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EDUCATION

- Ph.D** May 2019 (Expected)
University of Massachusetts Amherst
Isenberg School of Management
Major: Management; Concentration: Sport Management
- M.S.** 2010
University of Massachusetts Amherst
Isenberg School of Management
Major: Sport Management
- B.S.** 2008
Al. Ioan Cuza University, Iași, Romania
Faculty of Economy and Business Administration
Major: Marketing

RESEARCH INTERESTS

My research focuses mainly on the theory of psychological ownership, and its application in organizations, sport, and management education. I am focused on the link between psychological ownership and entrepreneurship, and the factors that lead to psychological ownership, such as control, group interaction, nested identities and the sharing of spaces. In my research, I use a variety of methods, including qualitative interviews, social network analysis, repeated measures, and experimental designs.

PUBLICATION

- Cocieru, O. C.**, Delia, E. B., & Katz, M. (2018). It's our club! From supporter psychological ownership to supporter formal ownership. *Sport Management Review*. <https://doi.org/10.1016/j.smr.2018.04.005>
- Sport Management Review: A rated journal; 16.8% acceptance rate; 5-year impact factor: 2.782
 - Research abstract in Appendix (page 8)

DISSERTATION RESEARCH

Title: An analysis of psychological ownership and dynamic social networks in a Classroom-as-Organization
Status: Dissertation proposal defended on April 11, 2018; Expected defense: March 2019
Chair: Mark A. McDonald (Sport Management)
Committee Members: Robert Marx (Management)
Elizabeth B. Delia (Sport Management)
Mathew Katz (Sport Management)
Lisa Keller (Education)

DISSERTATION ABSTRACT

Title: An analysis of psychological ownership and dynamic social networks in a Classroom-as-Organization

Status: Data collection completed: Analysis in progress

Study 1. Target : Journal of Management Studies

The theory of organizational psychological ownership has been the focus of an increasing number of studies in recent decades (Dawkins et al., 2015; Pierce & Jussila, 2011). Psychological ownership (PO) was defined as “that state in which individuals feel as though the target of ownership (material or immaterial in nature) or a piece of it is “theirs” (i.e., “It is MINE!”)” (Pierce et al., 2001, p. 299). People may feel PO toward an organization when they experience control over, intimate knowledge of, and investment of self in the organization (Pierce et al., 2001). Feelings of ownership can be experienced both at an individual level, and at a collective level (Pierce & Jussila, 2010). Despite the breadth of knowledge we have on this topic (Pierce & Jussila, 2011), we need further understanding of the dynamic nature of PO (Dawkins et al., 2015). Also, we still don’t fully understand whether the development of individual and collective PO is sequential or simultaneous (Pierce & Jussila, 2010).

Meanwhile, Arbaugh (2008) suggested that scholars should explore classroom settings using theory and methods typically employed in the study of organizations. One research context that is well suited for the approach suggested by Arbaugh (2008) is the Classroom-as-Organization (CAO). The CAO involves the creation and running of an organization as part of class activities (McDonald et al., 2011). In this study, I used a mixed methods research approach (Creswell, 2013) to explore whether and how student PO evolves over time in the context of a CAO. The research involved conducting semi-structured interviews with most of a CAO’s students at four different time points, and repeated measurements of the PO construct (Van Dyne & Pierce, 2004). Initial findings show that people’s feelings of ownership can increase over time and these feelings are linked to the discourse and behavior of authority figures in the organization. Moreover, the increase in collective PO is associated with a decrease in individual PO.

Study 2. Target: Academy of Management Learning and Education

Interaction with peers plays a major role in student development (Astin, 1993). Scholars believe that peer interaction can improve critical thinking, team working skills, communication abilities, capability to assess self and others (Boud, 2001; Boud, Cohen, & Sampson, 2001; Bruffee, 1993). Intense peer interaction is a defining feature of the CAO approach, because it requires students to collaborate and depend on each other for the completion of a project (Barry, 1990; Dixon, 2011; McDonald & Spence, 2016; Putzel & Park, 2007). Because of its structure and approach, the CAO is viewed as one of the most promising pedagogical methods that management educators can use in their classes (Armstrong, 2011; Bright et al., 2016). Given the importance of peer interactions in CAOs, we need more research to explain the underlying mechanisms of group dynamics in a CAO.

