



GORAN CALIC

McMaster University
calicg@mcmaster.ca

EDUCATION

Doctorate in Strategic Management Purdue University, USA	2016
Master of Business Administration Purdue University, USA	2007
Honours Degree in Business Commerce University of Ottawa, Canada University of Vienna, Austria	2006

MCMASTER UNIVERSITY

The Entrepreneurial Leadership Chair	Jul 2024 - present
Associate Professor of Strategic Management	Jul 2021 - present
Michael Lee-Chin & Family Chair Professor in Strategic Business Studies	Jul 2023 - Jul 2024
Director of MBA Programs	Jul 2023 - Jul 2024
Assistant Professor of Strategic Management	Jul 2016 - Jul 2021

PREVIOUS

Harvard Business School Visiting Scholar	Jul 2024 - Jun 2025
Purdue University Laboratory for Computational Cognitive Neuroscience Post Doctoral Studies	Jan 2016 - Jul 2016
Purdue University Krannert School of Management Visiting Instructor	May 2016 - Jul 2016
Purdue University Krannert School of Management Research Assistant	Aug 2011 - May 2016
Georgsmarienhütte GmbH Marketing Project Manager	Nov 2007 - Jul 2011

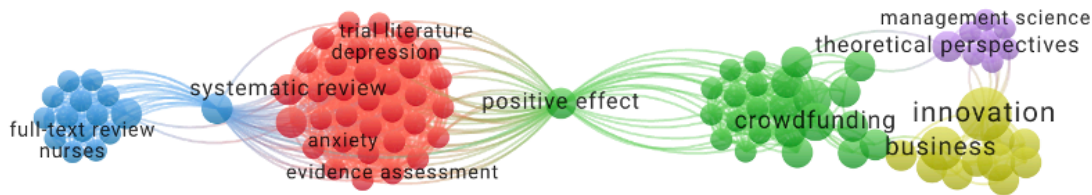
ONLINE PRESENCE

Personal: <https://www.gorancalic.com/>
McMaster Lab: <https://nsdalab.mcmaster.ca/>
McMaster Experts: <https://degroote.mcmaster.ca/profiles/calic/>
LinkedIn: <https://www.linkedin.com/in/goran-calic/>
Substack: <https://gorancalic.substack.com/>

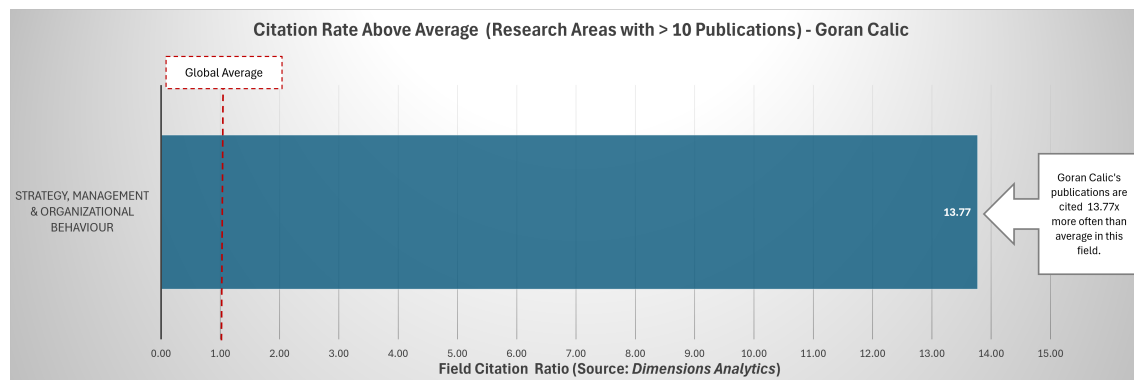


AREAS OF INTEREST

Research: Strategy, innovation, entrepreneurship, technology
Industries: energy, nuclear energy, utilities, software, social media



SCHOLARLY ACTIVITIES



GUEST EDITOR

Research Policy (FT50). ABCD Ranking: A*; Impact Factor: 13.139

EDITORIAL BOARD MEMBER

Journal of Business Venturing (FT50). ABCD Ranking: A*; Impact Factor: 13.139

Entrepreneurship Theory and Practice (FT50). ABCD Ranking: A*; Impact Factor: 14.105

JOURNAL REFEREE

Journal of Management Studies (FT50). ABCD Ranking: A*; Impact Factor: 5.839

Journal of Business Ethics (FT50). ABCD Ranking: A; Impact Factor: 4.14

Human Relations (FT50). ABCD Ranking: A*; Impact Factor: 3.367

Organizational Behaviour and Decision Processes (FT50). ABCD Ranking: A*; Impact Factor: 2.908

Journal of Business Research ABCD Ranking: A; Impact Factor: 4.028

Energy Economics ABCD Ranking: A*; Impact Factor: 4.151

Small Business Economics ABCD Ranking: A*; Impact Factor: 3.555

Knowledge Management Research and Practice ABCD Ranking: A*; Impact Factor: 1.485

Cognitive Systems Research Impact Factor: 1.384

Organization & Environment ABCD Ranking: A; Impact Factor: 6.116



HONOURS

Teaching

- Spring 2014 Krannert Certification of Distinguished Teaching (MGMT 484)
- Fall 2014 Krannert Certification of Distinguished Teaching (MGMT 451)
- 2015 Purdue Teaching Academy Graduate Teaching Award (awarded to one Business School PhD student per year)

