BPR nei servizi turistici: un'applicazione al caso del terminal crociere
GIOVANNI SATTA, FRANCESCO VITELLARO, BIANCA VOTTERO " 619

The spotty progress of neuroscience in the management fields: evidence from bibliometrics and topic modeling techniques

MARIA CRISTINA CINICI[*] DANIELA BAGLIERI[•] ALBA MARINO[♠] LUCA PARESCHI[**]

Objectives. *Neuroscience has become an increasingly popular lens for studying questions of interest for management (Becker and Cropanzano, 2010; Camerer et al., 2005; Senior et al., 2011). On the ground of the consideration that management would be more impactful if it takes into account the complexity and multifaceted nature of the humans (Hitt et al., 2007), scholars and researchers have found in neuroscience the 'tools' to understand the roots of human decision-making and the basis of differences that naturally exist among individuals (Dimoka, 2012; Massaro and Pecchia, 2019; Plassmann et al., 2012; Shane et al., 2020). Additionally, since neuroscience investigates biochemical processes that directly reflect mental activity before conscious interpretation (Lindebaum and Zundel, 2013), management has derived that individuals who make decisions in social and economic contexts do not behave as 'simple' rational beings, and unconscious processes partially (or totally) hidden to self-conscious have much greater relevance than previously thought.*

Thanks to these novel perspectives and means, management scholars have acquired the ability to understand the processes that guide decisions (Hannah et al., 2013), as well as those that determine moral judgment (Reimann et al., 2012), respect for ethical norms or ability to control (or not to control) automatic impulses (Lieberman, 2007). At the same time, some scholars have highlighted that neuroscience reductionism, which makes ontological claims about the constitutive relationship between brain processes and human decision-making, can be problematic because "the properties and processes that makeup one level of analysis do not strictly correspond to properties and processes operating at another level" (Lindebaum and Zundel, 2013: 871). Concerns about the real possibility to infer decision-making processes from neural data (Healey and Hodgkinson, 2014) or the lack of reliability due to the considerably smaller sample sizes than those used in traditional management research studies have risen as well (Niven and Boorman, 2016; Ward et al., 2015).

Beyond extreme mania or skepticism toward adopting neuroscience by management, neuroscience has experienced spotty progress in management. What is becoming clear is that neuroscience may help us unveil some of the mysteries surrounding the human brain and, thus, the decision-making processes of managers, entrepreneurs, and consumers. At the same time, much remains to be done as neuroscience over time has narrowed on specific approaches to management research areas and topics as well as on particular neuroscience tools, especially functional magnetic resonance imaging (fMRI).

Actually, little retrospective work on the evolution of neuroscience in management fields has been made so far. Accordingly, in this paper, we address the following questions: "What are the factors that have constrained the diffusion of neuroscience in management fields? What kind of approach should management adopt to use neuroscience in a more impactful way?"

Methodology. *To identify the factors that have limited the progress of neuroscience in several management fields and suggest a new approach that can overcome those limits, we will combine two methods: bibliometrics* (Zupic and Čater, 2015) *and topic modeling* (Hannigan et al., 2019). *The use of mixed methods can provide a better understanding of research phenomena and complex events than either approach alone* (Edmondson and Mcmanus, 2007; Molina-Azorin, 2015; Turner *et al.*, 2017). *We apply both of them with dual intent. From one side, we aim at elaborating the results of one method with the findings from the other method; from the other side, we apply different approaches to different inquiry components. In more detail, we use bibliometrics to map the spotty evolution of neuroscience literature in management. We apply topic modeling to uncover the different neuroscience topics and how the interest in those topics has evolved along the way.*

We started our research by selecting the documents representing the neuroscience literature in the management fields. We searched the areas of business, management, and economics studies from 2000 to 2020 for English articles

