



**Southern Management Association**  
2010 MEETING

October 27-30, 2010. St. Pete Beach, Florida

In conjunction with : Academy of International Business, Southeast (USA) Chapter Meeting

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## Welcome to the 2010 Meeting of the Southern Management Association

Welcome to St. Pete Beach, Florida and the 2010 SMA Meeting. This is our second visit to this city and as always, the SMA conference provides an intellectually stimulating environment both through its formal and informal activities.

Wednesday's preconference activities, overseen by President-elect Mark Gavin, includes the annual doctoral consortium (coordinated by Gary Castrogiovanni and Kelly Zellars), a Teaching Bootcamp sponsored by the Organization Behavior Teaching Society, and the SMA Research Incubator (facilitated by Bill Gardner).

This year we received a record number of submissions (over 400) across eight tracks. This resulted in over 80 different sessions on the regular program, including paper sessions, symposia, and panels covering a wide range of management topics. Also sprinkled throughout the regular program, you will find a number of methods and teaching workshops (organized by Mark Gavin). In short, there is something for everyone. It won't be difficult to find many sessions that pertain to your specific areas of interest.

Of course, much of the excitement and value of the SMA conference comes before, between and after sessions, when you have the opportunity to meet up with current colleagues and get to know new ones. Along those lines, we encourage you to attend Thursday morning's networking breakfast, to take advantage of the various networking breaks during the conference, and to attend the Thursday Business Meeting where we will recognize the winners of the best paper awards in each track and best overall paper as well as the Hunt Sustained Outstanding Service Award. There are also receptions each evening, including the conference party on Friday evening, which will have a pirate theme and include a live band featuring a variety of music.

While we intend to keep you busy with conference activities, do take the opportunity to enjoy the beautiful beaches and the many outstanding restaurants that are within walking distance of the resort.

As with any conference, the efforts of many make it possible. Beyond those already mentioned above, big thanks go to the Track Chairs (Garry Adams, Mary Bardes, Jon Carr, John Humphreys, Lisa Lambert, Ron Piccolo, Chris Henle, Marie Mitchell, and Milorad Novicevic), and to Geralyn Franklin (Conference Site Coordinator), Joy Karriker (Conference On-site Coordinator) and Rahul Sawhney (IT guru). Thanks also to those who submitted, reviewed and/or are serving on the program in any capacity.

Whether this is your first visit, your twentieth visit, or some number in between, welcome. We hope you enjoy this year's program and St. Pete Beach.

Sincerely,

Ben Tepper, Vice President and Program Chair  
Margaret (Peg) Williams, President

# Southern Management Association

The Southern Management Association (SMA), a regional affiliate of the Academy of Management, is a society of professionals drawn together through a common interest in the field of management. Its purpose is to promote excellence in management through research, writing, teaching and increased colleague interaction.

SMA membership numbers over 1000 individuals representing more than 400 colleges, universities and business firms in 45 states and several foreign countries. The primary mission of the SMA is to foster the general advancement of research, learning, teaching, and practice in the field of management. Towards these ends, SMA provides many professional development opportunities and activities, for faculty who are interested in the study of management.

The objectives of SMA include mentoring new entrants into the management profession and encouraging the development, and dissemination of new approaches to the study and teaching of management. We strive to maintain the currency of knowledge and educational skills of all members, promote collegial professional relationships, and share expertise about how to achieve excellence in performing our roles.

## *SMA Mission Statement*

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*We create value for our members, organizations, and society through professional development, high-impact scholarship and teaching, engaging programs, and deliberate, socially responsible acts. We do this while maintaining a sense of community that involves nurturing members, building collaborations, enhancing life-long friendships, and making a difference with our activities.*

## SMA Welcomes...

### *Our 2010 Meeting Sponsors*

The logo for Pearson, featuring the word "PEARSON" in a blue, serif, all-caps font. Below the text is a yellow, curved swoosh that starts under the 'P' and ends under the 'N'.The logo for RMD Academy of Management. It features the letters "RMD" in a large, bold, serif font. The "R" is blue, the "M" is red, and the "D" is blue. Below "RMD" is the text "Academy of Management" in a smaller, blue, sans-serif font. A red swoosh curves under the "RMD" text.

### *Our 2010 Meeting Exhibitors*

Interpretive Simulations

St. Petersburg/Clearwater Area Convention & Visitors Bureau

SAGE

Wiley

Simulearn - VLeader

# Southern Management Association

## OFFICERS

### President

Margaret L. Williams, Wayne State University

### President Elect

Mark B. Gavin, Oklahoma State University

### Vice President/Program Chair

Bennett Tepper, Georgia State University

### Vice President/Program Chair Elect

Tim Barnett, Mississippi State University

### Treasurer

Charles A. Pierce, University of Memphis

### Secretary and Membership Chair

Amy B. Henley, Kennesaw State University

### Past President

Allen C. Amason, University of Georgia

### Journal of Management Editor

Talya N. Bauer, Portland State University

### Archivist

Dan Cochran, Mississippi State University

### Communications Coordinator

Donald H. Kluemper, Louisiana State University

### Conference Site Coordinator

Geralyn McClure Franklin, University of Dallas

### Conference On-Site Coordinator

Joy H. Karriker, East Carolina University

### Placement Director

Patricia A. Lanier, University of Louisiana at Lafayette

### Associate Placement Director

W. Lee Grubb III, East Carolina University

## 2010 PROGRAM COMMITTEE

### VP & Program Chair

Bennett Tepper, Georgia State University

### Conference Site Coordinator

Geralyn McClure Franklin, University of Dallas

### Conference On-Site Coordinator

Joy H. Karriker, East Carolina University

## BOARD MEMBERS

### 2007-2010 Term

Christopher Shook, Auburn University  
Marcia Simmering, Louisiana Tech University  
Hetty van Emmerik, Utrecht University

### 2008-2011 Term

Gary J. Castrogiovanni, Florida Atlantic University  
Robin A. Cheramie, Kennesaw State University  
Ceasar Douglas, Florida State University

### 2009-2012 Term

Franz Kellermanns, University of Tennessee  
Lucy L. Gilson, University of Connecticut  
G. Tyge Payne, Texas Tech University

## JOURNAL OF MANAGEMENT

### Editor

Talya N. Bauer, Portland State University

### Associate Editor Team

Wendy Boswell, Texas A & M University  
Gary J. Greguras, Singapore Management University  
Mark Griffin, University of Western Australia  
Yasemin Y. Kor, University of South Carolina  
Michael Leiblein, Ohio State University  
Edward Levitas, University of Wisconsin, Milwaukee  
Steven C. Michael, University of Illinois, Urbana-Champaign  
Laura Poppo, University of Kansas  
Miguel Quiñones, Southern Methodist University  
Deborah Rupp, University of Illinois, Urbana-Champaign  
Deidra Schleicher, Purdue University  
Christopher Shook, Auburn University  
Jeremy C. Short, Texas Tech University  
Greg L. Stewart, University of Iowa  
Donald M. Truxillo, Portland State University

## FELLOWS

### New Fellows

M. Ronald (Mike) Buckley, University of Oklahoma

### Active Fellows

Achilles Armenakis, Auburn University  
Arthur G. Bedeian, Louisiana State University  
John D. Blair, Texas Tech University  
Archie B. Carroll, University of Georgia  
James G. Combs, Florida State University  
Angelo DeNisi, Tulane University  
W. Jack Duncan, University of Alabama in Birmingham  
Daniel C. Feldman, University of Georgia  
Gerald R. Ferris, Florida State University  
Robert C. Ford, University of Central Florida  
Myron D. Fottler, University of Central Florida  
William L. Gardner, Texas Tech University  
Mark B. Gavin, Oklahoma State University  
Charles R. Greer, Texas Christian University  
Ricky W. Griffin, Texas A&M University  
Theodore T. Herbert, Rollins College  
Wayne Hochwarter, Florida State University  
K. Michele (Micki) Kacmar, University of Alabama  
Dave Ketchen, Auburn University  
Mark Martinko, Florida State University  
Bruce M. Meglino, University of South Carolina  
Kevin W. Mossholder, Louisiana State University  
Pamela Perrewé, Florida State University  
Terri A. Scandura, University of Miami  
Chester Schriesheim, University of Miami  
Anson Seers, Virginia Commonwealth University  
Sherry Sullivan, Bowling Green University  
Bennett Tepper, Georgia State University  
Robert Vandenberg, University of Georgia  
David D. Van Fleet, Arizona State University  
Margaret "Peg" Williams, Wayne State University  
Daniel A. Wren, University of Oklahoma  
Shaker A. Zahra, University of Minnesota

### Inactive Fellows

William Fox  
Robert Fulmer, Pepperdine University  
Bill Holley, Auburn University  
J. Bernard Keys  
Dennis Ray  
Vida Scarpello, Georgia State University

### In Memoriam

Robert P. Vecchio  
James G. "Jerry" Hunt  
Leon Megginson  
Charles R. Scott  
Max S. Wortman, Jr.

## PAST PRESIDENTS\*

Allen C. Amason	University of Georgia	(2009-2010)
Charlotte D. Sutton	Auburn University	(2008-2009)
William L. Gardner	Texas Tech University	(2007-2008)
Anson Seers	Virginia Commonwealth University	(2006-2007)
Christine Marie Riordan	Texas Christian University	(2005-2006)
Terri A. Scandura	University of Miami	(2004-2005)
Kevin W. Mossholder	Louisiana State University	(2003-2004)
Donna E. Ledgerwood	University of North Texas	(2002-2003)
Tammy G. Hunt	University of North Carolina-Wilmington	(2001-2002)
Pamela L. Perrewé	Florida State University	(2000-2001)
Vida Scarpello	Georgia State University	(1999-2000)
Chester A. Schriesheim	University of Miami	(1998-1999)
Mark J. Martinko	Florida State University	(1997-1998)
Rose Knotts	University of North Texas	(1996-1997)
David D. Van Fleet	Arizona State University West	(1995-1996)
Robert C. Ford	University of Central Florida	(1994-1995)
J. Bernard Keys	Georgia Southern University	(1993-1994)
Charles R. Greer	Texas Christian University	(1992-1993)
Daniel S. Cochran	Mississippi State University	(1991-1992)
John A. Pearce II	George Mason University	(1990-1991)
James G. Hunt	Texas Tech University	(1989-1990)
W. Alan Randolph	University of South Carolina	(1988-1989)
B. Wayne Kemp	University of Tennessee-Martin	(1987-1988)
Achilles A. Armenakis	Auburn University	(1986-1987)
W. Jack Duncan	University of Alabama at Birmingham	(1985-1986)
William H. Holley	Auburn University	(1984-1985)
Arthur G. Bedeian	Auburn University	(1983-1984)
Dorothy N. Harlow	University of South Florida	(1982-1983)
Dennis F. Ray	Mississippi State University	(1981-1982)
Vince P. Luehsinger	Texas Tech University	(1980-1981)
John E. Logan	University of South Carolina	(1979-1980)
Ogden H. Hall	University of New Orleans	(1978-1979)
Jay T. Knippen	University of South Florida	(1977-1978)
James M. Todd	University of Memphis	(1976-1977)
John T. DeVogt	Washington & Lee University	(1975-1976)
Daniel A. Wren	University of Oklahoma	(1974-1975)
Leon C. Megginson	Louisiana State University	(1973-1974)
Richard I. Levin	University of North Carolina-Chapel Hill	(1972-1973)
Max B. Jones	Old Dominion University	(1971-1972)
Robert M. Fulmer	Georgia State University	(1970-1971)
Bernard J. Bienvenu	University of Southwestern Louisiana	(1969-1970)
Burnard H. Sord	University of Texas-Austin	(1968-1969)
Claude S. George	University of North Carolina-Chapel Hill	(1967-1968)
Herbert G. Hicks	Louisiana State University	(1966-1967)
Charles R. Scott	University of Alabama	(1965-1966)
William M. Fox	University of Florida	(1964-1965)
Joseph L. Massie	University of Kentucky	(1963-1964)

## JAMES G. (JERRY) HUNT SMA SUSTAINED OUTSTANDING SERVICE AWARD WINNERS\*

K. Michele Kacmar	University of Alabama	2010
Chester A. Schriesheim	University of Miami	2009
Pamela W. Perrewé	Florida State University	2008
W. Jack Duncan	University of Alabama at Birmingham	2007
Robert C. Ford	University of Central Florida	2006
David D. Van Fleet	Arizona State University – West	2005
Arthur G. Bedeian	Louisiana State University	2004
James G. (Jerry) Hunt	Texas Tech University	2003

\*Affiliations are at time of office

## SMA 2010 TRACK CHAIRS

### Organizational Behavior

Ron Piccolo, Rollins College

### Strategic Management/Organizational Theory/ International Management

Garry Adams, Auburn University

### Human Resources/Careers

Marie Mitchell, University of Georgia

### Research Methods

Lisa Schurer Lambert, Georgia State University

### Management History/Management Education

Milorad Novicevic, University of Mississippi

John Humphreys, Texas A&M Commerce

### Entrepreneurship/Information Technology/Innovation

Jon Carr, Texas Christian University

### Ethics/Social Issues/Diversity

Chris Henle, Colorado State University

### Health Care/Hospitality Management/Public Administration

Mary Bardes, Drexel University

## MOST INNOVATIVE SESSION AWARD COMMITTEE

Tim Barnett, Mississippi State University

Margarita Almeda, Georgia State University

Elizabeth Clenney, Georgia State University

## BEST PAPER COMMITTEES

### **Best Overall Conference Paper**

Mike Buckley, University of Oklahoma

Jim Combs, Florida State University

Timothy Golden, Rensselaer Polytechnic Institute

K. Michele Kacmar, University of Alabama

David Ketchen, Auburn University

Anson Seers, Virginia Commonwealth University

### **Best Overall Doctoral Student Paper**

Laura Little, University of Georgia

Matt Bowler, Oklahoma State University

Janaki Gooty, University of North Carolina, Charlotte

Denise Breaux, University of Arkansas

## BEST PAPER IN TRACK COMMITTEES

### **Track 1: Organizational Behavior: Best Track Paper Committee**

Mary Bardes, Drexel University  
Dean Cleavenger, University of Central Florida  
Brian Collins, Southern Mississippi  
Lucy Gilson, University of Connecticut

### **Track 1: Organizational Behavior: Best Doctoral Paper Committee**

Sandra Bryant, Regent University  
Hannes Gunter, Maastricht University  
Mary Laird, University of Tulsa

### **Track 2: Strategic Management/Organizational Theory/ International Management: Best Track Paper Committee**

Brian Connelly, Auburn University  
Franz Kellermans, University of Tennessee  
Sean Lux, University of South Florida

### **Track 2: Strategic Management/Organizational Theory/ International Management: Best Doctoral Paper Committee**

Mike Pfarrer, University of Georgia  
Annette Ranft, Florida State University  
Chris Shook, Auburn University

### **Track 3: Human Resources/Careers: Best Track Paper Committee**

Becky Bennett, Louisiana Tech  
Laura Little, University of Georgia  
Deshani Ganegoda, University of Central Florida

### **Track 3: Human Resources/Careers: Best Doctoral Paper Committee**

Foard Jones, University of Central Florida  
Matt Bowler, Oklahoma State University  
Merideth Ferguson, Baylor University

### **Track 4: Research Methods**

-no committee-

### **Track 5: Management History/Management Education**

Regina Greenwood, Nova Southeastern University  
Stephanie Pane, Texas A&M Commerce  
Lloyd Basham, Texas A&M Commerce

### **Track 6: Entrepreneurship/Information Technology/Innovation**

LaKami Baker, Auburn University  
Frances Fabian, University of Memphis  
Curt Moore, Texas Christian University

### **Track 7: Ethics/Social Issues/Diversity: Best Track Paper Committee**

Randy Evans, University of Tennessee, Chattanooga  
Tom Moore, East Tennessee State University  
Steve Elias, New Mexico State University

### **Track 7: Ethics/Social Issues/Diversity: Best Doctoral Paper Committee**

David Ford, University of Texas at Dallas  
Rebecca Greenbaum, Oklahoma State University  
Sharon Segrest, University of South Florida St. Petersburg

### **Track 8: Health Care/Hospitality Management/Public Administration: Best Track Paper Committee**

Tom Sanders, University of Montevallo  
James Vardaman, Mississippi State University  
Marilyn Whitman, University of Alabama

### **Track 8: Health Care/Hospitality Management/Public Administration: Best Doctoral Paper Committee**

Wayne Brock, University of Phoenix  
Eric Ford, University of North Carolina at Greensboro  
Karen Ford-Eickhoff, University of Tennessee

# 2010 SMA Awards

## BEST OVERALL CONFERENCE PAPER

### WHEN LEADERS FAIL TO “WALK THE TALK”: AN EXAMINATION OF PERCEPTIONS OF LEADER HYPOCRISY

Rebecca Lee Greenbaum, *Oklahoma State University*  
Mary Bardes, *Drexel University*  
Hunter L. Harris, *Oklahoma State University*  
Ronald F. Piccolo, *Rollins College*

Presented: Friday, 10:30am - 12:00pm in Sawgrass

## BEST OVERALL DOCTORAL STUDENT PAPER

### A TEMPORAL PERSPECTIVE OF TRANSACTION COST THEORY

Ning Li, *Texas A&M University*  
Li Dai, *Texas A&M University*

Presented: Saturday, 10:30am - 12:00pm in Blue Heron

## BEST TRACK PAPERS

### Track 1: Organizational Behavior

#### THE EFFECTS OF CRISIS, CYNICISM ABOUT CHANGE, AND VALUE CONGRUENCE ON PERCEPTIONS OF LEADERSHIP IN THE 2008 PRESIDENTIAL ELECTION: THE ROLE OF AUTHENTIC LEADERSHIP AND ATTRIBUTED CHARISMA IN THE NATIONAL VOTE

Ethlyn A. Williams, *Florida Atlantic University*  
Bryan Deptula, *Florida Atlantic University*  
Rajnandini Pillai, *California State University San Marcos*  
Kevin B. Lowe, *University of North Carolina at Greensboro*

Presented: Thursday, 3:15pm - 4:45pm in Jasmine

### Track 2: Strategic Management/Organizational Theory/International Management

#### THE VALUE OF TRUST IN IMPLEMENTING THE MACRO AND MICRO LEVEL ORGANIZATIONAL DESIGN CAPABILITIES OF A CUSTOMER-CENTRIC STRATEGY

Curt Moore, *Texas Christian University*  
Jeff Rosa, *HEC Montreal*

Presented: Thursday, 8:30am - 10:00am in Sabal

### Track 3: Human Resources/Careers

#### BREAKING THROUGH THE LOSS CYCLE OF BURNOUT: THE ROLE OF MOTIVATION

Lieke L. ten Brummelhuis, *Erasmus University Rotterdam*  
Claartje L. ter Hoeven, *University of Amsterdam*  
Arnold B. Bakker, *Erasmus University Rotterdam*  
Bram Peper, *Erasmus University Rotterdam*

Presented: Friday, 1:15pm - 2:45pm in Citrus

### Track 4: Research Methods

-No Best Track Paper awarded this year-

### Track 5: Management History/Management Education

#### VARIETIES OF RESEARCH EXPERIENCE: DOCTORAL STUDENT PERCEPTIONS OF PREPAREDNESS FOR FUTURE SUCCESS

Matthew Scott Fleisher, *University of Tennessee*  
Abby Mello, *University of Tennessee*

Presented: Thursday, 10:30am - 12:00pm in Palm

### Track 6: Entrepreneurship/Information Technology/Innovation

#### THE EFFECT OF VENTURE INTERNALIZATION ON PERFORMANCE IN DIFFERENT ENVIRONMENTS

Anne Canabal, *University of Maine*  
Ivan Manev, *University of Maine*

Presented: Friday, 3:15pm - 4:45pm in Glades

### Track 7: Ethics/Social Issues/Diversity

#### WHEN LEADERS FAIL TO “WALK THE TALK”: AN EXAMINATION OF PERCEPTIONS OF LEADER HYPOCRISY

Rebecca Lee Greenbaum, *Oklahoma State University*  
Mary Bardes, *Drexel University*  
Hunter L. Harris, *Oklahoma State University*  
Ronald F. Piccolo, *Rollins College*

Presented: Friday, 10:30am - 12:00pm in Sawgrass

### Track 8: Health Care/Hospitality Management/Public Administration

#### COMPUTERIZED PROVIDER ORDER ENTRY'S IMPACT ON HOSPITALS' TOTAL FACTOR PRODUCTIVITY

Eric W. Ford, *University of North Carolina at Greensboro*  
Timothy Huerta, *Texas Tech University*  
Mark A. Thompson, *Texas Tech University*  
William F. Ford, *Middle Tennessee State University*

Presented: Friday, 10:30am - 12:00pm in Palm

## BEST DOCTORAL STUDENT PAPERS BY TRACK

### Track 1: Organizational Behavior

#### THE ROLE OF AFFECTIVE COMMITMENT AND POLITICAL SKILL IN THE WORK-FAMILY CONFLICT-TURNOVER RELATIONSHIP

Jun Yang, *University at Buffalo, SUNY*  
Jeffrey Bentley, *University at Buffalo, SUNY*  
Robyn Brouer, *University at Buffalo, SUNY*  
Jacob W. Breland, *University of Idaho*

Presented: Friday, 1:15pm - 2:45pm in Banyan

### Track 2: Strategic Management/Organizational Theory/International Management

#### A TEMPORAL PERSPECTIVE OF TRANSACTION COST THEORY

Ning Li, *Texas A&M University*  
Li Dai, *Texas A&M University*

Presented: Saturday, 10:30am - 12:00pm in Blue Heron

### Track 3: Human Resources/Careers

#### THE REPUTATION - PERFORMANCE RELATIONSHIP

Jeremy Ray Brees, *Florida State University*  
Timothy Paul Munyon, *West Virginia University*

Presented: Friday, 10:30am - 12:00pm in Citrus

### Track 4: Research Methods

#### MAKING INTANGIBLES "TANGIBLE:" A MULTIDISCIPLINARY CRITIQUE AND VALIDATION FRAMEWORK

Janice Molloy, *Michigan State University*  
Robert Ployhart, *University of South Carolina*  
Clint Chadwick, *University of Kansas*

Presented: Thursday, 8:30am - 10:00am in Sawgrass

### Track 5: Management History/Management Education

#### NELL NELSON AND THE CHICAGO TIMES 'CITY SLAVE GIRLS' SERIES: BEGINNING A NATIONAL CRUSADE FOR LABOR REFORM IN THE LATE 1800S

Eric W. Liguori, *Louisiana State University*

Presented: Thursday, 1:15pm - 2:45pm in Palm

### Track 6: Entrepreneurship/Information Technology/Innovation

#### RESEARCH ON EXPLORATION AND EXPLOITATION: PAST ACCOMPLISHMENTS AND FUTURE CHALLENGES

Todd W. Moss, *Texas Tech University*

Presented: Thursday, 10:30am - 12:00pm in Glades

### Track 7: Ethics/Social Issues/Diversity

#### SHOULD SHE CHITCHAT? ENGENDERING POST-NEGOTIATION SUCCESS THROUGH SMALL TALK

Brooke Ann Shaughnessy, *University at Buffalo, SUNY*  
Alexandra Mislin, *American University*

Presented: Thursday, 1:15pm - 2:45pm in Sawgrass

### Track 8: Health Care/Hospitality Management/Public

#### Administration

#### TRANSFORMING TALENT INTO TRIUMPH: THE MEDIATING ROLE OF HR BEHAVIORS IN THE HUMAN CAPITAL - PERFORMANCE RELATIONSHIP

Alankrita Pandey, *University of Texas at Arlington*  
Christopher Harris, *University of Texas at Arlington*  
Gary C. McMahan, *University of Texas at Arlington*  
Patrick Wright, *Cornell University*

Presented: Friday, 10:30am - 12:00pm in Palm

## SMA MOST INNOVATIVE SESSION AWARD

### OPPORTUNITY KNOCKS: HOW GOAL-SETTING CAN MAXIMIZE YOUR CONFERENCE EXPERIENCE

Emily M. Hunter, *Baylor University*  
Sara Jansen Perry, *University of Houston-Downtown*

Presented: Thursday, 8:30am - 10:00am in Snowy Egret

## JAMES G. (JERRY) HUNT SMA SUSTAINED OUTSTANDING SERVICE AWARD

K. Michele Kacmar, *University of Alabama*

# SMA 2010 Reviewers

## BEST REVIEWERS BY TRACK

### Track 1: Organizational Behavior

Lieke Laura ten Brummelhuis, Rotterdam University  
Kelly Marie Davis, Texas Tech

### Track 2: Strategic Management/Organizational Theory/International Management

Brian Connelly, Auburn University

### Track 3: Human Resources/Careers

Robert L. Porter, University of Central Florida

### Track 4: Research Methods

Michael Lance Frazier, Old Dominion University

### Track 5: Management History/Management Education

Regina Greenwood, Nova Southeastern University

### Track 6: Entrepreneurship/Information Technology/Innovation

John M. Mueller, University of Louisville  
Aaron F. McKenny, Texas Tech University

### Track 7: Ethics/Social Issues/Diversity

Tony Ammeter, University of Mississippi

### Track 8: Health Care/Hospitality Management/Public Administration

James Micheal Vardaman, Mississippi State University

## SMA 2010 REVIEWERS – FULL LISTING

Muhammad Abbas, Riphah International U.,  
Islamabad

Oualid Abidi, Laval U.

Rachida Aissaoui, U. of Memphis

Mona Al-Amin, U. of Florida

Keanon J. Alderson, California Baptist U.

Judith W. Alexander, U. of South Carolina

Margarita Almeda, Georgia State U.

Anthony (Tony) Paul Ammeter, U. of Mississippi

Martha C. Andrews, U. of North Carolina at  
Wilmington

Siah Hwee Ang, U. of Auckland

Arifin Angriawan, Purdue U. Calumet

Sergey Anokhin, Kent State U.

Neal M. Ashkanasy, U. of Queensland

Guclu Atinc, Louisiana Tech U.

Arash Azadegan, New Mexico State U.

LaKami T. Baker, Auburn U.

Benjamin Baran, U. of North Carolina at Charlotte

Lisa Baranik, East Carolina U.

Marcelo Bernardo Barrios, EDDE

Tim Basadur, U. of Illinois at Chicago

Foday F. Bayon, Argosy U.

Greg Bell, U. of Dallas

Rebecca J. Bennett, Louisiana Tech U.

Shawn Bergman, Appalachian State U.

Leslie A. Bethencourt, Walt Disney Parks &  
Resorts

Alim J. Beveridge, Case Western Reserve U.

Bhaskar Bhowmick, Indian Institute of  
Management, Ahmedabad

James W. Bishop, New Mexico State U.

Gary Blau, Temple U.

Gerhard Blicke, Universität Bonn

Matt Bowler, Oklahoma State U.

Dalton E. Brannen, Augusta State U.

Wayne Brock, U. of Phoenix

Sandra Renee Bryant, Regent U.

James D. Byrd Jr., U. of Alabama, Birmingham

Nathanael S. Campbell, Henderson State U.

Anne Canabal, U. of Maine

Sofy Carayannopoulos, Wilfrid Laurier U.

Monica Lynn Carpenter, U. of Central Florida

Daniel Arturo Cernas-Ortiz, U. of North Texas

Srinivas Chirravuri, Indian Institute of  
Management, Lucknow

Yunhyung Chung, U. of Idaho

Lisa Clark, Northumbria U.

Russell W. Clayton, U. of Mississippi

Dean Cleavenger, U. of Central Florida

Elizabeth Foster Clenney, Georgia State U.

Brian J. Collins, U. of Southern Mississippi

Jennifer Collins, Florida A&M U.

Mark E. Collins, U. of Tennessee

Michael D. Collins, Coastal Carolina U.

Brian L. Connelly, Auburn U.

Joseph T. Cooper, U. of Wyoming

Morton Cotlar, U. of Hawaii

Susie S. Cox, McNeese State U.

Irina Cozma, U. of Tennessee

Keith Credo, Auburn U.

Kevin Saul Cruz, U. of Pittsburgh

Josh Daspit, U. of North Texas

Avimanyu Datta, Washington State U.

Daniel Dauber, WU - Vienna U. of Economics and  
Business

Emily M. David, U. of Houston

John Norman Davis, Hardin-Simmons U.

Kelly M. Davis, Texas Tech U.

Walter D. Davis, U. of Mississippi

John Anthony De Leon, U. of Texas at Arlington

Bart Jan Debicki, Mississippi State U.

Sukumar C. Debnath, Prairie View A&M U.

Shivakumar Deene, Karnataka State Open U.

Thomas Glenn DeLaughter, Flagler College

Kanchan Vasant Deosthali, U. at Albany, SUNY

William J. Donohoe, Missouri State U.

Fred J. Dorn, Career Management Resources

Joe J. Eassa Jr., Palm Beach Atlantic U.

Jacqueline Einstein, Nova Southeastern U.

Gabi Eissa, Oklahoma State U.

Steven M. Elias, New Mexico State U.

David Epstein, U. of Houston-Downtown

Talia Esnard-Flavius, U. of Trinidad and Tobago

Frances H. Fabian, U. of Memphis

Claudia Ferrante, United States Air Force  
Academy

Michael Fields, Indiana Tech

Kelly Fisher, Rowan U.

Matthew Scott Fleisher, U. of Tennessee

David M. Ford, U. of Alabama

Eric W. Ford, U. of North Carolina at Greensboro

Robert C. Ford, U. of Central Florida

Karen Ford-Eickhoff, U. of Tennessee  
Peter Foreman, Illinois State U.  
William R. Forster, Lehigh U.  
Corey Fox, Oklahoma State U.  
Bradford R. Frazier, Pfeiffer U.  
Michael Lance Frazier, Old Dominion U.  
Dwight D. Frink, U. of Mississippi  
Kai-Jo Fu, Florida State U.  
Jerry Bryan Fuller, Louisiana Tech U.  
Mary Ann Gaal, Franklin Pierce U.  
Vickie Coleman Gallagher, Cleveland State U.  
Deshani B. Ganegoda, U. of Central Florida  
Swapnil Garg, U. of Florida  
Fernando Angel Garza Jr., U. of Louisiana -  
Monroe  
Jianhua Ge, Renmin Universtiy of China  
Marie-Line Germain, Western Carolina U.  
Gregory T. Gifford, U. of Florida  
Paul William Gilson, U. of Connecticut  
Debora Goetz Goldberg, George Washington U.  
Jodi Goodman, U. of Connecticut  
Joseph M. Goodman, Illinois State U.  
C. Allen Gorman, Radford U.  
Mary E. Graham, Clarkson U.  
Stephen Graham-Hill, Kentucky State U.  
Benjamin Granger, U. of South Florida  
Rebecca Lee Greenbaum, Oklahoma State U.  
Juanne V. Greene, Kennesaw State U.  
Regina A. Greenwood, Nova Southeastern U.  
Amy J. Guerber, U. of Arkansas  
Bindu Gupta, Institute of Management  
Technology, Ghaziabad  
Vishal Gupta, Binghamton U., SUNY  
Vishal Gupta, Indian Institute of Management,  
Lucknow  
Julita Haber, TUI U.  
Jonathon R. B. Halbesleben, U. of Alabama  
Jason Harkins, U. of Maine  
Harold Dennis Harlow, Wingate U.  
Nathan S. Hartman, John Carroll U.  
Mario Hayek, U. of Mississippi  
Jeffrey Joseph Haynie, Auburn U.  
Chris Henle, Colorado State U.  
Mohd Faiz Hilmi, Universiti Sains Malaysia  
Amanda Sophia Hinojosa, Texas Tech U.  
Christian Hopp, U. of Vienna  
Jack Howard, U. of Alabama, Birmingham  
Marko Hrelja, Ryerson U.  
Jia Hu, U. of Illinois at Chicago  
Betty G. Hubschman, Barry U. / bh Consulting

Jack Huddleston, Colorado Technical U.  
Tobias Michael Huning, Columbus State U.  
Tammy G. Hunt, U. of North Carolina at  
Wilmington  
Carrie S. Hurst, Tennessee State U.  
Muharrem Nesij Huvaj, U. of Connecticut  
Katherine Hyatt, Reinhardt U.  
Kendra Ingram, Texas A&M U. - Commerce  
Tomasz Ingram, U. of Economics in Katowice  
Kathleen C. Irwin, U. of Phoenix  
Ghadir Ishqaidef, U. of Kansas  
Kiran Ismail, St. John's U.  
Dan Ispas, U. of South Florida  
Mary Jo Jackson, U. of South Florida St.  
Petersburg  
Kaifeng Jiang, Rutgers U.  
Raymond J. Jones III, U. of North Texas  
Rachel Elizabeth Kane, Florida State U.  
Egide Karuranga, Laval U.  
Stacey R. Kessler, Montclair State U.  
KyungMoon Kim, Louisiana Tech U.  
Malayka Klimchak, Winthrop U.  
Don H. Kluemper, Northern Illinois U.  
Dimitrios N. Koufopoulos, Brunel U.  
Mindy Michelle Krischer, U. of Houston  
Sukumarakurup Krishnakumar, North Dakota  
State U.  
Manish Kumar, Indian Institute of Management,  
Lucknow  
Mary Dana Laird, U. of Tulsa  
Stephen E. Lanivich, Florida State U.  
Melenie J. Lankau, Wake Forest U.  
Jae Hwan Lee, Texas Tech U.  
Judy Lee, Golden Gate U.  
Chenwei Li, U. of Alabama  
Huiwen Lian, U. of Waterloo  
Hyoun Sook Lim, U. of Connecticut  
Ru-Shiun Liou, U. of Arkansas  
Laura M. Little, U. of Georgia  
Yan Liu, Louisiana Tech U.  
Yanxin Liu, U. of Wisconsin-Milwaukee  
Tao (Jennifer) Ma, U. of Connecticut  
Kathy S. Mack, Mercer U.  
Melih Madanoglu, Florida Atlantic U.  
Arun Madapusi, Drexel U.  
Timothy M. Madden, U. of Tennessee Knoxville  
Rosemary Maellaro, U. of Dallas  
Ashish Mahajan, U. of Windsor  
John Michael Mankelwicz, Troy U.  
Shelly Marasi, Louisiana Tech U.