Research

- 2018 Organizational Behavior and Human Decision Processes (FT50); **Outstanding Contribution to Reviewing** — Recognized by the editorial team for the quality, depth, and timeliness of peer reviews contributed to one of the top journals in management and organizational psychology.
- 2018 Cognitive Systems Research; **Outstanding Contribution to Reviewing** — Acknowledged for exceptional service as a peer reviewer, evaluating manuscripts at the intersection of cognitive science, artificial intelligence, and human reasoning.
- 2018 Neuro Information Systems, **Finalist, Most Visionary Paper**; Vienna, Austria — Selected as a finalist for the Most Visionary Paper Award for research applying neuroscientific methods (EEG) to understand how attention load biases creativity evaluations.
- 2017 Journal of Management Studies (FT50); **Top 20 Most Downloaded Papers in 2016-2017** — “Kicking off social entrepreneurship: how a sustainability orientation influences crowdfunding success” ranked among the 20 most-downloaded articles in the journal across the two-year period, reflecting broad scholarly interest.
- 2016 Academy of Management Meeting **Emerald Best International Symposium Award Finalist**; Anaheim, California — Symposium recognized as a finalist for the Emerald Best International Symposium Award at the field's premier management conference, honoring globally significant contributions to management scholarship.
- 2016 Canadian Society for Brain, Behaviour, and Cognitive Sciences **Donald O. Hebb Graduate Student Award Finalist**; Ottawa, Canada — Named a finalist for Canada's premier graduate student award in cognitive science, honoring the legacy of Donald O. Hebb and recognizing outstanding doctoral research in brain and behavioural sciences.
- 2015 **Max Boisot Award**; Naples, Italy — Awarded by the European Group for Organizational Studies (EGOS) for research advancing Max Boisot's intellectual legacy on knowledge, information, and complexity in organizations.
- 2015 EGOS Paradox Subtheme **That's Interesting Award** - European Group for Organizational Studies (EGOS); Athens, Greece — Recognized within the Paradox subtheme for research presenting the most novel and thought-provoking contribution to paradox theory, in the tradition of Murray Davis's classic essay on what makes scholarship “interesting.”

COURSES TAUGHT

Note: Course code and course evaluation, where available, in brackets.

Undergraduate

- **Krannert School of Management, Purdue University**
Spring 2014: Management of New Enterprises (MGMT 484) (4.6/5)
Fall 2015: Strategic Management (MGMT 451) (4.5/5)
- **DeGroote School of Business, McMaster University**
Fall 2020: Strategic Management (4PA3) (n/a)
Winter 2022: Strategic Management (4PA3) (n/a)



Graduate

- **DeGroot School of Business, McMaster University**
 - Winter 2017: MBA Strategic Management (P720) (7.7/10)
 - Winter 2018: MBA Strategic Management (P720) (9.3/10)
 - Winter 2019: MBA Strategic Management (P720) (9.3/10)
 - Winter 2019: MBA The Clinic - Innovation Lab (P719) (9.0/10)
 - Winter 2020: MBA Strategic Management (P720) (9.3/10)
 - Winter 2020: MBA The Clinic - Innovation Lab (P721) (9.0/10)
 - Fall 2020: MBA The Clinic - Innovation Lab (P721) (9.0/10)
 - Winter 2022: MBA The Clinic - Innovation Lab (P721) (n/a)
 - Winter 2024: MBA The Clinic - Innovation Lab (P721) (n/a)
 - Winter 2024: MBA Strategic Management (P720) (9.3/10)
 - Winter 2024: MBA Strategic Management (P720) (9.3/10)
 - Summer 2025: MBA Strategic Management (P720) (9.9/10)
- **Krannert School of Management, Purdue University**
 - Summer 2015 & 2016: Technology Commercialization (MGMT 590) (n/a)

Online

- **Whitman School of Management, Syracuse University**
 - Fall 2014: Boots2Business (Entrepreneurial education and training program offered by the U.S. Small Business Administration) (n/a)

Guest Lecture Topics

- Corporate Social Responsibility (Undergraduate)
- Crowdfunding New Ventures (Masters, Undergraduate)
- Creativity and Innovation (Masters, Undergraduate)
- Alternative Sources of Venture Funding (Executive)
- Organizational Culture and Structure Analysis (Masters)

CONTRIBUTIONS TO TEACHING PRACTICE

Pedagogical innovation

(2016): Developed an innovation commercialization course for Purdue University masters in entrepreneurship and engineering undergraduate students. During the course, masters commerce students and senior-year engineering students work together to commercialize technology projects.

(2018): Introduced Live Case studies to P720, inviting local businesses to submit challenges for students to solve. Initiative has resulted in several employment opportunities.

(2020): Development of new online curriculum for The Clinic Innovation Lab MBA Course, including the recruitment of corporate partner, ROCHE AG.

(2025): Development and implementation of first GRIT (Generating Resilient and Innovative Thinkers) Week live case study at the DeGroot School of Business MBA program.

Course development

(2017): Together with Dr. McKnight developed the strategic management (P720) course for the McMaster University's MBA curriculum.

(2018): Developed interdisciplinary course (P719) with a focus on entrepreneurship, innovation, and health management called "The Clinic - Innovation Lab".



SUPERVISORSHIP

Level	Total	Active	Completed
Undergraduate	4	1	3
Masters	3	1	2
Doctoral	3	0	3
Post-Doctoral	1	0	1
Subtotal — Supervised Trainees	11	2	9
Research Assistants (additional, not also listed above)	12	3	9
Total Trainees Mentored	23	5	18

Undergraduate

- Marianna R. Breci, Research Assistant (2014-2015)
Krannert School of Management, Purdue University
- Julia Sharobin, Research Assistant (2022-2025)
Faculty of Science, McMaster University
- Michael Tadrous, Research Assistant (2022-present)
DeGroote School of Business, McMaster University
- Jacob Zychowicz, Research Assistant (2025-2026)
DeGroote School of Business, McMaster University

Masters

- Philipp Kolb, MBA Independent Study (2018)
DeGroote School of Business, McMaster University
- Amy Zhang, Biomedical Discovery and Commercialization (2022-2023)
Faculty of Science, McMaster University
- Matthew Zychowicz, Research Assistant (2025-present)
DeGroote School of Business, McMaster University

Doctorate

- Zeynep Ozmen Tokcan, Doctoral Studies, PhD in Information Systems (2018-2022)
DeGroote School of Business, McMaster University
- Spencer Early, Doctoral Studies, PhD in Information Systems (2021-2025)
DeGroote School of Business, McMaster University
- Zoë Lazar-Kurz, Doctoral Studies, PhD in Psychology, Neuroscience & Behavior (2023-2025)
Department Of Psychology, Neuroscience & Behaviour, McMaster University