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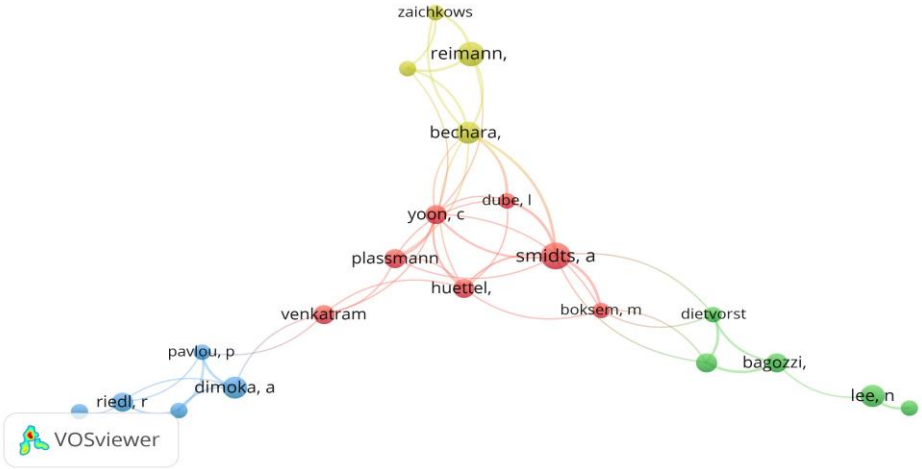
and book chapters containing the keywords "neuroscien". We took articles and chapters from the Science Citation Index (SCI) and Social Science Citation Index (SSCI) databases from the Web of Science Core Collection on November 11, 2020. The search strategy has produced 151 papers that represent our final sample.*

Findings. *We used bibliometrics to filter the pool of documents found in step 1 to more influential authors and publications. To do so, we used a software package. We decided on VOSviewer, which is based on Van Eck and Waltman (2006) VOS algorithm. The visualization of similarities (VOS) algorithm pictures connections between objects (i.e., co-occurrence and citations). VOS's objective is to provide a low-dimensional visualization in which items are located so that the distance between any pair of objects reflects their similarity as accurately as possible (van Eck & Waltman, 2010).*

Co-authorship. We sifted through the authors to identify the most impactful of them by setting a threshold of a given number of published documents and citations per author. Given that we sought both rigor and richness in the results, we set a cut-off value at 3 for published manuscripts and 30 for local citations as meaningful trade-offs for the author visualization. Of the 379 authors belonging to our sample, 28 meet the thresholds. Figure 1 shows graphically the networks of relationships for authors as produced by VOSviewer. The map consists of four clusters of co-authors.

Cluster 1 (i.e., red-colored one) is composed of 7 authors. Smidts A. shows the highest total link strength (7 documents and 8 links). He is followed, respectively, by Yoon C. (4 documents and 9 links), Huettel S.A. (4 documents and 7 links), Plassmann H. (4 documents and 6 links), Booksem M.A.S. (3 documents and 5 links), Dube L. (3 documents and 5 links) and Venkatraman V. (4 documents and 5 links). The themes upon which these scholars collaborate relate to the marketing area and are specifically concerning consumer decision making and individual preferences. Cluster 2 (i.e., the green-colored one) is composed by 5 authors. Verbeke WJMI shows the highest total link strength (4 documents and 4 links). He is followed, respectively, by Dietvorst R.C. (3 documents and 4 links), Bagozzi R.P. (3 documents and 4 links), Lee N. (5 documents and 2 links) and Senior C. (3 documents and 1 links). Within this cluster, scholars position their works are at the intersection between marketing and management area. Actually, the focus is on customer orientation and theory of mind. Cluster 3 (i.e., the blue-colored one) is composed by 5 authors. The most impactful author of the group is Dimoka A. with 5 documents and 4 links. She is followed by Pavlou P.A. (3 documents and 4 links), Davis F.D. (3 documents and 3 links), Riedl R. (4 documents and 4 links) and Kenning P. (3 documents and 1 link). Scholars focus on information systems research area and their research pertain with functional neuroimaging tools, such as FMRI or EEG. Cluster 4 (i.e., the yellow-colored one) is composed by 4 authors. Bechara A shows the highest total link strength (5 documents and 8 links). He is followed, respectively, by Reimann M (6 documents and 4 links), Castano R (3 documents and 4 links) and Zaichkowsky J (3 documents and 3 links). Also in this cluster, the themes upon which these scholars collaborate are related to marketing area. Their specific focus is on how customers relate to brands.