Alejandra Marin Melo, Texas Tech U.  
Sophia V. Marinova, U. of Illinois at Chicago  
Frank B. Markham, Mesa State College  
Laura E. Marler, Mississippi State U.  
Brittany Harker Martin, U. of Calgary  
Laura Martin, Midwestern State U.  
Thomas Martin, U. of Nebraska, Omaha  
Curtis Francis Matherne III, East Tennessee State  
U.  
Clifton O. Mayfield, U. of Houston-Clear Lake  
Stephanie Maynard-Patrick, New Mexico State U.  
Warren G. McDonald Jr., Methodist U.  
Glenn M. McEvoy, Utah State U.  
D'Lisa N. McKee, Mississippi State U.  
Aaron Francis McKenny, Texas Tech U.  
Arlise P. McKinney, U. of North Carolina at  
Greensboro  
William Andrew McKnight, U. of Houston  
G. Steven McMillan, Penn State Abington  
James A. Meurs, U. of Mississippi  
Daniel F. Michael, Troy U.  
Angela Miles, North Carolina A&T State U.  
Cynthia Miree, Oakland U.  
Sushanta Kumar Mishra, Indian Institute of  
Management, Ahmedabad  
Vipancho Mishra, U. at Albany, SUNY  
Marie S. Mitchell, U. of Georgia  
Rakesh Mittal, New Mexico State U.  
Miriam Moeller, U. of Mississippi  
Janice Molloy, Michigan State U.  
Richard W. Monroe, Coastal Carolina U.  
Ann Mooney, Stevens Institute of Technology  
Curt Moore, Texas Christian U.  
Tom W. Moore, East Tennessee State U.  
Michael Morris, U. of Florida  
Rodger Morrison, Troy U.  
Aaron R. Moses, U. of Texas at Arlington  
Todd W. Moss, Texas Tech U.  
John M. Mueller, U. of Louisville  
Bahaudin G. Mujtaba, Nova Southeastern U.  
Jeffrey Muldoon, Louisiana State U.  
Brian Nagy, Bradley U.  
Sudhir Nair, U. of Massachusetts Amherst  
Karthik Namasivayam, Pennsylvania State U.  
Ankur Prakash Nandedkar, U. of Texas-Pan  
American  
Stuart Napshin, Kennesaw State U.  
Millicent F. Nelson, Middle Tennessee State U.  
Terry A. Nelson, U. of Memphis  
Khai The Nguyen, Louisiana Tech U.

Jeananne Nicholls, Kennesaw State U.  
Austin Lee Nichols, U. of Florida  
David Noble, U. of Alabama  
Douglas Patrick O'Bannon, Webster.U.  
Collins Emeka Okafor, Texas A&M International U.  
Joy Oliver, Human Resources Research Organization  
Annemarije Oosterwaal, Utrecht U.  
Benjamin Lee Overstreet, U. of Georgia  
William "Patch" Paczkowski, Rensselaer Polytechnic Institute  
Michael Palanski, Rochester Institute of Technology  
Alankrita Pandey, U. of Texas at Arlington  
Stephanie Pane Haden, Texas A&M U.-Commerce  
John A. Parnell, U. of North Carolina at Pembroke  
Bertrand Pauget, European Business School Paris  
Jeffrey Paul, Oklahoma State U.  
Samantha Paustian-Underdahl, U. of North Carolina at Charlotte  
G. Tyge Payne, Texas Tech U.  
Taisha Penn, Tulane U.  
Christopher Penney, Florida State U.  
Enrique M. Perez, Florida Atlantic U.  
Alexa Perryman, Texas Christian U.  
Martha Perryman, Florida A&M U.  
Joseph Peyrefitte, U. of Southern Mississippi  
Mike Pfarrer, U. of Georgia  
Jonathan Mark Phillips, George Washington U.  
Jennifer P. Pitts IV, Columbus State U.  
Taylor L. Poling, Fors Marsh Group  
Jeffrey Mathew Pollack, U. of Richmond  
LeJon Poole, U. of Alabama, Birmingham  
Robert L. Porter, U. of Central Florida  
Krishna Prasad Poudel, U. of Louisville  
Veena Prabhu, California State U., Los Angeles  
Noriece Margaret Price, Barry U.  
Mike Provance, Old Dominion U.  
Michael J. Provitera, Barry U.  
David Quisenberry, U. of Nebraska  
Zo Harivololona Ramamonjiarivelo, U. of Alabama, Birmingham  
Brandon Randolph-Seng, Texas Tech U.  
Tammi C. Redd, U. of Texas-Pan American

Lora L. Reed, Eckerd College  
Deborah L. Rhodes, Capella U.  
Carolee M. Rigsbee, U. of Texas at San Antonio  
J. Kirk Ring, Wichita State U.  
Sherylynn Roberts, U. of Texas at Arlington  
Robert Edward Robinson, Texas Tech U.  
Benjamin Wayne Rockmore, U. of Central Florida  
Daniel Rottig, Florida Gulf Coast U.  
Matthew W. Rutherford, Virginia Commonwealth U.  
Raina Marie Rutti, Dalton State College  
James Emory Ryan, Troy U.  
Kristin N. Saboe, U. of South Florida  
Manjula S. Salimath, U. of North Texas  
Rommel Salvador, U. of Washington Tacoma  
Tom J. Sanders, U. of Montevallo  
Chaudhary Imran Sarwar, Creative Researcher  
Marieke C. Schilpzand, Georgia Institute of Technology  
James H. Schindler, Columbia Southern U.  
Gavin Schwarz, U. of New South Wales  
Jennifer Sexton, Florida State U.  
You Shao, U. of Auckland  
Brooke Ann Shaughnessy, U. at Buffalo, SUNY  
Marcia J. Simmering, Louisiana Tech U.  
Christopher Simmons, U. of Alabama  
Manisha Singal, Virginia Tech  
Laura Singleton, Boston College  
Faye A. Sisk, Mercer U.  
Janice Witt Smith, Winston-Salem State U.  
Jack Eli Smothers, U. of Mississippi  
Joe Spencer, Anderson U.  
Kenneth Michael Sweet Jr., U. of Houston  
Richard J. Swersey, Devry U.  
Fauzia Syed, International Islamic U., Islamababd  
Celia Szelwach, Argosy U.  
Filiz Tabak, Towson U.  
Sonia Taneja, Texas A&M U.- Commerce  
Gregory P. Tapis, Mississippi State U.  
Shannon G. Taylor, Louisiana State U.  
Bruce Teague, Eastern Washington U.  
Lieve L. ten Brummelhuis, Erasmus U. Rotterdam  
Stephanie Thomason, U. of Tampa  
Katina Thompson, Florida State U.  
Barbara-Leigh Tonelli, Kaplan U.

Christopher Torrance, Jackson State U.  
John Willis Upson, U. of West Georgia  
Hetty Van Emmerik, Maastricht U.  
James Michael Vardaman, Mississippi State U.  
John Veiga, U. of Connecticut  
Ramon Jose Venero, Nova Southeastern U.  
Ryan M. Vogel, U. of Georgia  
Gretchen Vogelgesang, George Mason U.  
Kathleen Elizabeth Voges, Texas A&M U.-San Antonio  
Sabrina D. Volpone, Temple U.  
George Vozikis, California State U., Fresno  
Tony Vrba, Tarleton State U.  
Sean Walker, Southern Illinois U. Carbondale  
Alison Wall, Louisiana Tech U.  
Angela Wallace, U. at Buffalo, SUNY  
Isaac Wanasika, U. of Northern Colorado  
Sheila Simsarian Webber, Suffolk U.  
Anthony R. Wheeler, U. of Rhode Island  
Christopher Whelpley, Virginia Commonwealth U.  
Charles D. White, Longwood U.  
Andrew B. Whitford, U. of Georgia  
Marilyn Whitman, U. of Alabama  
Paul Gregory Wilhelm, Kentucky State U.  
Alex Williams Jr., U. of Mississippi  
Ethlyn A. Williams, Florida Atlantic U.  
Laura A. Williams, Lipscomb U.  
Lisa V. Williams, U. at Buffalo, SUNY  
Michael C. Withers, Arizona State U.  
Shuk M. Wong, TUI U.  
Di Wu, Texas Tech U.  
Keke Wu, U. of Alabama  
Yang Xu, Penn State New Kensington  
Jun Yang, U. at Buffalo, SUNY  
Patrick Lawrence Yorio, U. of Pittsburgh  
Miles Aaron Zachary, Texas Tech U.  
Thomas Zeni, U. of Oklahoma  
Zhen Zhang, Arizona State U.  
Jun Zhao, Governors State U.  
L.F. Bill Zimmermann, Grenoble Graduate School  
Robert Zinko, East Carolina U.  
Michelle Zorn, Florida State U.

**A very special thank you to all of the reviewers for this year's program**

# Tuesday, October 26

*Tuesday, 7:00pm - 8:30pm in Sea Breeze Beach Deck*

**Consortia and Pre-Conference Welcome Reception**

# Wednesday, October 27

**Conference Registration Set Up:** 1:00pm - 3:00pm in Banyan Breezeway

**Exhibitor Set Up:** 2:00pm - 5:00pm in Banyan Breezeway

**Conference Registration and Exhibits:** 3:00pm - 7:00pm in Banyan Breezeway

**Coordinator:** Charles A. Pierce, *University of Memphis*

**Registration for SMA Placement Services:** 4:00pm - 7:00pm in Banyan Breezeway  
(late registration only; folders will not be available)

**Coordinators:** Walter Lee Grubb III & Patricia Lanier

*Wednesday, 7:45am - 5:00pm in Glades*

## **Professional Development Institute: 21st ANNUAL DOCTORAL STUDENT CONSORTIUM (By Invitation Only)**

Coordinators:

**Gary Castrogiovanni**, *Florida Atlantic University*

**Kelly Lee Zellars**, *University of North Carolina, Charlotte*

The Consortium is a daylong program designed to help students who are in the early stages of their doctoral programs. The goals of the Consortium include: (1) assisting students to gain a better understanding of key factors underlying faculty success in research, teaching, and service; and (2) assisting students to network and begin the process of integrating themselves into the profession.

Panelists:

**Talya Bauer**, *Portland State University*

**Christopher Shook**, *Auburn University*

**Deborah Rupp**, *University of Illinois at Urbana-Champaign*

**James G. Combs**, *Florida State University*

**Mark B. Gavin**, *Oklahoma State University*

**Janaki Gooty**, *University of North Carolina, Charlotte*

**Jonathon R. B. Halbesleben**, *University of Alabama*

**Matt Bowler**, *Oklahoma State University*

**Anthony R. Wheeler**, *University of Rhode Island*

**Darren C. Treadway**, *SUNY @ Buffalo*

**David G. Allen**, *University of Memphis*

**Pamela L. Perrewé**, *Florida State University*

**K. Michele Kacmar**, *University of Alabama*

**Bruce T. Lamont**, *Florida State University*

**David J. Woehr**, *University of North Carolina, Charlotte*

**Yongmei Liu**, *Illinois State University*

**Ethlyn A. Williams**, *Florida Atlantic University*

**Janice Molloy**, *Michigan State University*

**Brian J. Collins**, *University of Southern Mississippi*

**Tim Barnett**, *Mississippi State University*

**Kevin B. Lowe**, *University of North Carolina, Greensboro*

**Eric W. Ford**, *University of North Carolina, Greensboro*

*Wednesday, 7:45am - 2:00pm in Sabal*

## **Professional Development Institute: SMA Research Incubator Faculty Consortium (By Invitation Only)**

Coordinator: **Mark B. Gavin**, *Oklahoma State University*

Facilitator: **William L. Gardner**, *Texas Tech University*

The Research Incubator is meant to facilitate creation of research projects leading to publication in top tier journals. Projects that emerge from the incubator are eligible to apply for up to \$10,000.00 in funding from the SMA. Participants will work with a small set of established scholars, led by Bill Gardner of Texas Tech University, to develop research proposals. The session will provide opportunity for structured presentations as well as unstructured interaction and proposal development. The ideas created in the incubator will be finalized into proposals and submitted at a later date to a committee for evaluation, where they will be assessed in terms of their potential contribution. The theme for this year's incubator is Leading in Challenging Times.

*Wednesday, 9:00am - 4:00pm in Citrus*

**Professional Development Institute: Teaching Excellence Workshop: Teaching Bootcamp**  
*(sponsored by OBTS: Teaching Society for Management Educators)*

**Roy Lewicki**, *Ohio State University*  
*OBTS: Teaching Society for Management Educators*

This "Teaching Bootcamp" is for doctoral students and new instructors (tenure-track and clinical faculty) in management and related disciplines. The workshop will be highly interactive, and will be facilitated by experienced, award-winning faculty who are members of OBTS: Teaching Society for Management Educators

There will be an enrollment fee of \$55 for the workshop, which will cover workshop handouts, a collection of articles on effective teaching techniques, and a one year membership to OBTS: Teaching Society for Management Educators.

The workshop will be taught by organizational behavior faculty, but will be useful for participants in management, strategy and related disciplines.

Preregistration is required. Interested participants should contact Roy Lewicki at Ohio State University, lewicki\_1@fisher.osu.edu, 614-292-0258 to register.

*Wednesday, 6:00pm - 7:00pm in Banyan Breezeway*

**Networking Welcome Reception**

Come and gather for light snacks and conversation with colleagues.

*Wednesday, 12:00pm - 1:15pm in Garden Courtyard*

**Doctoral Consortium and SMA Board Member Luncheon**  
*(by invitation only)*

*Wednesday, 1:30pm - 4:30pm in Blue Heron*

**SMA Officers and Board Meeting**  
*(by invitation only)*

**Presiding:** Margaret L. Williams, *Wayne State University* [SMA President]

*Wednesday, 3:15pm - 3:45pm in Banyan Breezeway*

**Networking Break**

**Coordinator:** Joy H. Karriker, *East Carolina University*

*Wednesday, 5:15pm - 6:00pm in Banyan Breezeway*

**New Member Orientation**

Come learn about SMA, meet the SMA leadership, learn how SMA functions, and learn how you can get better connected.

# Thursday, October 28

**Conference Registration and Exhibits:** 8:00am - 5:00pm in Banyan Breezeway  
(closed for lunch from Noon to 1:30pm)

**Coordinator:** Charles A. Pierce, *University of Memphis*

**Registration for SMA Placement Services:** 8:00 a.m. to 5:00pm in Banyan Breezeway  
(closed for lunch from Noon to 1:30pm)

**Coordinators:** Walter Lee Grubb III & Patricia Lanier

**Thursday, 7:00am - 8:30am in Banyan Breezeway**

## SMA Networking Breakfast

**Coordinator:** Gayle Baugh, *University of West Florida*

All SMA registrants are invited. Come meet everyone!

**Thursday, 8:00am - 10:00am in Blue Heron**

## Professional Development Institute: Social Networks: Understanding and Conducting Basic Analysis

**Matt Bowler**, *Oklahoma State University*

This workshop is designed to introduce the ideas underlying social network analysis for the purpose of conducting and reviewing research. The topics covered in the workshop will be (a) the basic concepts and theoretical ideas of social network analysis, (b) collecting social network data (c) storing and manipulating data (d) using UCINET software (e) creating social network variables using UCINET (f) analyzing network and attribute data using UCINET (g) presenting social network analysis (h) reviewing papers that incorporate social network analysis.

**Thursday, 8:30am - 10:00am in Banyan**

## OB: Diversity in Teams

Session Chair: **Angela Wallace**, *University at Buffalo, SUNY*

Discussants:

**Walter D. Davis**, *University of Mississippi*

**Angela Wallace**, *University at Buffalo, SUNY*

**Stephanie Maynard-Patrick**, *New Mexico State University*

## A CONTINGENCY VIEW OF THE EFFECTS OF COGNITIVE DIVERSITY ON TEAM PERFORMANCE

**Luis Martins**, *University of Texas at Austin*

**Marieke C. Schilpzand**, *Georgia Institute of Technology*

**Bradley L. Kirkman**, *Texas A&M University*

**Silvester Ivanaj**, *ICN Business School*

**Vera Ivanaj**, *Ecole Nationale Supérieure des Industries Chimiques*

We examined a somewhat established idea in team diversity research: that a psychologically safe context enables teams to benefit from their diversity. We found that greater disparity-type diversity was more positively related to team performance when psychological safety was lower, rather than higher. In contrast, greater variety-type diversity was more negatively related to team performance when psychological safety was lower, rather than higher. Contrary to the moderating effects of psychological safety, those of relationship conflict were in the opposite direction – i.e., greater disparity-type diversity was more positively related to team performance when relationship conflict was lower, rather than higher.

## ENCOURAGING DIVERSITY BELIEFS: THE IMPACT OF DIVERSITY APPRECIATION AND EMOTIONAL EXHAUSTION ON INNOVATION IN AGE DIVERSE TEAMS

This manuscript has been withdrawn from the program.

## WHEN DIVERSITY ALONE IS NOT ENOUGH: THE ROLE OF DIVERSITY DISCLOSURE IN THE STUDY OF CREATIVE WORK GROUPS

**Taisha Penn**, *Tulane University*

Previous research examining diversity and creativity has led to conflicting results. This suggests the presence of an additional moderating variable in the diversity-creativity relationship, or that there are specific conditions under which diversity has positive effects on creativity. This paper develops the concept of diversity disclosure, the process of informing a workgroup of its level of diversity and then explaining the importance of divergences in opinions and conflict, and then discusses its role in the study of diverse groups and creativity. It is proposed that diversity disclosure strengthens the relationship between workgroups and creativity.

*Thursday, 8:30am - 10:00am in Citrus*

## HRM/Careers: Strategic HR: The Role of Executives and HR Managers on Organizational Functioning

Session Chair: **Jonathan Nicholas Bundy**, *University of Georgia*

Discussants:

**Yingchun Wang**, *University of Minnesota*

**Foard F. Jones**, *University of Central Florida*

**Preeti Wadhwa**, *University of Kansas*

## AGENCY, PERFORMANCE AND CEO COMPENSATION

**Lori Ford**, *Florida Atlantic University*

Research in many fields has helped explain the issues of non-owner managers driving U.S. businesses. Central to this, agency theory has provided considerable insight into the complex relationship between shareholders and CEOs. However, after 80 years of theoretical development and research, many unanswered questions remain in the contractual performance-pay relationship central to this issue. CEO compensation is a complex area requiring on-going oversight, market adjustments and transparency of process. The model presented here hopes to strengthen our understanding by including the effects of charismatic leadership and CEO / board homogeneity as moderators in the process of determining CEO compensation.

## SYMBOL OR SUBSTANCE? HR EXECUTIVE STATUS AND THE PROPORTIONS OF WOMEN MANAGERS

**Mary E. Graham**, *Clarkson University*

**Julie L. Hotchkiss**, *Federal Reserve Bank of Atlanta*

Strategic human resource management experts suggest that HR professionals who are members of top management will more successfully achieve important HR outcomes such as gender diversity. We find mixed support for this proposition in a sample of 68 firms with 2,000 establishments. Across firms, the presence of an HR executive was associated with fewer women in management, consistent with the possibility that HR executives serve in primarily symbolic roles. However, in some industries, we find that HR executives are associated with greater gender parity in management jobs. We discuss the implications of our findings for management and for public policymakers.

## UNLOCKING THE BLACK BOX: AN INSTITUTIONAL MODEL OF STRATEGIC HR

**James Michael Vardaman**, *Mississippi State University*

**Maria B. Gondo**, *University of New Mexico*

This paper offers a conceptual model of SHRM that seeks to rectify the somewhat inconsistent linkages between HR practices and organizational performance. We suggest that it is not the choice of the practice or system that is most essential for predicting organizational performance; instead it is adherence to the chosen practice that is most important. Drawing on institutional theory, we suggest that HR managers have an important role to play by managing the meaning associated with legitimate HR practices.

*Thursday, 8:30am - 10:00am in Glades*

## Ent/IT/Innov: Technology, Communication, and Opportunity

Session Chair: **Harold Dennis Harlow**, *Wingate University*

Discussants:

**Kenneth Knapp**, *University of Tampa*

**Judy Lee**, *Golden Gate University*

**Tianxu Chen**, *Drexel University*

## EMPLOYEE PORTALS AS A COMMUNICATION MEDIUM: A SUBSTITUTE FOR OR COMPLIMENT TO TRADITIONAL MANAGEMENT COMMUNICATION

**Malayka Klimchak**, *Winthrop University*

Communication between a firm's managers and its employees has critical implications for employee attitudes. However, a number of factors have made it more difficult for firms to use traditional forms of communication. As a result, firms are increasingly relying on various types of technology-mediated communication, such as employee portals, for organizational communication. The present research examines the relationship between the frequency with which an individual uses an employee portal to obtain information about their job and employer and organizational identification. Findings suggest that traditional managerial communication moderates the positive relationship between portal communication and organizational identification.

## INFORMATION SECURITY PROGRAM EFFECTIVENESS ACROSS HIGH AND LOW TASK INTERDEPENDENCE ENVIRONMENTS

**Kenneth Knapp**, *University of Tampa*

**Claudia Ferrante**, *United States Air Force Academy*

We investigate the moderating effect of task interdependence on factors influencing information security effectiveness in organizations. Specifically, we develop a theoretical model depicting top management support and security awareness as predictor variables for information security program effectiveness. Further, the model shows security culture as a partial mediator between the two predictor variables and security program effectiveness. Based on a survey given to a sample of 371 certified information security professionals, the findings support our overall model while also showing that certain paths are only significant under high task interdependence while others only under low task interdependence.

**MEASURING ARBITRAGE OPPORTUNITIES ACROSS INDUSTRIES WITH FRONTIER-BASED ESTIMATES OF EFFICIENCY: METHODOLOGICAL IMPLICATIONS FOR TIME SERIES DATA**

**Sergey Anokhin**, *Kent State University*  
**Marvin D. Troutt**, *Kent State University*  
**Joakim Wincent**, *Luleå University of Technology*

We apply a minimum performance inefficiency technique to 10,650 firm-year observations for the years from 1999 to 2003 to estimate the amount of arbitrage opportunity available for exploitation in twenty-six industries. We develop a novel way of treating time series data that combines the properties of intertemporal and sequential frontiers and is conceptually advantageous to alternative formulations such as data envelopment analysis in the industry context.

**Thursday, 8:30am - 10:00am in Jasmine**

**OB: Looking at the Dark Side of Leadership**

Session Chair: **Kiran Ismail**, *St. John's University*

Discussants:

Paper 1: **Katherine Hyatt**, *Reinhardt University*  
Papers 2 & 3: **Gabi Eissa**, *Oklahoma State University*

**LEADER DERAILMENT: THE IMPACT OF SELF-DEFEATING BEHAVIORS**

**Constance Campbell**, *Georgia Southern University*  
**William W. McCartney**, *Georgia Southern University*  
**Carl Gooding**, *Jacksonville State University*

Survey information was obtained from Deans at AACSB International accredited business schools regarding the self-defeating behaviors (SDBs) of their direct reports who started as high-potential leaders, but whose careers derailed. Using factor analysis, t-tests and regression, SDBs were analyzed for their association with derailment and for their similarity to the derailment issue involving problems with interpersonal relationships. Results indicated that SDBs that involve interaction with others were associated with derailment, whereas SDBs that involved only self were less likely to be associated with derailment. Further, the results suggest that SDBs provide information about derailment beyond that provided in prior studies.

**MIRROR, MIRROR ON THE WALL: THE INTERACTIVE EFFECTS OF SUPERVISOR NARCISSISM AND ENACTMENT BEHAVIOR ON WORK OUTCOMES**

**Katina Thompson**, *Florida State University*  
**Wayne Hochwarter**, *Florida State University*

We investigated the interactive effects of perceived supervisor narcissism and individual enactment behavior on four theoretically-relevant work outcomes (i.e., frustration, tension, resource availability, and job performance). Specifically, we hypothesized that employees with limited enactment behavior would be more adversely affected in high supervisor narcissism settings than individuals with heightened participation in enactment. Across two studies, hypotheses were strongly supported. Specifically, work frustration and tension increased, and resource availability and job performance decreased for low enactment behavior - high supervisor narcissism employees. Conversely, supervisor narcissism had no significant effect for high enactment behavior employees on any outcome.

**SUBORDINATE NEGATIVE AFFECTIVITY AND ABUSIVE SUPERVISION**

**Margarita Almeda**, *Georgia State University*  
**Elizabeth Foster Clenney**, *Georgia State University*

Several studies suggest that subordinates' negative affectivity (NA) positively predicts subordinate perceptions of supervisor hostility and aggression. However, this research has not untangled whether this relationship reflects a substantive phenomenon (high NA subordinates behave in ways that evoke hostility from supervisors) or a perceptual bias (high NA subordinates perceive that their supervisors are more abusive because they tend to see more negativity in the world). Consistent with a victim-precipitation argument, supervisor frustration with subordinate mediated the relationship between subordinate NA and abusive supervision. Furthermore, the indirect effect of subordinate NA on abusive supervision varied over levels of supervisor trait hostility.

**Thursday, 8:30am - 10:00am in Palm**

**MH/ME: Relational Development, Emotional Intelligence, and Management Education**

**Ethlyn A. Williams**, *Florida Atlantic University*  
**Bryan Deptula**, *Florida Atlantic University*  
**Terri A. Scandura**, *University of Miami*  
**Monica Sharif**, *University of Miami*  
**Steve Stewart**, *Florida Atlantic University*  
**Melenie J. Lankau**, *Wake Forest University*

This workshop is designed to illuminate the importance of relational connections for management education and the transfer of knowledge to work settings. Mentoring programs that supplement business school programs, mentoring at work, instructional facilitation of team leadership for mentoring within teams, and the management of emotions within teams are discussed as relational leadership processes encouraging learning and professional development. The symposium will engage the audience in developing research agendas and best practice ideas which investigate the various relational dynamics that affect the delivery and impact of mentoring and management education and development for individual and team learning.

**Strategy/OT/IM: Strategic Networks/Organizational Theory & Institutional Fields**

Session Chair: **Annette Ranft**, *Florida State University*

Discussants:

Papers 1 & 3: **Stan X. Li**, *York University*

Paper 2: **Annette Ranft**, *Florida State University*

**ORGANIZATION PERFORMANCE IN A FIELD OF MULTIPLE LOGICS: TECHNOLOGY TRANSFER AT U.S. RESEARCH UNIVERSITIES**

**Wei Chen**, *University of Mary Washington*

**Chris Quinn Trank**, *Texas Tech University*

**Ronald K. Mitchell**, *Texas Tech University*

In this paper we study organizations' variable responses to regulative pressures across a field. We suggest that organizations not only respond differently to field level pressures due to different approaches to field logics of action, the variability in responses also have different performance consequences. We then used research universities that participate in technology transfer as the empirical field to explore how universities responded differently to regulative pressures brought about by Federal Acts and Policies. We found that universities with two types of approach to field logics—the integration approach and the retention approach—to have superior performance in this context.

**RELATIONAL MULTIPLEXITY OF INTER-FIRM NETWORKS**

**Andrew V. Shipilov**, *INSEAD*

**Stan X. Li**, *York University*

Organizations are embedded in multiple interdependent networks comprising different types of relationships, which are managed by different functional units inside each organization. The transferability of ties across networks, defined as the influence of an organization's ties in one network on its formation of relationships with partners in another network, will depend on the differences in context in which relationships are being formed, on the past frequency of these relationships and on the relative salience of different networks to organization's decision-makers. Our model is tested on a population of investment banks embedded in public offering syndication and M&A advisory networks.

**★BEST PAPER IN TRACK★****THE VALUE OF TRUST IN IMPLEMENTING THE MACRO AND MICRO LEVEL ORGANIZATIONAL DESIGN CAPABILITIES OF A CUSTOMER-CENTRIC STRATEGY**

**Curt Moore**, *Texas Christian University*

**Jeff Rosa**, *HEC Montreal*

We examine trust in organizations that have adopted a customer-centric design by implementing macro and micro level capabilities. We simultaneously model the relationship of four types of trust with organizational performance. We include two types of trust within a focal supplier organization while measuring dyadic trust between this supplier and its preferred very large retail customers. The results show that two types of trust are directly related to an increase in financial performance: trust of the customer in its supplier and trust among members of the supplier. Effects and implications of the different types of trust on performance are discussed.

**Research Methods: Response Rates, Measurement Development, Measurement Equivalence**

Session Chair: **Janaki Gooty**, *University of North Carolina at Charlotte*

Discussants:

**Charles A. Pierce**, *University of Memphis*

**David W. Williams**, *University of Tennessee*

**Shawn Bergman**, *Appalachian State University*

**Marcia J. Simmering**, *Louisiana Tech University*

**INFLUENCES ON SME EXECUTIVE RESPONSE RATE TO SURVEYS: A MULTI-YEAR ANALYSIS OF PUBLISHED STUDIES**

**Anne Smith**, *University of Tennessee Knoxville*

**Mary Beth Rousseau**, *University of Tennessee*

**Ellen McEwan**, *University of Tennessee*

**Jacqueline N. Hood**, *University of New Mexico*

Sample surveys are used extensively to obtain data from executives in small-to-medium sized enterprises (SMEs). There is limited analysis on expected response rate trends and influences for this population. In this paper, we analyze published papers from leading entrepreneurship and SME journals that used survey data from SME executives. We found that response rates were declining for this population. Researcher contact with potential respondents before survey administration was a strong and positive influence on response. Research efforts such as piloting a survey and crafting a survey to address topics related to firm performance also improved SME executive response rates.

**★BEST DOCTORAL PAPER IN TRACK★****MAKING INTANGIBLES "TANGIBLE:" A MULTIDISCIPLINARY CRITIQUE AND VALIDATION FRAMEWORK**

**Janice Molloy**, *Michigan State University*

**Robert Ployhart**, *University of South Carolina*

**Clint Chadwick**, *University of Kansas*

This paper fosters more rigorous strategy scholarship by improving how intangible resources are conceptualized and operationalized. We found that the empirical mechanics of validating intangible resource measures is often complete. However, the theoretical fundamentals underlying these mechanics are typically deficient. This points to the need for a "theory of the intangible" that embeds the intangible within theoretical logic and clarifies the conditions in which the intangible may be imbued with strategic value. We illustrate our findings and present a framework that clarifies how to make intangibles "tangible." We link this framework with a typology of multidisciplinary methodological practices.

## MEASUREMENT EQUIVALENCE OF GOAL ORIENTATION ACROSS EIGHT COUNTRIES

**Irina Cozma**, *University of Tennessee*  
**David J. Woehr**, *University of Tennessee*  
**Carrie Blair Messal**, *College of Charleston*

To date, little if any research on goal orientation (GO) has fully examined the cross-cultural generalizability of measures of the construct. We examine the measurement equivalence of a three factor model of GO across eight countries and five languages. Specifically, we assessed the extent to which respondents from different countries interpret a measure of GO in a conceptually similar manner. We also looked at the effect of language and geographic region. Our findings indicate that measures of GO demonstrate relatively high levels of equivalence (configural, metric, scalar and uniqueness equivalence) across all eight countries.

## ORGANIZATIONAL ETHICS PERCEPTIONS: A QUALITATIVE AND QUANTITATIVE ASSESSMENT

**Keith Credo**, *Auburn University*  
**Achilles A. Armenakis**, *Auburn University*  
**Angela Ianuzzi**, *Auburn University*  
**Sean Wright**, *Hesser College*

This study focuses on development of an ethics assessment instrument. The proposed instrument is unique in that it is the first ethics assessment instrument which is developed to be applicable not only in an office environment, but in operative, manual types of environments as well. The manuscript includes a qualitative assessment of ethics perceptions from a diverse sample of employees of a multi-national drilling corporation. Content analysis resulted in six distinct dimensions which were used to create a qualitative instrument. The quantitative instrument was tested on a sample of over 200 employees in locations in the US and Europe.