Post—Doctorate

- Rasmi Kokash, Post-Doctoral Studies (2020-2021)
DeGroote School of Business, McMaster University

Research Assistants

Sana Khawaji (2026-present)
Gabriel Snowden (2026-present)
Matthew Player (2025-present)



Vineet Nagia (2017-2024)
 Nick Del Monte (2018)
 Alex Green (2019)
 Isaac Kinley (2018-2020)
 Elaina Ngyun (2019-2021)
 Aishwarya Mohan (2019-2020)
 Xuan Wang (2019-2022)
 Jialiang Yang (2018-2022)
 David Carisse (2021-2023)

RESEARCH FUNDING

Year	Project	Source	Amount
2017	Determinants of Team-level Innovation Performance	McMaster Internal	\$5,000
2017	Achieving True Sustainability	SSHRC	\$56,580
2017	Surprise Bias in Creativity Evaluation	McMaster Internal	\$15,000
2017	Big Data, Data Quality, and Firm Decision Making	SSHRC	\$10,295
2020	Strategic Cascades for Big Data Utilization	SSHRC	\$76,978
2021	Fake News: Causes and IT Countermeasures	SSHRC	\$200,836
2024	Home Energy Conservation	SSHRC	\$235,000
2025	AI-Driven Modeling for Nuclear Waste Management	McMaster Internal	\$80,000
Ongoing	Internal Research Funding	McMaster Internal	\$178,333
Total			\$858,022

- Calic G. (PI), (2017) **Determinants of team level innovation performance**
 Source: McMaster University International Affairs
 Amount: \$5,000
 Purpose: This study would attempt to cut through the inconsistent findings of structural antecedents on team-level innovation by incorporating cognitive (individual-level) and social (group-level) theories into one mathematical model of team-level innovation.
- Calic G. (PI) and Shevchenko A., (2017) **Achieving true sustainability: Towards understanding the inception and survival of truly sustainable ventures**
 Source: Social Sciences and Humanities Research Council (SSHRC)
 Amount \$56,580
 Purpose: This research project will advance knowledge about the formation and survival of socially innovative firms by studying the characteristics and antecedents of young firms as close as possible to the entry decision point.
- Calic G. (PI), Hassanein K., and Waiter S., (2017) **Surprise bias: Errors in creativity evaluation under attention overload**
 Source: McMaster Research Excellence Fund, Faculty of Business, & Faculty of Science
 Amount: \$15,000
 Purpose: Resources are misallocated when judgments about the creativity of ideas are biased. For instance,



managers seeking competitive differentiation misallocate resources when they invest in conventional, rather than creative, strategies. We believe that attention overload will result in biased creativity evaluations. The proposed inter-disciplinary research project sets out to test whether cognitive states characterized by attention overload bias creativity evaluations.

- Ghasemaghaei M., Calic G. (Co-PI), and Cheng F., (2017) **Is More Data Better for Firms? The Impact of Big Data on Data Quality and Firm Decision Making Performance**
Source: Arts Research Board
Amount \$ 10,295
Purpose: This exploratory study seeks to develop a theoretical model to investigate the impact of bigness of data on Data Quality and firm decision making performance.
- Calic G. (PI) and Ghasemaghaei M., (2020) **Strategic Cascades for Big Data Utilization**
Source: Social Sciences and Humanities Research Council (SSHRC)
Amount: \$ 76,978
Purpose: The overall goal of this project is to explore how big data strategies emerge within firms and which of these strategies is most likely to result in performance improvements.
- Hassanein K., Mirhoseini M., and Calic G. (Co-PI) (2021) **Cutting Through the Jungle of Deception: Understanding Why Online Users Believe Fake News and Developing Potential Countermeasures**
Source: Social Sciences and Humanities Research Council (SSHRC)
Amount: \$ 200,836
Purpose: The main purpose of this research program is to understand the role of social media in creating mechanisms by which consumers are non-skeptical about the news that they consumer, and to develop information technology (IT) interventions that help users develop a more critical perspective on information they are presented with.
- Calic G. (PI) (2024) **Home Energy Conservation**
Source: Social Sciences and Humanities Research Council (SSHRC)
Amount: \$ 235,000
Purpose: Grant transfer from Dean Mountain
- Calic G. (PI), Peace A., Awolayo A., and Rimando J. (2025) **Integrated AI-Driven Modeling for Sustainable Nuclear Waste Management: A Deep Geological Repository Case Study in Ignace, Ontario**
Source: Planetary Health Seed Grant
Amount: \$80,000
- Calic G. (PI), **DeGroot School of Business Internal Research Funding**
Source: DeGroot School of Business
Amount: \$178,333