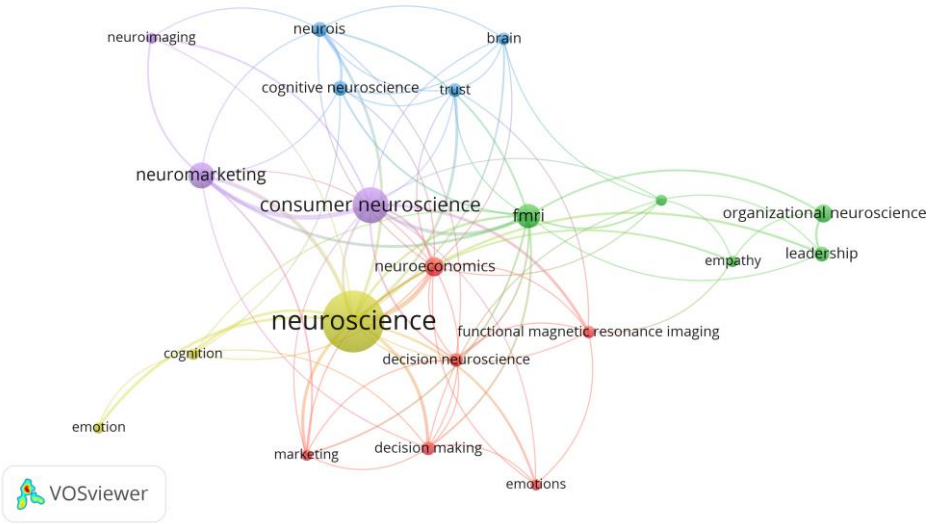
Fig. 1: Visualization of author networks



Keywords co-occurrence

A pool of 493 authors keywords was drawn from 151 publications. A threshold of 5 was chosen as the minimum number of occurrences of a keyword. Of the 493 authors' keywords, 21 meet this condition. Figure 3 visualizes the co-occurrence network of authors' keywords. VOSviewer has grouped the keywords into five clusters. The clusters' size ranged from 6 items in Cluster 1 (i.e., the red-colored one) to 3 items in Cluster 5 (i.e., the yellow-colored one). The most occurred word is "neuroscience" (75) which is mainly used with the words "cognition" (5) and "emotions" (5). It is followed by "consumer neuroscience" (32) that is used in association with neuromarketing (19) and neuroimaging (5). Attention is also given to neuroscience tools, especially in terms of "fmri" (17) - which is used in association with "organizational neuroscience" (11), "leadership" (8), "empathy" (5) and "social neuroscience" (5) - and "functional magnetic resonance" - which is used in connection with "neuroeconomics" (12), "decision making" (7), "decision neuroscience" (7), "emptions" (5) and "marketing" (5).

