

S·M·A

SOUTHERN MANAGEMENT ASSOCIATION



2018 CONFERENCE MEETING
November 6-10, 2018
HILTON LEXINGTON/DOWNTOWN, KY

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WELCOME TO THE 2018 MEETING OF THE SOUTHERN MANAGEMENT ASSOCIATION

Welcome to Lexington! Located in the rolling hills of Kentucky's Bluegrass Region, Lexington's charm and hospitality make it a quintessential southern city—and an ideal location for SMA's 2018 conference. Lexington is closely linked to a variety of southern icons—with horse racing chief among these. The city is home to Keeneland Race Park, and the surrounding area boasts more than 450 horse farms. Southern horse racing goes hand-in-hand with mint juleps. Did you know that Kentucky Bourbon is the only spirit native to the United States, and 95% of all Bourbon is produced in Kentucky? Follow the Kentucky Bourbon Trail to sample the best Bourbon brands and varieties that the region has to offer. Of course, you should never sample bourbon on an empty stomach. If you think Kentucky food is limited to fried chicken, think again. In recent years, Lexington has cultivated a sophisticated culinary scene, with tastes ranging from classic southern fare to innovative, chef-driven cuisine. There are several great restaurants near the conference hotel, including Tony's of Lexington, Saul Good, Dudley's on Short, Shakespeare and Co., Pies & Pints, and the Village Idiot. Looking for a quick, light lunch? Try Vinaigrette or Clawddady's. And these are just the tip of the iceberg wedge! Although we want to see you at *all* the conference sessions, we also hope that you will have a chance to enjoy everything else that Lexington has to offer during your stay.

Wednesday's pre-conference activities include our two doctoral consortia (chaired by **Laura Little** and **Matt Rutherford**) that are designated specifically for early stage (1st and 2nd year, coordinated by **Robyn Brouer** and **Melissa Carsten**) and late stage (3rd and 4th year, also coordinated by Robyn and Melissa) doctoral students. Our pre-conference activities also include a consortium (coordinated by **Kulraj Singh**) designed for students who have not yet begun their doctoral studies. SMA is proud of its continuing commitment to support doctoral students' attendance at the SMA doctoral consortium/conference. Wednesday will also include two special sessions: "**Management Teaching: Idea Sharing and Q & A**" (coordinated by **Sam Holloway** and **Evan Davis**) and a joint SMA/CARMA professional development session on "**Measurement Models for Latent Variables in Organizational Research**" (led by **Larry Williams**).

The conference begins with a "**Triple Crown Hall, Wednesday, 5:15pm-6:15pm, in the Grand Kentucky Ballroom Salons A & B**. Join us in the Winner's Circle to honor this year's award recipients—from the best papers in each track to the best in the conference overall. Come cheer for your favorites (sorry, no betting at this race)! SMA's Welcome Reception immediately follows the Triple Crown Hall, and it will be held at the Triangle Grille restaurant on first floor of the Hilton Lexington Downtown. On Thursday, we'll be honoring this year's Hunt/SOSA Award Winner, **Terri Scandura**. Celebrate Terri's service to SMA on **Thursday, 6:30pm-7:30pm, in the Grand Kentucky Ballroom Salons C & D**, immediately after the **SMA Business Meeting, 5:30pm-6:30pm, in the Grand Kentucky Ballroom Salons A & B**. Don't miss our signature SMA Bash, "**Talk Derby to Me**," **Friday, 6:30pm-10:00 in the Grand Kentucky Ballroom**. You can expect good food, fun fellowship, and big hats.

New highlight sessions include two "**Thoroughbred Workshops**" presented by individuals who are at the top of their fields. The first is offered by **Dick Buchanan**, who will be demystifying design thinking for attendees who want to apply this technique in their classrooms. The second is led by **Rena Seltzer**, a world-renowned academic career coach. She will help attendees find more time for writing and research. Who doesn't need that?! We are likewise excited to present our second annual **SMART (SMA Research & Teaching) Talks** featuring videoed conversations with SMA members who have a considerable presence and reputation in the Management field. Looking for some less serious pursuits? For the first time we will be hosting the "**Southern Golf Scramble**" (organized by **Jon Carr** and **Russell Crook**) on Wednesday afternoon and a "**Late Night Trivia Challenge**" (emceed by *Journal of Management* Editor, **David Allen**) on Thursday evening. We'll wind down the conference with two exciting offsite experiences on Saturday: a Kentucky Foodie Tour and a Horse Farm/Keeneland Auction Tour.

In addition to a full program of high quality paper presentations, we are especially proud of this year's Professional Development Institute (PDI) sessions. Of course, we continue our tradition of methods-oriented sessions co-sponsored by the **Consortium for the Advancement of Research Methods and Analysis (CARMA)** and the **Research Methods Division of the Academy of Management**. New this year are a number of social network analysis workshops offered by expert faculty from the University of Kentucky, including **Daniel Brass**, **Daniel Halgin**, **Joe Labianca**, and **Scott Soltis**. In addition to the methods sessions, the PDI's cover a range of topics and interests. A sample includes publishing and manuscript development, leadership, gender and sexual harassment, promotion and tenure, and teaching. Among these want to point out, "**So you Got Tenure, Now What?**" (coordinated by **Matthew Bowler** and **Lance Frazier**). Think of this two-part symposium as a consortium for those of you at the mid-career stage.

Other highlights include Café SMA and afternoon networking breaks. The SMA Solutions Desk is back by popular demand. Here you can find answers to your conference questions. Plus, SMA Ambassadors will be available to assist you throughout the conference—look for their yellow Ambassador shirts.

It takes a number of dedicated people to make the SMA conference the wonderful experience that it is. We first want to mention the exceptional track chairs (in order by track: **David Gras**, **Suzette Caleo**, **Andac Arikan**, **Erica Anthony**, **Tina Thompson**, **Bryan Fuller**, **Laura Marler**, **Michael Abebe**, **Furkan Gur**, **Julita Haber**, and **Tracey Rockett**). They managed the 390 submissions (and innumerable surprises and challenges) in a timely and professional manner. We also want to thank **Garry Adams** (President-Elect), who put together the PDI sessions for this conference and **Janaki Gooty** (Program Chair Elect) for her help with the Paper Development Workshop. **Paul Johnson**, SMA's CIO, always provides invaluable service working with our online submission system and the many reports and technology tasks needed to conduct a successful conference. Without **Laura** and **Tim Madden**, the conference program (and SMA in general) would not be nearly as well publicized on social media. We are especially appreciative of the outstanding work of **Joy Karriker** (Conference Coordinator), who ensures all the myriad details of the conference are handled. We can't imagine making the conference happen without the help of these individuals.

Finally, we offer a big thank you to all who submitted, reviewed, and attended this meeting. The wonderful volunteers who give of their time are the only reason this conference can happen. We are very excited to see you here in Lexington for the 2018 SMA conference. We know this will be a memorable experience.

Sincerely,
Hettie Richardson, SMA 2018 Program Chair
Kevin Lowe, President

RENA SELTZER

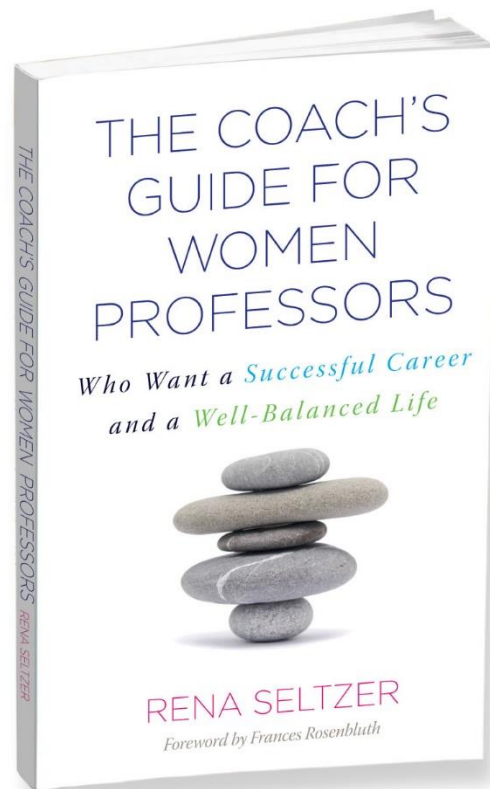
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—Dolly Chugh, Associate Professor
NYU Stern School of Business



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PROGRAM HIGHLIGHTS

In addition to the paper session portion of the program, SMA offers a variety of **Professional Development Institute (PDI)** sessions scheduled throughout the conference. Some of these are highlighted below, and specific descriptions of all PDI sessions can be found in the program. The best overall conference, overall doctoral student, and best papers in each track are designated in the program. These awards will be presented at the “Triple Crown Hall” on Wednesday at 5:15 in the Grand Kentucky Ballroom Salons A & B.

Registration/Coffee & Networking Breaks

- **SMA Conference Registration & Solutions Desk** – Tuesday, 5pm – 8pm; Wednesday, Noon-8pm; Thursday, 8am-5:30pm; Friday, 8am-3:00pm; Saturday, 8am-9am at Top o’ the Escalator
- **Café SMA Coffee Bar**, Thursday-Saturday, 8am - 8:30am in Alcove A and The Window Box
- **SMA Networking Break**, Thursday & Friday, 2:45pm-3:15pm in Alcove A and The Window Box

Tuesday (November 6)

- **7pm - 8pm in Magnolia - SMA Consortia & Pre-Conference Reception** - Join us for light snacks and refreshments for our conference early arrivals.