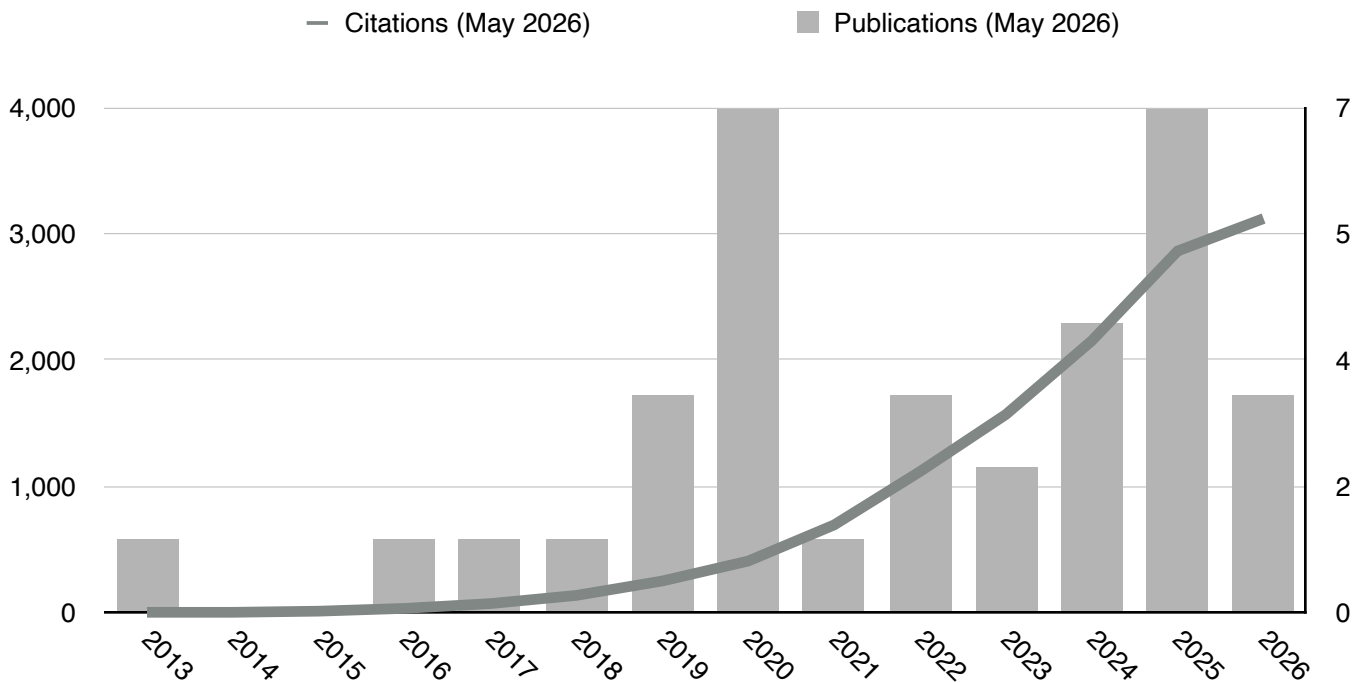
Total Combined Participated Funding: \$858,022



PATENTS

1. Calic, G. and Zychowicz, M. (2025) “Nuclear Domain-Fine-Tuned Compliance Reasoning Model and Regulatory Assessment Architecture” **U.S. Provisional Patent**. Application No. 63/913,344, Filed: November 7, 2025.

PUBLICATIONS



Contributions to Books

1. Wu, A. and Calic, G., (2023) “Does Elon Musk Have a Strategy?” in David De Cremer (Ed) ***The Year in Tech, 2024: The Insights You Need from Harvard Business Review***. Harvard Business School Publishing, Boston, Massachusetts. pp. 101-119
2. Basadur, M., Basadur, T. and Calic, G., (2023) “Organizational Development” in (Eds) Roni Reiter-Palmon & Sam Hunter ***Handbook of Organizational Creativity***. Elsevier. London, UK. pp. 239-255
3. Calic G., (2018) “Crowdfunding.” in ***The SAGE Encyclopedia of the Internet***. SAGE Publications, Inc.: Thousand Oaks, California. Vols 1-3: 112–114.
4. Calic G., Ghasemaghaei M., (2018) “From Sustainability Constraints to Creative Action: How Management Can Enhance Organizational Innovation.” in Gurtner, Spanjol, Griffin (Eds) ***PDMA New Product Essentials 3: Leveraging Constraints for Innovation***. John Wiley & Sons, Inc. Hoboken, New Jersey. pp. 5 - 17
5. Earley P.C., Calic G. (2016) “Organizational citizenship behavior from a cross-cultural perspective.” in Podsakoff, MacKenzie, and Podsakoff (Eds.) ***The Oxford Handbook of Organizational Citizenship***. Oxford University Press. Oxford, UK. pp. 387-400

Journal Articles

- DSB 45:** DeGroote School of Business list of 45 high quality, impactful business journals.
- FT 50:** Financial Times list of 50 high quality business journals.
- ABDC:** Australian Business Deans Council journal ranking.



2026

1. Chou, A.S.L., McKechnie, T., Arora, V., DePestel, B., Wang, A., Parpia, S., Calic, G., Staibano, P., Derus, A., Guleria, A., Bhandari, M., and Thabane, A. (2026) “Creative Arts Therapy for Anxiety, Depression, and Quality of Life in Cancer Patients: A Systematic Review and Meta-Analysis of Randomized Controlled Trials” **Psycho-Oncology**, Vol. 35, Issue 3. Impact Factor: 4.0
2. Nijstad, B., Kauppila, O.P., Grimpe, C., Calic, G., and de Faria, P., (2026) “Connecting Creativity for Policy and Management” **Research Policy**, Final Acceptance November 27, 2025, Impact Factor: 9.5 [FT 50; ABDC: A*]
3. Thabane, A., Arora, V., Boilard, J., Sutoski, A., Parpia, S., Calic, G., Busse, J.W., McKechnie, T., Staibano, P., Phillips, M., Reiter-Palmon, R., and Bhandari, M. (2026) “The impact of walking on creative thinking: A systematic review and meta-analysis” **PLOS One**, Vol. 21, Issue 5, e0347878. <https://doi.org/10.1371/journal.pone.0347878> Impact Factor: 3.2 [ABDC: N/A]