**Thursday, 8:30am - 10:00am in Snowy Egret**

## HRM/Careers: Opportunity Knocks: How Goal-Setting can Maximize your Conference Experience

**Emily M. Hunter**, *Baylor University*  
**Sara Jansen Perry**, *University of Houston-Downtown*

Have you ever attended an exciting, stimulating, invigorating conference, which generated new ideas for your research, teaching, and consulting, only to find that you fail to take action on any of them upon returning home? This symposium confronts the problem of transfer at a professional conference by (1) focusing participant attention on transfer throughout the conference, (2) directing participants to set goals regarding transfer, (3) sharing other's experiences and stories to motivate participants, and (4) presenting follow-up data on participant transfer from last year's SMA conference.

**Thursday, 10:00am - 10:30am in Banyan Breezeway**

## Networking Break

**Coordinator: Joy H. Karriker**, *East Carolina University*

**Thursday, 10:30am - 12:00pm in Banyan**

## OB: Family Conflict and Support at Work

Session Chair: **Don H. Kluemper**, *Northern Illinois University*

Discussants:

**Lisa Schurer Lambert**, *Georgia State University*  
**Betty G. Hubschman**, *Barry University / bh Consulting*  
**Russell W. Clayton**, *University of Mississippi*

## STRAIN-BASED WORK FAMILY CONFLICT: IS THERE A SEX DIFERENCE?

**Aaron R. Moses**, *University of Texas at Arlington*  
**Wendy Jean Casper**, *University of Texas at Arlington*

The current study explores whether men and women differ in the level of strain-based work-family conflict they report. Results indicated that women report less strain-based work-to-family conflict than do men. However, there was no gender difference in the amount of strain-based family-to-work conflict reported, although in post hoc analysis the presence of children was associated with higher levels of strain-based family-to-work conflict. Recommendations for managers and implications of research are discussed.

## THE IMPACT OF EMPLOYEE FRIENDLY ORGANIZATIONS ON OLDER WORKERS

**Kerri Anne Crowne**, *Widener University*  
**Jeremy Cochran**, *Widener University*  
**Caryl E. Carpenter**, *Widener University*

This study develops and analyzes a model of the impact of employment in Employer Friendly Organizations on job satisfaction, strain-based work/family conflict, and affective organizational commitment in older workers. Statistical analysis was conducted using linear regression, and results indicate that the hypothesized relationships were supported. Older workers who were employed at Employee Friendly Organizations had higher levels of job satisfaction and lower levels of strain-based work/family conflict, which then led to higher levels of affective organizational commitment. Additionally, work/family conflict mediated the relationship between Employee Friendly Organizations and job satisfaction.

## THE IMPACT OF WORK-FAMILY CONFLICT, ENRICHMENT, AND HOPE ON ORGANIZATIONAL CITIZENSHIP BEHAVIOR

**Elizabeth A. McGee**, *University of Tennessee Knoxville*  
**Michael Lane Morris**, *University of Tennessee*

This research examines the relationship of hope with a number of organizationally relevant variables and jointly examines the effects of work-family conflict and work-family enrichment on organizational citizenship behavior. Specifically, conflict and enrichment are examined as antecedents to (a) job satisfaction, (b) OCB-I (toward the individual), and (c) OCB-O (toward the organization). Furthermore, hope is examined as a moderator of the relationships among these variables. Results indicate that although hope does not serve as a moderator, it still influences the amount of variance explained. The implications of these results are discussed and areas for future research are identified.

**Thursday, 10:30am - 12:30pm in Blue Heron**

**Professional Development Institute: Meta-Analysis:  
Issues and Applications for the Macro-Researcher**

**James G. Combs**, *Florida State University*  
**Thomas Russell Crook**, *University of Tennessee*

Meta-analysis involves accumulating prior empirical findings and drawing firm conclusions. This workshop will step attendees through the basics of how to conduct meta-analyses, with special attention on the unique challenges of conducting meta-analyses at the macro level. Specifically, macro-studies report critical information less frequently, and use a wider variety of measures for key constructs.

**Thursday, 10:30am - 12:00pm in Citrus**

**HRM/Careers: Competitiveness and Strategic HR**

Session Chair: **Preeti Wadhwa**, *University of Kansas*

Discussants:

**Lori Ford**, *Florida Atlantic University*  
**Harvell Jackson Walker III**, *Texas Tech University*  
**Anthony R. Wheeler**, *University of Rhode Island*

**HR LEVERS FOR SUSTAINED COMPETITIVE  
ADVANTAGE: DIFFERENTIATION DESPITE  
ISOMORPHISM**

**Elizabeth Foster Clenney**, *Georgia State University*  
**Erich B. Bergiel**, *University of West Georgia*

Numerous studies have investigated human resources as a source of sustained competitive advantage, indicating that high-performance work systems (HPWS) can lead to greater firm performance among other beneficial outcomes. Though the mechanism by which this link exists remains a “black box,” substantial evidence shows organizations benefit by adopting HPWS practices. We discuss two divergent perspectives, RBV and institutional theory, and their impact on HPWS. We argue that organizations experience isomorphism in certain HR practices and propose several ways firms may differentiate their practices. We argue that to be competitive firms must balance the push-pull effect of RBV and institutional pressures.

**ON THE HUNT FOR HUMAN CAPITAL AND HOW FIRMS  
SUCCEED IN CAPTURING ITS VALUE THROUGH  
LATERAL HIRING FROM RIVALS**

**Sarah S. Horn**, *Maastricht University*  
**Woody Van Olfen**, *Erasmus University Rotterdam*  
**Marielle G. Heijltjes**, *Maastricht University*

Intensified competition for human capital makes firms increasingly poach employees from rivals. Research on human capital transfers did not yet look at the real benefits of this so-called competitor recruitment (CR). We therefore offer a (1) conceptualization of value and cost drivers underlying CR and (2) empirical exploration of these drivers through interviews with search consultants and HR professionals. We find that 1) competitor recruits add value through industry-specific human capital. How much of this value the hiring firm can appropriate, however, depends on 2) the extent to which costly deployment practices are applied and 3) potential barriers to CR.

**UNCOVERING THE ROLE OF HUMAN RESOURCE  
MANAGEMENT IN ORGANIZATIONAL TURNAROUNDS:  
SUPERNUMERARY OR SUPPORTING ACTOR?**

**Yong-Yeon Ji**, *Towson University*

This paper focuses on the role of an emphasis on human resources (HR) in promoting firm performance. The content analysis on public data was used to assess the emphasis on HR. Findings indicate that firms with a stronger emphasis on HR are more likely to be classified as non-declining, have higher levels of ROA relative to peers, and recover from organizational decline. Although HR has been neglected to date in the turnaround process and literature, the results of this research suggests that HR plays a supporting actor in the drama of organizational turnarounds rather than a supernumerary.

**Thursday, 10:30am - 12:00pm in Glades**

**Ent/IT/Innov: Exploration, Identity, and Signaling in  
Franchise and Non-Franchise Firms**

Session Chair: **Paul Louis Drnevich**, *University of Alabama*

Discussants:

Paper 1: **Curt Moore**, *Texas Christian University*  
Papers 2 & 3: **Miles Aaron Zachary**, *Texas Tech University*

**CAN SIGNALING THEORY HELP AGENCY AND  
RESOURCE SCARCITY THEORIES EXPLAIN FRANCHISEE  
FAILURE? PREDICTING SBA-BACKED LOAN DEFAULTS**

**Ilan Alon**, *Rollins College*  
**Michele Boulanger**, *JISC Statistics*  
**Everlyne Misati**, *Rollins College*

This study examines the use of analytic techniques to develop a model that predicts potential default of Small Business Administration (SBA) backed loans issued to American franchisees, based on historical franchisor data. SBA and World Franchising (WF) data covering 271 US franchises was used to explore associations between franchising parameters and loan behaviors. KXEN’s (Knowledge Extraction Engines) robust regression model was used to associate loan default with franchise characteristics. Four of the predictive variables; earnings claims, passive ownership, growth rate, and franchise experience were used to examine franchise theories; agency, resource scarcity and signaling in terms of franchisee failure (default).

## ORGANIZATIONAL IDENTITY IN THE FRANCHISE 500: AN EXPLORATORY STUDY OF ENTREPRENEURSHIP, LEADERSHIP AND MARKET ORIENTATION

**Di Wu**, *Texas Tech University*

**Kelly M. Davis**, *Texas Tech University*

**Aaron Francis McKenny**, *Texas Tech University*

**Miles Aaron Zachary**, *Texas Tech University*

**Jeremy C. Short**, *Texas Tech University*

Organizational identity is concerned with the processes that describe how organizations view themselves as unique, distinctive, and enduring. Despite the call for increased theoretical diversity in franchising research, incorporation of theory surrounding organizational identity into this research stream has been minimal. We bridge this gap by examining the rhetoric of three paradigms of interest to franchising research: entrepreneurship, leadership, and marketing. Specifically, we analyze franchisors' recruitment websites to identify the extent to which language reflecting entrepreneurial orientation, charismatic leadership, and market orientation is used in leading franchising organizations. Future possibilities incorporating organizational identity into the franchising literature are also discussed.

## ★BEST DOCTORAL PAPER IN TRACK★ RESEARCH ON EXPLORATION AND EXPLOITATION: PAST ACCOMPLISHMENTS AND FUTURE CHALLENGES

**Todd W. Moss**, *Texas Tech University*

Exploration and exploitation have emerged as foundational constructs in organizational adaptation research, particularly in strategic entrepreneurship research. To further knowledge in research considering exploration and exploitation, I review 87 relevant articles to highlight the development of this stream over time. Results indicate that the number of articles and conceptualizations has grown rapidly. No single perspective dominates, and most articles suggest that firms should pursue the simultaneous balance of exploration and exploitation. I conclude by identifying specific areas that are underrepresented in this research stream and highlight opportunities for future research germane to the strategy and entrepreneurship literatures.

*Thursday, 10:30am - 12:00pm in Jasmine*

## OB: New Considerations of Leader Member Exchange

Session Chair: **Benjamin Baran**, *University of North Carolina at Charlotte*

Discussants:

**Keke Wu**, *University of Alabama*

**Benjamin Baran**, *University of North Carolina at Charlotte*

**Mary Dana Laird**, *University of Tulsa*

## LEADER MEMBER EXCHANGE (LMX) RELATIONSHIPS AND CONFLICT: ISSUE IMPORTANCE AND ORGANIZATIONAL HIERARCHY AS MODERATORS

**Steve Stewart**, *Florida Atlantic University*

This paper proposes that the relationship between the quality of a dyadic Leader-Member Exchange relationship and a subordinate's selection of conflict management styles is moderated by issue importance and the organizational hierarchy of the dyad. Additionally, this paper utilizes a social capital theory perspective to offer an explanation of the motives for preserving important resources in the choice of conflict management style. This paper also theoretically explores the possibility of a moderating relationship of organizational hierarchy on the relationship between issue importance and the LMX-conflict style relationship through distributed and regulated attention.

## LEADER-MEMBER EXCHANGE DECONSTRUCTED: UNRAVELING THE DIFFERENTIAL EFFECTS OF LMX AND SUPPORTIVE SUPERVISOR COMMUNICATION

**Daniel F. Michael**, *Troy University*

**Stanley G. Harris**, *Auburn University*

We examined the relationships between supportive supervisor communication (SSC), leader-member-exchange (LMX), subordinate performance (task and contextual) and affective commitment, through the lens of attitude formation. Specifically, we classified our variables as cognitive, affective, or behavioral components of attitudes, to help elucidate the process and the relationships between our study variables. Furthermore, we examined the relationships of the deconstructed, individual dimensions of Liden and Maslyn's (1998) multidimensional measure of LMX, with SSC, employees' affective commitment, and subordinates' supervisor-rated contextual and task performance. Structural equation modeling results provided strong support for our theoretical model.

## WHEN SHOULD LEADERS TREAT THEIR FOLLOWERS DIFFERENTLY? EXAMINING THE POSITIVE AND NEGATIVE EFFECTS CROSS-LEVEL EFFECTS OF LMX DIFFERENTIATION ON EMPLOYEE PERFORMANCE IN A TEAM CONTEXT

**Ning Li**, *Texas A&M University*

**Bradley L. Kirkman**, *Texas A&M University*

Building on both organizational justice and contingency leadership theories, we examine the cross level influences of LMX differentiation on employee in-role performance and creativity. Using 461 team members and 98 leaders, we demonstrate the dual effects of LMX differentiation in team contexts. Consistent with an organizational justice perspective, team interpersonal justice climate negatively mediates the effect of LMX differentiation on employee outcomes; and team interdependence and empowerment amplify the detrimental effect of LMX differentiation on justice climate and, ultimately, on employee outcomes. Conversely, consistent with contingency leadership research, LMX differentiation significantly increases individual creativity in highly interdependent or empowered teams.

**MH/ME: Perceptions and Looking Ahead**

Session Chair: **Arlise P. McKinney**, *University of North Carolina at Greensboro*

Discussant: **James H. Schindler**, *Columbia Southern University*

**A COMPARISON OF COLLEGE STUDENTS' PREFERENCES AND PERCEPTIONS ACROSS FIVE COUNTRIES**

**Jo Ann Duffy**, *Sam Houston State University*  
**Gabi Eissa**, *Oklahoma State University*  
**Joseann Jacqueline Knight**, *University of the West Indies*  
**Anne Mathieu**, *Université de Sherbrooke*  
**Silvia Ines Monserrat**, *Universidad Nacional del Centro*

In this cross national study, 846 college students' preferences for and perceptions of two instructional orientations, namely, Student as Product and Student as Customer, were compared and contrasted using Likert scaled items. Students from Argentina, Canada, Egypt, West Indies, and the US were included. Our overall results suggest that gender and age were not significantly related to student preferences and perceptions of their educational experience across various countries. However, other criteria demonstrated significant differences by country. Implications and future directions are also discussed.

**STRATEGIES FOR FUTURISTIC THINKING IN MANAGEMENT**

**Thomas Walter Garsombke**, *Clayton State University*  
**Diane Joyce Prince**, *Clayton State University*  
**Richard A. Fulton**, *Troy University*

The world is seeing more changes with greater rapidity than ever before in the history of mankind. Economic, political, moral, environmental, technological, and demographic changes have made the study and understanding of the future and futuristic thinking a major issue in management education. More and more higher education institutions have initiated courses in future studies and national policy development in their curriculums. The researchers have utilized a pedagogical model based on the theory of dialectical inquiry along with current trends to ensure students gain these transferable skills and tools for futuristic thinking in management and business.

**★BEST PAPER IN TRACK★  
 VARIETIES OF RESEARCH EXPERIENCE: DOCTORAL STUDENT PERCEPTIONS OF PREPAREDNESS FOR FUTURE SUCCESS**

**Matthew Scott Fleisher**, *University of Tennessee*  
**Abby Mello**, *University of Tennessee*

Scholarly research is very important for the career success of doctoral students. Today's doctoral students will create the knowledge base and train managers of tomorrow. Therefore, it is important to understand the factors that contribute to producing doctoral program graduates who are prepared to conduct research. This study surveyed doctoral students in Management and HR-related programs with respect to their research experiences in graduate school, perceptions of the contribution of their research, research productivity, perceptions of preparedness to perform future research-related job activities, and program emphasis on scientific rigor versus practical relevance. Opportunities for improving Management doctoral education are discussed.

**Strategy/OT/IM: International Institutional Investment Approaches**

Session Chair: **Franz Kellermanns**, *University of Tennessee*

Discussants:  
**Daniel Dauber**, *WU - Vienna University of Economics and Business*  
**Jun Zhao**, *Governors State University*

**FOREIGN IPO SURVIVAL: THE ROLE OF PROFESSIONALIZATION AND ORGANIZATIONAL IDENTITY**

**Greg Bell**, *University of Dallas*  
**Sri Beldona**, *University of Dallas*  
**Abdul A. Rasheed**, *University of Texas at Arlington*

To date there is little understanding of the factors that impact the survival of foreign IPOs after they list on US stock exchanges. In this study we examine how foreign IPO survival is contingent on the level of professionalization of the firm's leadership. We also explore the impact of organizational identity on the survival of foreign IPOs in the US. Results suggest that the US institutional environment supports foreign firms with more independent and professional leadership, and that knowledge intense organizations have higher chances of long term success after listing on US exchanges.

**THE ROLE OF INDIVIDUALS IN PUBLIC-PRIVATE INSTITUTIONS: EVIDENCE FROM FOREIGN DIRECT INVESTMENT IN SISTER CITIES**

**Li Dai**, *Texas A&M University*

This paper develops a theoretical model of grassroots public-private institutions (PPIs) that facilitate sustainable foreign direct investment (FDI). In reshaping the person-to-person ties between communities, sister cities reduce institutional distance between national environments and stakeholder distance between firms and local groups, with cost-reducing and value-creating effects on FDI. Firms can leverage institution building processes to create favorable investment contexts not only through resource access or network embeddedness but by means of reducing social divisions.

**Thursday, 10:30am - 12:00pm in Sawgrass**

**OB: When and Why: Examining Moderators and Mediators of Abusive Supervision (Symposium)**

Huiwen Lian, *University of Waterloo*  
Lance Ferris, *Singapore Management University*  
Douglas J. Brown, *University of Waterloo*  
Mary Bardes, *Drexel University*  
Marco S. DiRenzo, *Drexel University*  
Stefan Thau, *London Business School*  
Marie S. Mitchell, *University of Georgia*  
Rebecca Lee Greenbaum, *Oklahoma State University*  
Kelly Lee Zellars, *University of North Carolina at Charlotte*

Recent work in abusive supervision research has turned to examining when and why abusive supervision has effects on organizational outcomes. Such work is very important as it can help organizations manage the negative effects of abusive supervisors. Thus, the present symposium brings together a set of papers examining the potential mediating and moderating mechanisms associating abusive supervision with its detrimental effects. Taken as a whole, the papers advance our understanding of what mitigates or exacerbates the effects of abusive supervision, as well as the underlying mechanisms responsible for the effects of abusive supervision.

**Thursday, 10:30am - 12:00pm in Snowy Egret**

**Ethics/Soc/Div: Every Rose Has Its Thorns: Prickly Yet Perennial Issues in Organizational Research**

Taylor Elizabeth Sparks, *University of Georgia*  
Rebeca Eckart, *University of Georgia*  
Charles E. Lance, *University of Georgia*  
Tammy D. Allen, *University of South Florida*  
David J. Woehr, *University of Tennessee*  
Talya Bauer, *Portland State University*

The challenge of being ethical in organizational research does not always entail simply following moral prescriptions; instead, it often implies creating effective research relationships within which to openly discuss and resolve ethical conflicts and dilemmas. This symposium attempts to serve as a foundation for the creation of such relationships that will help scholars manage the plethora of “thorny” issues facing them in organizational research. Our goal is to foster open and honest discussion around these issues in an attempt to illuminate different perspectives, find common ground, and provide organizational scholars with some guidance and practical recommendations.

**Thursday, 12:00pm - 1:15pm**

**Lunch Break (on your own)**

**Thursday, 12:00pm - 1:15pm in Royal Tern**

**SMA Track Chair Luncheon  
(By Invitation Only)**

**Coordinator, Tim Barnett, Mississippi State University**

**Thursday, 1:00pm - 3:00pm in Snowy Egret**

**Professional Development Institute: Teaching Excellence Workshop: Innovation, Technovation and Co-Creation - Multiple Pathways to Teaching Excellence**

Kevin B. Lowe, *University of North Carolina, Greensboro*  
Mary Jo Jackson, *University of South Florida-Saint Petersburg*  
Eric W. Ford, *University of North Carolina, Greensboro*  
Timothy Huerta, *Texas Tech University*

In this workshop, we describe and demonstrate how various forms of media offer different pathways for engaging the mental models of business school students. We describe trends in the use of technology in the classroom and then demonstrate how traditional media such as still pictures and film, as well as newer media outlets including YouTube, can be leveraged to elicit student participation, critical thinking, deep level learning, and the co-creation of course content.

Sponsored By:  
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**Thursday, 1:15pm - 2:45pm in Banyan**

**OB: The Dynamics of Virtual Teamwork**

Session Chair: Aaron R. Moses, *University of Texas at Arlington*

Discussants:  
Michael Fields, *Indiana Tech*  
Raina Marie Rutti, *Dalton State College*  
Aaron R. Moses, *University of Texas at Arlington*

**INDIVIDUAL DIFFERENCES, LEADERSHIP TRAINING AND DEVELOPMENT, AND LEADERSHIP EFFECTIVENESS IN THE CONTEXT OF VIRTUAL TEAMS**

Gabi Eissa, *Oklahoma State University*  
Corey Fox, *Oklahoma State University*

Due to the vast technological advancements over the past two decades, organizations are able to expand beyond traditional boundaries using technology. Technology has also changed how leaders can enhance their skills through virtual training and development. In this paper, we integrate the literature on individual differences (viz, Personality, Psychological Capital, and Core Self-Evaluations), training and development, and virtual teams to propose a framework on how these variables interact to achieve leader success in a virtual team environment. Theoretical and practical implications as well as future directions are also discussed.

**MANAGING BOUNDARIES IN A GLOBAL VIRTUAL TEAM**

Baiyun Gong, *Nova Southeastern University*  
Cynthia P. Ruppel, *Nova Southeastern University*  
Leslie Cauthen Tworoger, *Nova Southeastern University*

This paper is a qualitative study that explores the complexity and dynamics of team processes in an award winning, high performance global virtual team in a Fortune 100 multinational corporation. Team members consisted of U. S. managers who worked primarily from their home and high level knowledge workers from India. Two themes emerged from the data as we illustrate the complex decision making process of the team’s media choice and communication style. First, working from home impacted the managers’ choice of media. Second, organizational culture played a critical role in guiding managers in decision-making with bounded rationality.

## TEAM VIRTUALITY AND ORGANIZATIONAL CITIZENSHIP BEHAVIOR: THE MODERATING EFFECTS OF LMX

Angela Wallace, *University at Buffalo, SUNY*

Applying social exchange theory and role development to virtual teams, a conceptual model is developed examining the moderating effects of leader-member exchange (LMX) on the relationship between virtual teaming and organizational citizenship behavior (OCB). By emphasizing that members of virtual teams are less likely to engage in social exchange relationships that foster the engagement in OCBs due to the geographical distance between team members, it is proposed that the presence of LMX will facilitate the process of social exchange such that reciprocity will be enhanced between team members leading to more engagement in OCBs.

**Thursday, 1:15pm - 2:45pm in Blue Heron**

### SMA Fellows Present: Career Horror Stories

Coordinator: **K. Michele Kacmar**, *University of Alabama*

**James G. Combs**, *Florida State University*  
**William L. Gardner**, *Texas Tech University*  
**Terri A. Scandura**, *University of Miami*  
**Anson Seers**, *Virginia Commonwealth University*  
**Margaret L. Williams**, *Wayne State University*

At each conference, the SMA Fellows host a session. The session provides the Fellows with a way to stay connected with SMA and to share their experience with the audience. This year the Fellows' session is entitled "Career Horror Stories." Each panelist will describe for the audience a personal horror story as well as the lesson learned.

**Thursday, 1:15pm - 2:45pm in Citrus**

### HRM/Careers: New Insights on Work-Family Conflict

Session Chair: **Gerhard Blickle**, *Universität Bonn*

Discussants:

**Marilyn Whitman**, *University of Alabama*  
**Laura M. Little**, *University of Georgia*  
**Chris Henle**, *Colorado State University*

## JOB DEMANDS AND RESOURCES ON MENTAL AND PHYSICAL HEALTH IN WORKING MOTHERS VIA THE WORK-FAMILY INTERFACE: A LONGITUDINAL ANALYSIS

**Dawn S. Carlson**, *Baylor University*  
**Merideth J. Ferguson**, *Baylor University*  
**Emily M. Hunter**, *Baylor University*  
**Joseph G. Grzywacz**, *Wake Forest University*

We apply the job demands-resources model to the work-family interface and health outcomes over time. Using 217 mothers returning to work after giving birth, we examine the effect of job resources on work-to-family enrichment and job demands on work-to-family conflict. The job demand of nonstandard work schedules was directly related to conflict, whereas the effect of psychological requirements on conflict was buffered by schedule control. The job resources of skill discretion and job security were directly related to enrichment. Finally, conflict in time 1 impacted physical and mental health in time 2 but enrichment only impacted physical health.

## NOT ALL DAYS OFF ARE CREATED EQUAL: THE IMPACT OF FURLOUGHS ON EMOTIONAL EXHAUSTION

**Jonathon R. B. Halbesleben**, *University of Alabama*  
**Anthony R. Wheeler**, *University of Rhode Island*

In response to the recent economic downturn, some organizations have utilized employee furloughs to cut costs. This study examined emotional exhaustion of 126 state government employees who experienced mandated furloughs using an interrupted time series design that spanned four data collection points over approximately two-and-one-half weeks. We found that emotional exhaustion increased following the furlough. Positive recovery experiences (detachment, relaxation, and mastery) reduced employee feelings of emotional exhaustion brought about by the furlough; however, employees who ruminated about work experienced increased emotional exhaustion. We discuss the implications of these findings for respite research and for organizations implementing furlough programs.

## RECONCEPTUALIZING ANTECEDENTS AND CONSEQUENCES OF WORK FAMILY CONFLICT IN THE INDIAN CONTEXT

**Mousumi Padhi**, *Xavier Institute of Management*  
**Snigdha Pattnaik**, *Xavier Institute of Management*

Work life conflict and the need for balance which was earlier thought to be a 'Western' problem is now common in Corporate India. In contrast research on work family issues in India has been negligible. This paper while aiming to extend past efforts to study work family conflict argues for a need to relook at the demand-conflict-outcome model in the context of India. It argues for inclusion of socio cultural characteristics into the demand-conflict-outcome model for predicting the outcomes better. It looks at certain socio-cultural characteristics and issues of gender role socialization that would affect the work family interface.

**Thursday, 1:15pm - 2:45pm in Glades**

### Ent/IT/Innov: Theorizing and the Family Firm

Session Chair: **Matthew W. Rutherford**, *Virginia Commonwealth University*

Discussants:

**Jon C. Carr**, *Texas Christian University*  
**Todd W. Moss**, *Texas Tech University*  
**LaKami T. Baker**, *Auburn University*

## CAUSAL AMBIGUITY AND COMPETITIVE ADVANTAGE IN FAMILY FIRMS: A MEDIATING EFFECT OF FAMILINESS

**Bart Jan Debicki**, *Mississippi State University*

The aim of this paper is to explore the effect of causal ambiguity on competitive advantage of family firms and the mediating effect that aspects of familiness, such as trans-generational wealth/value creation, altruism, ownership and governance structures, succession characteristics, and social capital, have on this relationship. It is argued that the effect of causal ambiguity on competitive advantage in family firms varies from that in non-family organizations. The mediating effect of familiness is discussed in terms of interaction between linkage and characteristic ambiguity and the five dimensions of familiness.

## CONTROL ENHANCING CORPORATE GOVERNANCE MECHANISMS: FAMILY VERSUS NONFAMILY PUBLICLY TRADED FIRMS

**Esra Memili**, *Mississippi State University*

**James J. Chrisman**, *Mississippi State University*

In this paper, we use elements of agency theory and corporate governance to compare the use of control enhancing corporate governance mechanisms of publicly traded family and nonfamily firms. Specifically, we argue that publicly traded family firms will differ from publicly traded nonfamily firms in terms of the frequency of the use of control enhancing governance mechanisms. We also argue that the frequency of the use of control enhancing governance mechanisms may influence the relationship between family involvement in the business and firm performance.

## INSTITUTIONAL ISOMORPHISM AND THE 4-C'S OF THE FAMILY FIRM

**D'Lisa N. McKee**, *Mississippi State University*

**James Michael Vardaman**, *Mississippi State University*

Institutional accounts of the organizational field depict firms becoming increasingly similar as the processes of isomorphism take hold. However, family business research shows that family firms deviate do not always respond to institutional pressures by becoming similar to other firms in the field. This paper seeks to explicate this deviation by applying Miller and LeBreton-Miller's (2005) 4 C's framework to processes of isomorphism. In so doing, we provide a conceptual starting point for understanding why family firms do not respond to institutional pressures by becoming isomorphic in the same way as non-family firms.

*Thursday, 1:15pm - 2:45pm in Jasmine*

### **OB: Self Concept, Self Development, and Motivation**

Session Chair: **Laura A. Williams**, *Lipscomb University*

Discussants:

**C. Allen Gorman**, *Radford University*

**Laura E. Marler**, *Mississippi State University*

**Chaudhary Imran Sarwar**, *Creative Researcher*

## ACCOUNTABILITY-APPROACH BEHAVIOR: REWARD-SEEKING OR PUNISHMENT-AVOIDANCE?

**Jeremy Ray Brees**, *Florida State University*

A model of accountability-approach behavior is presented that is conceptualized as the unique approach and response style individuals' use in accountability experiences in the workplace. Accountability-approach behavior argues that volition-based constructs, such as higher levels of self-determination, greater usage of self-regulation methods, and more self-focused attention, combine to create a more productive reward-approach versus punishment-avoidance of personal accountability experiences. This effective approach behavior is compared and contrasted with contemporary accountability literature that typically casts pressure born from accountability situations as resulting in harmful behavior and outcomes. Contributions and implications of the research are discussed, as are directions for future research.

## CLEARING UP MUDDY WATERS: THE ROLES OF SELF-EFFICACY AND GOAL LEVEL FOR PREDICTING PERFORMANCE AND THE MODERATING ROLE OF STATE GOAL ORIENTATION.

**Benjamin Granger**, *University of South Florida*

**Meng Uoy Taing**, *University of South Florida*

**Jason D. Way**, *University of South Florida*

**Russell Johnson**, *University of South Florida*

Although goal orientation (GO), self-efficacy and goal setting constitute well-studied topics in the human motivation literature, much less is known about the complex interactions among these variables for predicting performance. In this study, we examined the moderating role of goal orientation on the relations between self-efficacy and performance and between goal level and performance. Participants were 97 undergraduate students enrolled in two upper level motivation courses. Results suggest that none of the goal orientation dimensions moderated the self-efficacy-performance relationship, but learning goal orientation and performance prove goal orientation were significant moderators of the goal level-performance relation.

## INDIVIDUAL AND CONTEXTUAL CORRELATES OF SELF-DEVELOPMENT ACTIVITIES

**Kanchan Vasant Deosthali**, *University at Albany, SUNY*

**Thomas D. Taber**, *University at Albany, SUNY*

The current research examined factors influencing self-development behavior, a form of organizational citizenship behavior seldom researched. The research tested a model hypothesizing that leader-member exchange (LMX) and self-efficacy would mediate the effects of organizational commitment and interactional justice on self-development behaviors. Both self-reports and supervisor ratings of self-development were analyzed. Structural equation modeling of survey responses from a diverse sample of 217 employees from private sector organizations in the Northeastern United States was performed. Significant results for the mediating effects of self-efficacy on self-development were found for both self-ratings and supervisor ratings; however, mediating effects of LMX were not found.

*Thursday, 1:15pm - 2:45pm in Palm*

### **MH/ME: Illuminating the Present with the Past**

Session Chair: **Kendra Ingram**, *Texas A&M University - Commerce*

Discussant: **Jacqueline Einstein**, *Nova Southeastern University*

#### ★BEST DOCTORAL PAPER IN TRACK★

### **NELL NELSON AND THE CHICAGO TIMES 'CITY SLAVE GIRLS' SERIES: BEGINNING A NATIONAL CRUSADE FOR LABOR REFORM IN THE LATE 1800S**

**Eric W. Liguori**, *Louisiana State University*

This manuscript illustrates the instrumental role of reporter Nell Nelson in beginning a national labor reform movement resulting in improved working conditions for women and children in the United States. Drawing on archival newspaper clippings, census records, and other labor history resources, this manuscript synthesizes heretofore-disparate sources to provide a more complete picture of the cause-and-effect nature of Nelson's work. Findings suggest that Nelson was an instrumental force in the formation of over ten advocacy organizations that worked to transform the way U.S. women and children were treated in the workplace.

## PHILOSOPHY OR SCIENCE: A NON-LINEAR HISTORY OF “-ISMS”

**Robert J. Duesing**, *Georgia College & State University*

This paper examines the historical schisms in philosophy and science over the past 2,500 years on our metaphorical road to truth. The many “-isms” and their subsequent schisms are placed into context through Kuhn’s (1962) *The Structure of Scientific Revolutions*, and an appropriate framework is suggested. We all have the opportunity to learn from the lessons of history, yet history has shown itself to be incredibly non-linear. This paper synthesizes the twists of history in philosophy and science to show the need to be keenly aware of both areas as a source of the next scientific revolution.

## SEARCHING FOR SARTREAN AUTHENTICITY IN LEADERS DESCRIBED IN XENOPHON’S WORKS

**Alex Williams Jr.**, *University of Mississippi*  
**Russell W. Clayton**, *University of Mississippi*

The purpose of this paper is to acquaint the community of leadership researchers with the conceptualization of authentic leadership in Xenophon’s works. We analyze Xenophon’s works to draw his examples of Sartrean leader authenticity. In our conclusion, we outline how this missing piece in the historical view of authentic leadership can inform and enrich our current understanding of this phenomenon.