Fig. 2: Visualization of the keywords co-occurrence



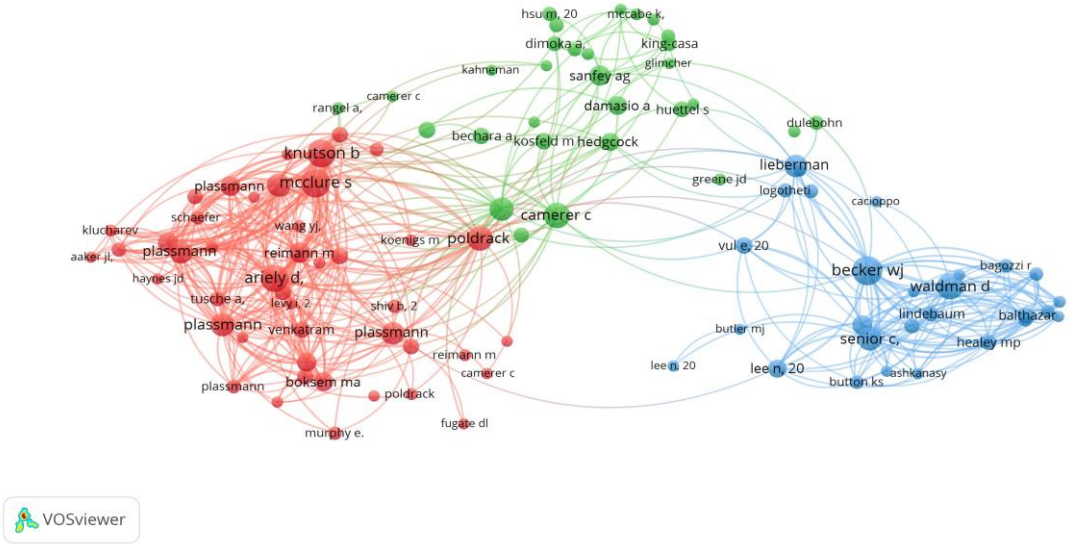
Co-citation analysis

We also applied the VOSviewer algorithm to the publications' network. It is broadly recognized that co-citation analysis provides a picture of the structure of a specific research field (Boyack and Klavans, 2010). We set the threshold at 8 local citations per publication to qualify for inclusion into a specific cluster. Of the 9,468 cited references, 76 meet the threshold. The analysis resulted in the creation of three major clusters, as depicted in Figure 3. Cluster 1 (i.e., the red-colored one) is the largest one. It is located at the left of the picture and composed of 35 documents published between 2002 and 2015. The most connected publications are Knutson, Rick, Wimmer, Prelec, and Loewenstein, 2007 (total link strength 368), Ariely and Berns, 2010 (total link strength 337) and Poldrack, 2006 (total link strength 327). This cluster's main themes relate to the marketing research area, and particularly, scholars mainly focus on consumer behavior, neuroimaging, and brand.

Cluster 2 (i.e., the green-colored one) is located at the middle of the picture and composed of 22 documents published between 1979 and 2010. The most connected ones are Lee, Broderick and Chamberlain, 2007 (total link strength 263), Camerer, Loewenstein and Prelec, 2005 (total link strength 247) and Hedgcock and Rao, 2009 (total link strength 172). This cluster's main themes relate to economics and information systems research area and particularly, scholars focus on rationality and human brain.

Cluster 3 (i.e., the blue-colored one) is the least dense cluster in terms of the number of publications and connections. It is located at the right of the picture and composed of 19 items. The most connected ones are Becker, Cropanzano and Sanfey, 2011 (total link strength 269), Senior, Lee and Butler, 2011 (total link strength 210), and Lieberman, 2007(total link strength 204). This cluster's main themes concern organization and management theories and specifically relate to cognition, emotions, and leadership.

Fig. 3: The co-citation analysis by publication titles



Topic Modeling. Eventually, we delved into the documents' content by adopting topic modeling techniques. Topic modeling analysed publications and automatically identified words that co-occur in the same document more often that

it would happen by chance. Our sample consisted of 616,417 words. The longest paper was made of 10,719 words. To identify the main topics of neuroscience literature, we relied on MITAO (Heibi et al., 2019), a Python based user friendly interface developed at the University of Bologna, that relies on the NLTK and Gensim libraries, which are regularly used to perform topic modeling (Hannigan et al., 2019).