Wednesday (November 7)

- **8am - 8:30am at Top o’ the Escalator – SMA Consortia Registration**
- **1pm - 5pm in Triple Crown – PDI: Measurement Models for Latent Variables In Organizational Research** (co-sponsored with CARMA)
- **1:30pm - 4:30pm in Magnolia – PDI: Management Teaching: Idea Sharing and Q&A**
- **5:15pm - 6:15pm in Grand Kentucky Ballroom Salons A & B – SMA “Triple Crown Hall” Awards Ceremony** – Join us for the SMA Awards Ceremony! All SMA award recipients will receive their plaques and acknowledgements during this meeting.
- **6:15pm - 7:15pm in the Triangle Grille – SMA Welcome Reception** – Enjoy light snacks and network with colleagues as we continue celebrating our award winners and officially welcome all conference attendees. (Sponsor: McCoy College of Business Texas State University)

Thursday (November 8)

- **8:30am – 10am in Grand Kentucky Ballroom Salon B – PDI: Introduction to Social Networks: Concepts and Core Ideas**
- **8:30am – 10am in Magnolia – Thoroughbred Workshop: Design Thinking Demystified** (pre-registration required) (Sponsor: University of Louisiana Lafayette)
- **8:30am – 10am in Lily of the Valley – Examining the Effects of Perceived Pregnancy Discrimination on Mother and Baby Health** (session featuring the SMA Best Overall Conference Paper)
- **10:15am – 11:45am in Grand Kentucky Ballroom Salon B – PDI: Leveraging Data in Social Network Analysis**
- **10:15am – 11:45am and 1:15 – 2:45 in Triple Crown – PDI: So You Got Tenure, Now What? Career Paths Symposium** (pre-registration required, participants must attend both sessions)
- **1:15pm – 2:45pm in Grand Kentucky Ballroom Salon A – PDI: Moderation, Mediation, Moderated Mediation: Best Practices** (co-sponsored with the Research Methods Division of the Academy of Management)
- **1:15pm – 2:45pm in Grand Kentucky Ballroom Salon D – A Crack in the Armor: Understanding the Narratives of Fear and Uncertainty at Work** (session featuring the SMA Best Overall Doctoral Paper)
- **3:15pm – 4:45pm in Triple Crown – PDI: SMA Research and Teaching (SMART) Talks** (please arrive early as this session will be videoed live)
- **5:30pm – 6:30pm in Grand Kentucky Ballroom Salon B, C, & D – SMA Business Meeting**
- **6:45pm – 7:45pm in Grand Kentucky Ballroom Salon A & B, and Pre-function Area – SMA Presidential and Hunt/SOSA Award Reception** (Sponsor: University of Sydney Business School)

Friday (November 9)

- **8:30am – 10am in Magnolia – PDI: Superlative Teachers: Conversations on Applying Ken Bain’s “What the Best College Teachers Do” to Management Education**
- **8:30am – 10am in Grand Kentucky Ballroom Salon B – PDI: Collecting Social Network Survey Data in Organizations**
- **10:15am – 11:45am in Magnolia – Thoroughbred Workshop: How to Have More Time for Research and Writing** (pre-registration required)
- **10:15am – 11:45am in Triple Crown – Space-Based Business: An Overview of Management Topics, Issues and Future Research Opportunities**
- **1:15pm – 2:45pm in Grand Kentucky Ballroom Salon A – PDI: Multilevel Concepts and Principles** (co-sponsored by the Research Methods Division of the Academy of Management)
- **3:15pm – 4:45pm in Grand Kentucky Ballroom Salon B – PDI: Using Spline Regression to Study Congruence in Organizational Research** (co-sponsored by the Research Methods Division of the Academy of Management)
- **3:15pm – 4:45pm in Triple Crown – PDI: Can Being a One Trick Pony Help You Win (i.e., Get Promoted and Tenured)?** (presented by the SMA Fellows)
- **6:30pm – 9:30pm in Grand Kentucky Ballroom – SMA Bash 2018 “Talk Derby to Me”** – Join colleagues and friends for an evening of great food and Kentucky Derby-themed entertainment!

Saturday (November 10)

- **8am – 1pm – Offsite: Horse Farm and Keeneland Auction Tour** (pre-registration required)
- **10am – 2:00pm – Offsite: The FoodChain non-profit food cooperative and the Town Branch Distillery and Brewery** (pre-registration required)

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SMA Mission Statement

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

The Southern Management Association (SMA) is a domestic affiliate of the Academy of Management. Presently, the SMA membership consists of approximately 1,120 members representing more than 350 colleges, universities, and business firms in 48 states and 30 countries.

SMA provides a variety of professional activities and events for those who are interested in the study of management. Towards this end, the critical objectives of SMA are the development and dissemination of new ideas and approaches to the research, teaching, and practice of management. It strives to keep members abreast of new knowledge and practices in the field and to create a professional community that exchanges ideas and provides assistance to others. In addition, SMA maintains the currency of knowledge and skills of members, as well as shares expertise about how to achieve excellence in the performance of our academic and professional roles. Finally, SMA promotes collegial relationships and friendships.

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Historian

Kevin W. Mossholder, Auburn University

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James G. Combs, University of Central Florida
T. Russell Crook, University of Tennessee
Russell Cropanzano, University of Colorado
Angelo DeNisi, Tulane University
Gerald R. Ferris, Florida State University
Robert C. Ford, University of Central Florida
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Ricky W. Griffin, Texas A&M University
Robert Fulmer, Pepperdine University
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Dennis Ray
Vida Scarpello, Georgia State University

In Memoriam

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

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

2017 William Gardner, Texas Tech University
2016 Archie B. Carroll, University of Georgia
2015 Charles R. (Bob) Greer, Texas Christian University
2014 Mark B. Gavin, West Virginia University
2013 Kevin W. Mossholder, Auburn University
2012 Mark Martinko, University of Queensland
2011 Geryn McClure Franklin, Stephen F. Austin State University
2010 K. Michele (Micki) Kacmar, University of Alabama
2009 Chester Schriesheim, University of Miami
2008 Pamela Perrewé, Florida State University
2007 W. Jack Duncan, University of Alabama at Birmingham
2006 Robert C. Ford, University of Central Florida
2005 David D. Van Fleet, Arizona State University
2004 Arthur G. Bedeian, Louisiana State University
2003 James G. (Jerry) Hunt, Texas Tech University

*Affiliations are at time of award

PAST PRESIDENTS*

K. Michele (Micki) Kacmar	Texas State University	(2017-2018)
**James G. Combs	University of Central Florida	(2016-2017)
**Christopher L. Shook	University of Montana	(2015-2016)
James G. Combs	University of Central Florida	(2014-2015)
Christopher L. Shook	Auburn University	(2013-2014)
Tim Barnett	Mississippi State University	(2012-2013)
Bennett Tepper	Georgia State University	(2011-2012)
Mark B. Gavin	Oklahoma State University	(2010-2011)
Margaret L. Williams	Wayne State University	(2009-2010)
Allen C. Amason	University of Georgia	(2008-2009)
Charlotte D. Sutton	Auburn University	(2007-2008)
William L. Gardner	Texas Tech University	(2006-2007)
Anson K. Seers	Virginia Commonwealth University	(2005-2006)
Christine M. Riordan	Texas Christian University	(2004-2005)
Terri A. Scandura	University of Miami	(2003-2004)
Kevin W. Mossholder	Louisiana State University	(2002-2003)
Donna E. Ledgerwood	University of North Texas	(2001-2002)
Tammy G. Hunt	University of North Carolina Wilmington	(2000-2001)
Pamela L. Perrewé	Florida State University	(1999-2000)
Vida G. Scarpello	Georgia State University	(1998-1999)
Chester A. Schriesheim	University of Miami	(1997-1998)
Mark J. Martinko	Florida State University	(1996-1997)
Rose L. Knotts	University of North Texas	(1995-1996)
David D. Van Fleet	Arizona State University West	(1994-1995)
Robert C. Ford	University of Central Florida	(1993-1994)
J. Bernard Keys	Georgia Southern University	(1992-1993)
Charles R. Greer	Texas Christian University	(1991-1992)
Daniel S. Cochran	Mississippi State University	(1990-1991)
John A. Pearce II	George Mason University	(1989-1990)
James G. Hunt	Texas Tech University	(1988-1989)
W. Alan Randolph	University of South Carolina	(1987-1988)
B. Wayne Kemp	University of Tennessee Martin	(1986-1987)
Achilles A. Armenakis	Auburn University	(1985-1986)
W. Jack Duncan	University of Alabama at Birmingham	(1984-1985)
William H. Holley, Jr.	Auburn University	(1983-1984)
Arthur G. Bedeian	Auburn University	(1982-1983)
Dorothy N. Harlow	University of South Florida	(1981-1982)
Dennis F. Ray	Mississippi State University	(1980-1981)
Vince P. Luchsinger, Jr.	Texas Tech University	(1979-1980)
John E. Logan	University of South Carolina	(1978-1979)
Ogden H. Hall	University of New Orleans	(1977-1978)
Jay T. Knippen	University of South Florida	(1976-1977)
James M. Todd	University of Memphis	(1975-1976)
John T. DeVogt	Washington & Lee University	(1974-1975)
Daniel A. Wren	University of Oklahoma	(1973-1974)
Leon C. Megginson	Louisiana State University	(1972-1973)
Richard I. Levin	University of North Carolina at Chapel Hill	(1971-1972)
Max B. Jones	Old Dominion University	(1970-1971)
Robert M. Fulmer	Georgia State University	(1969-1970)
Bernard J. Bienvenu	University of Southwestern Louisiana	(1968-1969)
Burnard H. Sord	University of Texas at Austin	(1967-1968)
Claude S. George, Jr.	University of North Carolina at Chapel Hill	(1966-1967)
Herbert G. Hicks	Louisiana State University	(1965-1966)
Charles R. Scott, Jr.	University of Alabama	(1964-1965)
William M. Fox	University of Florida	(1963-1964)
Joseph L. Massie	University of Kentucky	(1962-1963)
***William M. Fox	University of Florida	(1962-1963)
***Leon C. Megginson	Louisiana State University	(1961-1962)
***Claude S. George, Jr.	University of North Carolina at Chapel Hill	(1960-1961)
****Howard R. Smith	University of Florida	(1957-1958)
****Edward H. Anderson	University of Florida	(1955-1956)
****Gustav T. Schwenning	University of Florida	(1947-1948)

* Affiliations are at time of office.