In this study, I use management literature and the theory of social networks (Borgatti, Everett, & Johnson, 2013; Kadushin, 2012) to build hypotheses about the patterns of student interaction in a CAO. I suggest that the evolution of the CAO network can be explained by a series of effects, including: an increase in network density, an increase in reciprocated ties, a tendency for several people to become central figures in the group, and a tendency for relationships in a CAO to influence relationships outside of the classroom. The context of the study consists of a sport event management class that followed the CAO approach over two semesters. At four different times, I asked students in the class who do they turn to for advice in class related matters, and whether they interact with their colleagues outside of the classroom setting. To test my hypotheses, I use RSIENA, a computer program designed for the analysis of social networks that have several observations (Snijders, 1996, 2001, 2005).

MANUSCRIPT SUBMITTED TO JOURNAL

Cocieru, O. C., Lyle, M. C. B., Hindman, L. C. & McDonald, M. The “dark side” of psychological ownership: Change and hierarchical relationships

- Status: Submitted to journal
- Target: Journal of Management Studies
- Research abstract in Appendix (page 8)

RESEARCH IN PROGRESS

Cocieru, O.C., Lyle, M. C. B., The role of nested identities in the emergence of collective psychological ownership

- Status: Conducting literature review
- Target: Administrative Science Quarterly

Cocieru, O. C., Marple, T., Maintaining control through conversational shifts in remote work settings

- Status: Data collection completed
- Target: Academy of Management Journal

Cocieru, O.C., Lyle, M. C. B., Shared spaces and collective psychological ownership

- Status: Conducting literature review
- Target: Journal of Management Studies

Cocieru, O. C., Katz, M., The role of psychological ownership in fan behavior: A test of a model

- Status: Conducting literature review
- Target: Journal of Sport Management

Cocieru, O. C., McDonald, M. & Lyle, M. C. B. The Classroom-as-Organization as part of career decision making processes

- Status: Data collection completed, data analysis in progress
- Target: Journal of Management Education

Cocieru, O. C., Hindman, L. C., Walker, N. A. & McDonald, M. A critical discourse analysis of media coverage of the Vancouver 2010 luge Olympics

- Status: Data collection completed, data analysis in progress
- Target: Sport Management Review

Cocieru, O. C., McDonald, M., An exploration of student experiences in a Classroom-as-Organization

- Status: Data collection completed
- Target: Academy of Management Learning and Education

Cocieru, O. C., McDonald, M., The double bind of control in the case of a Classroom-as-Organization instructor

- Status: Data collection completed
- Target: Academy of Management Learning and Education

NATIONAL PEER REVIEWED PRESENTATIONS (* presenter)

Cocieru*, O.C., Lyle, M.C.B., Making a difference in local communities through Classroom-as-Organization approach, Chicago, IL, Forthcoming, 2018, *TLC@AOM*

Joo*, S., Larkin, B., & **Cocieru O. C.** Psychological ownership to understand and manage the consumer experience, Boston, MA, 2018, American Marketing Association Summer Marketing Educators' Conference.

Cocieru, O.C., Walker*, N.A., Lyle, M.C.B., & McDonald, M.A. A critical discourse analysis of media coverage of the Vancouver 2010 luge Olympics (Poster), Halifax, Nova Scotia, 2018, *North American Society for Sport Management Conference*

Cocieru, O.C., Delia*, E.B., & Katz, M. It's our club! From fans' psychological ownership to fan shareholder initiatives (Poster), Boston, MA., 2017, *Sport Marketing Association Conference*

Cocieru*, O.C., McDonald, M.A, & Lyle, M.C.B. Charting the development of the Classroom-as-Organization, Denver, CO., 2017, *North American Society for Sport Management Conference.*

McDonald*, M.A, Kirsty*, S., Sheehan*, B., & **Cocieru*, O.C.** Experiential learning: Applying the Integral Model, Denver, CO., 2017, *North American Society for Sport Management Conference.*

McKelvey*, S., **Cocieru, O.C.**, & McDonald, M.A, The legal patchwork and consumer implications of Daily Fantasy Sports: A path forward, Indianapolis, IN., 2016, *Sport Marketing Association Conference*

TEACHING INTERESTS

Organizational Behavior, Entrepreneurship, Leadership, Human Resource Management, Event Management, Sport Management