**Thursday, 1:15pm - 2:45pm in Sabal**

### **Strategy/OT/IM: Strategic Power & Politics**

Session Chair: **Norris White Gunby Jr.**, *Elon University*

Discussants:

Paper 1: **Ann Mooney**, *Stevens Institute of Technology*

Papers 2 & 3: **Brian L. Connelly**, *Auburn University*

## AN INTEGRATED APPROACH TO ORGANIZATIONAL CHANGE, POWER, AND SENSEMAKING

**Rachida Aissaoui**, *University of Memphis*  
**John Matthew Amis**, *University of Memphis*

Using sensemaking as a lens, we explore how power relations influence change processes. By exploring how sensemaking processes are activated, and how they relate to specific types of power, we theorize when and why change programs are more or less likely to lead to successful change outcomes.

## MANAGING COMPLIANCE: COMBINING INSIGHTS FROM ORGANIZATIONAL AND POLITICAL MODELS

**Annemarije Oosterwaal**, *Utrecht University*  
**Vincent Buskens**, *Utrecht University*  
**Tanja van der Lippe**, *Utrecht University*

Compliant implementation is vital for decision success in organizations. Yet, a comprehensive model of compliant implementation in organizations is missing thus far. It is the study of decision making or performance that has been of key interest to organizational scholars. In the present study we develop a more comprehensive theoretical framework by combining insights from organizational models with political models of compliant implementation. We empirically show that decision outcome satisfaction of the employee is a crucial factor in realizing compliant implementation. Furthermore, we show that especially ex ante controls, rather than controlling ex post, is effective in realizing compliance.

## MIXING BUSINESS WITH POLITICS: A META-ANALYSIS OF THE ANTECEDENTS AND OUTCOMES OF CORPORATE POLITICAL ACTIVITY

**Sean Lux**, *University of South Florida*  
**Thomas Russell Crook**, *University of Tennessee*  
**David J. Woehr**, *University of Tennessee*

Corporate political activity (CPA) has increased rapidly in the United States, however research findings are spread across several social science fields. We use meta-analysis to assess the aggregate findings involving two core research questions: (1) what factors influence firms to engage in CPA, and (2) does CPA, in turn, affect firm performance? We found that although many factors shape CPA, very few affect CPA to a large extent. The results also suggest that CPA relates to firm performance, indicating that political activity is an important determinant of performance. We build on this evidence to suggest several future research directions.

**Thursday, 1:15pm - 2:45pm in Sawgrass**

### **Ethics/Soc/Div: Diversity Issues in the HR Context**

Session Chair: **Sharon L. Segrest**, *University of South Florida St. Petersburg*

Discussants:

**Stephanie Thomason**, *University of Tampa*

**Sharon L. Segrest**, *University of South Florida St. Petersburg*

## EFFECTS OF RECRUITMENT WEB SITE EMPHASIS ON DIVERSITY ON JOB SEEKERS’ INFORMATION PROCESSING

**Harvell Jackson Walker III**, *Texas Tech University*  
**Hubert Feild**, *Auburn University*  
**Jeremy Bernerth**, *Louisiana State University*  
**Bret Becton**, *University of Southern Mississippi*

The authors present results of two studies investigating the effects of emphasizing workplace diversity on recruitment Web sites on job seekers’ processing of Web site information. Both studies suggested that minority and White job seekers process Web Site information more thoroughly when the Web site emphasized workplace diversity. Study 2 results also suggested that the increased motivation to process Web site information when workplace diversity is emphasized results in job seekers more accurately assessing their organizational fit. Implications of these findings for recruiting organizations are discussed.

## ★BEST DOCTORAL PAPER IN TRACK★ SHOULD SHE CHITCHAT? ENGENDERING POST-NEGOTIATION SUCCESS THROUGH SMALL TALK

**Brooke Ann Shaughnessy**, *University at Buffalo, SUNY*  
**Alexandra Mislin**, *American University*

Past research links the use of small talk in negotiations to positive outcomes (e.g. Morris et al., 2002). However, the limits of this relationship have yet to be tested. We posit that the stereotypical association of small talk with femininity (Sunderland, 2004) can shift perceptions of small talk in negotiations. In particular, we predict that individuals with traditional gender role orientations expect women to engage in small talk, and therefore respond much more negatively to female negotiators who do not employ small talk; the reverse for male negotiators. We conduct an experiment to test these predictions and discuss our findings.

*Thursday, 2:45pm - 3:15pm in Banyan Breezeway*

**Networking Break**

**Coordinator:** Joy H. Karriker, *East Carolina University*

*Thursday, 3:00pm - 5:00pm in Sawgrass*

**Professional Development Institute: Estimating Interaction/Moderating Effects Using Multiple Regression**

*(co-sponsored by the Research Methods Division of the Academy of Management)*

**Charles A. Pierce**, *University of Memphis*

The goal of this workshop is to provide a review and update regarding the estimation of moderating (i.e., interaction) effects using multiple regression. The workshop will include theoretical/conceptual issues and demonstrations for the following topics: (a) definition of a moderating effect, (b) interpretation of a moderating effect, and (c) review of recent research on factors known to affect the power of multiple regression to estimate moderating effects (e.g., range restriction, heterogeneity of error variance). The demonstration portion of the workshop will include the following topics: (a) how to use computer programs such as SPSS to estimate moderating effects with multiple regression, and (b) how to use computer programs to assess violation of assumptions that bias the moderator test, to obtain alternative statistics to the F-test when assumptions are violated, and to estimate the statistical power of a moderator test.

*Thursday, 3:15pm - 4:45pm in Banyan*

**OB: Team Values, Processes, and Performance**

Session Chair: **Julia E. Hoch**, *Michigan State University*

Discussants:

**Christopher H. Thomas**, *University of Mississippi*

**Julia E. Hoch**, *Michigan State University*

**Jeffrey Paul**, *Oklahoma State University*

**DIRECT AND INDIRECT EFFECTS OF SHARED WORK VALUE ORIENTATIONS ON EMPLOYEE'S JOB ENGAGEMENT WITHIN TEAMS**

**Hetty Van Emmerik**, *Maastricht University*

**Bert Schreurs**, *Maastricht University*

**Hannes Guenter**, *Maastricht University*

**Anja van den Broeck**, *European University College Brussels*

Using self-determination theory (Deci & Ryan, 1985), we focused on the positive direct and indirect associations—through psychological need satisfaction—of team work value orientations on job engagement. Specifically, we expected that individuals within teams that are characterized by an intrinsic, relative to an extrinsic, work value orientation show higher levels of job engagement. Multilevel analyses with data of 307 employees within 31 teams working in a variety of sectors in Belgium and the Netherlands largely confirmed the hypotheses. The practical applications and theoretical implications of these findings for the use of team-level constructs in self-determination theory are discussed.

**TEAM INNOVATION AND EFFECTIVENESS: THE MEDIATING ROLE OF TEAM PROCESSES**

**Jeffrey Paul**, *Oklahoma State University*

**Jason W. Ridge**, *Oklahoma State University*

**Aaron Hill**, *Oklahoma State University*

**Paul Johnson**, *Oklahoma State University*

**Craig Wallace**, *Oklahoma State University*

The input-process-outcome (IPO) framework recognizes that team inputs do not directly influence team outcomes, but rather they do so by exerting influence through team processes. We propose and test a model in which team climate for innovation (TCI) (i.e. team input) relates to new venture outcomes via team learning, team-member exchange, and team efficacy (i.e., team mediators). Results from 101 dyadic teams in computer-based simulations support the notion that TCI influences intra-team processes that in turn influence indices of success. Implications for theory and practice are discussed.

**TEAM VIRTUES AND PERFORMANCE: AN EXAMINATION OF TRANSPARENCY, BEHAVIORAL INTEGRITY, AND TRUST**

**Michael Palanski**, *Rochester Institute of Technology*

**Surinder S. Kahai**, *Binghamton University, SUNY*

**Francis J. Yammarino**, *Binghamton University, SUNY*

Using data from two studies, we examined the associations among team-level virtues and team-level performance. Specifically, we investigate whether transparency, behavioral integrity, and trust can be conceptualized and operate at the team level of analysis and, if so, what their relationships are to team performance. Using Partial Least Squares analysis, we found in both studies that team transparency was positively related to team behavioral integrity, which in turn was positively related to team trust. We also found evidence of a positive relationship between team trust and team performance.

*Thursday, 3:15pm - 4:45pm in Blue Heron*

**Panel on Behavioral Ethics: Where the Research is Now and Where it Needs to Go Next**

Coordinator: **Chris Henle**, *Colorado State University*

**Julian Barling**, *Queens University*

**Rebecca J. Bennett**, *Louisiana Tech University*

**E. Kevin Kelloway**, *St. Mary's University*

**Russell S. Cropanzano**, *University of Arizona*

**Paul Spector**, *University of South Florida*

**Robert G. Folger**, *University of Central Florida*

A distinguished panel of experts will share their perspectives on the field of behavioral ethics -- the broad area of inquiry that addresses such things as whistleblowing, organizational justice, honesty, theft, sabotage, abuse, and incivility. The panelists will discuss current trends in behavioral ethics, identify problems and prospects in current work, and propose directions for future research. Audience members will then have an opportunity to offer their observations and to pose questions.

**HRM/Careers: Theoretical and Empirical Advances on Employee Training and Development**

Session Chair: **Yan Liu**, *Louisiana Tech University*

Discussants:

**Marie-Line Germain**, *Western Carolina University*

**Timothy Paul Munyon**, *West Virginia University*

**C. Allen Gorman**, *Radford University*

**CAREER COMMITMENT AND CONTINUOUS PROFESSIONAL DEVELOPMENT ACTIVITY: THE ROLE OF PROFESSIONAL ORIENTATION**

**Ghadir Ishqaidef**, *University of Kansas*

**Jonathon R. B. Halbesleben**, *University of Alabama*

The increasing interest in career commitment warrants a focus on resulting behaviors such as continuous professional development (CPD) activity. We use conservation of resources theoretical framework to explain the relationship between affective career commitment and CPD activity. We further explore the moderating role of an individual characteristic, professional orientation. With a sample of 83 cancer registrars, we found positive main effect of both professional orientation and affective career commitment on continuous professional development activity. In addition, we found support for moderation effect of professional orientation on affective career commitment-CPD activity relationship. Discussion of implications and future research are further explored.

**SOCIOANALYTIC THEORY AND WORK BEHAVIOR: ROLES OF WORK VALUES AND POLITICAL SKILL IN JOB PERFORMANCE AND PROMOTABILITY ASSESSMENT**

**Gerhard Blickle**, *Universität Bonn*

**Julia Katharina Frohlich**, *WHU - Otto Beisheim School of Management*

**Sandra Ehlert**, *Universität Bonn*

**Katharina Pirner**, *Universität Bonn*

**Erik Dietl**, *Universität Bonn*

**T. Johnston Hanes**, *University of Illinois at Urbana-Champaign*

Socioanalytic theory postulates that job performance ratings are predicted by basic social motives moderated by social competency. The two motives are the motive to get along with others and the motive to achieve status and power. The present two-study investigation assessed these motives as work values, and collected supervisors' job performance and promotability assessments. Social competency was assessed as political skill at work. The results provided strong and consistent support for the hypotheses.

**TRAINING AND TURNOVER: THE MODERATING EFFECTS OF PERSONALITY**

**Alison Wall**, *Louisiana Tech University*

**Marcia J. Simmering**, *Louisiana Tech University*

The turnover of trained employees reduces the productivity of training interventions and organizational performance, thus, it is imperative that organizations identify appropriate targets for training interventions in order to maximize the benefit and reduce the overall costs. Individual characteristics have been linked to a variety of workplace outcomes, including training and turnover. The model presented in this paper provides and tests a framework that considers training as a potential moderator in the relationship between personality and turnover. The findings indicate that several of the Big Five personality traits interact with training to influence turnover.

**Ent/IT/Innov: Compensation and Incentives in Emerging Firms**

Session Chair: **Vishal Gupta**, *Binghamton University, SUNY*

Discussants:

**Krishna Prasad Poudel**, *University of Louisville*

**Malayka Klimchak**, *Winthrop University*

**Betty G. Hubschman**, *Barry University / bh Consulting*

**INCENTIVIZING EMPLOYEES FOR INNOVATION IN SMES: DO INNOVATION-SUPPORTIVE INCENTIVES ALWAYS SUPPORT INNOVATION?**

**Michael C. Withers**, *Arizona State University*

**Paul Louis Drnevich**, *University of Alabama*

Managers continue to search for ways to encourage innovation activities within their organizations. A sizeable portion of the extant research on innovation focuses on the role and/or implications of organizational incentives on innovation. Many of these studies suggest, and even empirically support, a general positive relationship between organizational incentives and innovation activities. However, drawing from resource allocation theory, we suggest that the true relationship between levels of innovation-supportive incentives and innovation outcomes is likely curvilinear (inverse U-shaped). We theorize and examine this contrarian hypothesis, controlling for a variety of other factors, using a sample of 676 small and medium enterprises.

**INSTITUTIONAL IMPERATIVES AND INTERNAL INCENTIVES: DETERMINANTS OF GROWTH AND RISK IN EMERGING FIRMS**

**William J. Donoher**, *Missouri State University*

Organizational growth is an important phenomenon that may be undertaken for a variety of reasons. Likewise, the methods by which growth programs are implemented may involve varying degrees of risk. This article examines the motivations and incentives for growth among executives of emerging firms, those whose goals include continued organizational growth, and develops a model of growth and risk that juxtaposes executives' growth aspiration levels against compensation structure in order to determine the magnitude and riskiness of subsequent growth initiatives. The article concludes with a discussion of the model's implications and presents directions for future research.

**RELATIONSHIP BETWEEN PROFESSIONAL EMPLOYEE COMPENSATION AND HUMAN CAPITAL IN SMALL HI-TECH FIRMS: AN EMPIRICAL INVESTIGATION.**

**Sanjib Chowdhury**, *Eastern Michigan University*

**Eric Roland Schulz**, *Eastern Michigan University*

Drawing on human capital theory, we propose a divergent relationship between professional employee compensation and different forms of human capital in small hi-tech firms. Based on secondary data on 6703 professional employees representing 387 small hi-tech firms we found that while formal education has a positive relationship with compensation, task-specific human capital gained from experience in the current job has a negative relationship with compensation. In addition, this negative relationship is weak in small hi-tech firms with higher productivity and strong in such firms with low productivity.

*Thursday, 3:15pm - 4:45pm in Jasmine*

**OB: Authentic & Charismatic Leadership**

Session Chair: **Monica Sharif**, *University of Miami*

Discussants:

**Jerry Bryan Fuller**, *Louisiana Tech University*

**Jia Hu**, *University of Illinois at Chicago*

**Daniel F. Michael**, *Troy University*

**CHARISMA UNDER CRISIS REVISITED: THE CASE OF GEORGE W. BUSH**

**Kelly M. Davis**, *Texas Tech University*

This study investigates the influence of crisis on the use of charismatic rhetoric. The rhetoric of President George W. Bush was examined pre- and post-September 11th and pre- and post-Hurricane Katrina. Charismatic leadership was assessed using eight charismatic rhetoric constructs (collective focus, temporal orientation, followers' worth, similarity to followers, values and moral justifications, tangibility, action, and adversity). The results revealed that the rhetorical leadership of President Bush became more charismatic following each crisis, suggesting that the increased charisma was crisis-responsive. Implications for the leader, follower, and situational interactions are discussed as they apply to the different contexts of the crises.

**HOW LEADER TRANSPARENCY IMPACTS FOLLOWER ENGAGEMENT: THE MEDIATING EFFECTS OF BEHAVIORAL INTEGRITY AND PARTICIPATION IN DECISION-MAKING**

**Gretchen Vogelgesang**, *George Mason University*

**Hannes Leroy**, *Katholieke Universiteit Leuven*

**Tony Simons**, *Cornell University*

**Bruce Avolio**, *University of Washington*

This study used a survey design with an 8-week temporal separation to explore the relationships between leader transparency and follower outcomes. Members of 5 platoons at a military academy evaluated their leaders' transparency and behavioral integrity. Those followers then also rated their own participation in decision making and engagement. Both leader and follower performance was evaluated by a third party. Structural equation modeling was used to test the model, which was found to have a good fit to the data. Findings suggest that behavioral integrity and participation in decision-making tie into two different paths through which followers can become engaged.

**★BEST PAPER IN TRACK★**

**THE EFFECTS OF CRISIS, CYNICISM ABOUT CHANGE, AND VALUE CONGRUENCE ON PERCEPTIONS OF LEADERSHIP IN THE 2008 PRESIDENTIAL ELECTION: THE ROLE OF AUTHENTIC LEADERSHIP AND ATTRIBUTED CHARISMA IN THE NATIONAL VOTE**

**Ethlyn A. Williams**, *Florida Atlantic University*

**Bryan Deptula**, *Florida Atlantic University*

**Rajnandini Pillai**, *California State University San Marcos*

**Kevin B. Lowe**, *University of North Carolina at Greensboro*

This current study examines leadership in the context of the 2008 presidential election. Longitudinal data were collected across three regions of the United States to yield 441 responses. Perceptions of crisis were positively related to attributed charisma but not perceptions of authentic leadership. Value congruence moderated the relationship between cynicism and attributed charisma for Obama but not for McCain and between cynicism and perceptions of authentic leadership for McCain but not Obama. Attributed charisma was found to have augmenting effects over authenticity in predicting voting behavior. The contributions made to the literature are discussed and directions for future research presented.

*Thursday, 3:15pm - 4:45pm in Palm*

**MH/ME: Changing Faculty Roles and Responsibilities**

**Thomas Walter Garsombke**, *Clayton State University*

**Diane Joyce Prince**, *Clayton State University*

**Richard A. Fulton**, *Troy University*

**Gwen F. Hanks**, *University of Georgia*

Rapid and multiple societal changes have demanded that faculty alter the traditional roles of educator, researcher, and server into an expanded profile and requirements, some non-academic roles that put more time and obligations on faculty. While many of these new responsibilities are related, some are indirectly, or even remotely unrelated to traditional roles. After a literature review on current/future issues facing higher education; and discussions with faculty from various institutions, a number of new roles and responsibilities have emerged. This research developed a listing; and proposes a wider and deeper discussion of them, and their implications.

**Thursday, 3:15pm - 4:45pm in Sabal**

**Strategy/OT/IM: Governance Diversity & Upper Echelons Theory**

Session Chair: **Brian L. Connelly**, *Auburn University*

Discussants:

Papers 1 & 3: **Corey Fox**, *Oklahoma State University*

Paper 2: **Matthew James Mazzei**, *Auburn University*

**AN EXAMINATION OF THE CEO INNER CIRCLE AS THE NEW GLASS CEILING FOR FEMALE TOP EXECUTIVES**

**Ann Mooney**, *Stevens Institute of Technology*

This study suggests that a new glass ceiling may be emerging for top female managers. Specifically, women seem limited, by virtue of their gender, in their ability to participate in the key function of top management, which is to make strategic decisions for the firm. In a sample of 335 executives in 40 firms, we find evidence that an inner circle of top executives handpicked by the CEO (rather than the full top management team) makes most strategic decisions, and that the CEO is not inclined to select women into this group. Implications for this and future research are discussed.

**BOARD GENDER DIVERSITY, STAKEHOLDER PERFORMANCE, AND CEO COMPENSATION**

**Myrtle P. Bell**, *University of Texas at Arlington*

**Joseph Coombs**, *Texas A&M University*

**K Matthew Gilley**, *St. Mary's University*

**Don H. Kluemper**, *Northern Illinois University*

This study examines whether board gender diversity affects the relationship between organizational performance, measured in both financial and social terms, and CEO compensation. Using a sample of 262 Fortune 500 companies, our results suggest that CEO compensation is lower in firms with higher levels of board gender diversity. Furthermore, CEOs appear to be rewarded less for financial performance, and more for social performance, as the percentage of women on the board increases. These findings suggest that boards with greater levels of gender diversity take a more conservative approach and place increasing emphasis on non-financial performance when determining CEO pay.

**THE EFFECTS OF CEO CHARACTERISTICS ON ANTITAKEOVER OF THE FIRM**

**Won-Yong Oh**, *University of Kansas*

**Yong-Yeon Ji**, *Towson University*

The extant literatures have examined the determinants of antitakeover provisions. Although those studies mostly focused on the effects of governance or ownership characteristics, we alter the focus by empirically testing how poison pill decision varies based on the CEO characteristics. Using a sample of Fortune 500 manufacturing firms, we found that CEO characteristics have significant effects on the poison pill decisions. CEOs with high proportion of fixed salary, significant stock ownership and business educational background are more likely to use poison pill. In contrast, CEOs' directorship is negatively associated with the presence of poison pill.

**Thursday, 3:15pm - 4:45pm in Snowy Egret**

**Ask the Administrators**

Coordinator: **Lucy L. Gilson**, *University of Connecticut*

**Allen C. Amason** - *Management Department Head, University of Georgia*

**Anthony (Tony) Paul Ammeter** - *Associate Dean for Undergraduate Programs, University of Mississippi*

**Terry C. Blum** - *Director, Institute for Leadership and Entrepreneurship, Former Dean of the College of Management, Georgia Institute of Technology*

**Pamela L. Perrewé** - *Director for the Center for Human Resource Management, Former Chairman of the Management Department and Associate Dean for Graduate Programs, Florida State University*

**Terri A. Scandura** - *Dean of the Graduate School, University of Miami*

**Sherry E. Moss** - *Director of Full-time MBA Program, Wake Forest University*

This lively session will candidly present the "pros" and the "cons" of going into Administration. Our panel has both "newbie's" and "veterans" who will discuss administration from the perspective of being a Department Head, Associate Dean, Dean of Undergraduate Programs, College Dean, and Dean of the Graduate School.

**Thursday, 5:15pm - 6:15pm in Citrus**

**SMA Business Meeting**

**Presiding: Margaret L. Williams**, *Wayne State University* [SMA President]

**Thursday, 6:15pm - 6:30pm in Banyan Breezeway**

**Award Presentation: James G. (Jerry) Hunt SMA Sustained Outstanding Service Award**

**Award Winner: K. Michele Kacmar**, *University of Alabama*

**Thursday, 6:30pm - 8:00pm in Breck Deck**

**SMA Presidential and Annual Membership Reception**

Come honor our outgoing SMA President Margaret L. Williams at our annual membership reception

**Thursday, 8:00pm - 10:00pm**

**Chocolate and Champagne Reception  
(Hosted by the University of Alabama)**

The University of Alabama is hosting a Chocolate and Champagne Reception. The reception will be held at Silas' Steakhouse which is directly across the street from the Tradewinds. Please plan to join us for dessert and bubbly and help us celebrate UA's success.

# Friday, October 29

**Conference Registration and Exhibits:** 8:00am - 3:00pm in Banyan Breezeway (closed for lunch from Noon to 1:30pm)

**Coordinator:** Charles A. Pierce, *University of Memphis*

**Registration for SMA Placement Services:** 8:00 a.m. to 4:00pm in Banyan Breezeway (closed for lunch from Noon to 1:30pm)

**Coordinators:** Walter Lee Grubb III & Patricia Lanier

**Conference Registration and Exhibitor Breakdown:** 3:00pm - 5:00pm

**Friday, 7:30am - 9:15am in Blue Heron**

## SMA Officer Breakfast & Meeting (By Invitation Only)

**Coordinator:** Mark B. Gavin, *Oklahoma State University*

**Friday, 8:00am - 10:00am in Snowy Egret**

## Professional Development Institute: Dealing with Endogeneity - A Little Math and Several Examples

**Scott Johnson, Oklahoma State University**

Researchers and reviewers are becoming increasingly aware of estimation problems created when an independent variable of interest is not randomly determined, or strictly exogenous. There are several methodological tools to deal with the so-called "endogeneity problem" including treatment effect models based on Heckman's two-step estimation; two-stage and three-stage least squares estimation; and the Hausman test for endogeneity. This workshop will discuss these tools while emphasizing that endogeneity issues require better theory and research design, not just methodological fixes.

**Friday, 8:30am - 10:00am in Banyan**

## OB: The Burdens of Work Stress and Job Burnout

Session Chair: **Mary Jo Jackson, University of South Florida St. Petersburg**

Discussants:

**Shanan Litchfield, Mississippi State University**

**Matt Bowler, Oklahoma State University**

**Katina Thompson, Florida State University**

**Mary Jo Jackson, University of South Florida St. Petersburg**

### "STAYING CONNECTED": THE INFLUENCE OF ELECTRONIC-MEDIATED COMMUNICATION ON ROLE-RELATED STRESS

**Erin Nicole Hess-Escalante, University of Texas at San Antonio**

**Carolee M. Rigsbee, University of Texas at San Antonio**

**Teresa Svacina, University of Texas at San Antonio**

Technology is increasingly blurring the boundary between work and private life (Straus, Weisband, & Wilson, 1998). Drawing on role theory (Katz & Kahn, 1978), we examine how the common but under-researched phenomenon of staying connected electronically to work after regular hours of employment can be associated with role overload, role ambiguity, role conflict, and 'unnecessary stress.' Our conceptual model, which includes an extension of Katz & Kahn's Role-Episode Model (1978) to address the intentionality and interpretation of sent messages in contexts prone to misunderstandings, highlights the importance of mindful and explicit expectations regarding the need for employees to "stay connected."

### EMBEDDED EXPECTANCY: EXPLAINING THE VARIABILITY IN MODERATING EFFECTS OF SOCIAL SUPPORT ON OCCUPATIONAL STRESS

**Robert L. Nixon, University of South Florida**

**Min-Dong Paul Lee, University of South Florida**

Although social support is generally recognized as an important factor in mitigating occupational stress, empirical studies on social support often found inconsistent results. This study explains the variability in moderating effects of social support by introducing a concept of embedded expectancy. We argue that employees attribute different levels of expectation and assistive capacity to each source of social support in relation to a particular stressor. Using a unique dataset collected from seven non-profit health services organizations, we show how this embedded expectancy influences the extent to which social support moderates the stressor-strain relationship.

### IS IT WORTH IT? THE EFFECT OF PERCEIVED SOCIAL IMPACT ON JOB BURNOUT

**Alim J. Beveridge, Case Western Reserve University**

**Melvin L. Smith, Case Western Reserve University**

This paper presents the results of an empirical study showing that perceived social impact, the perception that one's work positively impacts others, has negative relationships with the experience of exhaustion and disengagement, the two core dimension of job burnout, and that these relationships are moderated by employees' prosocial values. The findings indicate that perceived social impact is an important internal resource that can have a positive impact on employees' experience of their work and their well-being.

## SHOULDERING A SILENT BURDEN: THE TOLL OF DIRTY WORK

**Benjamin Baran**, *University of North Carolina at Charlotte*  
**Steven Rogelberg**, *University of North Carolina at Charlotte*  
**Joe Allen**, *University of North Carolina at Charlotte*  
**Christiane Spitzmüller**, *University of Houston*

Building upon dirty-work research and theory, this study investigated strain among 499 animal-shelter workers, 317 of whom were directly involved in animal euthanasia-related work. Animal-shelter workers directly involved in dirty work report higher occupational strain, more reluctance to discuss their work, and lower work satisfaction yet higher job involvement than non-dirty-work employees. The findings suggest that as workers become psychologically and physically closer to the dirty-work taint, they are more likely to experience decreased well-being. Implications for the advancement of dirty-work theory include the importance of both physical and psychological proximity in the understanding of within-group variance among dirty workers.

**Friday, 8:30am - 10:00am in Citrus**

### **MH/ME: Assessment and Testing in the Online Environment**

**Jane Whitney Gibson**, *Nova Southeastern University*  
**Julia Teahen**, *Baker College Online*  
**Bahaudin G. Mujtaba**, *Nova Southeastern University*  
**Regina A. Greenwood**, *Nova Southeastern University*  
**Dana V. Tesone**, *University of Central Florida*

The symposium presenters give their thoughts on the challenges of assessment and testing in the online environment from their perspective of long-term administrators and instructors in the online environment. Topics include assessing learning at both the individual course level and the program level. With this foundation, specific issues are discussed including standardizing assessment of learning and testing, evaluating pros and cons of online testing, and security issues connected with online testing. Audience participation will be encouraged via a question and answer period.

**Friday, 8:30am - 10:00am in Glades**

### **Ent/IT/Innov: Venture and Capital Investment in New Firms**

Session Chair: **Thomas Russell Crook**, *University of Tennessee*

Discussants:

**Christian Hopp**, *University of Vienna*  
**William J. Donoher**, *Missouri State University*  
**Greg Bell**, *University of Dallas*

## IS THE BLACK BOX OPENED YET? EXAMINING VENTURE CAPITALIST-ENTREPRENEUR RELATION IN SOCIAL EXCHANGE THEORY PERSPECTIVE

**Krishna Prasad Poudel**, *University of Louisville*

This paper introduces a conceptual model of venture capitalist-entrepreneur (VC-E) cooperation grounded in the tenets of social exchange theory. First, we critically review the assumptions of two conflict-focused theories, agency theory and transaction cost economics, which have been overwhelmingly applied to explain VC-E relationship. We present our conceptual framework with underlying assumptions and boundary conditions and derive propositions to model the relationship.

## SURVIVAL OF NEW TECHNOLOGY COMPANIES IN ECOSYSTEM VENTURING THROUGH CORPORATE VENTURE CAPITAL INVESTMENTS

**Yi Yang**, *University of Massachusetts Lowell*  
**Tianxu Chen**, *Drexel University*  
**Lingling Pan**, *Temple University*

In this study, we investigate how a new venture in a technological ecosystem can enhance survival by interacting with the technology leader. We test our hypotheses in the context of Intel corporate venture capital (CVC) investments during the period of 1991-2005. Our findings indicate that a new venture's higher degree of technology relatedness with the ecosystem leader tends to enhance survival. Our results also suggest that 'being a co-opetitor' is important for new ventures to enhance survival. However, this strategy becomes less effective as the technical linkage between a new venture and the ecosystem leader becomes distant.

## THE INFLUENCE OF FOUNDER-CEOS AND BOARD STRUCTURE ON IPO VALUE: AN INSTITUTION-BASED VIEW

**Fariss-Terry Mousa**, *James Madison University*  
**William Ritchie**, *James Madison University*

Extant research provides mixed reviews regarding the performance associated with firms that have recently undergone an IPO and retain their founder as CEO. One such influence on these young firms is the societal response to IPO decisions to retain insiders, particularly when the founder is also the CEO. Given that these firms are operating in a post-Sarbanes Oxley environment where cultural norms regarding negative effects of insiders predominates, we argue from an institution-based view that higher concentrations of insiders result in lower IPO values for firms with founder-CEOs. We find that founder-CEOs with fewer inside directors are rewarded by society.

**Friday, 8:30am - 10:00am in Jasmine**

### **OB: Workplace Deviance**

Session Chair: **Chris Henle**, *Colorado State University*

Discussants:

**Chris Henle**, *Colorado State University*  
**Susie S. Cox**, *McNeese State University*  
**Huiwen Lian**, *University of Waterloo*

## A SOCIAL INTERACTIONIST APPROACH TO BACKLASH: BULLYING AS A REACTION TO COUNTERNORMATIVE BEHAVIOR

**Brooke Ann Shaughnessy**, *University at Buffalo, SUNY*

Workplace harassment is a pervasive phenomenon that is influenced by processes operating at all organizational levels. Previous research has sought to explain the related outcomes and predict the likely victims of workplace harassment. The current paper introduces a model to examine the progression of potential antecedents to bullying behavior. Counternormative victim role behavior results in expectancy violation for the perpetrator or bully based on gender role expectations. The counternormative behavior provokes a retaliatory reaction from the bully, i.e. backlash. Unique to the current paper, however, backlash then leads to a specific form of social rejection: bullying.

## **SOCIAL CAPITAL'S INFLUENCE ON CONFORMITY AND DEVIANCE: THE ROLE AND SALIENCY OF SHARED MENTAL MODELS**

**Kevin Saul Cruz**, *University of Pittsburgh*

A model of social capital's influence on conformity and deviance is presented. First, I propose that social capital's dimensions facilitate the creation of shared mental models. Second, I propose that the saliency of shared mental models across organizational levels, as a function of an organization's degree of centralization, influences individuals to conform to or deviate from reference group norms and larger normative standards. Lastly, I propose that conforming (deviating) increases, maintains, or decreases social capital across organizational levels.

## **WORKPLACE BULLYING AND EMPLOYEE PERFORMANCE: THE ROLE OF EMPLOYEE ATTRIBUTIONS**

**Al-Karim Samnani**, *York University*

**Parbudyal Singh**, *York University*

**Souha R. Ezzedein**, *York University*

We integrate attribution theory into a conceptual model illustrating the role of employee attributions in explaining the relationship between workplace bullying and victim work performance. We provide a typology of four attributions, including positive attributions, personal attack attributions, culture of work, attributions, and culture of jokes and banter attributions around whether the bullying act is work-driven and consistent with organizational culture. We propose that work-driven attributions will positively influence performance whereas non-work-driven attributions will negatively influence performance. However, we propose that victimized employees' performance will decrease over time in all cases. We conclude with theoretical and practical implications.