** Returned to service due to an officer resignation.

*** The first three heads of the SMA were Program Chairs for the Management Section of the Southern Economic Association (SEA).
Fox was Program Chair in 1962, but Massie was elected SMA's Founding President the same year.

**** SEA President who was influential in establishing an SEA Management Section.

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Chair: Andac Arikan, *Florida Atlantic University*

TRACK 4: HUMAN RESOURCES/RESEARCH METHODS

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TRACK 5: CAREERS/SOCIAL ISSUES/DIVERSITY ISSUES/ETHICS

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Laura Marler, *Mississippi State University*

TRACK 7: STRATEGIC MANAGEMENT

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Carliss Miller, Sam Houston State University

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*Examining the Effects of Perceived Pregnancy
Discrimination on Mother and Baby Health*

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BEST OVERALL DOCTORAL STUDENT PAPER
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KENNESAW STATE UNIVERSITY)**

*A Crack in the Armor: Understanding the
Narratives of Fear and Uncertainty at Work*

Mercedes McBride-Walker, Case Western
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**TRACK 1: ENTREPRENEURSHIP AND FAMILY
BUSINESS/TECHNOLOGY AND INNOVATION (SPONSORED BY
JOURNAL OF ETHICS & ENTREPRENEURSHIP)**

*Privatization through Hijacking: How Entrepreneurs
Overcame Institutional Constraints to Privatize Public
Schools*

Rachida Aissaoui, Ohio University

**TRACK 2: HEALTH CARE/HOSPITALITY
MANAGEMENT/PUBLIC ADMINISTRATION**

*An Empirical Study of the Determinants of Location of
Hospital Mergers and Acquisitions: 1997-2016*

Dave Williams, Appalachian State University
Trent Spaulding, Appalachian State University

**TRACK 3: ORGANIZATION THEORY/INTERNATIONAL
MANAGEMENT/MANAGEMENT HISTORY**

*Fall in Line to Get Ahead: Conditions Underlying the
Conformity-Performance Relationship*

Alexander Lewis, University of Texas at San Antonio

TRACK 4: HUMAN RESOURCES/RESEARCH METHODS

The Variable Length Values Scale

Laura Parks-Leduc, James Madison University
W. Taylor Parks, Shenandoah Valley Governor's School
Gang Wang, Florida State University

TRACK 5: CAREERS/SOCIAL ISSUES/DIVERSITY ISSUES/ETHICS

*Examining the Effects of Perceived Pregnancy Discrimination on
Mother and Baby Health*

Kaylee Hackney, Baylor University
Shanna Daniels, Florida State University
Samantha Paustian-Underdahl, Florida State University
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**TRACK 6: ORGANIZATIONAL BEHAVIOR (SPONSORED BY UNIVERSITY
OF SOUTH ALABAMA MITCHELL COLLEGE OF BUSINESS)**

*Joint Influence of Organizational Identification and DTP on
Psychological Entitlement and Unethical Work Behaviors*

Saima Naseer, International Islamic University
Dave Bouckenooghe, Brock University
Fauzia Syed, International Islamic University
Abdul Karim Khan, United Arab Emirates University
Shadab Qazi, International Islamic University

TRACK 7: STRATEGIC MANAGEMENT

*Profiting from Lack of Cohesion: Bank Profitability in Fractured
Communities*

Horacio Rousseau, Florida State University
Stephen Smulowitz, IMD Global Board Center

TRACK 8: INNOVATIVE TEACHING/MANAGEMENT EDUCATION

*Social Innovation through Service-Learning Team Projects: Working
with Veteran Entrepreneurs*

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The Microfoundations of Born Globals: A Social Cognitive Careers Perspective

Robert Pidduck, University of Oklahoma
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TRACK 2: HEALTH CARE/HOSPITALITY MANAGEMENT/PUBLIC ADMINISTRATION

Physical, Professional, and Social Isolation Impact on Organizational Identification: A Perspective from Telehealth Workers

Ronald Tsang, University of South Alabama
Mickey Smith, University of South Alabama

TRACK 3: ORGANIZATION THEORY/INTERNATIONAL MANAGEMENT/MANAGEMENT HISTORY

Investigating the Impact of Organizational Aspirations on Operations Capabilities

Nycil George, Indian Institute of Management, Ahmedabad

TRACK 4: HUMAN RESOURCES/RESEARCH METHODS

The Effect of Proactive Personality and High-Involvement HR Systems on Employee Creative Behavior

Albi Alikaj, Texas A&M International University
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TRACK 5: CAREERS/SOCIAL ISSUES/DIVERSITY ISSUES/ETHICS (SPONSORED BY FORDHAM UNIVERSITY GABELLI SCHOOL OF BUSINESS)

Wearing Their Thoughts on Their Sleeves: Nature and Consequences of CEO Outspokenness

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TRACK 6: ORGANIZATIONAL BEHAVIOR (SPONSORED BY UNIVERSITY OF SOUTH ALABAMA MITCHELL COLLEGE OF BUSINESS)

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Cleaning House, Jumping Ship, and Jumping on Board: Director Exits and Appointments

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Magic and Mayhem: Integrating a MBA Consulting Class with a Social Enterprise Program

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- Track 1: Entrepreneurship & Family Business
- Track 2: Health Care/Hospitality Management/Health Care
- Track 3: Organization Theory/International Management/Public Administration
- Track 4: Human Resources/Research Methods
- Track 5: Careers/Social Issues/Diversity Issues/Ethics
- Track 6: Organizational Behavior
- Track 7: Strategic Management
- Track 8: Innovative Teaching/Management Education
- Track 9: PDI/Symposia/Local Engagement Sessions

TUESDAY, NOVEMBER 6

1. SMA Pre-conference/Consortia Registration

Tuesday, 5:00 to 8:00 PM
Hotel Lobby (1st floor across from hotel registration)

Session Coordinator:
James Vardaman, Mississippi State University

2. SMA Consortia & Pre-Conference Reception

Tuesday, 7:00 to 8:00 PM
Magnolia

Session Coordinator:
Joy Karriker, East Carolina University

WEDNESDAY, NOVEMBER 7

3. Consortia Registration

Wednesday, 8:00 to 8:30 AM
Top 'o the Escalator

Session Coordinator:
James Vardaman, Mississippi State University

4. All Consortia Continental Breakfast

Wednesday, 8:00 to 8:30 AM
Alcove A

Session Coordinator:
Joy Karriker, East Carolina University

By invitation only

5. SMA Pre-Doctoral Student Consortium

Wednesday, 8:30 to 4:30 PM
Bluegrass

Session Coordinator:
Kulraj Singh, Mississippi State University

Panelists:
Deepti Agrawal, Missouri State University
Matt Bowler, Oklahoma State University
Melissa Cardon, University of Tennessee
Joel Carnevale, Syracuse University
Gary Castrogiovanni, Florida Atlantic University
James Combs, University of Central Florida

Sara Davis, Mississippi State University
Daniel Detwiler, University of Memphis
Karen Ford-Eickoff, University of North Carolina
William Gardner, Texas Tech University
Karen Landay, University of Alabama
Timothy Madden, East Carolina University
Liam Maher, Boise State University
Laura Marler, Mississippi State University
Benjamin McLarty, Mississippi State University
Devalina Nag, University of Memphis
Matthew Rutherford, Oklahoma State University
Jeremy Short, University of Oklahoma
Lori Tribble, Texas Tech University
Heather Vough, University of Cincinnati
Frankie Weinberg, Loyola University
Lawrence Weinzimmer, Bradley University

By invitation only

6. SMA Early Stage Doctoral Consortium

Wednesday, 8:30 to 4:30 PM
Grand Kentucky Ballroom Salon C

Session Coordinators:
Robyn Brouer, Canisius College, and **Melissa Carsten**, Winthrop University

Panelists:
Neal Ashkanasy, University of Queensland
Andrew Bennett, Old Dominion University
Adelle Bish, North Carolina A&T University
Matt Bowler, Oklahoma State University
Bill Gardner, Texas Tech University
Brad Harris, Texas Christian University
Carla Jones, Sam Houston State University
Malayka Klimchak, Winthrop University
Don Kluemper, University of Illinois at Chicago
Jim Lemoine, SUNY University at Buffalo
Kevin Lowe, University of Sydney
Stephen Rogelberg, University of North Carolina Charlotte
Chris Rosen, University of Arkansas
Jun Yang, University of North Carolina at Greensboro

By invitation only

7. SMA Late Stage Doctoral Consortium

Wednesday, 8:30 to 4:30 PM
Grand Kentucky Ballroom Salon D

Sponsor: College of Business & Economics Towson University

Session Coordinators:
Robyn Brouer, Canisius College, and **Melissa Carsten**, Winthrop University