2025

4. Thabane A., McKechnie T., Staibano P., Calic G., Arora V., Webb M.E. , Busse J.W., Parpia S., and Bhandari M. (Forthcoming) “A Consensus Definition of Creativity in Surgery: A Focus Group and Modified Delphi [ABDC: N/A] Study” **Creativity Research Journal**, Final Acceptance: 06 August 2025. Impact Factor: 3.1 [ABDC: C]
5. Arora, V., Sutoski, A., Boilard, J., Leone, E., Zizzo, H., Wang, B., Calic, G., Parpia, S., Bhandari, M., and Thabane, A. (2025) “How to Maximize the Creativity of Artificial Intelligence: An Experimental Analysis of Response Order and Prompting Effects” **AI & Society**, <https://doi.org/10.1007/s00146-025-02816-7> Impact Factor: 4.9
6. Thabane A., Saleh S., Pallapothu S., McKechnie T., Staibano P., Busse J.W. , Calic G., Sonnadara R., Parpia S., and Bhandari M. “Creativity Research in Medicine and Nursing: a Scoping Review” **PLOS One**, Vol. 20, Issue 1, Impact Factor: 3.2 [ABDC: N/A]
7. Arora V., Thabane A., Parpia S., Calic G., and Bhandari M. (2025) “Generative artificial intelligence models outperform students on divergent and convergent thinking assessments” **Nature: Scientific Reports**, Vol. 15, Impact Factor: 3.9 [ABDC: N/A]
8. Calic, G., Neville, F., Furnari, S., and Chan, C.S.R., (2025) “Seeing the Whole: Configurational Cognition and New Venture Resource Mobilization” **Strategic Management Journal**, Vol. 46, Issue 2, pp. 309-347, Impact Factor: 11.7 [FT50, ABDC: A*]
9. Calic G. and Wu A., “Tech Companies, Nuclear Energy, and the Problem of Strategic Timing” **Harvard Business Review**, 2025/07, Available online at <https://hbr.org/2025/06/tech-companies-nuclear-power-and-the-problem-of-strategic-timing>, Impact Factor: 6.9 [FT 50; ABDC: A]
10. Yang J. Arseneault R., and Calic G., “Personalizing Videos to Improve Fundraising: Evidence from Reward-Based Crowdfunding” **International Journal of Entrepreneurial Behavior & Research**, Vol. 31, Issue 4, pp. 954-975 Impact Factor: 6.8 [ABDC: B]

2024

11. Thabane, A., McKechnie, T., Staibano, P., Calic, G., Kruse, C., Busse, J. W., Parpia, S., & Bhandari, M. (2024). “Characteristics of creative individuals: An umbrella review protocol.” **PLOS One**, Vol. 19, Issue 10. (Online Only) Impact Factor: 3.2 [ABDC: N/A]
12. Thabane, A., McKechnie, T., Staibano, P., Arora, V., Calic, G., Busse, J. W., Parpia, S., & Bhandari, M. (2024). “A consensus definition of creativity in surgery: A Delphi study protocol.” **PLOS ONE**, Vol. 19, Issue 12. (Online Only) Impact Factor: 2.9 [ABDC: N/A]
13. Thabane A., McKechnie T., Arora V., Calic G., Busse J. W., Sonnadara R., and Bhandari M. (2024) “An Investigation of DivErgent Thinking Among Surgeons and Surgeon Trainees (IDEAS): A Cross-Sectional Survey” **British Medical Journal: Open**, Vol. 13, Issue 3. (Online Only) Impact Factor: 2.4 [ABDC: N/A]
14. Calic, G., Lévesque, M., and Shevchenko, A., (2024) “On Why Women-Owned Businesses Take More Time to Secure Microloans.” **Small Business Economics**, Vol 63, pp. 917-938, Impact Factor: 9.5 [ABDC: A]



2023

15. Calic G., Arseneault R., and Ghasemaghaei M., (2023) “The Dark Side of Machiavellian Rhetoric: Signaling in Reward-Based Crowdfunding Performance.” **Journal of Business Ethics**, Vol. 182, pp. 872-896
Impact Factor: 6.4 [FT50, ABDC: A]
16. Wu, A., and Calic, G. (2022) “Does Elon Musk Have a Strategy?” **Harvard Business Review**, 2022/07, Available online at <https://hbr.org/2022/07/does-elon-musk-have-a-strategy>, Impact Factor: 6.9 [FT 50; ABDC: A]
 - Reprinted as “Wu A, Calic G. 2023. Chapter 10: Does Elon Musk Have a Strategy? In **The Year in Tech, 2024: The Insights You Need from Harvard Business Review**, David De Cremer. Harvard Business Review: Boston, Massachusetts: 101–119.”

2022

17. Wu, A., and Calic, G. (2022) “What Elon Musk Can Learn from Steve Jobs’s Return to Apple” **Harvard Business Review**, 2022/12, Available online at <https://hbr.org/2022/12/what-elon-musk-can-learn-from-steve-jobs-return-to-apple>, Impact Factor: 6.9 [FT 50; ABDC: A]
18. Wu, A., Calic, G., and Basadur, M., (2022) “4 Types of Innovators Every Organization Needs” **Harvard Business Review**, 2022/10, Available online at <https://hbr.org/2022/10/4-types-of-innovators-every-organization-needs>, Impact Factor: 6.9 [FT 50; ABDC: A]
19. Wu, A., and Calic, G. (2022) “The Challenges of Transforming Twitter” **Harvard Business Review**, 2022/10, Available online at <https://hbr.org/2022/10/the-challenges-of-transforming-twitter>, Impact Factor: 6.9 [FT 50; ABDC: A]

2021

20. Calic G. and Ghasemaghaei M., (2021) “Big Data for Social Benefits: Innovation as a Mediator of the Relationship between Big Data and Corporate Social Performance.” **Journal of Business Research**, Vol 131, pp. 391-401. Impact Factor: 7.6 [DSB 45; ABDC: A]