**Friday, 8:30am - 10:00am in Palm**

### **MH/ME: Learning from Cases**

Session Chair: **Marie-Line Germain**, *Western Carolina University*

Discussant: **Sheryllynn Roberts**, *University of Texas at Arlington*

## **ASSESSING ETHICAL UNDERSTANDING VIA THE F.A.M.O.U.S. FRAMEWORK AND CASE METHODOLOGY**

**Joycelyn A. Finley-Hervey**, *Florida A&M University*

**Jennifer Collins**, *Florida A&M University*

**Angela Murphy**, *Florida A&M University*

Assessing learning outcomes in business schools is a necessary component to ensure quality programs and to secure AACSB accreditation. In this research, we examine the ethical understanding learning goal and explore an innovative approach taken by one business school. This research includes a description of the novel "F.A.M.O.U.S." assessment framework and a case approach employed to appraise the ethical understanding learning goal. The F.A.M.O.U.S. framework is a unique assessment process. The case method encouraged students to explore multiple stakeholder perspectives and ethical decision criteria. This study concludes by discussing an action plan for continuous improvement in business school programs.

## **CREATING AND EXECUTING IN-CLASS EXERCISES TO COMPLEMENT PUBLISHED CASES: "ICE BEER TO JAPAN" IMPLEMENTATION EXERCISE TO ACCOMPANY CRAIG'S ASAHI BEER CASE**

**Anne Smith**, *University of Tennessee Knoxville*

**Joshua Ray**, *University of Tennessee Knoxville*

In strategy courses, we are challenged to move beyond student understanding of analytical techniques and generation strategic solutions toward student understanding of the implementation process of a strategic decision. Yet, given the substantial amount of classroom time and the strong case orientation in many capstone strategy courses, how do strategy instructors create in-class learning activities that focus on implementation processes? One approach is to create original exercises that allow students to experience implementation processes. We outline a previously used in-class exercise complete with learning objectives and insights based on previous class experience.

## **INDIVIDUAL LEVEL CULTURAL ORIENTATIONS AND THE PREDICTION OF ACADEMIC MOTIVATION: A CASE OF BUSINESS STUDENTS**

**Edward Osei Akoto**, *Jackson State University*

**Christie Renee Morgan**, *Jackson State University*

**Alisa Mosley**, *Jackson State University*

We examined business students' cultural orientations and the influence on academic motivation. Data was gathered from 216 undergraduate students of a major urban university in southeast USA. The initial findings indicate that our sample is collectivist, has low power distance, and high uncertainty avoidance orientations. Employing simultaneous regression analysis, we found that: (1) collectivism is more related to intrinsic academic motives, (2) low power distance is more related to intrinsic academic motivation to experience stimulation and (3) strong uncertainty avoidance is related to both the intrinsic and extrinsic academic motives. Implications and directions for future research are discussed.

**Strategy/OT/IM: Strategic Marketing/Market Orientation**

Session Chair: **LaKami T. Baker**, *Auburn University*

Discussants:

Papers 1 & 2: **Norris White Gunby Jr.**, *Elon University*

Paper 3: **Judy Lee**, *Golden Gate University*

**FAMILY FIRMS AND MARKET ORIENTATION: A COMPARATIVE ANALYSIS OF THE S&P 500**

**Miles Aaron Zachary**, *Texas Tech University*

**G. Tyge Payne**, *Texas Tech University*

**Jeremy C. Short**, *Texas Tech University*

**Aaron Francis McKenny**, *Texas Tech University*

Market orientation is a construct that involves the development of norms and behaviors that support organization-wide generation, dissemination, and strategic responses to market information. But despite a rich history, little attention has been given to understanding the differences in market orientation between family and non-family businesses. Addressing this gap in the extant literature, we examine if differences exist in the market orientation of both family and non-family businesses along the dimensions of customer orientation, competitor orientation, interfunctional coordination, long-term focus, and profitability. Additionally, we find mixed results when family firms and market orientation are included in a performance regression model.

**STRATEGIC CLARITY AND COMBINATION STRATEGIES AMONG RETAILERS IN THE UNITED STATES**

**John A. Parnell**, *University of North Carolina at Pembroke*

This study examines the strategy-performance linkage in the United States giving specific attention to the efficacy of a combination strategy. A survey of 277 retail professionals lends support to the generic strategy typologies proposed by Porter, and Miles and Snow. The combination strategy was associated with higher performance in some but not all instances. Businesses with high and low strategic clarity—the extent to which a single strategy reflects the organization's strategic intent—outperformed those with moderate strategic clarity.

**THE EFFECTS OF FRANCHISE OWNERSHIP AND PRICE ON SURVIVAL**

**Ilan Alon**, *Rollins College*

**Victoria Bordonaba-Juste**, *University of Zaragoza*

**Laura Lucia-Palacios**, *F.C. Económicas y Empresariales*

**Yolanda Polo-Redondo**, *University of Zaragoza*

This article explains the relationship between ownership and pricing strategy and two types of franchising survival (franchise use survival and company survival). We used a large sample longitudinal data related to the franchisors that operated in the US between 1994 and 2008 to test our framework. The results show that, in general, survivors are older, larger chains with lower proportions of company-owned units, higher royalty rates, and greater international expansion than non-survivors. We also found that the negative effect from having a high proportion of company-owned units on survival is greater for larger chains than it is for smaller chains.

**HC/HM/PA: Hotels, Restaurants, & Tourism**

Session Chair: **Marilyn Whitman**, *University of Alabama*

Discussant: **Marilyn Whitman**, *University of Alabama*

**“GOING GREEN”! EXPLORING CUSTOMER PREFERENCE IN THE HOTEL INDUSTRY**

**Matrecia Long James**, *Jacksonville University*

**Angela Miles**, *North Carolina A&T State University*

**Millicent F. Nelson**, *Middle Tennessee State University*

**Sally Sledge**, *Norfolk State University*

**Sidika Nihal Colakoglu**, *Norfolk State University*

Green management has become a new mandate for firms in all industries to use in their operational strategies. The hotel industry has long utilized environmentally friendly practices yet it has incorporated more actions in recent years due to consumer demand. This work offers an exploratory qualitative study of consumer perceptions about the importance of green management practices in purchase decisions for hotel stays. The sample includes hotel customers. Results suggest that green management practices do matter to a majority of customers. Other findings and directions for future research are included.

**EXAMINATION OF THE RELATIONSHIPS AMONG LEADER-MEMBER-EXCHANGE, JOB SATISFACTION, AND TURNOVER INTENT IN A LIMITED-SERVICE RESTAURANT ENVIRONMENT**

**Michael D. Collins**, *Coastal Carolina University*

**R. Thomas George**, *Ohio State University*

The present research examines the relationships among Leader-Member Exchange (LMX), job satisfaction, and turnover intention in an upscale, limited-service restaurant environment. Participants responded to an online survey through which the quality of the LMX relationship, the level of job satisfaction, and turnover intentions are assessed. Findings reveal that the quality of the LMX relationship has a significant, direct linear relationship with job satisfaction. Job satisfaction is found to have a statistically significant relationship with turnover intention, while LMX does not demonstrate a direct relationship with turnover intention. The relationship between LMX and voluntary turnover intention is mediated by job satisfaction.

**REBALANCING INTERORGANIZATIONAL POWER ASYMMETRIES IN TOURISM DISTRIBUTION CHANNELS: THE CASE OF MEETINGS INDUSTRY INTERMEDIARIES**

**Alex Vestal**, *University of Central Florida*

**Robert C. Ford**, *University of Central Florida*

This paper takes a strategic contingencies theory perspective to understanding the power asymmetries that arise between organizations in the exchange of critical resources. After addressing the sources of these power asymmetries, we suggest strategies by which less powerful organizations can influence these power asymmetries and capture a greater share of the value chain by managing their exchange relationships. By using intraorganizational strategies less powerful organizations in interorganizational networks can gain greater power in exchange relationships. We illustrate applications of our proposed strategies in the context of the convention and meetings industry.

**Friday, 10:00am - 10:30am in Banyan Breezeway**

**Networking Break**

**Coordinator:** Joy H. Karriker, *East Carolina University*

**Friday, 10:30am - 12:00pm in Banyan**

**OB: Victims in the Workplace**

Session Chair: **Yongmei Liu**, *Illinois State University*

Discussants:

**Sandra Renee Bryant**, *Regent University*

**Robyn Brouer**, *University at Buffalo, SUNY*

**Stacey R. Kessler**, *Montclair State University*

**AN ATTRIBUTIONAL MODEL OF WORKPLACE OSTRACISM**

**Rachel Elizabeth Kane**, *Florida State University*

Aside from the recently developed and validated Workplace Ostracism Scale (WOS) (Ferris, Brown, Berry, & Lian, 2008), the effects of ostracism on work attitudes, work behavior, and well-being have received insufficient attention in the organizational behavior literature. The purpose of this research is to propose and develop an attributional model of workplace ostracism. The attributional focus of the proposed model suggests that individuals' responses to workplace ostracism are dependent on the unique causal ascriptions each ostracized individual makes as to the reason they are being ostracized.

**DON'T MAKE ME THE BAD GUY: SELF-MONITORING, ORGANIZATIONAL NORMS, AND THE MUM EFFECT**

**Laura E. Marler**, *Mississippi State University*

**D'Lisa N. McKee**, *Mississippi State University*

**Susie S. Cox**, *McNeese State University*

**Marcia J. Simmering**, *Louisiana Tech University*

**David G. Allen**, *University of Memphis*

In this study, we examine the influence of both personality (i.e., self-monitoring), situation (i.e., organizational norms for sharing negative information), and the interaction of these variables on two distinct dimensions of the mum effect, which is the reluctance to deliver negative information (Rosen & Tesser, 1970). Our results indicate that high-self monitors are more likely to engage in the mum effect than low self-monitors and that an individual's perceptions of organizational norms related to sharing negative information are significantly related to one form of mum behavior. Finally, we found the interaction of personality and situation significantly predicted mum behavior.

**THE COMPANY WE KEEP: PERCEPTIONS OF VICTIMIZATION IN THE WORKPLACE AND THE MODERATING EFFECT OF NARCISSISM ON TRUST AND PERFORMANCE**

**Lisa V. Williams**, *University at Buffalo, SUNY*

**Darren C. Treadway**, *University at Buffalo, SUNY*

**Jeffrey Bentley**, *University at Buffalo, SUNY*

**Brooke Ann Shaughnessy**, *University at Buffalo, SUNY*

**Jacob W. Breland**, *University of Idaho*

**Kelly Lee Zellars**, *University of North Carolina at Charlotte*

The present study considers the effects of perceptions of victimization in the organization and its interaction with follower narcissism on cognitive and affective trust in leader and subordinate performance. We surveyed employees (n=105) of a chain restaurant and conducted a moderated-mediation analysis of our model. Results indicate that high victimization when coupled with high narcissism increases affective trust in leader; low narcissism resulted in decreased affective trust in leader. There were no effects on cognitive trust. Affective trust positively predicted subordinate performance.

**Friday, 10:30am - 12:00pm in Citrus**

**HRM/Careers: Beauty is in the Eye of the Beholder: The Role of Perceptions and Personality on Supervisor and Subordinate Reactions**

Session Chair: **Marie S. Mitchell**, *University of Georgia*

Discussants:

**Michael Palanski**, *Rochester Institute of Technology*

**Jerry Bryan Fuller**, *Louisiana Tech University*

**James W. Bishop**, *New Mexico State University*

**EPISTEMOLOGICAL BELIEFS IN THE WORKPLACE: THE IMPACT OF PERSONAL BELIEFS ON MENTORING SUPPORT**

**Frankie Jason Weinberg**, *Loyola University New Orleans*

**Melenie J. Lankau**, *Wake Forest University*

This study proposes and tests a model through which organization members' personal epistemological beliefs about knowledge and learning promote mentoring behaviors. Beliefs held by mentors are expected to impact the degrees of vocational and psychosocial support they provide to their protégés. The member's perception of psychological safety is expected to moderate the relationships. Organization members' effort-oriented epistemological beliefs impact the amount of psychosocial support they provide as mentors and that the mentor's perception of psychological safety acts to moderate this relationship in the direction predicted. However, members' levels of vocational mentoring do not appear to reflect their effort-oriented beliefs.

## THE RELATIONSHIP OF MANAGERS' PERSONALITY TO MEAN RATING LEVEL AND RATING ACCURACY ACROSS FIVE RATING CONDITIONS

**John Bernardin**, *Florida Atlantic University*  
**Stephanie Thomason**, *University of Tampa*  
**Michael R. Buckley**, *University of Oklahoma*  
**Jeffrey S. Kane**, *Organizational Decision Sciences*

We studied the relationships among retail manager personality traits and the tendency to rate leniently and accurately across five performance appraisal situations that differed on levels of accountability. We focused on Agreeableness and Conscientiousness from the Five Factor Model and "Assertiveness." We found support for the stability of rating level effects such that more lenient raters in a highly accountable rating situation were also relatively more lenient under conditions of low accountability ( $r=.34$ ,  $p$

## ★BEST DOCTORAL PAPER IN TRACK★ THE REPUTATION - PERFORMANCE RELATIONSHIP

**Jeremy Ray Brees**, *Florida State University*  
**Timothy Paul Munyon**, *West Virginia University*

History has demonstrated the importance of reputation to individuals and the organizations in which they function. Yet, scholars have only recently begun to evaluate the influence and magnitude of reputation inside organizations. In this paper, we draw on attribution theory and related information processing models to explore how reputations are formed, and how reputations influence both subjective performance evaluations and objective performance, as gauged by employee productivity. By doing so, we lay a conceptual foundation, complete with testable propositions, to guide future research in the reputation – performance relationship. Strengths and directions for future research are discussed.

*Friday, 10:30am - 12:00pm in Glades*

## **Ent/IT/Innov: Striving for Success as Entrepreneurial Firms**

Session Chair: **Barbara D. Minsky**, *Troy University - Dothan*

Discussants:

**Matthew Grimes**, *Vanderbilt University*  
**Frances H. Fabian**, *University of Memphis*  
**Justin L. Davis**, *Ohio University*

## A MULTILEVEL PERSPECTIVE ON THE DETERMINANTS OF ENTREPRENEURIAL PERSISTENCE

**Swapnil Garg**, *University of Florida*  
**James Robert Van Scotter II**, *University of Florida*

Entrepreneurship theorists have started to differentiate between outcomes associated with activities occurring at different phases of the entrepreneurship process and identify the multilevel antecedents of these activities. This paper focuses on the individual and support-group level predictors of entrepreneurial persistence behavior at the pre-launch phase and argues that entrepreneurial persistence behavior is a key dependent variable for this phase. Direct and interactive effects of individual and group level variables are tested using a longitudinal dataset. Empirical findings support the idea that individual characteristics directly affect entrepreneurial persistence behavior and these effects are moderated by the kind of social support structure.

## CROSSING THE VALLEY OF DESPONDENCE: THE ROLE OF CONFIDENCE IN BUILDING ENTREPRENEURIAL COMPETENCE

**William R. Forster**, *Lehigh University*  
**Graciela Kuechle**, *Witten Herdecke University*  
**Saras D. Sarasvathy**, *University of Virginia*

This paper uses a mathematical simulation to develop theory as to how entrepreneurial competence and confidence interact in the context of serial entrepreneurship. The resulting theory reconciles two contradictory and competing pictures of the entrepreneur; it shows how entrepreneurs can be both seemingly habitually overconfident while at the same time continually learning and recalibrating their beliefs structures. We offer insights on entrepreneurial activity at the population level and show how the reinforcement of confidence gained through venturing is what helps entrepreneurs to cross the valley of despondence to start more than one company and to build entrepreneurial expertise.

## IS SOCIAL ENTREPRENEURSHIP A MOVEMENT?

**Matthew Grimes**, *Vanderbilt University*

Increasing numbers of individuals and organizations collectively identify as "social entrepreneurs." These individuals and organizations depict themselves as outsiders to the traditional non-profit sector comprised of voluntary associations. The rhetorical space that constitutes social entrepreneurship also implicitly and explicitly challenges the current institutionalized arrangement that divides up the for-profit and non-profit organizational landscape. Most research on social entrepreneurship, to date, ignores this rhetorical space, and instead attempts to substantiate social entrepreneurship as a new type of organization. This paper, however, focuses on this rhetorical space, and as such establishes social entrepreneurship as a social movement.

*Friday, 10:30am - 12:00pm in Jasmine*

## **OB: Redefining and Predicting Citizenship Behavior**

Session Chair: **Wongun Goo**, *Georgia State University*

Discussants:

**Nathan S. Hartman**, *John Carroll University*  
**Vishal Gupta**, *Indian Institute of Management, Lucknow*  
**Stephen P. Fitzgerald**, *TUI University*

## AT THE INTERSECTION OF EMPLOYEE CITIZENSHIP AND COUNTERPRODUCTIVE BEHAVIORS: ULTRA-CITIZENSHIP BEHAVIOR

**Nathan S. Hartman**, *John Carroll University*  
**Edward C. Tomlinson**, *John Carroll University*

Inertia in the extant citizenship literature has inhibited focus on theoretically-grounded but previously unexplored dimensions of OCB. Furthermore, although both citizenship and counterproductive behaviors have been recognized as discretionary, non-task performance, few efforts have been undertaken to examine how these forms of behavior may relate within organizational settings. Taken together, this has led citizenship researchers to overlook a potentially valuable dimension of citizenship – an active intervention intended to prevent harm to the organization from the counterproductive behavior of other employees. We introduce this dimension as ultra-citizenship behavior, and compare and contrast it to existing conceptualizations.

## CROSSOVER OF EMOTION REGULATION AND ASSOCIATIONS WITH TEAM IN-ROLE AND EXTRA-ROLE PERFORMANCE

Hetty Van Emmerik, *Maastricht University*  
Arnold B. Bakker, *Erasmus University Rotterdam*

This study investigates the crossover of team-level emotion regulation among 85 teachers working in 14 teams. We hypothesized that emotional labor would have a positive relationship with job performance when individual employees' emotional labor strategy matches the strategy that is most often used at the team level. The results of multilevel analyses confirm the expected crossover effects. In an environment where team members score high on deep acting (within teams), employees high on deep acting score better on team in-role performance and better on team extra-role performance.

## EXAMINING A SOCIAL EXCHANGE MODEL OF DEVELOPMENTAL IDIOSYNCRATIC DEALS AND EMPLOYEE ORGANIZATIONAL CITIZENSHIP BEHAVIOR

Jia Hu, *University of Illinois at Chicago*  
Prajya R. Vidyarthi, *University of Illinois at Chicago*  
Smriti Anand, *University of Illinois at Chicago*  
Robert C. Liden, *University of Illinois at Chicago*

Drawing on social exchange theory, we suggest that the positive relationship between developmental idiosyncratic deals (i-deals) and organizational citizenship behaviors (OCB) is rooted in employees' expanded obligations towards the grantor of those special work arrangements. We propose that the leader-member exchange relationship (LMX) mediates the relationship between i-deals and OCB. Further, because i-deals have potential implications for the entire group, we argue that the relationship between i-deals and LMX is moderated by employees' perceptions of fit with group members and perceptions of task interdependence. Using data from 215 employees nested in 32 groups, we found support for the hypothesized relationships.

*Friday, 10:30am - 12:00pm in Palm*

### **HC/HM/PA: Healthcare/Research in a Hospital Setting**

Session Chair: James Michael Vardaman, *Mississippi State University*

Discussant: James Michael Vardaman, *Mississippi State University*

## ★BEST PAPER IN TRACK★ COMPUTERIZED PROVIDER ORDER ENTRY'S IMPACT ON HOSPITALS' TOTAL FACTOR PRODUCTIVITY

Eric W. Ford, *University of North Carolina at Greensboro*  
Timothy Huerta, *Texas Tech University*  
Mark A. Thompson, *Texas Tech University*  
William F. Ford, *Middle Tennessee State University*

U.S. hospitals are under continual pressure to both increase productivity and improve quality through the use of Health Information Technology. This paper analyzes hospital data to assess how the adoption of aspects of Computerized Physician Order Entry (CPOE), specifically electronic laboratory ordering, is related to hospital productivity. The results support the hypothesis that a facility's transition approach to the implementation of an electronic ordering system can have a significant impact on productivity. The results are discussed in the broader terms CPOE's role in hospitals' longitudinal performance.

## TESTING THE RELATIONSHIP OF LEADER-MEMBER EXCHANGE TO ORGANIZATIONAL AND OCCUPATIONAL SPORTSMANSHIP BEHAVIORS IN A HEALTH CARE SETTING

Gary Blau, *Temple University*

Using a sample of 223 matched nurse-supervisor dyads working for a hospital in Oman, Organizational Sportsmanship Behavior was distinguishable from Occupational Sportsmanship Behavior. Leader-member exchange (LMX) or the quality of relationship with the supervisor was a significant positive correlate to both types of sportsmanship. Only one dimension of citizenship behavior, i.e., Sportsmanship, was investigated, so it remains to be seen if other citizenship behavior dimensions can show distinct organization versus occupation referents. The sample of nurses from an Omani hospital is also unique, so the generalizability of these results to other samples awaits testing.

## ★BEST DOCTORAL PAPER IN TRACK★ TRANSFORMING TALENT INTO TRIUMPH: THE MEDIATING ROLE OF HR BEHAVIORS IN THE HUMAN CAPITAL – PERFORMANCE RELATIONSHIP

Alankrita Pandey, *University of Texas at Arlington*  
Christopher Harris, *University of Texas at Arlington*  
Gary C. McMahan, *University of Texas at Arlington*  
Patrick Wright, *Cornell University*

We examined the relationships between human capital, in-role behaviors and performance for healthcare workers of a hospital in the southwestern United States. We employed a role-based measure of human capital comprising knowledge, skills and abilities needed for a specific job. At the individual level of analysis employees' human capital were positively related to employees' job performance and role behaviors. Employee behaviors were found to be related to their job performance. These behaviors mediated the relationship between employees' human capital and job performance. On examining the human capital measure we found it to consist of a general and a specific component.

*Friday, 10:30am - 12:00pm in Sabal*

### **Strategy/OT/IM: Explanations of Strategy: Mission Statements & Expectancy Valence Views**

Session Chair: Sean Lux, *University of South Florida*

Discussants:

Paper 1: Peter Foreman, *Illinois State University*

Papers 2 & 3: Tammy G. Hunt, *University of North Carolina at Wilmington*

## AN EXPECTANCY-VALENCE EXPLANATION OF REAL-TIME STRATEGY

Douglas Patrick O'Bannon, *Webster University*

"Pawn to Queen 4" is questionable strategic advice in the absence of strategic context. No strategic move is inherently positively or negatively related to firm performance, the utility of this advice only becomes clear when placing the strategic movement within its strategic context. This paper develops expectancy-valence logic into a general theory of strategy as contextualized resource movement occurring in real-time. Resource movement mediates the relationship between strategic context and performance. IO and RBV logic are used to explain decision-maker perception of the strategic (internal and external) context that drives real-time resource movement. This framework integrates theory across the field.

## EXAMINING MULTIPLE ORGANIZATIONAL IDENTITY ALIGNMENT: A COMPARISON OF UNIVERSITY AND COLLEGE OF BUSINESS MISSION STATEMENTS

**Robert Edward Robinson**, *Texas Tech University*  
**Jeremy C. Short**, *Texas Tech University*  
**Hans Hansen**, *Texas Tech University*  
**G. Tyge Payne**, *Texas Tech University*  
**Timothy B. Palmer**, *Western Michigan University*

Little has been done to examine the potential alignment between multiple organizational identities, despite the potential to impact organizational performance. To examine this issue empirically, we examine alignment in mission statements between 318 AACSB business schools and their parent universities along the eight dimensions set forth by Pearce and David (1987) in their examination of ideal mission statements. We consider the extent to which agreement ties to organizational performance. Overall, business school rankings were higher for schools that demonstrated mission statement alignment, while mixed evidence was found for university rankings. Implications for future research and practice are also discussed.

## STAKEHOLDER COMMUNICATION AND SHAREHOLDER VALUE: AN ANALYSIS OF MISSION STATEMENT LANGUAGE

**Joseph Peyrefitte**, *University of Southern Mississippi*

Which stakeholders are addressed in mission statements, and what is conveyed to them? Is stakeholder communication related to shareholder value? These questions were explored in a computer-aided textual analysis of 352 Fortune 500 firm mission statements. The missions were classified according to their attentiveness to five primary stakeholders, and attentiveness was compared to shareholder value as operationalized by market value-added (MVA). MVA was associated with employee and shareholder attentiveness across the sample, and with societal and customer stakeholders in two of ten industry sectors, suggesting that stakeholder communication may be related to competitive advantage and shareholder value through relationship building.

Friday, 10:30am - 12:00pm in Sawgrass

## Ethics/Soc/Div: The Roles of Issue Framing, Accountability, and Leadership in Ethical Behavior

Session Chair: **Anthony (Tony) Paul Ammeter**, *University of Mississippi*

Discussants:

**Curtis Francis Matherne III**, *East Tennessee State University*  
**Wayne Brock**, *University of Phoenix*

**Anthony (Tony) Paul Ammeter**, *University of Mississippi*

**Anthony R. Wheeler**, *University of Rhode Island*

## THEORY OF MORAL ACCOUNTABILITY: AN EMPIRICAL TEST IN THE CONTEXT OF ACADEMIC CHEATING

**Anthony (Tony) Paul Ammeter**, *University of Mississippi*

**Christopher H. Thomas**, *University of Mississippi*

**Milorad Novicevic**, *University of Mississippi*

**Bart L. Garner**, *University of Mississippi*

**Mario Hayek**, *University of Mississippi*

**Biljana Milikic Bogicevic**, *University of Belgrade*

The purpose of this paper is to develop a theory of felt moral accountability and test it in the academic context. In our theoretical development, we have explored the relationship between the internal and external accountability “audience” and personal integrity, and examined how this relationship may deter individual moral misconduct. Based on this examination, we have developed a formal model that integrates Schlenker’s (2008) integrity construct as a mediator into Detert, Trevino, and Schweitzer’s (2008) model of moral misconduct. We have tested this integrated model in the academic context and found empirical support for our felt moral accountability theory.

## TOWARD AN ETHICAL ORGANIZATION: THE MISSING LINK BETWEEN ETHICAL DECISION MAKING BY INDIVIDUALS AND SUPERVISORS

**Kai-Jo Fu**, *Florida State University*

**Christy Smith**, *Florida State University*

This paper attempts to explore the relationship between the ethical behavior of supervisors and their employees’ ethical decision making (EDM). It suggests that employees’ ‘felt accountability’ can be a lens through which to interpret the relationship between the (un)ethical behavior of supervisors and their employees’ EDM. This discussion captures the crucial relational factors involving work-related exchange behaviors such as leader-member exchange (LMX) and friendship that can contribute to subordinates’ accountability to them. Moreover, the influence of moral issue also has an impact on the individual’s EDM. Consequently, the EDM can improve public trust and lead to long-term organizational success.

## TOWARD AN INTEGRATED APPROACH TO ETHICAL ISSUES IN ORGANIZATIONAL DECISION MAKING

**Amy J. Guerber**, *University of Arkansas*

The purpose of this paper is to integrate concepts from the decision making literature, such as issue framing and information seeking, with our understanding of ethical decision making. Ethical considerations are likely to be only part of the concerns that must be addressed in resolving issues in organizational decision making. Because of the impact of issue framing on moral recognition, ambiguity tolerance, and information seeking, I predict that the types of issues that are most likely to be recognized as ethical issues are also the types of issues that may lead to less information seeking.

**★BEST OVERALL PAPER AND BEST PAPER IN TRACK★  
WHEN LEADERS FAIL TO “WALK THE TALK”: AN  
EXAMINATION OF PERCEPTIONS OF LEADER  
HYPOCRISY**

**Rebecca Lee Greenbaum**, *Oklahoma State University*  
**Mary Bardes**, *Drexel University*  
**Hunter L. Harris**, *Oklahoma State University*  
**Ronald F. Piccolo**, *Rollins College*

This research examines a condition in which leaders' expressed expectations are misaligned with their actual behaviors. In particular, we examine the interactive effect of supervisor undermining and interpersonal justice expectation on subordinates' perceptions of leader hypocrisy (i.e., leader word-deed misalignment). We draw on cognitive dissonance theory (Festinger, 1957) to argue that subordinates experience an uncomfortable psychological state (i.e., dissonance) when their leaders are perceived as hypocritical. Accordingly, subordinates are motivated to reduce dissonance by psychologically distancing themselves from the leader by increasing turnover intentions. Results from a scenario-based experiment and a field study provide general support for our hypotheses.

**Friday, 10:30am - 12:30pm in Snowy Egret**

**Professional Development Institute: Teaching  
Excellence Workshop: Evidence-Based Teaching and  
Teaching Evidence-Based Management - Real Science  
in Management Education**

**Jodi Goodman**, *University of Connecticut*  
**Denise M. Rousseau**, *Carnegie Mellon University*

Denise Rousseau and Jodi Goodman will conduct a workshop entitled, "Evidence-based Teaching and Teaching Evidence-Based Management: Real Science in Management Education." This interactive workshop will emphasize two interrelated themes: The process of evidence-based teaching and the content of evidence-based management courses. The process portion will address how evidence-based instructional strategies, derived from cognitive and instructional psychology and education research, can be applied to commonly used teaching practices in management courses. The content piece will focus on what our students need to learn to become evidence-based managers. Preregistration is required so that pre-workshop reading can be assigned. Please contact Jodi Goodman to register ([jodi.goodman@business.uconn.edu](mailto:jodi.goodman@business.uconn.edu)).

**Friday, 12:00pm - 1:15pm**

**Lunch Break (on your own)**

**Friday, 1:00pm - 3:00pm in Royal Tern**

**Professional Development Institute: Latent Growth  
Modeling: It's All about Change Baby  
(co-sponsored by the Research Methods Division of the  
Academy of Management)**

**Robert J. Vandenberg**, *University of Georgia*

Latent growth modeling is a technique for examining change across time in the focal constructs of interest. In particular, it isolates the change (i.e., growth) as a latent variable in its own right, and as a latent variable, its putative causes and consequences can be modeled and tested. Participants will be exposed to LGM's conceptual foundation but the bulk of the time will be spent on learning how to conduct an LGM using the Mplus software package. They can expect to leave the workshop with plenty of doable examples for their own use.

**Friday, 1:15pm - 2:45pm in Banyan**

**OB: Three Considerations of Political Skill**

Session Chair: **Foard F. Jones**, *University of Central Florida*

Discussants:  
**Vickie Coleman Gallagher**, *Cleveland State University*  
**Laci Rogers**, *Florida State University*  
**Julita Haber**, *TUI University*

**POLITICAL SKILL AS A MODERATOR OF THE  
PERFORMANCE- REPUTATION RELATIONSHIP: A TWO-  
STUDY REPLICATION AND EXTENSION**

**Mary Dana Laird**, *University of Tulsa*  
**Gerhard Blickle**, *Universität Bonn*  
**James J. Zboja**, *University of Tulsa*  
**Paula Schneider**, *Universität Bonn*  
**Gerald R. Ferris**, *Florida State University*  
**Art D. Martinez**, *Florida State University*

Although personal reputation has important consequences at work, little is known about the antecedents of this construct. This research attempts to provide a better understanding of how employees develop their personal reputation in a work environment. In two studies of triadic respondents (i.e., employee, superior, and peer), we found performance to exhibit a significant positive effect on personal reputation for politically skilled employees, thus providing strong support for our hypotheses. The contributions, strengths and limitations, directions for future inquiry, and practical implications of this research are discussed.

**POLITICAL SKILL AS MODERATOR OF THE TRAIT SINCERITY - JOB PERFORMANCE RELATIONSHIP: A SOCIOANALYTIC, NARROW TRAIT PERSPECTIVE**

**James A. Meurs**, *University of Mississippi*  
**Pamela L. Perrewé**, *Florida State University*

This study tested the moderating role of political skill on the relationship between the HEXACO personality facet of sincerity and job performance. More specifically, it was hypothesized that the relationship between trait sincerity and job performance would be positive for individuals high in political skill, and negative for individuals low in political skill. The results supported the hypothesis for those high in political skill, thus implying that social effectiveness, as a more proximal indicator, energizes or ignites personality into action in its effects on job performance, as suggested by the Hogan socioanalytic perspective (e.g., Hogan & Shelton, 1998).