Panelists:
Neal Ashkanasy, University of Queensland
Bill Gardner, Texas Tech University
Brad Harris, Texas Christian University
Ken Harris, Indiana University Southeast
Amy Henley, University of North Dakota
Don Kluemper, University of Illinois at Chicago
Jim Lemoine, SUNY University at Buffalo
Kevin Lowe, University of Sydney
Tim Munyon, University of Tennessee
Tyge Payne, Texas Tech University
Stephen Rogelberg, University of North Carolina Charlotte
Chris Rosen, University of Arkansas

Jen Sexton, West Virginia University
Jim Summers, Iowa State University
Jun Yang, University of North Carolina at Greensboro

By invitation only

8. SMA Executive Board Meeting

Wednesday, 9:00 to 11:00 AM
Kincaid

Session Coordinator:

Kevin Lowe, University of Sydney

By invitation only

9. New Board Member Orientation

Wednesday, 11:15 to 11:45 AM
Kincaid

Session Coordinator:

Garry Adams, Auburn University

10. SMA Doctoral Consortia & Board Member Luncheon

Wednesday, 11:50 to 1:15 PM
Grand Kentucky Ballroom Salon A & B

Session Coordinator:

Joy Karriker, East Carolina University

By invitation only

11. SMA Registration & Solutions Desk

Wednesday, 1:00 to 8:00 PM
Top 'o the Escalator

Session Coordinator:

James Vardaman, Mississippi State University

12. Southern Scramble Golf Event

Wednesday, 12:00 to 5:00 PM

Session Coordinators:

T. Russell Crook, University of Tennessee, and Jon Carr, North Carolina State University

Would you like another networking opportunity to meet SMA members? If so, join SMA's first Southern Scramble golf event. The event allows members to play golf in a scramble (some say "best ball") format where foursomes compete against each other for a coveted and soon to be announced (read, "lame") prize. The Southern Scramble will take place at the Wildcat Course, located about 10 minutes from the conference hotel.

Pre-registration is required.

Meet in the hotel lobby across from the registration desk to connect with other scramblers and to taxi or Uber to the golf course.

13. PDI: Measurement Models for Latent Variables in Organizational Research

Wednesday, 1:00 to 5:00 PM
Triple Crown

Session Coordinator:

Larry Williams, University of Nebraska

Latent variable models are popular for several reasons, and researchers using them must choose between three alternatives: total aggregation, partial disaggregation, and total disaggregation. These correspond to using scales, parcels, and items as indicators. This PDI will explain the advantages and disadvantages of each of these alternatives, and then demonstrate their use with sample data. It will close with recommendations for improving measurement models in latent variable research.

14. PDI: Management Teaching: Idea Sharing and Q&A

Wednesday, 1:30 to 4:30 PM
Magnolia

Session Coordinators:

Sam Holloway, University of Portland, and R. Evan Davis, Oklahoma State University

SMA's mission statement includes a desire to create value through professional development, high-impact scholarship and teaching, and engaging programs within a community that nurtures members, builds collaborations, enhances friendships, and makes a difference. An area of the mission identified by SMA's leadership as needing further attention is the teaching aspect of the mission. This symposium attempts to answer that call while remaining consistent with SMA's nurturing, collaborative, and friendly culture. A similar symposium was organized at the 2017 SMA conference by Aaron Hill and Patricia Lanier, and was well attended, with nearly 40 people at 8 AM on Friday. The "big picture idea" is to both share tips for enhancing teaching effectiveness across domains (e.g., online; flipped; engagement) and specific to various domains (e.g., Entrepreneurship, OB, HR, and Strategy) as well as to facilitate discussion on various tools for doing so. We foresee the proposed symposium developing similar to SMA's Doctoral Consortia over time with Round Table formats in which presenters with expertise in a specific area will be at a Table and participants able to rotate through various tables with a goal of targeting interests and facilitating both more targeted Q&A as well as relationship development. Put simply, a scholar interested in a particular aspect of teaching – say, flipped classrooms or engaging exercises – can attend the Round Tables most targeted to their interests.

15. SMA Outgoing Board Meeting

Wednesday, 1:30 to 4:30 PM
Kincaid

Session Coordinator:

Kevin Lowe, University of Sydney

By invitation only

16. SMA Exhibits

Wednesday, 3:00 to 6:15 PM
Grand Kentucky Pre-function Area

Session Coordinator:

Joy Karriker, East Carolina University

17. SMA "Triple Crown Hall"/Awards Ceremony

Wednesday, 5:15 to 6:15 PM
Grand Kentucky Ballroom Salon A & B

Session Coordinator:

Hettie Richardson, Texas Christian University

18. SMA Welcome Reception

Wednesday, 6:15 to 7:15 PM

Triangle Grille

Sponsor: McCoy College of Business Texas State University

Session Coordinator:

Joy Karriker, East Carolina University

THURSDAY, NOVEMBER 8**19. Cafe SMA Coffee Bar**

Thursday, 8:00 to 8:30 AM

The Window Box and Alcove A

Sponsor: Austin Peay State University College of Business

Session Coordinator:

Joy Karriker, East Carolina University

Enjoy a cup of coffee as you head to your session!

20. SMA Exhibits

Thursday, 8:00 to 4:45 PM

Grand Kentucky Pre-function Area

Session Coordinator:

Joy Karriker, East Carolina University

21. SMA Registration & Solutions Desk

Thursday, 8:00 to 5:30 PM

Top 'o the Escalator

Session Coordinator:

James Vardaman, Mississippi State University

22. PDI: Qualitative Comparative Analysis

Thursday, 8:30 to 10:00 AM

Grand Kentucky Ballroom Salon A

Session Coordinator:

Thomas Greckhamer, Louisiana State University

In this PDI I offer an introduction to Qualitative Comparative Analysis (QCA), an approach that has rapidly gained in popularity in management studies. Specifically, I will provide a general overview of QCA's set theoretic foundations and theoretical logic. I will also introduce the basics of crisp set (csQCA) and fuzzy set (fsQCA) approaches. The session will conclude with a brief Question and Answers period.

23. PDI: Introduction to Social Networks: Concepts and Core Ideas

Thursday, 8:30 to 10:00 AM

Grand Kentucky Ballroom Salon B

Session Coordinator

Daniel Brass, University of Kentucky

This workshop presents some of the fundamentals of social network theory and analysis. We will introduce some of the classic studies,

measures, and theories in a broad overview of the field, as well as a few wrinkles that may be of interest to people familiar with social network analysis. This workshop is designed for those who want to learn more about social networks and how they might incorporate a social network perspective into their own research area. Topics include network structure, relational content of ties, resource view of alters, and cognitive social structure. "If interested, here is what you should read" references will be provided.

24. PDI: Successfully Navigating and Publishing in Today's Ethical Climate

Thursday, 8:30 to 10:00 AM

Triple Crown

Session Coordinator:

Micki Kacmar, Texas State University

Panelists:

David Allen, Texas Christian University

Donald Bergh, University of Denver

Thomas Wright, Fordham University

SMA has an ethical code of conduct that includes ethical guidelines for authors. However, there are two parts to the publishing process. Journal editors and reviewers also must act ethically during the review process. Given the goals of these two parties may not align – authors want an acceptance and reviewers, as gatekeepers, seek reasons to reject papers – pressure exists on both sides. The goal of this symposium is to hear from multiple perspectives on the review process to gain an understanding of the ethical publishing process no matter what hat you are wearing.

25. Track 7: Let's Play Offense (Defense)! Effectiveness of Diversification and Divestiture Strategies

Thursday, 8:30 to 10:00 AM

Grand Kentucky Ballroom Salon C

Session Facilitator:

Gonzalo Molina Sieiro, Florida State University

The Market Power of Diversification in Government Contracting: Evidence from the Defense Industry

Terry Adler, New Mexico State University

Thomas Pittz, University of Tampa

Jack Meredith, Wake Forest University

Dina Denney, New Mexico State University

The role of diversification in explaining how firms compete based on performance differences continues to be multi-faceted and multi-disciplined (see Ahuja & Novelli, 2017). This paper adds to this discussion by helping explain firm ownership structure and market power differences at the contract level of analysis. Using regression analysis of 240 defense development contracts, we found that an organization's ownership structure differentiates firms in risk-sharing, contractual change, and average labor costs. Related diversifiers demonstrate this market power by sharing less innovation risk than either unrelated diversifiers or single-segment providers. Possible firm sales advantages associated with ownership structure are discussed. Implications of these results addressing how the diversification-performance (D-P) link affects the use of organizational contracts are provided.

Patterns and Shifts in Strategic Momentum

Kim Green, University of West Georgia

John Upson, University of West Georgia

This analysis investigates strategic momentum, considering specifically how organizations shift the trajectory of negative momentum. We propose that drivers of momentum and efforts to change momentum follow two modes: punctuated equilibrium and continuous morphing. The study tests hypotheses that the magnitude and frequency of shortfalls in performance are associated with the different modes. The data are drawn from 32 seasons for teams in the National Football League (NFL). The results indicate that the magnitude of performance shortfall for a single period is associated with the punctuated equilibrium style. The frequency, or consecutive years, of weak performance is associated with continuous morphing. These styles of changes to shift momentum do have differing outcomes, but neither appears to immediately shift the momentum to a positive trajectory.

Market Response to Divestiture Announcements: A Screening Theory Perspective

Donald Bergh, University of Denver

Michael Hitt, Texas A&M University

Brian Connelly, Auburn University

Enzo Peruffo, LUISS Guido Carli

Wan-Ting Chiu, Florida Atlantic University

Top managers can quickly grow the size of their firm with acquisitions or shrink it via divestitures. Researchers have extensively examined predictors of acquisition success, but devoted less attention to the predictors of divestiture success. With limited information on divestiture quality, capital markets have greater uncertainty about those likely to be beneficial or those signifying hidden problems. Drawing from screening theory, we argue that investors use the firm's blockholders to evaluate divestiture quality: is it a shrewd competitive action or a desperate attempt to save an already-sinking ship? Analyses show that (a) investors use blockholders as an information screen, (b) are more likely to do so when the divesting firm has been performing poorly, and (c) trust this screen more than the relatedness of the divested unit, another commonly observed information screen. This research extends our understanding of screening theory and has important implications for research on divestitures.

