

# THE HONG KONG POLYTECHNIC UNIVERSITY DEPARTMENT OF MANAGEMENT AND MARKETING

## Departmental Research Seminar

### A Social Expectations View of Capital Market Reactions to the Appointment and Departure of Black Directors

By

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**Date : 12 Mar 2026 (Thu)**

**Time : 3pm – 4:30pm**

**Venue : M802, PolyU**

#### Abstract

Corporate institutions have long advocated for rectifying the underrepresentation of Black individuals in business leadership. But the research on how capital markets evaluate Black executives remains equivocal, with recent scholarship calling for institutional perspectives. Building on the salience of social norms in assessing directors, we argue that financial analysts react favorably to the appointment of Black directors and unfavorably to their departure. We then theorize that analyst familiarity with Black directors and analyst visibility both accentuate our proposed effects. We further theorize that our proposed effects strengthened over time. We find compelling support for our hypotheses using robust Bayesian estimation. Post hoc analysis also reveals that analyst consensus decreases with Black director changes, and board political ideology affects analyst reactions.

**Prof. Matthew Semadeni** is Professor of Strategy and Dean's Council Distinguished Professor in the Department of Management and Entrepreneurship at the W. P. Carey School of Business at Arizona State University. Prior to coming to ASU, he was on the faculty of the Kelley School of Business at Indiana University and the Moore School of Business at the University of South Carolina.

Prof. Semadeni's research on competitive strategy, corporate strategy, knowledge, and top management teams has been published in the *Academy of Management Journal*, the *Strategic Management Journal*, *Organization Science*, the *Journal of Business Venturing*, and the *Journal of Management*, and has been cited in media outlets such as the *Wall Street Journal*, *Forbes*, and the *Washington Post*. Prof. Semadeni is a member of the Academy of Management and the Strategic Management Society. He is a former Associate Editor at the *Academy of Management Journal* and has served or is serving on the editorial boards of the *Academy of Management Journal*, *Organization Science*, *Strategic Organization*, *Strategic Management Journal*, and *Strategic Entrepreneurship Journal*. Prof. Semadeni has taught strategy, innovation, and entrepreneurship to students in undergraduate, graduate, doctoral, and executive education programs.

**All interested are welcome.**



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