**★BEST DOCTORAL PAPER IN TRACK★**  
**THE ROLE OF AFFECTIVE COMMITMENT AND POLITICAL SKILL IN THE WORK-FAMILY CONFLICT-TURNOVER RELATIONSHIP**

**Jun Yang**, *University at Buffalo, SUNY*  
**Jeffrey Bentley**, *University at Buffalo, SUNY*  
**Robyn Brouer**, *University at Buffalo, SUNY*  
**Jacob W. Breland**, *University of Idaho*

Based on balance theory, we hypothesize that highly politically skilled individuals, or those with heightened ability to read and understand the work environment and the individuals acting within the work environment, will be more sensitive to work-family conflict. In order to restore a sense of balance and control, such individuals will lower their affective commitment, and ultimately, be more likely to turnover. To test these hypotheses, we conducted analyses on a sample of 240 individuals from an international retail firm. We found support for the hypotheses. Implications for practice and directions for future research are discussed.

*Friday, 1:15pm - 2:45pm in Chart*

**Paper Development Workshop**

**Coordinator, Tim Barnett**, *Mississippi State University*

Attendance in this session is by advance invitation only.

*SMA would like to thank the following individuals for serving as research mentors for this session:*

**David G. Allen**, *University of Memphis*  
**Allen C. Amason**, *University of Georgia*  
**Gary Castrogiovanni**, *Florida Atlantic University*  
**James G. Combs**, *Florida State University*  
**Lucy L. Gilson**, *University of Connecticut*  
**Franz Kellermanns**, *University of Tennessee*  
**Christopher Shook**, *Auburn University*

*Friday, 1:15pm - 2:45pm in Citrus*

**HRM/Careers: When Conflict and Stress Get the Best of Us and When We Get Past Them: New Research Developments**

Session Chair: **Frankie Jason Weinberg**, *Loyola University New Orleans*

Discussants:  
**David Sikora**, *Florida State University*  
**Emily M. Hunter**, *Baylor University*  
**Rebecca J. Bennett**, *Louisiana Tech University*

**A NEW PERSPECTIVE: EXAMINING THE RELATIONSHIP BETWEEN WORK-FAMILY CONFLICT AND JOB PERFORMANCE**

**Dawn S. Carlson**, *Baylor University*  
**K. Michele Kacmar**, *University of Alabama*  
**Ericka Ruggs Lawrence**, *University of Alabama*  
**C. Justice Tillman**, *University of Alabama*  
**David Noble**, *University of Alabama*  
**Dwayne Whitten**, *Texas A&M University*

We examine the relationship between work-family conflict and job performance using the theoretical framework of affective events theory. More specifically we argue that work-to-family and family-to-work conflict are salient contextual events that lead to an affective response in the form of job distress. The emotional reaction of job distress, in turn, affects employee's attitudes about their job (e.g., job satisfaction) and ultimately influences job performance. Using a matched supervisor-subordinate sample, the findings suggest that the chain of relationships proposed is supported for work-to-family conflict but not for family-to-work conflict.

**★BEST PAPER IN TRACK★**  
**BREAKING THROUGH THE LOSS CYCLE OF BURNOUT: THE ROLE OF MOTIVATION**

**Lieke L. ten Brummelhuis**, *Erasmus University Rotterdam*  
**Claartje L. ter Hoeven**, *University of Amsterdam*  
**Arnold B. Bakker**, *Erasmus University Rotterdam*  
**Bram Peper**, *Erasmus University Rotterdam*

On the basis of Conservation of Resources theory (Hobfoll, 2002) we tested whether burnout induces a loss cycle, depleting resources and enhancing demands. In addition, we questioned whether job motivation attenuated or aggravated this loss cycle. Using a sample of 352 employees participating in 2005 and 2007, we found that baseline burnout predicted future burnout due to an increase in job demands (e.g., work overload) and a decrease in job resources (e.g., information). Furthermore, extrinsic motivation aggravated the positive relationship between burnout at T1 and demand accumulation. Intrinsic motivation attenuated the positive relationship between burnout at T1 and resource loss.

## THE SHORT AND LONG TERM IMPACT OF ABUSIVE SUPERVISION

**Marilyn Whitman**, *University of Alabama*  
**K. Michele Kacmar**, *University of Alabama*  
**Kenneth J. Harris**, *Indiana University Southeast*

This study tested a model linking abusive supervision to both short- and long-term organizational outcomes. Social exchange theory served as the theoretical framework. Results from a sample of 111 employees and their supervisors demonstrated support for our model suggesting a mediating, immediate effect for interaction frequency with the supervisor and perceptions of politics on the relationship between abuse and strain. Findings also revealed that over time supervisor interaction frequency served as a significant mediator for task- and person-focused OCB and job performance, and perceptions of politics served as a mediator for task-focused OCB.

*Friday, 1:15pm - 2:45pm in Glades*

### **Ent/IT/Innov: Individual Differences and the Family Firm**

Session Chair: **D'Lisa N. McKee**, *Mississippi State University*

Discussants:

Papers 1 & 2: **Sheryllynn Roberts**, *University of Texas at Arlington*  
Paper 3: **William R. Forster**, *Lehigh University*

## ALTRUISM IN THE FAMILY FIRMS: THE INFLUENCE OF INTERACTION, IDENTIFICATION, AND COHESION

**D'Lisa N. McKee**, *Mississippi State University*  
**Franz Kellermanns**, *University of Tennessee*  
**Allison Pearson**, *Mississippi State University*  
**Bart Jan Debicki**, *Mississippi State University*

This study uses a sample of family business members to examine the influence of family member interaction on altruistic organizational citizenship behaviors (OCBs). Social identification with the family firm is hypothesized to mediate family member interaction and OCBs, while perceived cohesion with the family firm is hypothesized to moderate the mediated relationship. The findings of this study suggest that family member interaction, as a form of social exchange, plays an important role in influencing social identity and altruistic organizational citizenship behaviors in the family business.

## ME, MY FAMILY AND I: IDENTITY AND FAMILY FIRM LONG-TERM ECONOMIC ORIENTATION

**Gregory P. Tapis**, *Mississippi State University*

This paper applies the social identity literature to an individual's commitment to family firm long-term economic orientation. We focus on unique aspects associated with family firms which translate into a greater identification and attachment to the business and one's career than is seen in non-family firms. A sample of Swiss family firms is utilized to test if one's blood relationship to the firm founder, family expectations, the percentage of family members in the top management team, and family focus influences family firm long-term economic orientation. Findings, implications and avenues for future research are discussed.

## VALUE CREATION GOALS IN FAMILY FIRMS: THE ROLE OF ALTRUISM, COHESION, PARTICIPATIVE DECISION MAKING AND JOB INTERDEPENDENCE

**Shanan Litchfield**, *Mississippi State University*  
**Bart Jan Debicki**, *Mississippi State University*  
**Franz Kellermanns**, *University of Tennessee*  
**Allison Pearson**, *Mississippi State University*

Reciprocal altruism is applied to the study of family firms by exploring how value is created based on unique resources in family firms (altruism, cohesion and participative decision making). Two types of value creation goals were explored in this study (family driven and financially driven) as family firms are not only economically driven, but have noneconomic motives, as well. In this study, job interdependence is hypothesized to moderate the relationships between altruism, cohesion, participative decision making and value creation goals. Results are presented; limitations and future directions are discussed.

*Friday, 1:15pm - 2:45pm in Jasmine*

### **OB: Understanding Creativity**

Session Chair: **Timothy Golden**, *Rensselaer Polytechnic Institute*

Discussants:

Papers 1 & 2: **Preeti Wadhwa**, *University of Kansas*  
Paper 3: **Timothy Golden**, *Rensselaer Polytechnic Institute*

## A MULTILEVEL MODEL OF CREATIVITY: THE ROLE OF GOAL ORIENTATION AND EMPOWERING LEADERSHIP

**Sophia V. Marinova**, *University of Illinois at Chicago*  
**Jia Hu**, *University of Illinois at Chicago*  
**Tim Basadur**, *University of Illinois at Chicago*  
**Mo Wang**, *University of Maryland*  
**Junqi Shi**, *Peking University*

Creativity is important due to its emphasis on sustainability and adaptation to the dynamic marketplace. Meanwhile, workgroups have become a fact of organizational life. However, limited attention has been paid to creative processes at multiple levels including the individual and group levels as a function of motivational differences and leadership. In the current study, we propose a multi-level model to explore how goal orientation at both the individual and group levels and empowering leadership at the group level influence individual creativity through creative efficacy on individual and group levels. We test the proposed relationships with 168 engineers in 29 workgroups.

## RE-CONCEPTUALIZING CREATIVITY: DIFFERENTIAL EFFECTS ON RADICAL AND INCREMENTAL CREATIVITY

**Lucy L. Gilson**, *University of Connecticut*  
**Hyoun Sook Lim**, *University of Connecticut*  
**Lauren May D'Innocenzo**, *University of Connecticut*  
**Neta Moye**, *Vanderbilt University*

The research extends creativity theory by re-conceptualizing creativity as a multidimensional construct (radical and incremental) and examining the differential effects of intrinsic motivation, extrinsic rewards and supportive supervision. We hypothesize and find two distinct types of creativity that are related to different motivational factors. We further examine how combinations of motivational factors influence the different types of creativity. Finally, theoretical and managerial implications are discussed.

## THE ROLE OF CREATIVE PROBLEM SOLVING STYLE IN ADVICE NETWORK FORMATION AND SUBSEQUENT CREATIVE PERFORMANCE

**Tim Basadur**, *University of Illinois at Chicago*  
**Min Basadur**, *McMaster University*

To increase understanding of the relationship between creativity and social networks in organizations, creativity is discussed as a multi-stage process, and an argument is made that one's creative problem solving style is an important antecedent to one's formation of an advice partner network. How creative process style impacts both the number of weak ties in one's advice network and the selections of strong tie network advice partners and how both contribute to one's creative performance are modeled. Social network ties are conceptualized as providing two important resources for creative performance: content information and process expertise.

*Friday, 1:15pm - 2:45pm in Palm*

### **MH/ME: Early Management Thinkers**

Session Chair: **Robert C. Ford**, *University of Central Florida*

Discussant: **Sonia Taneja**, *Texas A&M University- Commerce*

## LILLIAN M. GILBRETH: THE MOTIVES UNDERLYING HER LIFE WITH AND WITHOUT FRANK

**Miriam Moeller**, *University of Mississippi*

In this paper we have examined the motives of Lillian Gilbreth, a pioneer of scientific management, to pursue professional achievement, to attain powerful ranks of authority, and to build communal relationships. We identified the levels of these three needs/motives based on McClelland's theory of needs for achievement, power, and affiliation using Winter's scoring method that we applied to the autobiographical and biographical material about Gilbreth. The primary focus of our research was to assess the ranking of the three motives in Lillian's motivational configuration in life with and without her husband Frank, another pioneer of scientific management movement.

## REBUNKING ELTON MAYO: A REAPPRAISAL

**Jeffrey Muldoon**, *Louisiana State University*

I attempt to repair the legacy of Elton Mayo. I argue that by placing Mayo in his historical context and evaluating his ideas, the modern reviewer will see that Mayo influenced management. Mayo wrote at the time when homo economicus was used as society's guiding principal. Mayo argued that social relationships held society together. He criticized business practices and educated some brilliant students while at Harvard. The fact that he did not publish a seminal book left his record unclear. This paper hopes to "rebunk" Elton Mayo.

## REDISCOVERING ORGANIZATIONAL PURPOSE: TRACING CONCEPTUAL UNDERSTANDING FROM BARNARD AND BEYOND

**Laura Singleton**, *Boston College*

In recent usage, the concept of purpose in organizations has taken on connotations of personalized meaningfulness or ethical significance. In early management thought, however, notably the work of Chester Barnard, "purpose" was construed as a basic, unifying concept behind cooperative efforts. In this paper I return to Barnard's work to examine in detail his conception of purpose and highlight differences evident between his writing and that of subsequent influential scholars, suggesting there that exploration of the concept's evolution is warranted to identify facets worth revisiting in current research.

*Friday, 1:15pm - 2:45pm in Sabal*

### **Strategy/OT/IM: Symposium: Strategic Implications of the Toyota Recall**

**Jun Zhao**, *Governors State University*  
**Anthony Paul Andrews III**, *Governors State University*  
**John T. Simon**, *Governors State University*  
**Feng Tian**, *Governors State University*

For well over two decades, Toyota has been the textbook example of an organization known for its leadership in continuous quality improvement, lean manufacturing, long term supplier relationships, and customer responsiveness. Therefore it is ironic that Toyota finds itself in a massive recall crisis that has the potential to tarnish its reputation, with far-reaching impact and consequences for the company and the auto industry. This symposium will provide an in-depth analysis of the economic, strategic, and operational aspects of the Toyota recall crisis, as well as its implications for the global auto industry and its competitive dynamics in the future.

*Friday, 1:15pm - 2:45pm in Sawgrass*

### **Ethics/Soc/Div: Ethics at the Organizational and National Levels**

Session Chair: **Thomas Glenn DeLaughter**, *Flagler College*

Discussants:

**Thomas Glenn DeLaughter**, *Flagler College*  
**Amy J. Guerber**, *University of Arkansas*  
**Enrique M. Perez**, *Florida Atlantic University*

## FIRM SIZE AND CORPORATE SOCIAL RESPONSIBILITY: THE MEDIATING EFFECT OF THE PROPORTION OF OUTSIDE DIRECTOR

**Young kyun Chang**, *University of Kansas*  
**Won-Yong Oh**, *University of Kansas*  
**Jae Jung**, *University of Missouri-Kansas City*

The present study suggests that the relationship between firm size and CSR could be better explained when the proportion of outside director is mediated. 125 Korean large firms between 2002 and 2005 were used to test the mediating effect of the proportion of outside director. The results show that while the proportion of outside director partially mediates the relationship, its squared-term fully mediates the relationship. Such unique findings not only confirm the importance of the strategic aspects in firm's CSR engagement but also advance the existing knowledge of the relationship between firm size and CSR.

## THE IMPACT OF HUMAN DEVELOPMENT AND CULTURE ON NATIONAL CORRUPTION: A CONTINGENCY THEORY VIEW

**Randi L. Sims**, *Nova Southeastern University*  
**Cynthia P. Ruppel**, *Nova Southeastern University*  
**Baiyun Gong**, *Nova Southeastern University*

While corruption has been measured on a national level for quite some time, the explanation for the reasons underlying these figures have yet to provide a thorough understanding of national corruption. Measures of corruption, human development, and national culture were gathered for 68 countries that account for 80% of the world's population. Support was found for the main effect of human development on corruption. Consistent with contingency theory, results also indicate that the relationship between human development and corruption is moderated by national culture. Implications for policy making to reduce corruption and guidance for businesses considering global investment are discussed.

## TOWARD REFINING THE DEFINITION OF CORPORATE CITIZENSHIP: EXPANSION OF CORPORATE RIGHTS

**Jae Hwan Lee**, *Texas Tech University*  
**Hans Hansen**, *Texas Tech University*

Research on corporate citizenship has pontificated about what corporations should do, but has said little about corporate rights. This paralysis is troublesome, given that corporations have wielded inordinate power for many decades. In particular, corporations are now capable of 'legally' participating in the market of ideas on an unprecedented level through exercising the First-Amendment-protected right to free speech. In this paper, we situate the granting of this new corporate right within the corporate citizenship literature and propose a refined definition of corporate citizenship that captures an additional definitional attribute – expansion of corporate rights and duties.

*Friday, 1:15pm - 2:45pm in Snowy Egret*

## **OB: Leadership Research in LQ: Who, What, Where, When & How (Symposium)**

**Kevin T. Mahoney**, *Louisiana Tech University*  
**William L. Gardner**, *Texas Tech University*  
**Kevin B. Lowe**, *University of North Carolina at Greensboro*  
**Todd W. Moss**, *Texas Tech University*  
**Claudia C. Cogliser**, *Texas Tech University*  
**Walter C. Buboltz Jr.**, *Louisiana Tech University*  
**Frank Igou**, *Louisiana Tech University*  
**Leanne Atwater**, *University of Houston*

The presenter symposium describes leadership research through the lens of a 10-year review of *The Leadership Quarterly* (LQ). The papers offer different insights into the methods, theories, and processes that comprise LQ. The first presentation examines methodologies employed to complete the review, including surveys of LQ stakeholders. The second presents an analysis of LQ article content, which identified 29 categories of leadership theory. The third explains the processes utilized in ameliorating differences when deciding on content categories. The fourth identifies top individual and institutional contributors to LQ. The final presentation presents themes extracted from interviews with LQ editorial board members.

*Friday, 2:45pm - 3:15pm in Banyan Breezeway*

## Networking Break

**Coordinator: Joy H. Karriker**, *East Carolina University*

*Friday, 3:15pm - 4:45pm in Banyan*

## OB: Help Seeking and Perceptions of Competence

Session Chair: **Margarita Almeda**, *Georgia State University*

Discussants:

Paper 1: **Margarita Almeda**, *Georgia State University*

Papers 2 & 3: **Jerry Bryan Fuller**, *Louisiana Tech University*

## ANONYMITY'S EFFECT ON HELP-SEEKING BEHAVIOR: EXAMINING THE EFFECTS OF TASK-INTERDEPENDENCE AND NORMATIVE CUES IN COMPUTER MEDIATED COMMUNICATIONS

**Dean Cleavenger**, *University of Central Florida*  
**Manuela Priesemuth**, *University of Central Florida*  
**Deshani B. Ganegoda**, *University of Central Florida*

The purpose of this study was to examine the effects of anonymity, task-interdependence and helping norms on subjects' propensity to seek-help. Data were collected from a student sample (n=457) at a Southeastern University. In an experimental setting, subjects were presented with a work flow task designed to induce failure and create a legitimate need for assistance from group members. The findings suggest that all three variables promote help-seeking. However, anonymity had a significant impact on help-seeking only when tasks were perceived as low in interdependence. Practical implications for these results are discussed and future research directions suggested.

## DOESN'T HURT TO ASK—OR DOES IT? CONCEPTUALIZING REQUESTS FOR INPUT AS INTERRUPTIONS TO GOAL-DIRECTED ACTIVITIES

**Hettie A. Richardson**, *Louisiana State University*  
**Shannon G. Taylor**, *Louisiana State University*

Although opportunities to provide input are expected to be attractive to employees and improve their performance, these expectations are not always supported. To address this paradox, the present paper conceptualizes input requests as interruptions to employees' goal-directed activities. We argue requests for input produce cognitive, motivational, and affective reactions in employees that are more or less disruptive to the employee and interrupted task. We further suggest the extent of disruption is determined by characteristics of the request and how/why it is made, characteristics of the issue to which the request pertains, and the context in which the request is made.

## PERCEPTIONS OF COMPETENCY NORMS IN THE WORKPLACE: SCALE DEVELOPMENT

**Julita Haber**, *TUI University*

**Stephen P. Fitzgerald**, *TUI University*

**Robyn Brouer**, *University at Buffalo, SUNY*

**Audrey Paul**, *Mount Sinai Medical Center*

This study developed and tested a theory-based measure of an individual perception of social norms of showing competency at work (i.e., perceptions of competency norms) with 644 working professionals in two samples. Following item generation and content adequacy assessment, EFA and CFA provided evidence of its construct validity, resulting in a multidimensional instrument comprising four conditions under which perceptions of competency norms may be elicited: toward profession, toward stakeholders, when competent, and when incompetent. Finally, SEM demonstrated predictive validity of the measure for three impression management tactics: self-promotion, ingratiation, and exemplification. Implications for practice and future research are discussed.

**Friday, 3:15pm - 4:45pm in Blue Heron**

### Meet the Editors from AMJ, JOM, and JAP

Coordinator: **Christopher Shook**, *Auburn University*

**Jason Colquitt**, *University of Florida*, Editor-in-Chief, *Academy of Management Journal*

**Tammy D. Allen**, *University of South Florida*, Associate Editor, *Journal of Applied Psychology*

**Talya Bauer**, *Portland State University*, Editor-in-Chief, *Journal of Management*

**Friday, 3:15pm - 4:45pm in Citrus**

### HRM/Careers: The Influence of HR Practices

Session Chair: **Elizabeth Foster Clenney**, *Georgia State University*

Discussants:

**Melissa K. Carsten**, *Winthrop University*

**Malayka Klimchak**, *Winthrop University*

**Frankie Jason Weinberg**, *Loyola University New Orleans*

## DEVELOPING A SET OF HIGH PERFORMANCE HRM PRACTICES AND EXPLORING ITS RELATIONSHIP WITH OCB AND ORGANIZATIONAL JUSTICE

**Vishal Gupta**, *Indian Institute of Management, Lucknow*

**Shailendra Singh**, *Indian Institute of Management, Lucknow*

Based on ideas of the resource-based view of the firm and strategic Human Resource Management (HRM), the study identifies the set of HRM practices that have the potential to lead to high-performance of organizations. Taking a relational perspective, we explore the link of high-performance HRM practices with Organizational Citizenship Behavior (OCB) and the role of Organizational Justice as a possible mediating variable for the relationship between HRM practices and OCB.

## FACTORS INFLUENCING HUMAN RESOURCE PRACTICE IMPLEMENTATION

**David Sikora**, *Florida State University*

In most firms, the Human Resources (HR) Department is responsible for the development of employee management practices that help the organization meet its business objectives. However, HR practice implementation ultimately falls to the firm's line managers. This paper uses the theory of planned behavior and social context theory to propose that line managers' HR implementation is influenced by individual, organizational, and HR practice factors. It is argued that higher levels of these factors results in greater HR practice implementation levels. Additionally, this paper reviews the implications of this proposed HR implementation model and discusses directions for future HR implementation research.

## SOCIAL NETWORKS AND KNOWLEDGE SHARING BEHAVIORS: THE MODERATING ROLE OF HRM PRACTICES

**Hetty Van Emmerik**, *Maastricht University*

**Bert Schreurs**, *Maastricht University*

**Nele De Cuyper**, *Research Group Work, Organizational and Personnel Psychology*

**Jim Jawahar**, *Illinois State University*

The present study distinguished traditional from discretionary HRM practices to explain knowledge sharing behaviors and expected HRM practices to strengthen the association between social networks and knowledge sharing behaviors. The study sample consisted of 233 teachers in 34 teams from 14 secondary schools in The Netherlands. The results showed that discretionary HRM practices and breadth of the networks had a positive direct effect on knowledge sharing behaviors. Further, two moderating effects of HRM practices on the associations between advice networks and the breadth of social networks with knowledge sharing behaviors were found.

**Friday, 3:15pm - 4:45pm in Glades**

### Ent/IT/Innov: Individual Characteristics and Entrepreneurial Action

Session Chair: **Thomas Walter Garsombke**, *Clayton State University*

Discussants:

Paper 1: **Anne Canabal**, *University of Maine*

Papers 2 & 3: **Talia Esnard-Flavius**, *University of Trinidad and Tobago*

## CONTROL BELIEFS AND POSITIVE PSYCHOLOGICAL CAPITAL: CAN NASCENT ENTREPRENEURS DISCRIMINATE BETWEEN WHAT CAN AND CANNOT BE CONTROLLED?

**Mario Hayek**, *University of Mississippi*

Entrepreneurs have been portrayed in a positive light as being dreamers, opportunity seekers, resilient, optimistic, and self-confident. The search for understanding the lens through which nascent entrepreneurs perceive opportunities is a cornerstone of entrepreneurship research with significant practical implications. Critical in understanding how nascent entrepreneurs perceive opportunities lies in understanding their perception of control over their environment. While the constructs that form the psychological capital construct, hope, resilience, optimism and self-efficacy are all revered characteristics and highly associated with entrepreneurs, instilling these in individuals with a misplaced sense of control may have dire consequences.

**THE EFFECT OF GENDER STEREOTYPE ACTIVATION ON EVALUATION OF ENTREPRENEURIAL OPPORTUNITY**

**Vishal Gupta**, *Binghamton University, SUNY*  
**Daniel B. Turban**, *University of Missouri*  
**Ashish Pareek**, *Department of Management Studies*

This study proposed that respondent gender (men-women), content of stereotype (masculine-feminine), and manner in which stereotype information was presented (subtle-blatant) would interact to influence evaluation of a new business opportunity. Results suggest that both masculine and feminine stereotype activation influenced men and women's evaluations of an entrepreneurial opportunity differently depending upon whether the stereotype was blatantly or subtly activated. Implications and directions for future research are discussed.

**★BEST PAPER IN TRACK★**  
**THE EFFECT OF VENTURE INTERNALIZATION ON PERFORMANCE IN DIFFERENT ENVIRONMENTS**

**Anne Canabal**, *University of Maine*  
**Ivan Manev**, *University of Maine*

We extend self-determination theory from psychology to entrepreneurship to introduce the concept of venture internalization. Internalization is a powerful way to capture entrepreneurial motivation. We develop hypotheses about entrepreneurial motivation and venture performance in different environments which we then test empirically with a sample of small business founders from the United States and France. We find that higher venture internalization is associated with higher venture performance, and that this relationship is stronger in dynamic environments. We discuss this study's contributions to entrepreneurship knowledge and outline its implications.

*Friday, 3:15pm - 4:45pm in Jasmine*

**Strategy/OT/IM: Symposium: Evolution of Strategic Paradigms**

**Raymond J. Jones III**, *University of North Texas*  
**Erin McLaughlin**, *University of North Texas*  
**Josh Daspit**, *University of North Texas*  
**Marcus Z. Cox**, *University of North Texas*  
**Brooklyn Cole**, *University of North Texas*  
**Victoria McKee**, *University of North Texas*

The objective of this workshop is to enhance understanding of the state of strategic management through self-examination of the discipline's current and emerging paradigms. Strategic management currently consists of two primary paradigms: Porter's industry-based view, and resource-based view. Although extensively utilized, these paradigms are not discipline-wide nor explain all phenomena within strategic management. We seek to explore existing paradigms and examine emerging theories that could provide a different approach to strategic management. Anticipate 20 to 30 participants, faculty and doctoral students. A round table format consisting of 4 to 6 people per table each based on a division of topics.

*Friday, 3:15pm - 4:45pm in Palm*

**MH/ME: Students and Teaching**

Session Chair: **Lora L. Reed**, *Eckerd College*

Discussant: **Tom J. Sanders**, *University of Montevallo*

**APPLYING WHAT WE TEACH TO HOW WE TEACH: GRADUATE BUSINESS STUDENTS AND ORGANIZATION BEHAVIOR**

**Glenn M. McEvoy**, *Utah State University*

This paper describes my experiences redesigning a masters-level organization behavior (OB) course following principles taught in OB. The course was delivered to two different audiences—MBA and MS-HR students—two different times. The redesign employed several unique features designed to enhance student intrinsic interest in the subject matter. Measures of intrinsic motivation, perceived usefulness and satisfaction were collected. Also, follow-up focus groups with students were conducted. Results provide partial support for the notion that MSHR students were more intrinsically interested in the subject matter of the course than were MBA students, but results with satisfaction and perceived usefulness were mixed.

**STUDENT RETENTION: APPLYING A MULTI-LEVEL CUSTOMER-BASED APPROACH TO THE UNIVERSITY SETTING**

**Robert L. Cardy**, *University of Texas at San Antonio*  
**Mark Lengnick-Hall**, *University of Texas at San Antonio*  
**Janice S. Miller**, *University of Wisconsin-Milwaukee*

Educating and improving the lives of our students requires that they continue on their educational paths. Student retention at universities is important for the individual students, the institutions, and for society. A student-based framework for understanding and improving retention is presented. This model proposes that perceptions regarding value, brand, and retention equities are drivers of student decisions to stay or leave their universities. The model is described and is applied at the levels of the university, college, and classroom. Applications of the model at each of these levels are identified and directions for future research are discussed.

**TEACHING MANAGEMENT CONCEPTS THROUGH VISUAL ART**

**Marie-Line Germain**, *Western Carolina University*

Colleges and universities often intend to empower their learners through strategies that engage students with their surroundings. In the ever-changing dynamics of society, these strategies encourage and develop students' sense of criticality. This paper reflects on the need to examine multiple modes of management techniques paired with visual interpretation and analysis strategies using contemporary art. By using visual art as the vehicle to initiate the critical thinking process, discoveries are unearthed and discussed. This paper presents a practical way for human resources educators to use aesthetics and creativity as an "entry point" (Gardner, 1993) for understanding human resources concepts.

**Friday, 3:15pm - 4:45pm in Sabal**

**Strategy/OT/IM: Strategic Leadership & Reputation**

Session Chair: **Thomas Russell Crook**, *University of Tennessee*

Discussants:

Papers 1 & 3: **Mike Provance**, *Old Dominion University*

Paper 2: **Kelly Fisher**, *Rowan University*

**REPUTATION MANAGEMENT IN THE BOARDROOM**

**Michael William Hill**, *University of Georgia*

**Mike Pfarrer**, *University of Georgia*

**Scott D. Graffin**, *University of Georgia*

The reputational perspective on boards of directors lends a number of insights to the corporate governance literature. Our theoretical perspective suggests that recent heightened scrutiny on boards has increased the likelihood that outside directors will act in ways to protect their reputations. Reputation management actions by outside directors reveal that they may not be risk neutral but, in actuality, risk-averse executives seeking to protect their own reputations from the potential damage arising as a result of their directorship duties. As a means of protecting their reputation, outside directors may therefore have a vested interest in creating celebrity CEOs.

**STRATEGIC LEADERSHIP BY DESIGN: AN AGENDA FOR IMPROVING EXECUTIVE OUTCOMES THROUGH WORK DESIGN**

**James K. Summers**, *Bradley University*

**Timothy Paul Munyon**, *West Virginia University*

**Annette Ranft**, *Florida State University*

**Michael R. Buckley**, *University of Oklahoma*

**Larry Weinzimmer**, *Bradley University*

In this paper, we propose a conceptualization that integrates strategic leadership with work design, and frames three central features or characteristics of the strategic leader job and work environment that can be manipulated in efforts to channel and shape leader behavior. Specifically, accountability, discretion, and relationships are proposed as the key higher-order characteristics of the strategic leader work context, and they are examined with respect to optimal calibration in order to maximize both executive performance and well-being, as well as organizational coordination and control. Implications of this conceptualization and directions for future research are discussed.

**TRUST REPAIR: IMPACT OF PERCEIVED ORGANIZATIONAL SUPPORT AND ISSUE-SELLING SUCCESS**

**Sheila Simsarian Webber**, *Suffolk University*

**Karen Bishop**, *Suffolk University*

**Regina O'Neill**, *Suffolk University*

This study examines the trust repair efforts of top management within an organization specifically focusing on the impact of perceived organizational support and issue-selling success. We focus on one organizational context that experienced competency- and integrity-based trust violations between managers and top management. In-depth interviews and surveys were conducted to capture issue-selling success rate, trust in top management, and perceived organizational support. Results demonstrate that perceived organizational support is significantly and positively related to trust in top management. In contrast, issue-selling success rate is negatively related to trust in top management above and beyond the impact of perceived organizational support.

**Friday, 3:15pm - 4:45pm in Sawgrass**

**HRM/Careers: Symposium on Intended and Unintended Consequences of Contingent Reward Systems**

**Aino Salimäki**, *Hanken School of Economics*

**Sven Kepes**, *Virginia Commonwealth University*

**David B. Balkin**, *University of Colorado, Boulder*

**Manu Gupta**, *Virginia Commonwealth University*

**Johanna Maaniemi**, *Aalto University*

**Atul Mitra**, *University of Northern Iowa*

**Jason D. Shaw**, *University of Minnesota*

**Yingchun Wang**, *University of Minnesota*

**Steve Werner**, *University of Houston*

The recent crisis in the financial sector has brought a great deal of discussion on the controversial role of pay-for-performance practices. Although a substantial body of research shows that contingent reward systems generally have the intended consequences, some evidence illustrates that pay-for-performance can have unintended consequences. The controversy in the literature is nicely illuminated in recent articles and debates in Human Resource Management and the Academy of Management Perspectives, questioning the actual existence and effectiveness of contingent reward systems. To contribute to the debate, each paper of this symposium examines whether especially pay-for-performance practices have intended and/or unintended consequences.

**Friday, 3:15pm - 4:45pm in Snowy Egret**

**OB: Symposium on Abusive Workplace Behavior: More than Mere Incidence and Outcomes**

**Neal M. Ashkanasy**, *University of Queensland*

**Rebecca Michalak**, *University of Queensland*

**Suzy Fox**, *Loyola University Chicago*

**Paul Spector**, *University of South Florida*

**Mark J. Martinko**, *Florida State University*

**Zhiqing Zhou**, *University of South Florida*

**Rebecca J. Bennett**, *Louisiana Tech University*

While the term "abusive" has been used to describe a range of behaviors that occur in workplaces, and there is ongoing debate regarding terminology in this domain, a general consensus has emerged that it leads to a range of negative outcomes. This symposium presents evidence to suggest research should move away from merely investigating incidence and outcomes of abusive behavior and begin examining the more complex aspects of the phenomenon. This includes differentiating between outcomes of verbal and physical forms, paying greater attention to the victim and victim-perpetrator interaction perspectives rather than perpetrator only, and identifying antecedents to the behavior.

**Friday, 6:00pm - 10:00pm in Island Ballroom**

**SMA Networking Social and Party**

Party like a pirate with SMA as we enjoy a wonderful buffet to the music of a live band. A pair of strolling pirate entertainers will be interested in your best "Aaaaaargh - squared" and whether your papers have a hook!