26. Track 5: Discrimination and Bias in Careers: Are They Still Here?!

Thursday, 8:30 to 10:00 AM

Lily of the Valley

Session Facilitator:

Carliss Miller, Sam Houston State University

It Gets Worse with Time: An Examination of the Gender Pay Gap Among Government Employees

William Obenauer, Rensselaer Polytechnic Institute

More than fifty years after the enactment of the Equal Pay Act, it is not clear that women receive equal pay for equal work. Multiple analyses show economic trends indicating that women earn less than men despite the fact that they attain college education at comparable rates. While these trends are informative, they have also raised questions regarding the conditions in which the gender pay gap is likely to emerge. We examined this issue using salary data for employees of the State of Florida. Using hierarchical linear modeling, we accounted for differences within specific employment positions as well as within state agencies. Our analyses showed consistent support for an overall gender pay gap, but they indicated that this inequity was neutralized in at least one female-dominated occupation (secretarial positions). Contrary to our expectations, we found that while there was a gender pay gap in leadership positions it did not differ from that of the rest of our sample.

Our results also offered insight into the positive relationship between employee tenure and the gender pay gap. We discuss the implications of these findings as well as opportunities for new research.

The Effects of Religion on the Evaluation of Social Media Profiles in Hiring

Caren Goldberg, Bowie State University

Phillip Roth, Clemson University

Jason Thatcher, Clemson University

Kevin Matthews, Ohio University

Afra Ahmad, Zayed University

The topic of religion has been in the news by terrorist attacks around the world and anti-immigration sentiment in many Western countries. Subsequently, religion has become an increasingly divisive political issue in European countries and in the United States. Drawing on research from organizational identification and the similarity-attraction paradigm, we suggest that Muslim job applicants might be rated lower than Christian job applicants or applicants with no religion specified (i.e., control group). We designed an experiment using a social media screening task to test our hypotheses. Although we found no evidence of an effect of candidate religion on expected task performance, we found that Christian job applicants were rated higher on expected levels of organizational citizenship behaviors (OCBs) than Muslim or control group applicants in a sample of raters drawn from the United States. Our results suggest that identification and disidentification with the applicant's religion influences liking, which in turn, influences expected levels of OCBs. Our findings suggest religious affiliation can influence hiring decisions and we discuss the theoretical and practical implications.

Best Overall Conference Paper and Best Paper in Track

Examining the Effects of Perceived Pregnancy Discrimination on Mother and Baby Health

Kaylee Hackney, Baylor University

Shanna Daniels, Florida State University

Samantha Paustian-Underdahl, Florida State University

Pamela Perrewé, Florida State University

Asia Eaton, Florida International University

Ashley Mandeville, Florida Gulf Coast University

This is one of the first studies to examine the role of perceived pregnancy discrimination in the workplace on experienced stress and subsequent health outcomes for working mothers and their babies. We integrate Lazarus' (1966) Transactional Theory of Stress with research on mother and baby health to propose that maternal stress will serve as an explanatory mechanism for the relationship between perceived pregnancy discrimination and mother and baby health. We conduct three separate studies examining the effects of perceived pregnancy discrimination on postpartum depression, gestational age, APGAR scores, and birthweight, through the mechanisms of mothers' experienced stress and emotional exhaustion. In a constructive replication, we find that perceived pregnancy discrimination is associated with increased experienced stress for women, which is associated with increased levels of postpartum depression, decreased gestational age, and lower birth weights. Implications for theory and practice, limitations, and future research are discussed.

Racial/Ethnic and National Origin Bias of Student Evaluation of Teaching (Set)

Lei Wang,

Jorge Gonzalez, University of Texas Rio Grande Valley

Student Evaluation of Teaching (SET) is a common assessment tool of college professors' teaching effectiveness. Its validity and fairness, however, has been questioned by many performance measurement

experts and researchers. This study used SET data of business professors from three universities in Texas to test the presence of racial, ethnic and national origin bias of SET. Based on the ratings of 266 professors, the results showed that White American professors tend to receive higher ratings of overall teaching quality than professors from the minority groups as a whole. Research limitations and future research direction were discussed.

27. Track 3: International Business and Entrepreneurship

Thursday, 8:30 to 10:00 AM

Blackberry Lily

Session Facilitator:

Jennifer Ling Bagdasarian, Florida Atlantic University

Implications of Fluctuations in Economic Trends for Cross-Border Mergers and Acquisitions

Kris Irwin, University of Alabama

Abigail Gorbett, University of Alabama

Collin Gilstrap, University of Toledo

Paul Drnevich, University of Alabama

Fluctuations in both global and country-level economic conditions present numerous challenges to international organizations. Country-level fluctuations such as declining GDP growth, trade conditions, or capabilities, and/or increasing regulations or inflation may influence temporal periods of static or declining markets, which often drive an inward contraction of focus. Conversely, expanding global markets often drive an outward expansion of focus as organizations respond and adjust to opportunities created by changing global and country-level conditions. Given increasing technological interconnectedness and global economic interdependencies, a firm's strategies and investment decisions may be heavily influenced by such fluctuations in global and country-level economic conditions in GDP growth, inflation, regulations, trade conditions, and technological capabilities. As strategic investments through merger and acquisition (M&A) activity are highly reflective of such fluctuations, we theorize and empirically examine how changes in economic conditions have affected frequency and value of cross-border M&A (CB M&A) activity to develop new insights for both theory and practice. Our findings from a multi-level model using a 13-year panel of multi-national enterprise (MNE) CB M&A activity outline the complexity of firm strategic decisions given the nature of both global and country-level economic fluctuations.

Diversify for Funding? Social Ventures Internationalization and Program Diversification as Antecedents of Funding Sources

Justin Yan, University of Tennessee

Nick Mmbaga, University of Tennessee, Knoxville

David Gras, University of Tennessee

Social ventures' choice of internationalization and program diversifications has the significant impact on venture outcome and performance. Social ventures typically initiate program or geographic diversification to further explore social entrepreneurial opportunities by leveraging their unique capabilities, yet some succeed while others fail. Engaging in either program diversification or internationalization (i.e. geographic diversification) presents both opportunities and threats to social ventures. Yet, little is known about the performance heterogeneity of social ventures' diversifications strategy, especially its influence on social ventures' funding sources. This study uses a longitudinal sample of more than 80,000 Canadian charities across four years to examine how social ventures' program diversifications and internationalization influence their performance: sources of funding. Although the results confirmed the benefits of either program diversification or internationalization alone. The interplay between the two has a negative impact on social ventures' funding sources which

indicates the relationship tends to be substitutive rather than complementary. Thus, we contribute to both non-profits and internationalization research by empirically examining the interplay between program diversification and internationalization.

28. Track 1: "Creativity is Knowing How to Hide Your Sources": Uncovering the Sources of Creation

Thursday, 8:30 to 10:00 AM

Bluegrass A

Session Facilitator:

Muhammad Muhammad, Texas Tech University

Mild Affective Shifts and Creativity

Logan Watts, Baruch College & The Graduate Center, CUNY

Tristan McIntosh, University of Oklahoma

Carter Gibson, Shaker

Tyler Mulhearn, University of Oklahoma

Kelsey Medeiros, University of Texas Arlington

Jensen Mecca, Shaker

Yochi Cohen-Charash, Baruch College & The Graduate Center, CUNY

Mild shifts in affect are common experiences in the workplace. Nevertheless, scholars of organizational behavior have only recently begun to examine how sudden changes in affect influence creative problem solving. The present study adopted a systematic, experimental, process-oriented approach to investigating the effects of mild shifts in affective tone (i.e., pleasant vs. unpleasant) and arousal (i.e., high vs. low) on creativity. Undergraduates read short stories designed to induce affective shifts and then were asked to generate solutions to a complex business problem. Shifts in affective tone and arousal interacted to influence idea generation and implementation planning, but not idea evaluation. The strongest creative performance was exhibited by participants who experienced a consistent, mildly pleasant (i.e., relaxed) affective state and by those who shifted to a high-arousal, unpleasant (i.e., angry) state. In contrast, those who shifted to an unpleasant, low-arousal (i.e., sad) state performed worst. The results highlight the importance of understanding the role of affective shifts in the workplace and call into question aspects of theories suggesting that organizations should promote pleasant, high-arousal (e.g., happy) states to enhance employee creativity.

Security and Antecedents of Creativity

Joseph Simpson, University of Texas Rio Grande Valley

Ana Sariol, University of South Dakota

The degree to which security events affect corporations is increasing in terms of frequency and severity. To prevent these events from occurring and affecting firms' competitive advantage, companies will frequently institute a range of security measures. However, the utilization of such security measures can affect employees, especially if they are viewed as burdensome. In this study, we explore how attitudes towards security, security norms, and an organization's security environment affect creative self-efficacy, domain relevant skill utilization, and intrinsic motivation. We integrate two theoretical perspectives to explain these relationships: theory of reasoned action and componential theory. We utilize a sample of 297 respondents from an internet survey and find evidence that suggests that security can improve factors related to creativity and innovation.