TEACHING EXPERIENCE

University of Massachusetts Amherst - Isenberg School of Management

Co-instructor, Sport Event Management, (SPORTMGT 492H) Spring 2018
 (elective course for junior/senior undergrad sport management major)
 Experiential learning course that follows the Classroom-as-Organization approach. Students organize an event called SoccerFest, a large grassroots soccer festival for all ages. More details at soccerfest.org.
 Overall rating of the course: Forthcoming

Co-instructor, Sport Event Sponsorship, (SPORTMGT 491H) Fall 2017
 (elective course for junior/senior undergrad sport management major)
 Experiential learning course that follows the Classroom-as-Organization approach. Students build community partnerships and learn to sell sponsorships for SoccerFest, event organized by students each spring.
 Overall rating of the course: 4.7/5.0

Co-instructor, Sport Event Management, (SPORTMGT 492H) Spring 2017

(elective course for junior/senior undergrad sport management major)
Overall rating of the course: 4.9/5.0

Instructor, Sport Event Sponsorship, (SPORTMGT 491H) Fall 2016
(elective course for junior/senior undergrad sport management major)
Overall rating of the course: 4.4/5.0

Co-instructor, Sport Event Management, (SPORTMGT 492H) Spring 2016
(elective course for junior/senior undergrad sport management major)
Overall rating of the course: 5.0/5.0

Co-Instructor, Sport Event Sponsorship, (SPORTMGT 491H) Fall 2015
(elective course for junior/senior undergrad sport management major)
Overall rating of the course: 4.9/5.0

OTHER TEACHING EXPERIENCES

University of Massachusetts Amherst - Isenberg School of Management

Teaching assistant July 2018
Summer Sport Management Leadership Academy- a 2-week summer program for high school students
interested in the sport industry

Teaching assistant, Summer Sport Management Leadership Academy July 2017

Teaching assistant, Summer Sport Management Leadership Academy July 2016

SERVICE

To the Academy

Reviewer, the Organizational Behavior track for the 2018 Annual Meeting of the Academy of
Management 2018

Reviewer, the Management Education and Development track for the 2018 Annual Meeting of the
Academy of Management 2018

To the Management and Organizational Behavior Teaching Society (MOBTS)

Reviewer for the 2018 Management and Organizational Behavior Teaching Conference 2018

To the North American Society for Sport Management (NASSM)

Member of the 2016-2021 NASSM Strategic plan subcommittee for continuing to enrich the perceived
value of the NASSM membership 2017-2018

MEMBERSHIPS

Academy of Management (AoM)	2018
Management and Organizational Behavior Teaching Society (MOBTS)	2017
North American Society for Sport Management (NASSM)	2016

PROFESSIONAL EXPERIENCE

CEO	July 2014-December 2014
FunRun	<i>Bucharest, Romania</i>
<ul style="list-style-type: none"> - Initiated a series of fun running events, including Winery Run, Zombie Run and Santa Run. Managed all aspects of the projects, including strategy, planning, operations, human resources, web development, marketing and PR. 	
Events Manager	2010-July 2014
Media Production Group (MPG)	<i>Bucharest, Romania</i>
<ul style="list-style-type: none"> - Events Manager of MPG, the leading sport event management and marketing agency in Romania. Managed all aspects of the projects, including strategy, planning, operations, human resources, web development, marketing and PR. Projects launched and managed: - Riders Club, the biggest system of cycling marathons in Romania, with a total of 25 events in 2013 and 2014. Launched in April 2013, the system has attracted in two years over 10.000 members. - Romanian Corporate Sports, the biggest system of sport competitions for companies in Romania. Over 70 annual events in 12 sports, over 100 participating companies. - Gabriela Szabo Run Fest, mass running event organized in collaboration with Gabriela Szabo (world's best athlete in 1999), the Romanian Ministry of Sport and Bucharest City Hall. - Urbatlon, mass running event organized on the National Soccer Arena in collaboration with Bucharest City Hall. - Marketing Manager Assistant for BCR Open Romania 2011 and 2012, at that time the highest-ranked women ITF tennis tournament in Romania. 	
Marketing & Event Management Assistant	2008-2009
Grand Hotel Traian ****, Best Western Hotel Astoria ***	<i>Iasi, Romania</i>
<ul style="list-style-type: none"> - Planned and managed conferences for large corporations, the Romanian Government and Parliament - Negotiated contracts with corporate clients - Conducted market analysis and developed strategy for the marketing department 	