2020

21. Calic G., Mosakowski E., Bontis N., and Hélie S., (2020) “Is maximizing creativity good? The importance of elaboration and internal confidence in producing creative ideas.” **Knowledge Management Research and Practice**, Vol. 20(5), pp. 776-791, Impact factor: 2.78 [DSB 45; ABDC: A]
22. Calic G., Shevchenko A., Ghasemaghaei M., Bontis N., and Tokcan Z., (2020). “From sustainability constraints to innovation: Enhancing innovation by simultaneously attending to sustainability and commercial imperatives.” **Sustainable Accounting, Management and Policy Journal**, Vol. 11, No. 4, pp. 695-715, Impact Factor: 3.4 [ABDC: B]
23. Shevchenko, A., Pan X. and Calic G., (2020) “Exploring the Effect of Environmental Orientation on Financial Decisions of Businesses at the Bottom of the Pyramid: Evidence from the Microlending Context.” **Business Strategy and the Environment**, Vol. 29, Issue 5, pp. 1876-1886, Impact Factor: 10.3 [ABDC: A]
24. Li, Y., Jialiang, Y., Calic G., and Shevchenko A., (2020) “How multimedia shape crowdfunding outcomes: the overshadowing effect of images and videos on text in campaign information.” **Journal of Business Research**, Vol. 117, pp. 6-18, Impact Factor: 7.6 [DSB 45; ABDC: A]
25. Calic G. and Shevchenko A., (2020) “How Signal Intensity of Behavioral Orientations Affects Crowdfunding Performance: The Role of Entrepreneurial Orientation in Crowdfunding Business Ventures.” **Journal of Business Research**, Vol. 115, pp. 204-220, Impact Factor: 7.6 [DSB 45; ABDC: A]
26. Calic G., Shamy N., Kinley I., Watter S., and Hassanein K., (2020) “Subjective semantic surprise resulting from divided attention biases evaluations of an idea’s creativity.” **Nature Scientific Reports**, Vol. 10. Impact Factor: 3.9 [ABDC: N/A]
 - 2018 Neuro Information Systems, Finalist, Most Visionary Paper; Vienna, Austria



27. Ghasemaghaei M. and Calic G., (2020) “Assessing the Impact of Big Data on Firm Innovation Performance: Big Data is Not Always Better Data.” *Journal of Business Research*, Vol. 108, pp. 147-162, Impact Factor: 7.6 [DSB 45; ABDC: A]

2019

28. Ghasemaghaei M. and Calic G., (2019) “Does Big Data Enhance Firm Innovation Competency? The Mediating Role of Data-Driven Insights.” *Journal of Business Research*, Vol.104, pp. 69-84, Impact Factor: 7.6 [DSB 45; ABDC: A]
29. Ghasemaghaei M. and Calic G., (2019) “Can Big Data Improve Firm Decision Quality? The Role of Data Quality and Data Diagnosticity.” *Decision Support Systems*, Vol.120, pp. 38-49, Impact Factor: 5.8 [DSB 45; ABDC: A*]
30. Calic G., Hélie S., Bontis N., and Mosakowski E., (2019) “Creativity from paradoxical experience: a theory of how individuals achieve creativity while adopting paradoxical frames.” *Journal of Knowledge Management*, Vol. 23, Issue 3, pp. 397-418, Impact Factor: 8.2 [DSB 45; ABDC: A]

2018

31. Calic G. and Helie S., (2018) “Creative Sparks or Paralysis Traps? The Effects of Contradictions on Creative Processing and Creative Products.” *Frontiers in Psychology*, 9. Available at: <https://www.frontiersin.org/articles/10.3389/fpsyg.2018.01489/abstract>. (Online only) Impact Factor: 3.0 [ABDC: N/A]
- 2016 Canadian Society for Brain, Behaviour, and Cognitive Sciences Donald O. Hebb Graduate Student Award Finalist
 - 2015 Max Boisot Award awarded by European Group for Organizational Science (EGOS)
 - 2015 That’s Interesting Award awarded by EGOS Paradox Subtheme

2017

32. Calic G., (2017) “The sustainability advantage: The positive effect of a sustainability orientation on online funding success.” *Rutgers Business Review*, Vol. 2, Issue 1, 128-135. (Online only), Impact Factor: 0.2 [ABDC: B]

2016

33. Calic G., and Mosakowski E., (2016) “Kicking off social entrepreneurship: how a sustainability orientation influences crowdfunding success.” *Journal of Management Studies*, Vol. 53, Issue 5, pp. 738-767, Impact Factor: 7.4 [FT50; ABDC: A*]
- Amongst top 20 most frequently cited articles published in 2016-2017

2013

34. Mosakowski E., Calic G., and Earley P.C., (2013) “Cultures as learning laboratories: What makes some more effective than others.” *Academy of Management Learning and Education*, Vol. 12 Issue 3, pp. 512-526, Impact Factor: 4.4 [DSB45; ABDC: A*]

Journal Abstracts

1. Calic G., and Hélie S., (2016) “A Theory of Individual Differences in Creative Responses to Paradoxical Situations.” *Canadian Journal of Experimental Psychology*

Proceedings of Meetings

1. Calic G., Shamy N., Kinley I., Watter S., and Hassanein K., (2019) “Distracting Creativity: Cognitive Load and the Upward Bias of Creativity Evaluations.” *Academy of Management Proceedings*
2. Calic G., Shamy N., Hassanein K., and Watter S., (2019) “Paying Attention Doesn’t Always Pay off: The Effects of High Attention Load on Evaluations of Ideas.” *Information Systems and Neuroscience* (Most visionary paper finalist)



3. Calic G., Schoorman D, and Sharma K., (2018) “Structured for Innovation: How Structural Antecedents Affect Team-Level Innovation Success.” *Academy of Management Proceedings*
4. Calic G., Tenannt RJ., Mahalingam A., and Tang S., (2016) “Linking Cognition to Organizational Problems: Micro and Macro Approaches to Decision Making.” *Academy of Management Proceedings*
5. Calic G., and Mosakowski E., (2013) “Entrepreneurs as Social Others: How Collective Interests and Selflessness Affect Funding Success.” *Academy of Management Proceedings*