Commercialization or Engagement: An Identity Based Perspective of Academic Entrepreneurship

Nick Mmbaga, University of Tennessee, Knoxville

Our study investigates the effects of scientist role identities on their level of academic entrepreneurship. Using a sample of 126 university scientists from several large research universities across the U.S., we find that scientists who place more importance on an identity that encompass more entrepreneurial regimes engage in entrepreneurial activities closely aligned with commercialization. Overall, this study contributes to an emerging body of research focused on the microprocess of academic commercialization and sheds light on the influence of identity processes in hybrid entrepreneurship.

29. Track 6: Under Pressure: Needs, Emotions, Nonwork Events

Thursday, 8:30 to 10:00 AM

Grand Kentucky Ballroom Salon D

Session Facilitator:

Bingqing Wu, *University of Illinois at Chicago*

A Meta-Analytic Review of Discrete Emotions and Performance

Courtney Williams, *University of North Carolina Charlotte*

Janaki Gooty, *University of North Carolina Charlotte*

George Banks, *University of North Carolina Charlotte*

Allison Toth, *University of North Carolina Charlotte*

Jane Thomas, *Purdue University Northwest*

Andrew Bennett, *Old Dominion University*

Alexandra Dunn, *University of Mary Washington*

Laura Stanley, *University of North Carolina Charlotte*

The study of affect in the workplace is a flourishing domain of research in the organizational sciences since the affective revolution started in the 1980s (Barsade, Brief, & Spataro, 2003). Following calls for more research specifically with discrete emotions (e.g., Barsade et al., 2003; Barsade & Gibson, 2007; Briner & Kiefer, 2005; Gooty, Gavin & Ashkanasy, 2009), theoretical and empirical literature in discrete emotions has started to accumulate suggesting the potent role of emotions for workplace behavior. Despite these findings, there is no comprehensive review of the substantive validity of discrete emotions for work behaviors. As such, we conduct a meta-analytic review of discrete emotions in relation to three primary work outcomes – task performance, organizational citizenship behavior, and counterproductive work behavior – at multiple levels of analyses. Additionally, we consider measurement as a moderator in the emotion-performance behavior associations.

The Rhythm of Life: Understanding the Effects of Daily Nonwork Events on Daily Work Performance

Kathleen Keeler, *Virginia Commonwealth University*

Christopher Reina, *Virginia Commonwealth University*

Despite long standing interest in the work-life interplay, organizational research continues to focus on how work- and/or family-specific stressors influence work outcomes. Little research exists exploring the role of nonwork/nonfamily related stressors (i.e., daily hassles) on work processes. In this paper, we test the effects of daily hassles on daily work performance using an experience sampling methodology. Our results show that daily hassles negatively affect daily performance outcomes (i.e., task performance, OCB, and CWB) by increasing daily burnout levels. Further, the relationship between daily burnout and daily OCB and daily CWB is contingent on daily mindfulness, and the indirect effect of daily hassles on daily OCB through daily burnout was stronger on days when individuals were less mindful (vs. more mindful). Finally, results suggest that different types of hassles are differentially related to performance outcomes.

Feeling the Heat: Developing a Psychological Needs-Based Theory of Performance Pressure at Work

Jacob Smith, *Louisiana State University*

Jeremy Beus, *Louisiana State University*

The concept of performance pressure has been prevalent in management research for decades. Ranging from the impact of time constraints on productivity to the influence of social evaluation on the performance of individuals and teams, pressure is a ubiquitous phenomenon that has generated significant scholarly interest. Despite its substantive footprint within management research, there is a lack of agreement among scholars regarding what performance pressure actually is (i.e., an internal or external phenomenon). Further, research on the subject has proliferated without a coherent theoretical understanding of *why* and *how* performance pressure arises as well as *why* and *how* it affects behavior in the workplace. These theoretical inadequacies limit our ability to more fully understand a pervasive phenomenon that affects the productivity and well-being of people across work domains. Consequently, we draw from theories of motivation and cognition to articulate a theory of performance pressure that contends that the interaction between goal importance and outcome uncertainty explains *why* and *how* this pressure arises, with the level of goal importance determined by the perceived capacity of a goal to satisfy or frustrate core psychological needs. Thus, we define performance pressure as a perceived tension reflecting an increase in the importance and/or uncertainty of goal accomplishment. As a conceptual connecting point between the emergence and behavioral impact of performance pressure, we apply the core principles of attentional control theory to explain *why* and *how* this pressure affects behavior through the cognitive processes induced by the anxiety of uncertainty surrounding important goal accomplishment.

30. Track 6: All Injustices Great and Small

Thursday, 8:30 to 10:00 AM

Crimson Clover

Session Facilitator:

Benjamin McLarty, *Mississippi State University*

“Did You See It?” A Bystander’s Perspective on Coworker Bullying

Michele Medina, *Mississippi State University*

Previous research on workplace bullying primarily focuses on two main actors – the bully and the victim – while neglecting a third actor: the bystander. The prevalence of workplace bullying is increasing across organizations, resulting in more employees becoming subjected to the effects of workplace bullying. Furthermore, witnessing coworker-on-coworker bullying is likely to influence the potential relationships that the bystander has with the coworkers involved in the bullying episode. The two areas investigated in this study include coworker interpersonal justice and personal identification with coworkers. Coworker interpersonal justice involves the perceived fairness between coworkers, while personal identification refers to how these bystanders identify with the specific actors of the bullying event. Furthermore, the gender similarity with the bullying victim may influence these relationships. Using social exchange theory, I investigate how witnessing coworker bullying in the workplace affects bystanders. Using 315 participants, this study employs a 2 x 2 experimental design with multi-wave data collection and an in-person lab session to test the proposed hypotheses. Several of the hypotheses were supported. Discussion, implications, and avenues for future research are included.

Gender-Based Microaggression and Aggression: Impact on Direct or Displaced Counterproductive Work Behaviors

Ashley Robinson, *Oklahoma State University*

Lindsey Greco, *Oklahoma State University*

Alexis Washington, *Oklahoma State University*

We propose a theoretical model wherein two forms of aggression that differ in intensity are expected to differentially relate to targeted counterproductive work behaviors (CWBs) through feelings of frustration. Low intensity gender-based microaggression creates frustration and motivates CWB directed *toward* the source of the microaggression, rather than being displaced onto another target. High intensity gender-based aggression creates frustration but motivates CWB directed *away* from the source of the aggression through displacement onto another target. Drawing from the stressor-emotion model of CWB and conservation of resources (COR) theory, we establish the above relationships as well as the moderating role of emotional exhaustion. Theoretical and practical implications are discussed.

31. Track 4: New Ideas for Scale Development and Measurement Quality

Thursday, 8:30 to 10:00 AM
Bluegrass B

Session Facilitator:

James Field, *West Virginia University*

An Application of Item Response Theory to Investigate Measurement Quality in Leadership

Heath Gregg, *University of Miami*
Chester Schriesheim, *University of Miami*
Cecily Cooper, *University of Miami*

The measurement of leadership constructs has been a consistent source of concern for leadership researchers. As a result, leadership scholars have devoted considerable efforts to validating the psychometric quality of their measures. Yet, the techniques used have not kept pace with advances in psychometric theory and methods. This is unfortunate given that modern psychometric techniques, such as item response theory, provide insight over and above that which can be gained from the use of classical psychometric techniques alone. This paper presents an introduction to item response theory (IRT) and demonstrates the application of IRT models to measurement issues in leadership research. Using leader-member exchange as an example, Liden and Maslyn's (1998) Multidimensional Leader-Member Exchange scale (LMX-MDM) was tested using IRT methodology to investigate model fit, unidimensionality, item fit, person fit, and differential item functioning. Implications and suggestions for future research are considered.

Best Paper in Track

The Variable Length Values Scale

Laura Parks-Leduc, *James Madison University*
Taylor Parks, *Shenandoah Valley Governor's School*
Gang Wang, *Florida State University*

In this paper we present a new scale to measure personal values, the Variable Length Values Scale (VLVS). It represents an improvement over existing values scales because it exhibits consistently strong coefficient alpha reliabilities across multiple studies (typically above .80 for all subscales). The VLVS also presents an innovative method for managing scale length, as the scale can be as short as 26 items or as long as 60 items, depending on the research question(s) of interest. Values research typically requires the assessment of all 10 values (to calculate a mean value score), yet this can make survey length unmanageable. The VLVS includes 26 core items to calculate the mean value score, with additional items that can be added for assessing the particular values domains of interest. In this paper we describe the scale development process over multiple samples, we present evidence of convergent and divergent validity, and we explain how the scale can be used most effectively.

Video Killed the Paper Star: An Investigation into Medium and Item Wording Effects in Experimental Vignettes

Heath Gregg, *University of Miami*
Changmeng Xu, *University of Miami*
Chester Schriesheim, *University of Miami*
Marie Dasborough, *University of Miami*

Historically, psychometricians considered bias to be a serious threat to the validity of measures which use Likert type scales. Here we investigate two independent potential reasons for bias; one specific to experimental research using vignettes and the second relevant to all research which uses survey data (wording effects). Using a sample of 160 undergraduate students enrolled in a required management course at a southeastern U.S. university, we investigated differences in responses to the Transformational Leadership Inventory due to (1) type of vignette methodology used (written vignette vs. video vignette), and (2) wording effects (assessed via questionnaires containing regular, polar opposite, negated polar opposite, and negated regular items). We found the type of methodology used in conducting a vignette study had a significant impact on response bias, while wording effects had no effect on response bias. Our results are compared to other similar investigations and the implications of our study are discussed. We conclude by outlining potential limitations to our results and offer suggestions for future research.