HONORS AND AWARDS

University of Massachusetts at Amherst	
Nominated for the 2017-2018 Distinguished Teaching Award (DTA), the only student-driven recognition of teaching at University of Massachusetts at Amherst	2018
University of Massachusetts at Amherst	
Junior Fulbright	2009-2010

DOCTORAL COURSEWORK

Management

- Foundations of Organizational Behavior Theory (Marta Calás, Management, Fall 2015)
- Organization Theory (David Lepak, Management, Spring 2016)
- Theory and Research in Organizational Behavior (Ian Walsh, Spring 2017)
- Advanced Organization Theory (Linda Smircich, Management, Spring 2017)

Sport Management

- Theory and Research in Sport Marketing and Sport Fan Behavior (Janet S. Fink, Sport Management, Fall 2015)
- Theory and Research in Sport Organizational Behavior (Nefertiti A. Walker, Sport Management, Fall 2016)

Psychology

- Psychology of Judgement and Decision Making (Andrew Cohen, Psychology, Spring 2017)

Methods and statistics

- Research Methods I (Ronald Karren, Management, Fall 2015)
- Applied Multivariate Statistics I and II (Lisa A. Keller, Education, Fall 2015, Spring 2016)
- Qualitative research (Linda Smircich, Management, Spring 2016)
- Discourse Analysis (Denise Ives, Education, Fall 2016)
- Behavioral and Experimental Research Methods (David Piercey, Accounting, Fall 2016)
- Network Analysis (Meredith Rolfe, Political Science, Spring 2017)

Teaching

- Teaching Seminar (George R. Milne, Fall 2015, Spring 2016, Fall 2016, Spring 2017)

SKILLS

- Language: English (Fluent), Romanian (Native), French (Basic), Spanish (Basic)
- Computer: SPSS, QSR NVivo, UCI Net, RSIENA, Microsoft Project, Slack, Wrike, Microsoft Office (Word, PowerPoint, Excel, Outlook)

REFERENCES

Robert Marx

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Mark McDonald

Associate Professor Sport Management
Isenberg School of Management
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Lisa P. Masteralexis

Associate Professor Sport Management
Associate Dean of Faculty & Administration
Isenberg School of Management

Janet S. Fink

Professor Sport Management
Department Chair
Isenberg School of Management

APPENDIX: SELECTED ABSTRACTS

Cocieru, O. C., Delia, E. B., & Katz, M. (2018). It's our club! From supporter psychological ownership to supporter formal ownership. *Sport Management Review*. <https://doi.org/10.1016/j.smr.2018.04.005>

A major development in international sport governance is the increasing number of clubs owned by supporters. Researchers have advocated for more supporter involvement in the governance of sport teams but have not fully explained why some supporters attempt to become team owners. Sport governance scholars have also generally ignored the perspectives of those fans that do not seek to become club owners. In the current study, the authors took the perspective of psychological ownership theory and used semi-structured interviews to examine the perspectives of a professional football team's supporters, some of which were interested in becoming team shareholders. The authors found that a primary reason supporters attempt to become club owners lies in their sense of psychological ownership for their team. Following this sense of ownership, supporter ownership initiatives appear to follow a certain pattern of events, including a sense of dissatisfaction, expressing such dissatisfaction in an attempt to bring about change, and eventually, initiating a formal ownership movement after reaching a tipping point. Lastly, the authors found that during supporter ownership movements, the actions taken by supporters involved in such initiatives may impact fans not involved in the ownership movement. The study makes contributions to sport governance, fan behavior, psychological ownership and fan social network literatures.

Cocieru, O. C., Lyle, M. C. B., Hindman, L. C. & McDonald, M. The "dark side" of psychological ownership: Change and hierarchical relationships

Scholars have suggested that psychological ownership may lead to negative outcomes in organizational contexts but have yet to fully examine the mechanisms through which the "dark side" of psychological ownership emerges. In this paper, we argue that when a subordinate feels psychological ownership toward a target, such as a project, and a supervisor imposes subtractive and revolutionary changes on that target, it is likely for the subordinate to not only resist those changes, but also experience a decrease in job satisfaction, organizational identification and organizational commitment. We further suggest that the subordinate will experience an increase in internal psychological conflict, alienation, and inter-relationship conflict with the supervisor, and that feelings of psychological ownership can lead subordinates to leave their organization to join a competitor or form a new competitor organization. We close with a discussion of the implications of this work for organizational scholarship.