Work-in-Progress

1. Zychowicz M., Tadrous M., Denis N., Zic J., and Calic G. “Retrieval at Risk: Systematic Failures in Embedding-Based Retrieval for Nuclear Regulatory Compliance” (**Submitted to Artificial Intelligence and Law**)
2. Tadrous M., Novog, D., Calic G. “Cooling Under Fire: Can Nuclear Power Remain Thermodynamically Resilient in a Warming, Water-Constrained World?” (**Submitted to Energy Policy**)
3. Tadrous M., Novog D., and Calic G. “Staffing the Nuclear Renaissance: An Integrated Modeling Assessment of National Workforce Requirements for Canada’s 2050 Nuclear Expansion” (**Submitted to Progress in Nuclear Energy**)
4. Calic G., Yang J., and Frédéric Godart “It’s Not Just About Me: Mobilizing Resources by Delegating Representativeness” (**Submitted to Journal of Business Research**)
5. Neville F. and Calic G., “Entrepreneurial symbolic management and the decoupling of symbolic actions: An examination of crowdfunding pitches.” (**Preparing for submission to Journal of Business Venturing**)
6. Shevchenko A., Calic G., and Lévesque M., “Is crowdfunding where the support ends? The role of crowdfunding success in the subsequent market presence of environmental products.” (**Revise and Resubmit to Strategic Entrepreneurship Journal**)
7. Calic G., Schoorman D., and Sharma K., “Productivity of Science Teams: The Effect of Team-Level Inputs on Research and Innovation Productivity of Science Teams.” (**Preparing for Submission to Strategy Science**)
8. Shevchenko A., Calic G., and Schad J., “Responsible innovation to address grand challenges: Tensions between doing good and avoiding harm.” (**Preparing submission to Journal of Management Studies**)
9. Wu, A. and Calic G., “Codification Creep.” (**Preparing for submission to Academy of Management Journal**)

GOOGLE SCHOLAR RESEARCH IMPACT (May 2026)	OVERTON.IO POLICY IMPACT (May 2026)
Citations: 3,179	Document Count: 9
h-index: 17	Countries: 5 (Germany, IGO, Canada, EU, Finland)
i10-index: 21	Sources: 7



SELECTED PRESENTATIONS AT MEETINGS

Peer Reviewed

1. “Beyond Technical Merit: Social Acceptance of Small Modular Reactors”
 - 2023 **INFORMS Annual Meeting** (Phoenix, Arizona)
2. “Connecting Creativity and Innovation”
 - 2023 **Academy of Management Meeting** (Boston, Massachusetts)
3. “Women live everywhere else but the present: Gender differences in time perspective and microloan crowdfunding.”
 - 2021 **Production and Operations Management Society** (Online)
4. “Campaign Interactivity in Crowdfunding: In Search of a Silver Bullet to Influence Receptiveness to Radically Innovative Products.”
 - 2020 **The European Conference on Information Systems** (Online)
5. “Exploring the association between belief in misinformation and neural correlates of System 1: An EEG study.”
 - 2019 **Society for Neuroscience** (Chicago, USA)
6. “Distracting Creativity: Cognitive Load and the Upward Bias of Creativity Evaluations.”
 - 2019 **Academy of Management Meeting** (Boston, Massachusetts)
7. “Structured for Innovation: How Structural Antecedents Affect Team-Level Innovation Success.”
 - 2018 **Academy of Management Meeting** (Chicago, Illinois)
8. “Surprise Bias: Errors in Creativity Evaluation Under Cognitive Load.”
 - 2018 **Neuro IS Retreat** (Vienna, Austria)
9. “From Sustainability Constraints to Innovation: A Paradox Theory Perspective.”
 - 2018 **6th International Conference Innovation Management, Entrepreneurship and Sustainability** (Prague, Czech Republic)
 - 2018 **25th Eurasian Business and Economic Society Conference** (Berlin, Germany)
10. “Paradoxical Creativity: A Theory of the Relationship Between Organizational Tensions and Creative Performance.”
 - 2018 **Academy of Management Meeting** (Chicago, Illinois)
11. “From Sustainability Constraint to Creative Action: Increasing Managerial Innovation by Adopting Sustainability Constraints.”
 - 2018 **European Group for Organizational Studies** (Tallinn, Estonia)
12. “The Yin and Yang of Innovation: Team-Level Structural Antecedents of Creativity and Implementation Success.”
 - 2017 **Strategic Management Society Meeting** (Houston, Texas)
13. “Entrepreneurial breakthroughs, one small idea at a time: The importance of search breadth, sightedness, and idea elaboration in the creative process.”
 - 2016 **Strategic Management Society Meeting** (Berlin, Germany)
14. “Managing paradoxes for creativity: A psychologically-realistic simulation of individuals facing organizational tensions managing paradoxes for creativity.”
 - 2016 **Strategic Management Society Meeting** (Berlin, Germany)
 - 2016 **Canadian Society for Brain, Behaviour, and Cognitive Science** (Ottawa, Canada)
15. “Kicking off social entrepreneurship: how a sustainability orientation influences crowdfunding success.”
 - 2016 **Academy of Management Meeting** (Anaheim, California)
16. “Big ideas, one small idea at a time: the power of cognitively proximate search to drive action on breakthrough innovations.”
 - 2016 **European Group for Organizational Studies** (Naples, Italy)
 - 2016 **Academy of Management Meeting** (Anaheim, California)
17. “Global opening through cultural identity, mindset & leadership.”
 - 2015 **Academy of Management Meeting** (Vancouver, Canada)



18. “Cognition of contradiction: a non-monotonic model of paradoxical frames on creative responses.”
 - 2015 *European Group for Organizational Studies* (Athens, Greece)
 - 2015 *Atlanta Competitive Advantage Conference* (Atlanta, Georgia)
 - 2015 *Midwest Strategy Meeting* (St. Louis, Missouri)
19. “Something special, unique, and different than what they thought of: the effects of a sustainability orientation on resource mobilization of crowdfunded projects.”
 - 2015 *Sustainability, Ethics, and Entrepreneurship Conference* (Denver, Colorado)
20. “Do boards affect CEO creativity? A creative cognition analysis of different contexts.”
 - 2014 *Strategic Management Society Meeting* (Madrid, Spain)
21. “Cultures as learning laboratories: developing CQ through international service learning.”
 - 2014 *Academy of International Business* (Vancouver, Canada)
22. “Entrepreneurs as social others: how collective interests and selflessness affect funding success.”
 - 2013 *Sustainability, Ethics, and Entrepreneurship Conference* (Denver, Colorado)
 - 2013 *Academy of Management Meeting* (Orlando, Florida)
23. “Plausible, yet unpredictable: the effects of comprehensibility on entrepreneurial success.”
 - 2013 *Strategic Management Society Meeting* (Atlanta, Georgia)