Saturday, 8:30am - 10:00am in Banyan

## OB: Leaders and the Environments they Create

Session Chair: **John Michael Mankelwicz**, *Troy University*

Discussants:

**John Michael Mankelwicz**, *Troy University*

**Kenneth Michael Sweet Jr.**, *University of Houston*

### TACTILE INTERACTION NORMS AND TOUCH SELF-EFFICACY: PREDICTING MANAGERS' USE OF TOUCH AT WORK

**Jerry Bryan Fuller**, *Louisiana Tech University*

**Marcia J. Simmering**, *Louisiana Tech University*

**Laura E. Marler**, *Mississippi State University*

**Susie S. Cox**, *McNeese State University*

**Rebecca J. Bennett**, *Louisiana Tech University*

In order to gain insight into the psychology of positive tactile interaction in the workplace, this article proposes individual and contextual factors are necessary to understand managers' touching behavior. Using a sample of 200 managers, we examine the extent to which cognitive motivational variables (i.e., workplace touch self-efficacy and workplace touch anxiety) interact with tactile interaction norms to predict managers' use of touch meant to convey positive affect. Results indicate workplace touch self-efficacy and tactile interaction norms are positively related to use of touch. Also, the interaction of these variables accounts for additional variance in touching behavior beyond main effects.

### THE SPIRALING EFFECT OF POSITIVE WORK EXPERIENCE: HOW SUPERVISORS CREATE POSITIVE WORK EXPERIENCES FOR OTHERS

**Timothy M. Madden**, *University of Tennessee Knoxville*

**Laura T. Madden**, *University of Tennessee Knoxville*

**Dennis Duchon**, *University of Tennessee*

**Donde Ashmos Plowman**, *University of Tennessee*

While considerable conceptual work in the area of positive organizational scholarship (POS) exists, empirical work has lagged behind. In this paper we integrate theories of positive affect spirals and emotional contagion to explain how supervisors contribute to the work unit climate. We test three hypotheses related to positive work unit environments and affect similarity on a sample of 857 individuals working in eight hospitals. We find support for these hypotheses regarding subordinate perceptions of work unit climate and discuss implications for researchers and managers interested in increasing positivity in the workplace.

Saturday, 8:30am - 10:00am in Citrus

## HRM/Careers: Implications of Building Trusting and Not So Trusting Relationships

Session Chair: **Mary Jo Jackson**, *University of South Florida St. Petersburg*

Discussants:

**Robert J. Vandenberg**, *University of Georgia*

**Melenie J. Lankau**, *Wake Forest University*

**Suzy Fox**, *Loyola University Chicago*

### DOES TRUST IN TOP MANAGEMENT MEDIATE THE IMPACT OF EMPLOYEE COMMUNICATION AND EMPLOYEE INVOLVEMENT ON ORGANIZATIONAL COMMITMENT?

**Ashish Mahajan**, *University of Windsor*

**James W. Bishop**, *New Mexico State University*

**K. Dow Scott**, *Loyola University Chicago*

Using social exchange theory, we investigated the indirect influence of employee communication and involvement on organizational commitment. We found that trust in top management fully mediated the relationship between employee communication and organizational commitment. However, trust in top management partially mediated the relationship between employee involvement and organizational commitment. We also discuss an important yet ignored relationship between trust in top management and organizational commitment.

### IMPACT OF SERVICE PROVIDER SERVICE ORIENTATION ON CUSTOMER TRUST AND SERVICE QUALITY

**Sheila Simsarian Webber**, *Suffolk University*

**Stephanie Church Payne**, *Texas A&M University*

Building on the importance of the service provider relationship with his/her clients, service provider service orientation is proposed to impact customer cognitive and affective trust in the service provider and perceived service quality. These relationships are tested using a matched sample of 249 customer-service provider dyad relationships. The results showed that service provider service orientation incrementally predicted customer cognitive and affective trust in the service provider and service quality above and beyond customer agreeableness, which also related significantly to both outcomes. Analyses further revealed that cognitive and affective trust mediated the service provider service orientation-service quality relationship.

### THE EFFECTS OF ETHICAL LEADERSHIP AND ABUSIVE SUPERVISION ON JOB SEARCH BEHAVIORS IN THE TURNOVER PROCESS

**Michael Palanski**, *Rochester Institute of Technology*

**James B. Avey**, *Central Washington University*

**Napatsorn Jiraporn**, *Binghamton University, SUNY*

Using a heterogeneous dataset (N=1319), we explore the roles of ethical leadership and abusive supervision on the voluntary turnover process. We hypothesized that the effects of ethical leadership on job search behaviors would be fully mediated by job satisfaction followed by turnover intentions. We also hypothesized that job satisfaction followed by turnover intentions would only partially mediate the effects of abusive supervision on job search behaviors such that there would also be a direct effect of abusive supervision on job search behaviors. Results from structural equation modeling analysis supported both hypotheses. Implications for human resource management are discussed.

**Ent/IT/Innov: Opportunity Recognition**

Session Chair: **David M. Ford**, *University of Alabama*

Discussants:

**David M. Ford**, *University of Alabama*

**David Noble**, *University of Alabama*

**Tammi C. Redd**, *University of Texas-Pan American*

**CAN COLLEGE FACILITATE ENTREPRENEURIAL OPPORTUNITY RECOGNITION?**

**Eren Ozgen**, *Troy University - Dothan*

**Barbara D. Minsky**, *Troy University - Dothan*

Opportunity recognition has long been identified as a crucial step in entrepreneurship. Previous research focused on social, environmental and personal factors and found that information and cognitive factors play an important role. Our focus is a specific subset of these factors: opportunity recognition by college student nascent entrepreneurs via sources obtained through the college environment and the mediating effects of selective cognitive factors. Considering how important entrepreneurship is for economic growth, we want to provide the impetus for additional entrepreneurship research, develop new theories and provide useful information so that we can help potential entrepreneurs identify opportunities.

**THE EFFECT OF LEADERSHIP ON OPPORTUNITY CAPTURE: A CONTINGENCY VIEW OF DECISION-MAKING IN NEW VENTURES AND ESTABLISHED FIRMS**

**Li Dai**, *Texas A&M University*

**Hermann A. Ndofor**, *Texas A&M University*

Entrepreneurs and managers make decisions to create value through organizations. Although strategic entrepreneurship research has achieved much in integrating the cognitions and behaviors of entrepreneurs and managers, it remains to be determined the varying degrees to which their separate functions enable firms to capture opportunities. Drawing on behavioral and effectuation theories, we argue that entrepreneurs and managers exhibit distinct leadership styles that warrant different decision-making processes, and outline implications for firms at different life cycle phases. Our contingency arguments predicting decision-making capacities for which entrepreneurs and managers are suited in new ventures and established firms are summarized in a typology.

**WHY DO SOME ENTREPRENEURS RECOGNIZE CREATIVE OPPORTUNITIES, WHILE OTHERS DO NOT?**

**Hyoun Sook Lim**, *University of Connecticut*

Although interest in opportunity recognition has grown significantly over the years, there are still important theoretical questions that remain largely unexplored. I draw upon insights from two different streams of literature – creativity and opportunity recognition – to extend and develop a comprehensive model of the creative opportunity recognition process. By applying a componential model and an interactionist perspective of creativity to the opportunity recognition process, I attempt to examine what leads entrepreneurs to recognize creative opportunities during different stages of the opportunity recognition process.

**Strategy/OT/IM: Perceptual Forces of International Business**

Session Chair: **Peter Foreman**, *Illinois State University*

Discussant: **Guclu Atinc**, *Louisiana Tech University*

**SUBSIDIARY IN A HOSTILE ENVIRONMENT: EXAMINING INSTITUTIONAL LOGICS**

**Nilufer Yapici**, *Florida Atlantic University*

Host environment audiences do not react to every business deal involving foreign firms. Only some deals become critical while others are ignored. We develop a conceptual framework built on institutional theory and explore three questions: 1) Why does environment hostility develop?, 2) Why do some firms face a hostile environment while others do not?, and 3) Why do some subsidiaries get accepted (membership) by the host environment while others do not? While we focus on the variance in host environment hostility and the subsidiary membership, we aim to understand the dynamics of institutional logics and organizational identity.

**THE IMPACT OF A MNC'S HOME COUNTRY POLITICS ON HOST COUNTRY NATIONALS' ORGANIZATIONAL COMMITMENT**

**Jiun-Shiu Chen**, *McNeese State University*

**Al S. Lovvorn**, *The Citadel*

MNC home country government policies/events may not resonate well with HCN employees. If HCN employees disagree with the MNC's home country policies or events, such policies or events may provoke or stir emotions toward the MNC's home country thus increasing the MNC's political risk. This raises the question of whether home country policies and events weaken an employee's commitment to the MNC. Exploring the issue of a MNC's home country policies or events impact on the HCN employees' organizational commitment, we develop a conceptual model and propositions that consider the characteristics of the MNC, the policy/event, and the individual.

**HC/HM/PA: Healthcare/Specialty Hospitals**

Session Chair: **Eric W. Ford**, *University of North Carolina at Greensboro*

Discussants:

**Eric W. Ford**, *University of North Carolina at Greensboro*

**Karen Ford-Eickhoff**, *University of Tennessee*

**Debora Goetz Goldberg**, *George Washington University*

**PRACTICE-BASED INNOVATIONS IN PRIMARY CARE AND FACTORS THAT INFLUENCE ADOPTION**

**Debora Goetz Goldberg**, *George Washington University*

This study explored the use of specific innovations in primary care practices in Virginia and examined the relationship between organizational environment and characteristics of practices and the level of practice-based innovations. Hypotheses were drawn from institutional and resource dependency theories and were tested using original survey data from primary care practices and data from secondary data sets. The study linked organizational size, organizational relationships, and stakeholder expectations to increased levels of innovation. A negative relationship was found between competition and level of innovation. Understanding factors related to innovation in primary care is important for improving delivery of health care services.

**RECONCILING HOSPITAL ORGANIZATIONAL LEGITIMACY WITH COMMUNITY BENEFITS FOR TAX-EXEMPTION: A TYPOLOGY OF ACUTE CARE HOSPITALS**

**James D. Byrd Jr.**, *University of Alabama, Birmingham*

**Amy Landry**, *University of Alabama, Birmingham*

Institutional theory indicates hospitals derive organizational legitimacy from the community benefit they provide. This paper examines community benefit through the framework of institutional theory including Scott's "three pillars of institutions." A typology of hospital community benefit behaviors that provide organizational legitimacy is then proposed based on IRS 2006 study results. The relevance of these behaviors for supporting hospital tax-exemption under IRS rules is also discussed, and an alternative characterization of tax-exemption related community benefits as a regulative rather than a cultural-cognitive element of legitimacy is presented.

**THE PROLIFERATION OF SMALL SPECIALTY HOSPITALS: AN ORGANIZATIONAL ECOLOGY APPROACH**

**Mona Al-Amin**, *University of Florida*

**Jacqueline Zinn**, *Temple University*

**Michael Rosko**, *Widener University*

**William Aaronson**, *Temple University*

The specialty hospital population has been growing since the 1990s. This proliferation of specialty hospitals has stirred a lot of controversy, mainly due to physician ownership of these specialized delivery organizations. This study aims at explaining and predicting future trends in specialty hospital proliferation. Building upon the organizational ecology perspective, results from this study indicate that the growth of the specialty hospitals population is a self-limiting phenomenon and that economic, supply, and regulatory conditions explain the founding rate of specialty hospitals in different states.

**Strategy/OT/IM: Organizational & Institutional Theory**

Session Chair: **Tammy G. Hunt**, *University of North Carolina at Wilmington*

Discussant: **Stuart Napshin**, *Kennesaw State University*

**A GENERIC THEORY OF ORGANIZATIONAL CULTURE**

**Daniel Dauber**, *WU - Vienna University of Economics and Business*

**Gerhard Fink**, *WU-Wien*

**Maurice Yolles**, *Centre for the Creation of Coherent Change and Knowledge*

This paper aims at developing a generic model of organizational culture, which (1) connects to recognized properties and processes of organizational theory, (2) reduces complexity, (3) provides a powerful and extensible construct, (4) allows for epistemic distinctions like objects, events, boundaries, processes and environments, and (5) provides structured response to problem situations. We suggest a model that distinguishes between the internal environment (organizational culture, strategy, structure, operations) and external environment (legitimization environment, task environment) of an organization. The presented generic model of organizational culture allows for diagnostic analyses in order to map and create typologies depending on context.

**DECEPTION AS STRATEGY: CONTEXT AND DYNAMICS**

**Isaac Wanasika**, *University of Northern Colorado*

While strategic deception is widely practiced, researchers have paid disproportionate attention in this area. Deception varies from simple concealment of trivial information to outright lies and disinformation. The rationale and context for strategic deception is examined from a transaction cost perspectives. Uncertainty provides the context for deception. Bounded rationality and opportunism by corporate executives facilitates deception. Enactment of opportunism is moderated by the firm's ethical orientation. Relative stakes may create ethical dilemmas and weaken the effectiveness of ethical orientation. Early findings suggest that while deception may lead to short-term strategic advantage, there are deleterious unintended consequences in the long-term.

**INSTITUTIONAL INFLUENCES ON BUSINESS MODEL DESIGN BY NEW VENTURES IN THE MICROGENERATED ENERGY INDUSTRY**

**Mike Provance**, *Old Dominion University*

Business model design plays an important source of competitive advantage for new ventures. Yet, existing literature limits the design process to strategic management of internal resources. In certain environments, external factors may be at least as influential in shaping these business models. This paper provides a framework for understanding the role of external institutional factors in business model design and applies that framework to the microgenerated energy industry as a demonstration.

*Saturday, 8:30am - 10:00am in Sawgrass*

**Ethics/Soc/Div: Racial, Religious, Cultural, and Generational Issues**

Session Chair: **Mary Ann Gaal**, *Franklin Pierce University*

Discussants:

Paper 1: **Mary Ann Gaal**, *Franklin Pierce University*

Papers 2 & 3: **Angela Miles**, *North Carolina A&T State University*

**A CROSS-CULTURAL INVESTIGATION OF GENERATIONAL DIFFERENCES IN VALUES BETWEEN HISPANICS IN THE UNITED STATES AND FOUR LATIN AMERICAN COUNTRIES**

**Edward Francis Murphy Jr.**, *Embry-Riddle Aeronautical University*

**Julia Teahen**, *Baker College Online*

**Regina A. Greenwood**, *Nova Southeastern University*

We examined similarities and differences in generational values and value orientation of 4,952 working adults in Argentina, Brazil, Colombia, and Mexico as compared to those of US Hispanics. US Hispanics demonstrated a primary value orientation of High Social/High Moral that is different from the four Latin American countries but closer to respondents from Argentina and Brazil because their primary value orientation type matches the secondary value orientation type of US respondents. Additionally, generational value schema was more similar in Latin American countries than in the US. Implications of these findings, study limitations and recommendations for further research are also discussed.

**EMPLOYEE RACE CONSEQUENCES IN ORGANIZATIONS: ALTERNATIVE EXPLANATION FOCUSING ON MALADJUSTMENT, POLITICAL SKILL, AND POWER**

**Art D. Martinez**, *Florida State University*

**Gerald R. Ferris**, *Florida State University*

**Sharon L. Segrest**, *University of South Florida St. Petersburg*

Racial/ethnic minorities in the United States face a dilemma in that their racial groups offer them invaluable, and often non-substitutable, rewards, while simultaneously placing them in peril. Belonging to a minority group inherently puts individuals at a social disadvantage, which can position them in ways so as not to be able to build political skill and acquire power and influence in organizations. Minorities must feel genuinely committed to their groups, and leverage opportunities outside their groups, if they are to secure and maintain personal power. Contributions of this conceptualization and directions for future research are discussed.

**RELIGIOUS MANIFESTATIONS AND REASONABLE ACCOMMODATION: THE CHALLENGE OF CO-WORKER REACTION**

**James E. King**, *University of Alabama*

**Ericka Ruggs Lawrence**, *University of Alabama*

**Marcus Stewart**, *Bentley College*

Drawing on previous research on the treatment of diverse groups and social identity theory, we develop and test hypotheses about factors influencing attitudes toward the accommodation of workplace religious behavior. Using a sample of college students (N = 189), results indicate accommodations are more likely to be opposed when the religious manifestation is associated with perceptions of lower competence or poorer social relationships. The Religious Faith Involved was also a significant factor. The findings address a gap and suggest future directions for management research while highlighting the practical human resource management challenges associated with religious diversity in the workplace.

*Saturday, 8:30am - 10:00am in Snowy Egret*

**OB: Ethics in Leadership and Followership**

Session Chair: **Lora L. Reed**, *Eckerd College*

Discussants:

Papers 1 & 2: **Kelly M. Davis**, *Texas Tech University*

Paper 3: **Gretchen Vogelgesang**, *George Mason University*

**ETHICAL LEADERSHIP AND AFFECTIVE COMMITMENT IN A MODERATED INDIRECT-EFFECT MODEL**

**Chenwei Li**, *University of Alabama*

**Keke Wu**, *University of Alabama*

**Diane E. Johnson**, *University of Alabama*

**Qian Xiao**, *West Texas A&M University*

This study examined the positive relationship between ethical leadership and affective commitment in a moderated indirect-effect model with perceived altruistic motive as a mediator and perceptions of organizational politics as a moderator. Path analytic tests of moderated mediation with two independent samples from China (N = 184; N = 199) were used for analyses. The results supported our hypotheses that perceived altruistic motive mediated the relationship between ethical leadership and affective commitment. The relationship between ethical leadership and perceived altruistic motive was stronger when POPs was high but weaker when POPs was low. These results were consistent across the samples.

**ETHICS AND FOLLOWERSHIP: AN EXAMINATION OF IMPLICIT FOLLOWERSHIP THEORIES (IFT) AND CRIMES OF OBEDIENCE**

**Melissa K. Carsten**, *Winthrop University*

**Mary Uhl-Bien**, *University of Nebraska*

The purpose of this study is to reverse the lens in leadership and ethics research to understand how follower (rather than leader) characteristics are associated with intentions to engage in unethical behavior. We examine whether implicit theories of followership and romance of leadership are related to one's willingness to commit a "crime of obedience" by complying with an unethical request by a leader. Findings show passive IFTs are associated with obedience, while proactive IFTs are associated with constructive resistance (mediated by moral disengagement). Results are discussed in relation to research on obedience to authority and burgeoning research on followership.

## WORK ETHIC REVISITED: IDENTIFYING AND OPERATIONALIZING NEW DIMENSIONS OF WORK ETHIC A CENTURY AFTER WEBER

**Melissa J. Mann**, *Winston-Salem State University*

**Thomas D. Taber**, *University at Albany, SUNY*

**Kathryn Jean Mann**, *University at Albany, SUNY*

A review of current work ethic measurement instruments showed that many were developed based on Weber's century-old theoretical model, but such instruments might not reflect beliefs and norms of the contemporary, post-industrial workforce; therefore, the current research conducted semi-structured interviews with executives, managers, professionals, and workers to identify potentially important aspects of work ethic that had not been incorporated into existing instruments. Based on the interviews, 68 Likert-type items were developed and administered to a sample of 304 undergraduate students. Factor analysis of the responses identified six dimensions of work ethic not found in earlier work ethic scales.

*Saturday, 10:00am - 10:30am in Banyan Breezeway*

### Networking Break

**Coordinator:** Joy H. Karriker, *East Carolina University*

*Saturday, 10:30am - 12:00pm in Banyan*

### OB: Organizational Commitment & Work Engagement

Session Chair: **Kanu Priya**, *Arkansas State University*

Discussants:

**Jeffrey Muldoon**, *Louisiana State University*

**Janice Witt Smith**, *Winston-Salem State University*

**Timothy M. Madden**, *University of Tennessee Knoxville*

## INVESTIGATING MODERATING EFFECTS OF SOCIAL SUPPORT AND SOCIETAL CULTURE IN THE RELATIONSHIP BETWEEN PSYCHOLOGICAL STRAIN AND ORGANIZATIONAL COMMITMENT: A CROSS-CULTURAL PERSPECTIVE

**Kiran Ismail**, *St. John's University*

**David L. Ford Jr.**, *University of Texas at Dallas*

**Rabi S. Bhagat**, *University of Memphis*

**Tejinder K. Billing**, *Rowan University*

**Hao Chen**, *University of Texas at Dallas*

We develop a framework to study the effects of social support in the relationship between psychological strain and organizational commitment in different cultural contexts. Based on social exchange theory, we hypothesize that employees' in-group collectivism levels and social support jointly moderate the relationships between psychological strain and organizational commitment levels. Testing the hypothesis on a sample of 2702 respondents from eight different countries including Germany, India, Indonesia, Poland, South Korea, Turkey, United Arab Emirates, and the United States, the results obtained highlight the roles of social support and in-group collectivism in employees' responses to psychological strain.

## MULTIPLE APPROACHES TO THE COMMITMENT-PERFORMANCE RELATIONSHIP

**James W. Bishop**, *New Mexico State University*

**K. Dow Scott**, *Loyola University Chicago*

**Bonnie Daily**, *New Mexico State University*

Though it is intuitively appealing, empirical support for the relationship between commitment and performance has been inconsistent. We integrated three approaches, multiple foci of commitment, mediating variables, and moderating variables, to address this issue in a professional context. Felt responsibility mediated the relationship between organizational and professional commitment foci and in-role behavior and organizational citizenship behavior. Sense of competence moderated the commitment relationships with in-role behavior but not with organizational citizenship behavior. Our analysis revealed how prior inconsistent empirical results might be obtained by failing to consider these approaches.

## THE MODERATING ROLE OF ADHD IN THE WORK ENGAGEMENT-PERFORMANCE PROCESS

**Jonathon R. B. Halbesleben**, *University of Alabama*

**Anthony R. Wheeler**, *University of Rhode Island*

In this paper, we examine the resource investment strategies that guide the work engagement-performance process and, specifically, how symptoms of adult ADHD may inhibit investment of engagement resources into in-role performance and organizational citizenship behavior. Across three samples, we found that while work engagement was associated with higher performance (rated via self-, coworker, and supervisor ratings), that relationship was diminished among those who experienced higher levels of adult ADHD. We discuss the implications of these findings for research on resource investment and the management of those with ADHD at work and provide recommendations for practice and future research.

*Saturday, 10:30am - 12:00pm in Blue Heron*

### Strategy/OT/IM: Economic Theories of Strategy

Session Chair: **Mike Pfarrer**, *University of Georgia*

Discussant: **Isaac Wanasika**, *University of Northern Colorado*

## ★BEST OVERALL DOCTORAL PAPER AND BEST DOCTORAL PAPER IN TRACK★ A TEMPORAL PERSPECTIVE OF TRANSACTION COST THEORY

**Ning Li**, *Texas A&M University*

**Li Dai**, *Texas A&M University*

As an important boundary condition in theory and theory building, time receives little attention from organizational scholars using transaction cost theory. Such an oversight leads to a reduction of the explanatory power and predictive utility of the theory. This paper incorporates time into transaction cost theory and expounds on the effects of time on key constructs of the theory, such as bounded rationality, opportunism, asset specificity, transaction frequency, and uncertainty. Drawing on multiple theoretical perspectives, including organizational learning theory, organizational trust, and institutional theory, we conclude that there is a curvilinear relationship between time and transaction costs.

## STOCK OPTION INCENTIVES AND MANAGERIAL RISK-TAKING IN DIFFERING ENVIRONMENTAL CONDITIONS

**Michelle Zorn**, *Florida State University*

Traditional agency theory and the behavioral agency model offer differing predictions regarding stock option incentives and managerial risk-taking. Incorporating prospect theory's treatment of risk, the behavioral agency model enhances agency logic by considering situations that induce risk-taking as well as risk-averse behaviors. Building on the behavioral agency model, I propose that the way managers view their current asset position and the uncertainty in their environment affects the amount of risk-taking that stock option incentives induce. By closely analyzing the circumstances that affect managerial risk-taking, this research works to further our understanding of the effectiveness of stock option incentives.

## SYNTHESIZING TCE, RBV, AND KBV TO DEVELOP A TWO-DIMENSIONAL MODEL OF EXTERNAL KNOWLEDGE SOURCING CHOICES

**Sofy Carayannopoulos**, *Wilfrid Laurier University*

Although a great deal of research has engaged in understanding how firms choose between alliances and acquisitions, scholars argue that further exploration is needed, particularly in the context of external knowledge sourcing. This paper harnesses the convergence between transaction cost economics, resource-based, and knowledge-based view of the firm to predict which governance mode will be used to source external knowledge. It also extends prior work by using a two-dimensional model for distinguishing between governance modes. The insights generated extend understanding of external knowledge sourcing and governance choices, as well as how three dominant theoretical perspectives complement each other.

*Saturday, 10:30am - 12:00pm in Citrus*

## **Strategy/OT/IM: Organizational Innovation & Learning Activities**

Session Chair: **Matthew James Mazzei**, *Auburn University*

Discussants:

Papers 1 & 2: **Danielle D. Dunne**, *Binghamton University, SUNY*

Paper 3: **James G. Combs**, *Florida State University*

## HOW CAN LEADER PERSONALITY IMPACT FIRM PERFORMANCE? THE MEDIATING ROLE OF FIRM INNOVATION

**Emily M. David**, *University of Houston*

Researchers have increasingly begun to recognize that personality antecedents should be considered simultaneously rather than individually in order to maximize their predictive potential. Aligned with Hambrick and Mason's (1984) Upper Echelons theory, the author posits that such an approach can be used to predict important CEO behaviors and decisions that may in turn affect firm performance. Specifically, this theory piece outlines propositions stating that the interaction of CEO Extraversion and Openness to Experience will predict his or her level of strategic innovation. This innovation, in turn, will predict organizational effectiveness.

## MICROFOUNDATIONS OF FIRST MOVER DISADVANTAGES: THE IMPACT OF ORGANIZATIONAL INERTIA ON ENTRANCE AND EXIT DECISIONS IN RESEARCH AREAS

**David Epstein**, *University of Houston-Downtown*

**Robert T. Keller**, *University of Houston*

In this paper, we focus on the microfoundations of first mover disadvantages. Specifically, we investigate the impact of organizational inertia on the ability of first and early movers to correctly enter and exit research areas relative to later entrants. Our findings reveal that first and early movers are less proficient at entering productive new research areas than later entrants. However, early and first movers are more adept at exiting unproductive research areas than followers. We also develop new measures to assess the research entrance and exit decisions as well as first and early movers and followers.

## PERFORMANCE OF R&D PARTNERSHIPS, THE MODERATING ROLE OF INSTITUTIONAL ATTACHMENT

**Stuart Napshin**, *Kennesaw State University*

**Arash Azadegan**, *New Mexico State University*

Scholarship highlights the importance of research partnerships. However, partnership context has received limited focus. We examine institutional forces as moderating influences on partnership performance. We posit that institutional attachment positively moderates the association between government research partners and innovation performance, while negatively moderating the association between private research partners and innovation performance. Results are tested using a sample of 473 firms in China. We find that government partnerships show higher association with innovation performance than private partnerships. Accounting for the effects of institutional attachment, private partnerships show higher association on innovation performance than government partnerships.

*Saturday, 10:30am - 12:00pm in Glades*

## **Ent/IT/Innov: Social and Human Capital in Entrepreneurial Firms**

Session Chair: **Paul William Gilson**, *University of Connecticut*

Discussants:

**Jennifer Collins**, *Florida A&M University*

**Greg Bell**, *University of Dallas*

**Mike Provance**, *Old Dominion University*

## A LONGITUDINAL EXAMINATION OF GENDER AND DYNAMIC SOCIAL NETWORK COMPOSITION DURING THE VENTURE CREATION PROCESS

**Tammi C. Redd**, *University of Texas-Pan American*

Social Networking Theory suggests that social networks are dynamic in nature over time. This study examines this dynamism in the context of nascent entrepreneurship. Hypotheses that have been tested in previous literature are re-tested to build upon newly hypothesized relationships between changes in social network composition and their effects on business outcomes. The replicated hypotheses from past literature regarding gender influences on social network orientation are confirmed and it was found that entrepreneurs who experience changes in social network orientation over time were more likely to have successful business outcomes and less likely to abandon entrepreneurial efforts.

## DO SOCIAL COHESION AND FINANCIAL CAPITAL MEDIATE A LACK OF HUMAN CAPITAL IN ENTREPRENEURIAL VENTURE FOUNDATION?

**Christian Hopp**, *University of Vienna*  
**Rolf Sonderegger**, *University of Vienna*

In this paper we analyze entrepreneurial team compositions. Heterogeneity in human capital levels that persists is mainly caused by high levels of social cohesion. Human and social capital do not act as substitute but rather the founder with the higher level of human capital brings in his own social network to further assist the venture. Additionally, higher able individuals also provide larger amounts of financial capital. This corroborates that founders can strengthen their role within the venture through aligning managerial inputs with potential financial rewards and decision making rights.

## SOCIAL CAPITAL RESEARCH IN ENTREPRENEURSHIP: CONCEPTUALIZATIONS, MEASUREMENTS AND FUTURE CONSIDERATIONS

**Curt Moore**, *Texas Christian University*  
**G. Tyge Payne**, *Texas Tech University*  
**Justin L. Davis**, *Ohio University*  
**Greg Bell**, *University of Dallas*

This paper advances the state of knowledge about social capital – generally defined as the resources derived from social relationships – as it is currently utilized in entrepreneurship research. Based on a review of entrepreneurship articles published over the last two decades, we identify and discuss three interrelated issues: 1) there is uncertainty about how social capital is conceptualized and best measured, 2) social capital is utilized almost exclusively as an explanatory variable from a bridging perspective, 3) few efforts to transcend multiple levels of analysis have been made despite extensive opportunity in this field.

*Saturday, 10:30am - 12:00pm in Jasmine*

### **OB: Individual Values, Team Cohesion, and Social Responsibility**

Session Chair: **Deborah L. Rhodes**, *Capella University*

Discussants:

**Deborah L. Rhodes**, *Capella University*  
**Grace Lemmon**, *Georgia State University*  
**Anindita Sen**, *Louisiana State University*

## AN EXAMINATION OF THE INFLUENCES OF INTERNAL TEAM ENVIRONMENT AND COHESION ON TEAM EFFECTIVENESS: A SOCIAL EXCHANGE THEORY PERSPECTIVE

**Josh Daspit**, *University of North Texas*  
**C. Justice Tillman**, *University of Alabama*  
**Victoria McKee**, *University of North Texas*

As teams become more prominent within organizations, researchers continue to examine the factors that influence team effectiveness. This investigation examines the “black box” of teams by expanding Cohen and Bailey’s (1997) team effectiveness model. A multidimensional measure of internal team environment is proposed as a more comprehensive measure of internal dynamics, and social exchange theory is used to link internal team environment and cohesion with team effectiveness. Results support a partially mediated model of cohesion as an influence between internal team environment and team effectiveness. A detailed examination of the results is provided, followed by a discussion of the implications.

## AN INTEGRATIVE FRAMEWORK FOR EXPLORING ORGANIZATIONAL IDENTITY AND SPIRITUALITY

**Mathew Sheep**, *Illinois State University*  
**Peter Foreman**, *Illinois State University*

In this paper, we explore the differences it makes, or what value it adds, to describe organizations in terms of their spiritual identity. To address these overall questions, we (1) define briefly the constructs of organizational identity and workplace spirituality, and to note their conceptual similarities/mutual implications in their respective literatures; (2) explore ways in which identity and spirituality might relate at the individual level; (3) propose ways in which organizations might be said to have a spiritual identity; and (4) discuss how understanding and accounting for organizational spiritual identity is relevant to management theory and practice.

## IMPACT OF INSTITUTIONS ON THE RELATIONSHIP BETWEEN INDIVIDUAL VALUES AND MANAGERIAL VIEWS ON CORPORATE SOCIAL RESPONSIBILITY

**Ruth Alas**, *Estonian Business School*  
**Carolyn Egri**, *Simon Frasier University*  
**Mary Ann Gaal**, *Franklin Pierce University*

This paper presents the results of a study on managerial views on Corporate Social and Environmental Responsibilities (CSER) and the influence of personal values in Finno-Ugrian countries Finland, Hungary and Estonia. The sample consisted of 531 managers from these three countries. A comparison of social and environmental CSER dimensions and their relationship with manager’s values identified significant differences. Subsequent analyses identified associations between these CSER dimensions and individual demographic variables. In sum, the results showed that there are different views regarding the CSER dimensions across the Finno-Ugrian countries and that institutional differences assist in understanding these differences.