32. Thoroughbred Workshop: Design Thinking Demystified

Thursday, 8:30 to 10:00 AM
Magnolia

Sponsor: University of Louisiana at Lafayette

Session Coordinator:

Richard Buchanan, *Case Western Reserve University*

Join “thoroughbred” Dick Buchanan, Professor of Design & Innovation at the Weatherhead School of Management at Case Western Reserve University, author of *Discovering Design: Explorations in Design Studies*, and expert at solving “wicked problems in design thinking” to learn how to integrate design thinking into your management courses.

Pre-registration required

33. PDI: A Comprehensive Sensitivity Analysis Tool for Meta-Analyses

Thursday, 10:15 to 11:45 AM
Grand Kentucky Ballroom Salon A

Session Coordinator:

James Field, *West Virginia University*

Panelists:

Frank Bosco, *Virginia Commonwealth University*
Sven Kepes, *Virginia Commonwealth University*

To assess the robustness of meta-analytic inferences, one should compare results using different statistical techniques and assumptions. Two types of sensitivity analyses for meta-analytic studies concerns examining the effect of outliers and publication bias on the obtained results. However, analyses to examine the independent and interdependent effects of these phenomena are rarely conducted, calling into question the trustworthiness of meta-analytic results. In this professional development institute, we demonstrate a cloud-based open-source software that can be used to conduct a meta-analysis that adheres to recommended standards (e.g., APA's Meta-Analytic

Reporting Standards [2010]) and best practices (Kepes, McDaniel, Brannick, & Banks, 2013).

34. PDI: Leveraging Archival Data in Social Network Analysis

Thursday, 10:15 to 11:45 AM

Grand Kentucky Ballroom Salon B

Session Coordinators:

Scott Soltis, *University of Kentucky*

Eric Gladstone, *University of Kentucky*

In this workshop, we will discuss some of the benefits and challenges of collecting data from archival sources (e.g., information accessible via web sites, organizational databases). We will focus attention on the use of e-mail data to study workplace relationships, noting some of the challenges and rewards associated with this particular type of archival network data. The versatility of the archival approach will also be demonstrated by highlighting some unconventional data sources that can be studied from a network perspective when we remember that a network is *any* set of actors and *any* set of relations. In the final part of the workshop, we walk through some of the technical aspects of collecting and analyzing archival data and (time-permitting) begin to collect sample publicly-available data, enter that data in to UCINET, and begin the visualization and interpretation process.

35. PDI: So You Got Tenure, Now What? Career Paths

Symposium, Part 1

Thursday, 10:15 to 11:45 AM

Triple Crown

Session Coordinators:

Matthew Bowler, *Oklahoma State University*

Lance Frazier, *Creighton University*

While various professional development workshops provide insights on succeeding as a doctoral student or getting through tenure, comparatively few opportunities exist for scholars to gain insights on various paths post-tenure. We propose to organize a 3 hour symposium aimed at providing scholars with insight into different career decisions as they relate to post-tenure options. Further, as we know attendees have time conflicts, we envision this two-part series consisting of two, one-hour and 15 minute sessions so as to match up well with SMA's program. We foresee Session I consisting of Round Tables with in which presenters with expertise in a specific area will be at a Table and participants able to rotate through various tables with a goal of targeting interests and facilitating both more targeted Q&A as well as relationship development. Put simply, a scholar interested in a particular aspect of their career such as whether to move into administration or to switch jobs (or even focus of their job, say from research-focused to more balanced schools or vice versa) can attend the Round Tables most targeted to their interests. In Session II of the Symposium, we foresee a panel of experts with general Q&A on all topics relevant to careers that may cut across various interests (e.g., salary negotiations; moving schools; work-life balance). This session would be more of a Town Hall structure. Ideally, some form of social would follow the session so that participants could continue to converse and develop relationships.

Pre-registration is required

Participants must also attend Part 2 of this symposium, which is scheduled in the same room on Thursday, November 8, at 1:15 p.m.

36. PDI: An Interactive Symposium Exploring the Validity and Utility of Leadership Theories

Thursday, 10:15 to 11:45 AM

Magnolia

Session Coordinator:

Mark Martinko, *Florida A & M University*

Panelists:

Jeremy Mackey, *Auburn University*

Neal Ashkanasy, *University of Queensland*

Rebecca Bennett, *University of Central Florida*

William Gardner, *Texas Tech University*

Robert Liden, *University of Illinois at Chicago*

Kevin Lowe, *University of Sydney*

This symposium explores the implications of the Martinko, Mackey, Moss, Harvey, McAllister, and Brees (in press) study that investigated the possibility that subordinate evaluations of their supervisors are a function of the affect that subordinates feel toward their supervisors. Martinko et al. found that affect accounts for a major proportion of the variance in subordinates' responses to leadership questionnaires and that all of the leadership questionnaires they examined were highly correlated. The panel symposium brings to together high profile leadership researchers from various areas of leadership to generate an interactive discussion of the implications of these findings for each of the theories explored.

37. Track 5: ATTENTION Leaders & CEOs: It's How You Say It

Thursday, 10:15 to 11:45 AM

Lily of the Valley

Session Facilitator:

Shanna Daniels, *Florida State University*

Best Doctoral Paper in Track

Wearing Their Thoughts on Their Sleeves: Nature and Consequences of CEO Outspokenness

Keshab Acharya, *University of Texas Rio Grande Valley*

Michael Abebe, *University of Texas Rio Grande Valley*

Mark Kroll, *University of Texas Rio Grande Valley*

CEOs' public communications have been shown to influence firm performance by shaping investor behavior and overall stakeholders' perceptions. Recently there has been growing trend of CEOs publicly "weighing in" on controversial public policy debates. This phenomenon appears to be unusual as it contradicts societal expectations that CEOs refrain from being involved in public policy debates and instead focus on managing their businesses. We refer to this phenomenon as CEO outspokenness and define it as CEOs' public and opinionated expression of personal beliefs and values on controversial societal issues. In this study, we explore the nature and consequences of CEO outspokenness on strategic choices and firm performance. Specifically, drawing insights from upper echelons theory, we empirically examine the effect of CEO outspokenness on stock market reactions as well as corporate social and environmental performance. Extending our arguments further, we explore whether CEOs indeed "walk the talk" by examining the link between CEO outspokenness and corporate political engagement. Our analysis of data from Fortune 500 firms mostly provided support for our arguments. CEO outspokenness attracted negative investor reactions particularly when the comments were political in nature. CEO outspokenness on social and environmental issues were positively associated with corporate social and environmental performance, respectively. Finally, we found strong positive relationship between CEOs' political comments and their firms' political engagement. Overall, the results shed some light on the growing trend of CEO activism and whether

such executive behavior influences firm level strategic actions. Implications for research and practice are discussed.

CEO Gendered Communication in Response to Crisis: A Content Analysis

Frankie Weinberg, *Loyola University New Orleans*

Tiffany A. Dykstra-DeVette, *San Diego State University, School of Communication*

Miles Zachary, *Auburn University*

The purpose of this research is to describe the use and usefulness of gendered rhetoric strategies by organizations responding to emergent and recent crisis situations. In pursuing this purpose, we expand on the communicative theory of the firm by drawing on cognitive psychology's approaches to agenda-setting, priming, and framing and situational crisis communication theory (SCCT)'s framework for responding to crisis situations to examine top executive communication. Taking a critical poststructuralist communication perspective, we analyze the strategic discursive practices of organizational executives in their pursuit of authoring and commanding the firm's trajectory. This study examines the presence and use of gendered communication styles among CEO letters to shareholders in the annual reports of Standard and Poor's 500 (S&P 500) organizations from years 2002 to 2015 and analyzes how masculine and feminine forms of communication are employed during, immediately following, and in recovery from the 2008 financial crisis. Results indicate that top-executive rhetoric bifurcates along the masculine and feminine communicative dimensions, and organizations apply this rhetoric strategically as they adjust their gendered communication styles in response to crisis situations.

The Effects of Motivating Language on Performance Feedback Perception and The Role Of Gender

Doreen Hanke, *Texas A&M International University*

The purpose of this study was to examine whether motivating language has an impact on performance feedback perception and to explore whether follower/leader gender compositions moderate this relationship. Results show that a follower's performance feedback perception benefits from a leader's use of motivating language. This relationship is further positively moderated by the presence of certain follower/leader gender matches and mismatches. The results provide support for a stronger use of motivating language in diverse workforces. This characteristic gives motivating language the potential to support diversity in organizations. Implications of the study's findings and future avenues for research are discussed. Considering the increasing need for more effective performance reviews, motivating language might be the future tool to increase their positive perceptions and ultimate success, especially in a diverse workforce.

Positive Affective Tone as an Underlying Mechanism Between Leader's Motivating Language and Career Outcomes

Fauzia Syed, *International Islamic University, Islamabad*

Saima Naseer, *International Islamic University, Islamabad*

Fatima Bashir, *International Islamic University, Islamabad*

Tasneem Fatima, *International Islamic University, Islamabad*

Building on the contentions of Social Information Processing Theory (Salancik & Pfeffer, 1978), we examined how leader's motivating language (direction giving, empathetic and meaning making) develops positive career outcomes in employees. Moreover, we hypothesized that leader's motivating language (direction giving, empathetic and meaning making) leads to career motivation (career insight, career resilience and career identity) and career satisfaction through increased positive affective tone process. A three-wave time-lagged research design was applied to collect data (N = 320) from employees working

in the telecom service sector of Pakistan. Employing Structural Equation Modelling (SEM) analysis our results indicate that high levels of leader's motivating language (direction giving and meaning making) might unleash positive affective tone in employees which further creates career motivation (career insight, career resilience and career identity) and career satisfaction; whereas positive affective tone does not mediate the empathetic language and career motivation (career insight, career resilience and career identity) and career satisfaction relationship. The current study opens up a new side in the leaders motivating language literature by examining positive affective tone as an underlying mechanism through which leaders motivating language produces beneficial career outcomes for employees.