Topic 1 - Neuroscience contribution to management fields. This is the most diffused topic in the sample documents and refers to the general added-value of neuroscience research methods, theories and paradigms within management scholarship. Accordingly, the most used words shaping the meaning of this topic are "brain", "research" and "neuroscience" and documents that focused on it address themes related to marketing (e.g., Lee et al., 2007), economics (e.g., Martins, 2011; Pykett, 2013), and organization (e.g., Guyard and Kaun, 2018).

Topic 2 - Decision-making. This is the topic explicitly concerned with the decision-making process. As this regards, neuroscience lens is used to (a) uncover the hemispheres of the brain that are involved in the cognitive processes et al., 2015); (b) to introduce eye tracking as an insightful experimental tool for digging deeper in the process of acquiring and treating information (Zuschke, 2020); and (c) to examine how achievement priming influences individual cognition leading to changes in individual behavior (Minas et al., 2018). Again "brain" is one of the most used words used in this topic and it is associated with words that explicitly concern decision making such as "data", "information" and "decision".

Topic 3 - Brand. The third topic relates to issues such as communication and brand. Specifically, the studies that are mainly composed of this topic focus on (a) single-neuron approach to effectively communicate with consumers (Cerf et al., 2015); (b) the psychological and neurophysiological mechanisms of how consumers relate to their beloved brands (Chen et al., 2015; Plassmann et al., 2012); and (c) neural measurements to predict future choices of consumer products (Telpaz et al., 2015). The words that mostly contribute to shaping this topic are "brand", "study", "neural", "consumer", "choice" and "responses".

Topic 4 - Organizations. In the documents mainly constituted by the topic concerning organizational neuroscience, the authors pose two different kinds of questions: (1) To what extent does neuroscience inform organizational research? (Lindebaum, 2016; Waldman et al., 2019); (2) Does brain activity examination allow to uncover what causes and constitutes 'good' leadership? (Lindebaum and Zundel, 2013; Waldman et al., 2011). In answering those questions, authors use words such as "brain", "research", "neuroscience", "organizational", "leadership", "study", "participants", "human", "activity" and "behavior". Interestingly, "gender" appears as the last word depicting this topic, thus delineating an emerging interest toward this research area.

Topic 5 - Consumer neuroscience. Topic number 5 deals with customer neuroscience. Specifically, documents that are mainly composed of this topic look at: (a) the effect of curiosity on indulgent consumption (Wiggin et al., 2019); (b) the neural processes that underlie group creativity (Paulus et al., 2010); and (c) how cognitive neuroscience contributes physiologically to adult learning (Hagen and Park, 2016). Accordingly, the most used words are "research", "brain", "cognitive", "neuroscience", "social", "data", "tools", "curiosity", "studies" and "information".

Topic 6 - FMRI. Topic 6 focuses on functional Magnetic Resonance Imaging (fMRI) that is the most frequently employed procedure in neuroscience studies. Documents mostly composed by this topic: (a) outline the set of guidelines for conducting functional Magnetic Resonance Imaging (fMRI) studies in social science (Dimoka, 2012) and (b) represent tool applications (Dimoka, 2010; Shane et al., 2020). The most used words to represent the topic are "trust", "distrust", "data", "studies", "subjects", "processes" and "intelligence" but also words more connected to brain science such as "cognitive", "mental" and "cortex".

Topic 7 - Leadership. Topic 7 concentrates on culture and leadership. Works built upon this topic relate such as to leaders' complexity and adaptability (Hannah et al., 2013), inspirational leaders (Molenberghs et al., 2017) and transformational and adaptive leadership (M. Juhro and Farid Aulia, 2018). Most used words are "brain", "research", "leadership", "neuroscience", "study", "neural", "group", "leader", "cultural" and "culture".