ADMINISTRATIVE RESPONSIBILITIES

Student Awards Committee	2023 - present
Committee Member	
Faculty Research and Awards Committee	2024 - present
Committee Member	
McMaster University Nuclear Engineering Minor	2026 - present
Committee Member	
McMaster University Faculty Association	2025 - present
Representative	
DeGroote School of Business MBA Program	2024 - 2025
Director	
Dean’s Advisory Council	2023 - 2025
Committee Member	
Graduate Curriculum and Policy Committee	2023 - 2025
Committee Member	
Graduate Admission and Study Committee	2023 - 2025
Committee Member	
MBA Program Development Committee	2018 - 2025
Chair	
Israel-Canada Startup Competition	2019
Judge	
Online Teaching Working Group	2017-2018
Workgroup Member	
Undergraduate Awards Committee	2017
Committee Member	
Executive Education and Health Leadership Academy	2017
Committee Member	



OTHER RESPONSIBILITIES

MGDII

Micheal G. DeGroot Initiative for Innovation
McMaster University
Advisor

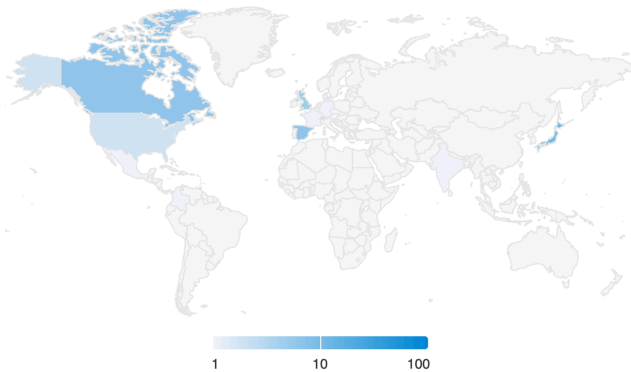
ISEEK

Institute for Social Empowerment through Entrepreneurship and Knowledge
<http://www.krannert.purdue.edu/centers/iseek/>
Krannert School of Management, Purdue University

SERVICE AND BUSINESS IMPACT

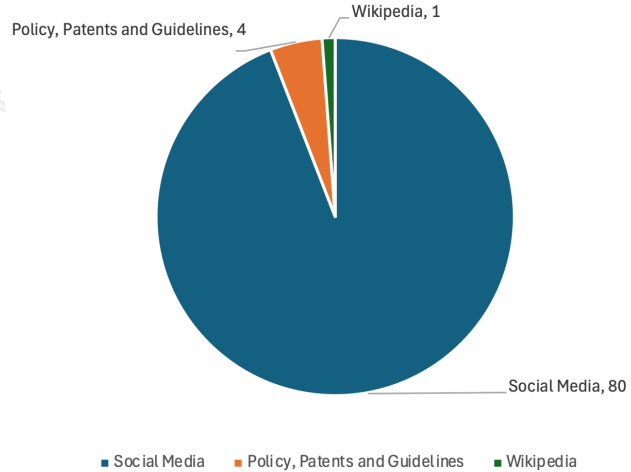
X Demographics from Altmetric Explorer

Data for all research outputs from the full Altmetric database with Dimensions query Researcher:
Goran Calic in Publications



Non-Academic Citations of Goran Calic's Works

Source: Altmetric Explorer & Overton.io



Service and Leadership

I lead an entrepreneurship lab at McMaster University called “The Clinic” (<https://clinic.degroote.mcmaster.ca>). The Clinic is a collaboration between McMaster’s DeGroot School of Business and McMaster's Medical School. We also collaborate with City of Hamilton hospitals. The Clinic has raised \$100,000 for a novel, affordable, and rapid Covid-19 test developed at McMaster; brought an artificial placenta for pre-term babies closer to market, developed CPR education for deployment in developing countries, and much more.

- **DeGroot MBA Students win \$100,000 in Roche Innovation Challenge** (June 12, 2020)
<https://www.degroote.mcmaster.ca/articles/roche-innovation-challenge/>
- **The Global Impact of DeGroot: MBA Candidates Use The Clinic to Bring McMaster’s Research to Market** (May 10, 2019)
<https://www.degroote.mcmaster.ca/articles/the-global-impact-of-degroot-mba-candidates-use-the-clinic-to-bring-mcmasters-research-to-market/>



- **MBA students will take research to market at new DeGroot Clinic** (November 16, 2018)
<https://brighterworld.mcmaster.ca/articles/mba-students-will-take-research-to-market-at-new-degroot-clinic/>
- **Developed and Implemented GRIT Week**
<https://degroote.mcmaster.ca/articles/degroote-redefines-grit/>
<https://degroote.mcmaster.ca/articles/grit-week-mba-students-get-hands-on-experience-in-real-time/>
<https://nuclear.mcmaster.ca/2024/11/business-students-tackle-anti-nuclear-misinformation-in-immersive-learning-exercise/>

Media and Outreach

I have given a TedX talk about environmentally sustainability and I have made several media appearances related to innovation and technology, specifically with respect to Elon Musk's acquisition of Twitter and the performance of Tesla Inc. Media appearances include CBS News, Deutsche Welle, the Globe and Mail, Huston Chronicle along others.

- **Twitter was an unprofitable mess long before Elon Musk—he might be its only lifeline** (November 29, 2022)
<https://www.theglobeandmail.com/business/commentary/article-twitter-was-an-unprofitable-mess-long-before-elon-musk-he-might-be-its/>
- **Elon Musk's leadership style as head of Twitter** (November 2, 2022)
<https://www.cbsnews.com/video/elon-musks-leadership-style-as-head-of-twitter/>
- **Why Musk is the right choice to drive government efficiency** (December 24, 2024)
https://www.thespec.com/opinion/contributors/why-elon-musk-is-the-right-choice-to-drive-government-efficiency/article_cb655d58-8c74-58fd-bee8-799a694aa099.html
- **Host of The Atomic Exchange Podcast**
<https://podcasts.apple.com/ca/podcast/the-atomic-exchange-podcast/id1792865045>

LANGUAGES

English (fluent), Croatian (fluent), German (fluent)