*Saturday, 10:30am - 12:00pm in Palm*

### **HC/HM/PA: Healthcare/Public Health Administration**

Session Chair: **Tom J. Sanders**, *University of Montevallo*

Discussants:

**Tom J. Sanders**, *University of Montevallo*  
**Wayne Brock**, *University of Phoenix*  
**Warren G. McDonald Jr.**, *Methodist University*

## HUMAN RESOURCES IMPLICATIONS OF LOW-COST DISRUPTIVE INNOVATION IN HEALTH CARE: THE CASE OF RETAIL CLINICS

**Myron D. Fottler**, *University of Central Florida*  
**Donna M. Malvey**, *University of Central Florida*

Retail clinics in health care have been characterized as a “low-cost disruptive innovation. ”This paper examines the retail clinic innovation, how it has grown and evolved over time, and the human resource implications of this phenomenon. The paper provides a comprehensive literature review of both academic research and practitioner perspectives. Data regarding how retail clinics have impacted consumer access to health services, cost of health services, clinical outcomes and customer satisfaction are examined. Even though retail clinics use lower-cost staffing patterns than do traditional providers, data indicate positive outcomes and high-levels of customer satisfaction with retail clinics.

## **MEDICAID, PUBLIC HEALTH ADMINISTRATION, AND LONG-TERM CARE – MEETING THE CHALLENGE?**

**Enrique M. Perez**, *Florida Atlantic University*

Obtaining and financing long-term care is a difficult challenge in the United States for individuals and government agencies alike. Starting in the early 1980s and picking up steam during the last two decades, policy makers have undertaken a series of initiatives to diminish/eliminate an “institutional bias” for long-term care that existed in Medicaid. During the last three decades many states have committed to and started delivering LTC via Home and Community Based Services (HCBS). This paper reviews LTC and HCBS literature to identify gaps in research that might inform the policy process.

## **THE DYNAMICS OF HMOs’ CONSUMER-FRIENDLINESS AND PREVENTIVE CARE UTILIZATION: A REPLICATION AND EXTENSION**

**Qian Xiao**, *West Texas A&M University*

**Grant T. Savage**, *University of Missouri*

**Keke Wu**, *University of Alabama*

**Chenwei Li**, *University of Alabama*

This study aims at replicating and extending Xiao and Savage’s (2008) research to understand the multidimensional aspect of HMOs distinguished by HMOs’ consumer-friendliness, and their relationship to consumers’ preventive care utilization. This study develops a dynamic model to consider both concurrent and time lagging effects of HMOs’ consumer-friendliness. Our data analysis discloses similar relationship patterns as revealed by Xiao and Savage. Additionally, our findings reveal the time-series changes of the influence of HMOs’ consumer-friendliness that either the effects of early experienced HMOs’ consumer-friendliness wear out totally or HMOs’ consumer-friendly characteristics on the concurrent term contain most of the explanatory power.

*Saturday, 10:30am - 12:00pm in Sabal*

## **Strategy/OT/IM: Issues in International Business & Outsourcing**

Session Chair: **Thomas Glenn DeLaughter**, *Flagler College*

Discussant: **Egide Karuranga**, *Laval University*

## **AN INTERNATIONALIZATION STRATEGY DEPENDENT PERSPECTIVE OF SUBSIDIARY PERFORMANCE**

**Jase R. Ramsey**, *University of Alabama*

**Bernardo Ramos Bahia Sr.**, *Fundação Dom Cabral (FDC)*

Recent workshops with CEOs from the largest Brazilian MNEs challenged the authors of this paper to produce a reliable and useful measure of international subsidiary performance. Yet the literature on the topic is scattered and inconclusive. This paper attempts to further prior work on the measurement of international subsidiary performance by developing a rubric in which a firm can analyze and plan its strategy. This model is primarily dependent on each subsidiary’s strategy.

## **ASSESSING THE INSTITUTIONAL ENVIRONMENT FOR ENTREPRENEURSHIP IN RAPIDLY EMERGING MAJOR ECONOMIES: THE CASE OF BRAZIL, CHINA, INDIA, AND SOUTH KOREA**

**Vishal Gupta**, *Binghamton University, SUNY*

**Grace Chun Guo**, *Sacred Heart University*

**Mario Duarte Canever**, *Federal University of Pelotas*

**Hyung Rok Yim**, *Hanyang University*

**Gaganjeet Kaur Sraw**, *Lovely Professional University*

**Ming Liu**, *Qingdao Technological University*

In this article we explore country institutional profiles for entrepreneurship in four rapidly emerging major economies. We empirically validate an instrument for the institutional environment for the promotion of entrepreneurship in Brazil, China, India, and South Korea. Using structural equation modeling (SEM), we test the reliability, validity, and consistency of the instrument in the various countries and compare the institutional environment of the four countries. We find important differences in the three institutional dimensions across the countries we sampled, reflecting idiosyncratic legislations, rules, norms, and values in supporting entrepreneurship and new venture creation. Research implications and future directions are discussed.

## **PROTECTING THE CUSTOMER BY OUTSOURCING A CORE COMPETENCE: THE CASE OF THE FOOD PROCESSING INDUSTRY**

**George Arthur Young**, *Liberty University*

**William Ritchie**, *James Madison University*

Supply chain and strategic management literature generally recommend that firms should outsource only those products that are not core to the business. The current case study explores a condition where this dominant logic does not hold. Using survey data and interviews gathered from 193 retail food outlets; this study identifies factors leading to the decision to outsource a core competence in order to enhance customer safety. Implications for theory and practice are discussed in light of mainstream strategic management and supply chain literature.

*Saturday, 10:30am - 12:00pm in Sawgrass*

## **MH/ME: Assurance of Learning and Student Engagement**

**Rita Jordan**, *United States Air Force Academy*

**Claudia Ferrante**, *United States Air Force Academy*

**Cynthia Cycyota**, *United States Air Force Academy*

This session focuses on assurance of student learning via an intentionally developmental business school program. The approach centers on linking course content from the cornerstone introduction to the final capstone experience, providing sequential development of analysis skills, coordinating faculty development and awareness of curriculum, and including external inputs and validation in the development process. The panelists will share experiences in student development and act as discussion leaders for participants to share their stories and concerns about an outcome that is vital to not only the Business School Accreditation process, but fundamental to engaging students to achieve higher performance and success.

**OB: New Directions in Leadership Research**

Session Chair: **Stacey R. Kessler**, *Montclair State University*

Discussant: **Kevin B. Lowe**, *University of North Carolina at Greensboro*

**A FIT MODEL OF LEADERSHIP**

**Kenneth Michael Sweet Jr.**, *University of Houston*

Leadership theory has been historically separated along paradigmatic lines. Each paradigm has evolved toward a situational model, as researchers uncovered moderating influences on proposed leadership processes. The author examines this trend, and then proposes a model of leadership based on fit theory. Fit theory is an interactional view of organizational relationships based on similarity and exchange relationships between entities. As such, fit theory offers a lens through which leadership can be viewed, which implicitly captures the effect of situation, hierarchical relationships, traits, and behaviors—the four dominant paradigms in extant leadership theory.

**IN EXTREMIS COMBATANT LEADERSHIP IN A FOREIGN SETTING**

**Kelly Fisher**, *Rowan University*

This article is based on a qualitative, inductive investigation of In Extremis combatant leadership (IECL) of foreign followers as manifest by Australian military advisors during the Vietnam War. The research involved the identification of relevant cross cultural issues to leaders in an in extremis context. The analysis was conducted across three sources of interview data, in addition to archival documents. The article concludes with theoretical and practical implications for our understanding of combat leadership of foreign followers and proposals for future research directions.

**WHO ARE SUPPORTIVE LEADERS AND WHY SHOULD WE CARE? A MULTI-METHOD STUDY OF SUPPORTIVE LEADERSHIP**

**Samantha Paustian-Underdahl**, *University of North Carolina at Charlotte*

**Linda Shanock**, *University of North Carolina at Charlotte*

**Steven Rogelberg**, *University of North Carolina at Charlotte*

**Cliff Scott**, *University of North Carolina at Charlotte*

**Phillip Wayne Braddy**, *Center for Creative Leadership*

**David Altman**, *Center for Creative Leadership*

**David Andrew Askay**, *University of North Carolina at Charlotte*

Despite years of research on supportive leadership little is known about predictors of it (i.e., which leaders will be supportive), and whether supportive leaders are also viewed as effective leaders by those above them. We expand knowledge of supportive leadership by showing that supportive leaders are not only viewed positively by subordinates but are also rated as effective by organizational leaders. Also, we utilize qualitative biographical data to examine differences between highly supportive and less supportive leaders in their personal characteristics, and their life and work experiences. Organizations can use this information for selecting and developing leaders to be supportive.

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- Wednesday: 5:00 p.m. - 7:00 p.m. – Posting and viewing of applicants/jobs only.
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Updated October 2, 2010



**WEDNESDAY, Oct. 27, 2010**

**ROOM: Horizons West Room**

**2:00 - 5:00 – AIB-SE Doctoral Consortium** *Room: TBA*

**2:00 - 3:00 – Emerging Issues in Globalization**

*Session Chair:* Andrea Rodgers

***Racism Revisited: Dysfunctional Consequences in the Era of Globalization***

Terry A. Nelson, University of Memphis

***The Rebirth of FIX: Developing a Market Strategy to Compete in an Industry Dominated by Multinational Companies***

George Nakos, Clayton State University

***NPOs Marketing Practices in the USA and France: Differences and Success Factors***

Virginie Khare, University of Tampa

**3:00 - 4:00 – International Entrepreneurship and Culture**

***The Relationship of New Business Ventures and Formal Institutions: The Entrepreneur’s Perspective***

Robert Engle, Quinnipiac University

Christopher Schlaegel, Otto-von-Gurike University (Magdeburg, Germany)

Nikolay Demitriadi, Rostov State Economic University (Russia)

***A Comparison of Employee Job Satisfaction in the Service Industry: Do Cultural and Spirituality Influences Matter?***

Sally Sledge, Norfolk State University

Angela Miles, North Carolina A&T State University

Maartje van Sambeek, Nijmegen School of Management (The Netherlands)

***Sari Organic Strives for a “Green Bali”: Social Entrepreneurship and Sustainable Development in the Midst of Indonesia***

Everlyne Misati, Rollins College

Ilan Alon, Rollins College

**4:00- 4:45 – Discussion on “Institutional and Faculty Productivity in International Business”**

*Organizer/Coordinator:* Len J. Trevino, Loyola University New Orleans

**6:00 - 7:00 – SMA and AIB-SE Opening Reception**

*ROOM: TBA*

**THURSDAY, Oct. 28, 2010**

**ROOM: Horizons West Room**

**7:45 - 8:00 – Welcome** Susan Godar and Ilan Alon, Conference Chairs

Coffee/Pastries

**8:00 - 9:30 – International Strategy and Entrepreneurship**

***The Internationalization Patterns of Firms: A Value Chain Internationalization Framework Approach***

Roberto Curci, Butler University

Robert Mackoy, Butler University

Noriko Yagi, Butler University

***Diffusion and Consumer Use of the Internet: A Cross-National Investigation***

David Kuhlmeier, Valdosta State University

Gary Knight, Florida State University

***Cultural Influences on MBAs’ Career Goals: Evidence from 23 Countries***

Saba Colakoglou, Berry College

Paula Caigiuri, Rutgers University

***The Influence of the Institutional Environment on Entrepreneurial Intent: A Fourteen Country Study***

Christopher Schlaegel, Otto-von-Gurike University (Magdeburg, Germany)

Robert Engle, Quinnipiac University

Xiaohong He, Quinnipiac University

Jose V. Gavidia, College of Charleston

Servane Delanoe, The ESR Rennes School of Business (France)

**9:30 - 9:40 – Break**

**9:40 - 11:15 – Emerging Economies and Institutions**

*Session Chair:* Omar Salgado

***Strategies and Performance on New Mexican Emerging Multinational Enterprises***

Jose Vargas-Hernandez, University of Guadalajara

***Understanding the Effects of ICT Advancement in Latin America***

Collins E. Okafor, Texas A&M International University

Nacasius U. Ujah, Texas A&M International University

Aziz Baký, Texas A&M International University

***Russian Reformers’ Quest to Join Two Key International Organizations: The Organization for***

***Economic and Cooperative Development (OECD) and the World Trade Organization (WTO)***

John Patton, Florida Institute of Technology



***Business Groups, International Competition and Economic Development in Emerging Markets: An***

***Overview of Mexico's Largest Firms Over Time***

Eduardo Jarque, University of Tokyo (Japan)

Akira Suehiro, University of Tokyo (Japan)

***Carving Up Corruption: Analyzing the "Rule" Component of the Corruption Event***

Mikelle A. Calhoun, Georgia Southern University

**11:15 - 11:25 – Break**

**11:25 - 12:00 – *Heart Over Mind: The Zen of Online Teaching - Global Perspective Panel Discussion exploring the new frontier of online teaching***

Coordinated by Caroline Shaffer Westerhof and George Nakos

**12:00 - 1:30 – Lunch (on your own)**

**1:30 - 2:50 – The Role of Governments in International Business**

***Political Economy of Very Large Development Projects: Two Cases of Wind Energy Projects in Netherlands***

Matthew Waritay Guah, Erasmus University (Rotterdam, Netherlands)

Tara Saracina, Claflin University

***Role of the State in Kenya's Private Sector Development: A Normative Framework***

Nanda R. Shrestha, Florida A&M University

Wilbur I. Smith, Florida A&M University

Charles L. Evans, Florida A&M University

***Culture and Offshore Outsourcing***

Jack Alan Clampit, University of Memphis

Ben Kedia, University of Memphis

Nolan Gaffney, University of Memphis

***Economies in Transition: An Exploratory Study of the Eastern European Economies and the Relationship Between Time Under Soviet Socialism and Economic Development***

Edwin Moore, Jr., Northwood University

**2:50 - 3:00 – Break**

**3:00 - 4:20 – Global Mergers & Acquisitions Research**

***The Impact of Corporate Governance: Evidence from Cross-Border Acquisitions***

Maureen I. Muller-Kahle, Penn State York

***The Role of Relational Ties in International Mergers and Acquisitions: A Multinational Corporation Perspective***

Daniel Rottig, Florida Gulf Coast University

***Knowledge Transfer, Organizational Learning, and the Performance of International Strategic Alliances in Emerging Markets***

Mia Ho, King's College (London, United Kingdom)

***Can Country Risk Factors Explain Returns to US Financial Bidders in International M&As?***

Halil Kiyamaz, Rollins College

**4:20 - 4:30 – Break**

**4:30 - 5:20 – Marketing in a Global Economy**

Session Chair: Mikelle Calhoun

***Gulf Coast Shrimp Demand During the BP Oil Spill: Consumer Ethnocentrism at the Start of Brown***

***Shrimp Season Using a Snapshot Convenience Sample***

John Lambert, The University of Southern Mississippi

David Duhon, The University of Southern Mississippi

Joseph Peyrefitte, The University of Southern Mississippi

***The Effects of Consumer Cosmopolitanism on Foreign Purchase Behavior***

Oliver Parts, Tallin University of Technology (Estonia)

Irena Vida, University of Ljubljana (Slovenia)

***Technological Impact on Freight Forwarding***

Jose Vejarano, Clayton State University

Pathic Patel, Clayton State University

**6:00-6:45 – Keynote**

***The Internationalization of Business Schools and the Role of AIB and its Chapters:***

***A Dean's Perspective***

Mike Duffy, Dean

School of Business and Professional Studies

University of San Francisco

**6:45 - 7:45 – Annual AIB-SE Reception and Award Ceremony**

ROOM: TBA

Sponsored by Rollins College, International Business Department and Rollins China Center



**FRIDAY, Oct. 29, 2010**  
**ROOM: Horizons West Room**

**7:45 - 8:00 – Coffee and Pastries**

**8:00 - 9:05 – Culture, Education and Globalization**

*The Effects of Culture on Risk Perceptions, Trust and Charismatic Leadership*

David Bechtold, University of Tampa  
Ko-Hui Tung, Long Sheng Technologies

*Antecedents of Cultural Intelligence: A Multicultural Study*

Thao Truong, Quinnipiac University  
Suaad Dawuni, Quinnipiac University

*The Development & Assessment of Ethical Reasoning Skills: The Case of Rollins' International Business Major*

Donald Rogers, Rollins College

*Foreign Direct Investment Vs. Foreign Portfolio Investment: The Effect of the Government Environments*

Jun Wu, Savannah State University  
Shaomin Li, Old Dominion University  
David Selover, Old Dominion University

*The Role of Regional AIB Associations in the Development of IB: The Case of AIB SE USA (A Review of Best Practices and Future Possibilities)*

Cheryl Van Deusen, University of North Florida  
Shaun Brophy, University of North Florida

**9:05 - 9:15 – Break**

**9:15 - 10:20 – International Finance and Accounting**

**Session Chair: Halil Kiymaz**

*Agency Costs, Dividends and Executive Compensation: Empirical Evidence From Germany*

Julie Ann Elston, Oregon State University  
Nalinaksha Bhattacharyya, University of Alaska

*A Comparative Review and Analysis of the Movement Toward a Global Accounting Standard*

Mohamad Sepehri, Jacksonville University  
Robert Houmes, Jacksonville University

*Volatility of the Equity Market Around the Announcement of Capital Control*

Chaiporn Vithessonthi, Mahasarakham University (Thailand)  
Jittima Tongurai, (Thailand)

*The Face Value Effect : Impact of Foreign Currency on Demand by European Union Import Traders*

Carole L. Cangioni, The University of Texas at El Paso  
Norma A. Mendoza, The University of Texas at El Paso

**10:20 -10:30 – Break**

**10:30 -11:20 – International Human Resource Management**

**Session Chair:** Donald Rogers

*Proactive Personality and Intent to Remain with an Organization: Understanding Factors Affecting Retention of Israeli Employees*

Ellen Drost, California State University - Los Angeles  
Veena Prabhu, California State University - Los Angeles

*Strategic International Human Resource Management: Institutional Distance and the Emerging Multinational Context*

Nolan Gaffney, University of Memphis  
Ben Kedia, University of Memphis  
Jack Alan Clampit, University of Memphis

*Factorial Validity of the Academic Motivation Scale: Comparing United States and Ghana Samples*

Edward Osei Akoto, Jackson State University

**11:30 - 12:50 – Panel on “The Internationalization of Business Schools”**

**Session Chair/Organizer:** Daniel Rottig, Florida Gulf Coast University

**Panelists:**

Ilan Alon, Rollins College and Kennedy School of Government, Harvard University  
Madan Annavarjula, CUIBE, Bryant University  
Lance Brouthers, Kennesaw State University  
Juliane Iannarelli, AACSB Director for Global Research

**12:50 -1:00 – Break**

**1:00 - 2:30 – AIB Annual Luncheon**

**2:30 – Closing Comments**

# CALL FOR PAPERS: Southern Management Association 2011 Meeting

November 9-12, 2011 – Hyatt Regency, Savannah, Georgia

**Submission Deadline: April 10, 2011**

Program Chair: Tim Barnett, Mississippi State University (tim.barnett@msstate.edu)

The Southern Management Association invites submissions for its 2011 Annual Meeting. All submissions will be reviewed on the basis of originality, rigor, and relevance. Submissions may take the form of papers, case studies, symposia, panel discussions, workshops, or another form not mentioned here. The Program Committee would especially like to encourage the submission of innovative sessions of all types. More details regarding innovative sessions will be available on the SMA website in 2011. All accepted submissions will be presented at the meeting, and all accepted papers will be published in the Annual Meeting Proceedings. In addition, authors of accepted papers will have the opportunity to apply to participate in the Paper Development Workshop to be held at the 2011 meeting. The purpose of the Paper Development Workshop is for authors to receive feedback on their papers from experienced scholars to enhance their papers' publication potential. Again, more information will be available on the SMA website in 2011.

## SUBMISSION TRACKS & TRACK CHAIRS

1. Organizational Behavior  
Chair: Bryan Fuller, Louisiana Tech University  
(bfuller@latech.edu)
2. Strategic Management / Organizational Theory / International Management  
Chair: Tom Moliterno, University of South Carolina  
(sma2011.strategy@gmail.com)
3. Human Resources / Careers  
Chair: Danny Holt, Mississippi State University  
(daniel.holt@msstate.edu)
4. Research Methods  
Chair: Janaki Gooty, UNC-Charlotte  
(jgooty@uncc.edu)
5. Management History / Management Education  
Chair: Marie-Line Germain, Western Carolina University  
(mgermain@wcu.edu)
6. Entrepreneurship / Information Technology / Innovation  
Chair: LaKami Baker, Auburn University  
(lbaker@auburn.edu)
7. Ethics / Social Issues / Diversity  
Chair: Sean Valentine, University of North Dakota  
(sean.valentine@mail.business.und.edu)
8. Health Care / Hospitality Management / Public Admin.  
Chair: Jonathon Halbesleben, University of Alabama  
(jhalbesleben@cba.ua.edu)

## OUTSTANDING PAPER AND DOCTORAL STUDENT PAPER AWARDS

Subject to review, Outstanding Paper and Outstanding Doctoral Student Paper Awards will be given in each track. There will also be overall Outstanding Paper and Outstanding Doctoral Student Paper Awards. Doctoral student papers may have multiple authors but the first author must be a doctoral student at the time of submission. Doctoral students who author an Outstanding Doctoral Student Paper will have their conference registration and annual dues waived for one year.

## SUBMISSION GUIDELINES

- All submissions must be made online at [www.southernmanagement.org/meetings/2011/](http://www.southernmanagement.org/meetings/2011/) no later than April 10, 2011 at 11:59 pm Central Standard Time. The deadline is firm and no extensions will be granted.
- Only complete papers should be submitted. Proposals for and/or undeveloped papers will be returned without review.
- Authors are expected to abide by the SMA Code of Ethics, available at [www.southernmanagement.org/ethics/](http://www.southernmanagement.org/ethics/).
- Papers should not have been previously accepted, published, presented, or be under review for another meeting or journal. Subsequent publication, with proper acknowledgement, is encouraged.
- If a paper/case study is accepted, at least one author (for other formats, every author) must register and present their work at the conference.
- No participant is allowed to be included as an author, presenter, session chair, discussant, etc. in more than three program sessions.
- The maximum length of paper submissions is 8500 words. This limit includes the body of the text, notes, and appendices. It excludes the abstract, references, tables and figures.
- Paper format should follow the *Academy of Management Journal's* Style Guide (see [http://journals.aomonline.org/amj/style\\_guide.pdf](http://journals.aomonline.org/amj/style_guide.pdf)). Nonconforming submissions will be returned without review.
- Manuscripts should be double spaced with 1 inch margins on all four sides. The page setup should be for standard U.S. Letter size (8.5 x 11 inches). Manuscripts should be prepared in Times New Roman font, size 12.
- The entire paper must be in a single document created in Microsoft Word.
- Paper submissions will be blind reviewed; thus, no author names or other identifying information should appear anywhere in the manuscript (not even on the title page). Symposia, workshops, panel discussions or other formats can contain author information, as these are not blind-reviewed.
- A sample of a correctly formatted paper can be found at [www.southernmanagement.org/meetings/2011/sample](http://www.southernmanagement.org/meetings/2011/sample).

## Symposium Submissions

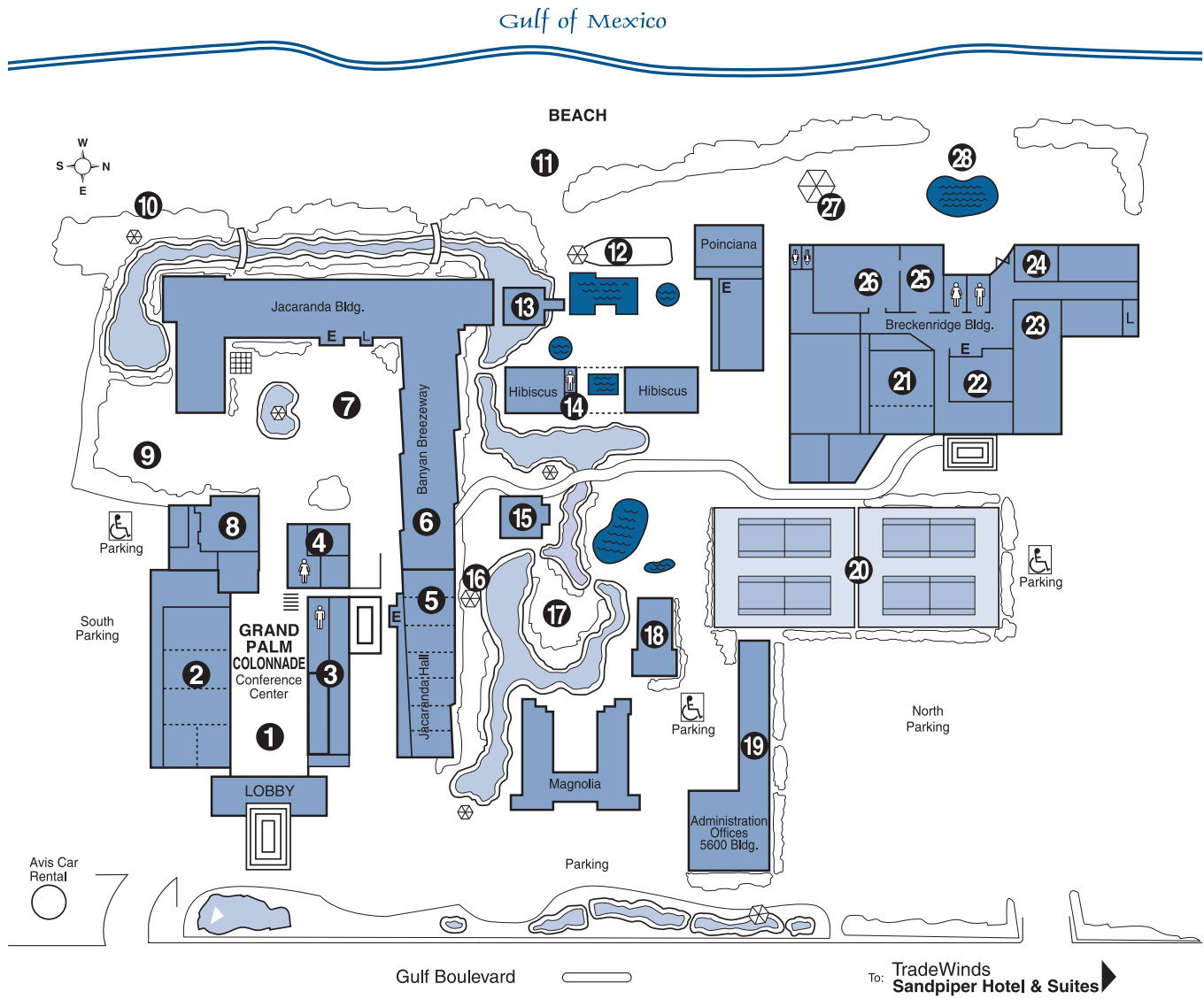
- A symposium can be in either a panel format or a presenter format. A panel symposium engages a group of panelists in a formal, interactive discussion around a particular topic. A presenter symposium involves a collection of authored papers revolving around a common theme. Symposia are NOT blind reviewed and will be judged on overall quality, interest to SMA members, relevance to the track to which they were submitted, and innovation and contribution.
- If a symposium is accepted, all participants must register and present their portion of the symposium at the conference.
- A symposium submission must include:
  - A title page with the title of the symposium, the complete formal name and contact information for all participants, an abstract (100 word maximum), and 3 key words identifying the major subject of the symposium.
  - A 3-5 page overview of the symposium.
  - An explanation of why the symposium should be of interest to the track to which it is being submitted.
  - A 2-5 page synopsis of each presentation (for presenter symposia only).
  - A summary of the panelists' discussion (for panel symposia only).
  - A description of the symposium's format (e.g., who will be presenting first, whether there will a Q & A, etc.)
  - A statement from the organizer declaring: "I have received signed statements from all intended participants agreeing to participate in the entire symposium, and they are not in violation of the rule of three."
- Nonconforming submissions will be returned without review.

**NEED ASSISTANCE?** Please email our support team at [support@southernmanagement.org](mailto:support@southernmanagement.org) or call us at 1.201.633.3208.

**Submit papers and volunteer to review at [www.southernmanagement.org/meetings/2011/](http://www.southernmanagement.org/meetings/2011/)**

## NOTES

# TradeWinds Island Grand – Property Map



## MEETING FACILITIES

Grand Palm Colonnade	1
Island Ballroom	2
Second Floor Meeting Rooms	3,4
Jacaranda Hall	5
Banyan Breezeway	6
Garden Courtyard	7
South Terrace	9
South Beach Gazebo	10
Sea Breeze Deck	12
Pirate Island	17
Cypress Villa	18
Horizons Meeting Room	21
Breck Deck	28

## DINING & ENTERTAINMENT

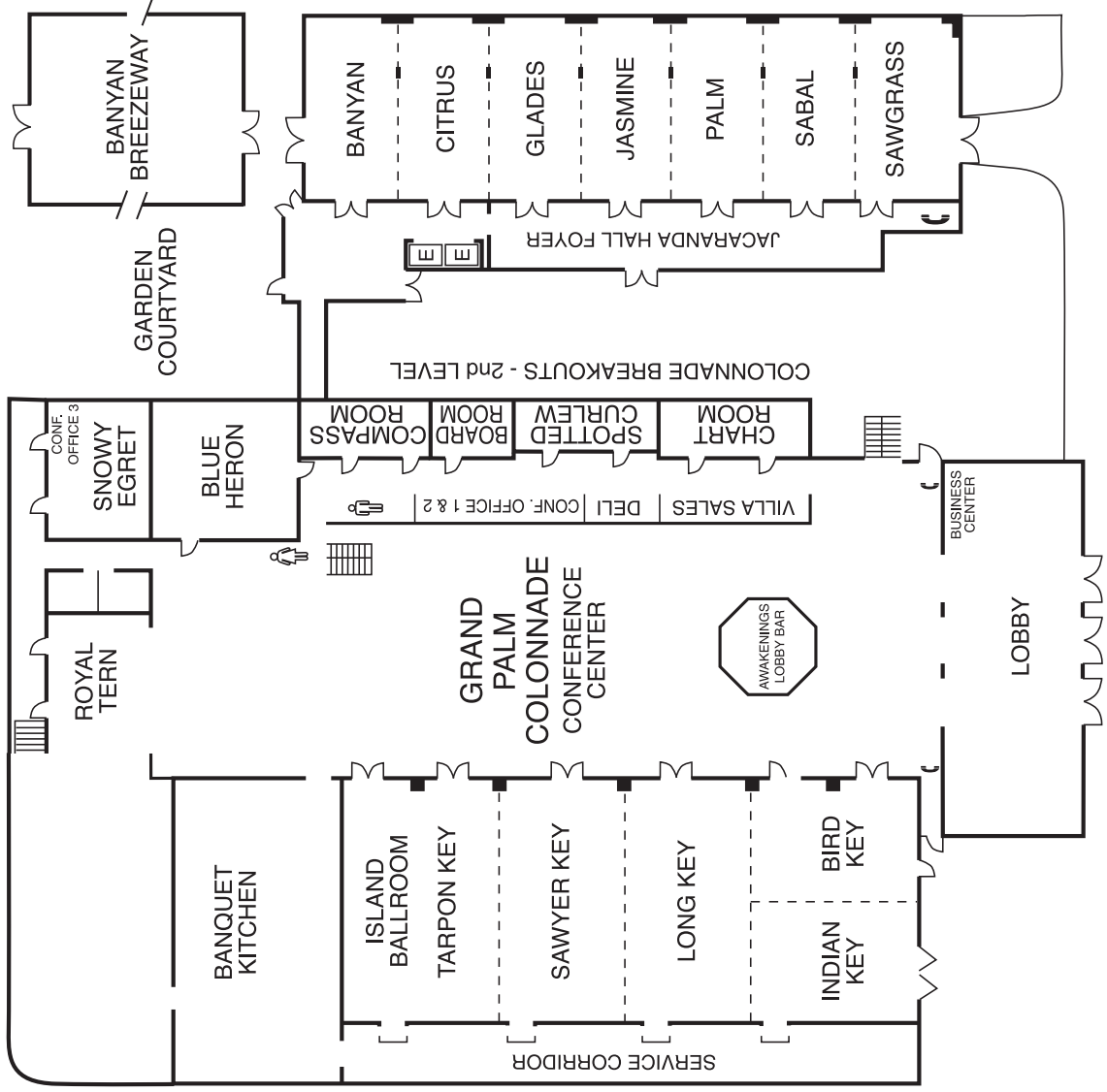
Awakenings Lobby Bar	1
Deli & General Store	3
Palm Court Bistro	8
Flying Bridge	13
RedBeard's Sharktooth Tavern	15
Pizza Hut Express	24
Old Meeting House Ice Cream	24
B.R. Cuda's Sports Bar	25
Bermudas Restaurant	26
Salty's Beach Bar	27

## RECREATION & SHOPPING

Deli & General Store	3
Putting Green	9
Cabana Hut	11
Beachfront Terrace	12
Sauna	14
Paddleboat Landings	16
KONK Club	18
T.A.Z. Office	18
Tennis Courts	20
Body Works Salon	23
Fitness Center	23
Beaker's Tropical Outfitters	2

# TradeWinds Island Grand – Meeting Space Layout

## JACARANDA BUILDING



## BRECKENRIDGE BUILDING