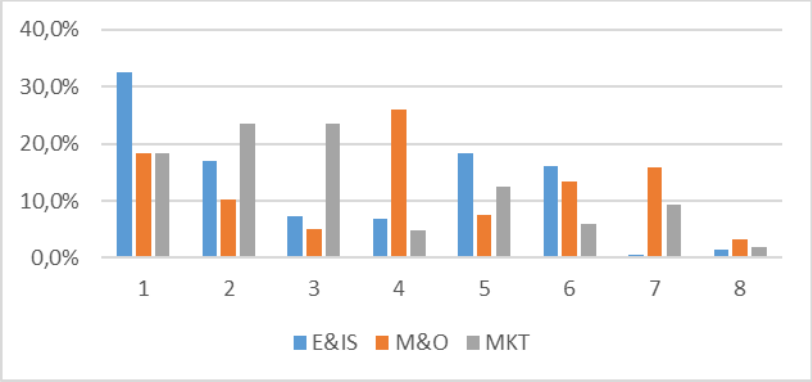
Topic 8 - Emotional Intelligence. This is the least diffused topic among sampled documents. Researchers grounding their work on this topic concentrate on emotional intelligence and, specifically, on the need of leaders for emotional intelligence (Antonakis et al., 2009) and the role of emotions in decision-making (Hedgcock and Rao, 2009; Rampl et al., 2016). Accordingly, the most used words are "emotional", "activation", "emotion", "leadership", "intelligence" and "choice".

We went further and analyzed to what extent the eight selected topics developed over the different management fields. On the ground of the bibliometrics results, which depicted in the previous section essentially uncover the three different research areas around which neuroscience literature has developed, we attributed the documents to one of the following categories: (a) marketing; (b) economics & information system; and (c) management & organization. We conducted this phase drawing from the 2018 Academic Journal Guide of the Chartered Association of Business Schools. For journals that were not listed in the guide, we consider the description declared on the websites. For journals not clearly classifiable because oriented to general management thematic or simply sectorial thematic, we deemed the articles' content itself.

We thus obtained that in our sample (a) 60 documents are related to management and organization area (M&O) (total counts of citation are equal to 1,387; average citations per document is equal to 23,11); (b) 57 documents are related to marketing area (MKT) (total counts of citations are equal to 1,785; average citations per document is equal to 31,875); (c) 27 documents are related to economics and information systems (E&IS) (total counts of citations are equal to 848; average citations per document is equal to 31,4).

As regards the average use topics by each research area, Figure 4 reveals that research on E&IS mostly concentrates on topic 1, namely neuroscience contribution to management fields. Whereas M & M&O emphasized topic 4, namely organizations, MKT primarily focused on topic 2, namely, decision-making, and topic 3, namely brand. Additionally, it is worth noting that E&IS is completely absent in topic 7, that is, leadership.

Fig. 7: The average use of topics by research area



Research limits. *Besides making important contributions to the extant research, the present study has some limitations derived from the methodological choice we made. The sample selection was based on keyword searches, which may have reduced the search scope. However, although increasing the number of keywords could have improved the sample's content, there is a flip side to the coin. It would have also added noise and made the sample progressively difficult to manage and analyze. Additionally, more investigation and reflections should be devoted to the proposed integrated approach between management and neuroscience so as to replace the reductionist one.*

Originality of the study. *This research makes a theoretical contribution to neuroscience literature in two directions. Eventually, our review finds that despite come calls to change course, the strict adherence to established neuroscience approaches has left the branch of neuroscience literature unable to impact management. This outcome is then useful to scholars who want to recognize potential new topics and gaps that may help formulate new research questions and position their work in the literature. It is also useful as it drives us to suggest a new integrative approach to adopting neuroscience in management research. Furthermore, the present research makes a methodological contribution as it suggests the combination of different methods to each paper's goal. In so doing, our paper adds to existing reviews on neuroscience, such as by the recently published Management Research Review (Chattopadhyay, 2020), in terms of the number of sampled documents and methods used to analyze them.*

Key words: *neuroscience; management; bibliometrics; co-citation analysis; topic modeling.*

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