38. Track 8: Fostering Student Engagement

Thursday, 10:15 to 11:45 AM

Bluegrass B

Session Facilitator:

Christopher Craig, *Montana State University Billings*

Mission: Improve Student Engagement in Large Classes

Karen Ford-Eickhoff, *University of North Carolina Charlotte*

Cheryl L. Kane, *University of North Carolina Charlotte*

Our university has grown dramatically over the past several years. Although there is much that is good about this growth, it has also generated growing pains. The increase in student enrollment has outpaced the addition of new faculty and classroom space, and this is reflected in the enrollment in one of our department's junior-level courses almost doubling. We share a detailed team project assignment developed with the goal of improving the engagement of students in this large-class format that has been successful at our university and encourage discussion among attendees around this issue.

Fostering Student Engagement and Business Skills Development in Principles of Management: The Business Project

Jerry Schoenfeld, *Florida Gulf Coast University*

Bryan Schaffer, *Florida Gulf Coast University*

Joseph Leah, *Florida Gulf Coast University*

Diana Fandel, *Florida Gulf Coast University*

Chrissann Ruehle, *Florida Gulf Coast University*

The Principles of Management course is often a required course for many business programs. The mix of majors and the large class size format can make engaging students in the Principles course a challenge. The Business Project assignment provides students with the opportunity to see the relevancy of course concepts to issues that leading companies are addressing in real time covering the span of the course semester. The assignment is designed to facilitate students' development of a number of skills crucial for getting a desired job and succeeding in the workplace: critical thinking skills, teamwork abilities, and verbal and written communication. In this session we review the assignment specifics, discuss the written report and presentation components of the assignment, and debrief on learning outcomes, in an informative, interactive, illustrative, presentation.

Experiential Learning Bootcamp: Enhancing Student Engagement in the Classroom through an Instructional Design Approach

Christina Tupper, *North Carolina A&T State University*

Alice Stewart, *North Carolina A&T State University*

Experiential learning has gained popularity because of the accessibility of a college education. However, implementing experiential learning practically and effectively can be challenging for management faculty within temporal constraints. We believe that some experiential exercises can be categorized based on autonomy given to students with

in the exercise and when key ideas and concepts associated with content are discussed. We show four types of exercise to help exercises instructors better utilize experiential exercises in their classroom. We also give examples of how different experiential exercises can be sequenced to enhance student learning.

39. Track 7: Hot shots, Celebrities and Geeks: The Dynamics of Status and Pay in the Upper Echelons

Thursday, 10:15 to 11:45 AM

Grand Kentucky Ballroom Salon C

Session Facilitator:

Ana Sariol, University of South Dakota

Government Dependence and Pay Structure at the Top

Mirzokhidjon Abdurakhmonov, University of Arkansas

Dinesh Hasija, University of Arkansas

We examine the influence of government dependence on CEO and top management teams (TMT) pay arrangements. Given that boards of government dependent firms tend to consider TMT input more important than that of a CEO, we test whether government dependence tends to reduce CEO pay; CEO and industry average CEO pay gap; pay gap between CEO and TMT. We also test whether government dependence tends to increase TMT pay and TMT-industry pay. We find support for most of our hypotheses. Although the effect of government dependence on TMT pay was in the hypothesized direction, it remained statistically insignificant. This study provides a better understanding of the antecedents of CEO and TMT pay arrangements and empirical evidence showing the influence of government dependence at the top of an organizational structure.

Dark Side of Director Expertise: Technological Expertise and the Rise of Data Breaches

Joseph Simpson, University of Texas Rio Grande Valley

Ana Sariol, University of South Dakota

A recent data breach involving the compromise of 78 million people's personal information, coupled with increasingly frequent data breaches around the globe, suggests that organizations are not doing enough to protect valuable information and data for which they are responsible. Organizations' ability to exist is dependent upon their ability to provide minimal levels of protection against security threats such as data breaches. We collected data from 175 data breaches between 2005 and 2015. In contrast with past studies that suggest boards of directors are useful in providing resources and monitoring risks, our results provide modest support for the idea that directors' expertise can expose firms to more frequent and severe data breaches. These results suggest a negative consequence for over-reliance on director expertise. Implications are discussed.

CEO and Organizational Celebrity: Investigating Media Attributions and Organizational Agency

Laura D'Oria, Iowa State University

CEO and organizational celebrity are two important social approval assets that have relevant, yet different, effects on organizational decision making processes and performance (Rindova, Pollock, & Hayward, 2006). Empirical research on these constructs has mostly focused on investigating the consequences of celebrity at different levels, and only few empirical studies have investigated how celebrity emerges at different organizational levels. Building on previous work on CEO (Hayward et al., 2004) and organizational celebrity (Rindova et al., 2006), and integrating attribution (Kelley, 1973), and framing theory (Entman, 1993), I develop predictions on the factors that affect the likelihood of CEO and organizational celebrity to emerge. I test the hypotheses on a sample of 158 Fortune 500 firms. The results show

that the more the positive competitive actions undertaken by a company, the more likely is the emergence of organizational celebrity, but not CEO celebrity. However, contrary to current theory, the distinctiveness of those competitive actions does not increase their efficacy in affecting the emergence of celebrity at either level. Nevertheless, the frequency and distinctiveness of competitive actions become important in determining celebrity when individual or organizational attributional frames are made more salient through the frames promoted in press releases. The results have important theoretical, methodological and practical implications.

40. Track 1: Crisis and Opportunity: Two Peas in a Pod

Thursday, 10:15 to 11:45 AM

Bluegrass A

Session Facilitator:

Trey Lewis, University of Tennessee

Revisiting Appraisal: A Day-Level Examination of Entrepreneurial Appraisal, Affect, and Coping

Michael Lerman, University of Tennessee, Knoxville

Timothy Munyon, University of Tennessee

David Williams, University of Tennessee

Alex Zablah, University of Tennessee

An increasing body of literature has highlighted the antecedents and outcomes of entrepreneurial stress, and the effects of this stress on entrepreneurs and their ventures. Yet, research about the stress process has moved far from its theoretical roots, threatening advancement of our understanding of how entrepreneurs think about and manage stress. First, despite Lazarus and Folkman's contention that appraisal—viewing a source of stress as a challenge or a hindrance—is theoretically and practically important to understanding stress, prevailing research has relegated appraisal to theory while ignoring it methodologically. Second, despite the explicit acknowledgement that stress is a day-level process, our understanding of entrepreneurial stress is largely limited to its long-term effects, meaning we have very little knowledge about how entrepreneurs appraise and cope with stress on a daily basis. In an effort to remedy these deficiencies, we incorporated an experience sampling method and multilevel structural equation modeling to explore how entrepreneurs think about stress, and how these appraisals affect their subsequent affective well-being and coping responses at the day-level. In so doing, we show that entrepreneur stress cognition's have important consequences for their functioning and coping.

Too Much of a Good Thing: When Psychological Capital Hurts Entrepreneurs

Chris Welter, Xavier University

Alex Scrimshire, Xavier University

Entrepreneurs must make many important decisions in the lifecycle of their ventures. Ideally, they have some sense of the probabilities (risk) their decisions will succeed or fail. Unfortunately, this is not always the case, sometimes decisions will need to be made in an environment where the probabilities of success or failure are unknown (uncertainty). We propose that in the instances of uncertainty, an entrepreneur will rely on their psychological capital to make decisions in lieu of objective information. While, the literature on psychological capital has shown notoriously positive results for those high in psychological capital, we argue that in these instances of uncertainty, entrepreneurs' high psychological capital will actually act as a negative. In uncertain conditions, when confronted with a choice of whether to persist or quit, the entrepreneur with high psychological capital will persist, potentially leading to a situation of escalating commitment. In this state, the entrepreneur is likely to "throw good money after bad", convinced that can still create a success, and be blind to potential warning signs of failure.

Project Abandonment in Startups

Jay O'Toole, *Elon University*

This research develops intraorganizational theory about how knowledge resources assembled for product development initiatives influence which projects are abandoned before they are completed. Organizational learning theory offers important causal mechanisms of organization change and adaptation. Early organizational learning theory introduced the idea that when problems occur, search is initiated and if satisfactory solutions are not found, current activities can be abandoned. This type of abandonment is labeled problem-related abandonment. Evidence for problemistic search is strong, but the theory does not explain why organizations continue to make changes when performance is at or above aspiration levels. This research advances theory that sources of knowledge embedded in organizational teams decrease the likelihood of problem-related abandonments. It also develops new theory that explains why the same sources of knowledge increase the likelihood of a different type of abandonment—opportunity-related abandonment. Data on the first new product development projects a sample of start-up video game developers initiate are used to test the theory developed in this dissertation research. The findings support proposed theory that a team's transactive memory decreases the likelihood of problem-related abandonment, consistent with its benefits to problem solving. The findings also support proposed theory that a team's transactive memory increases the likelihood of opportunity-related abandonment, consistent with its impact on creativity and knowledge generation.

41. Track 6: Team Spirit: The Effects of Composition, Exchange, and Resilience

Thursday, 10:15 to 11:45 AM

Grand Kentucky Ballroom Salon D

Session Facilitator:

Liam Maher, *Boise State University*

Bouncing Back Together: Toward a Theoretical Model of Work Team Resilience

Adam Stoverink, *University of Arkansas*

Bradley Kirkman, *North Carolina State University*

Sal Mistry, *Southern Methodist University*

Ben Rosen, *University of North Carolina at Chapel Hill*

In today's turbulent business environments, work teams frequently face a variety of adverse conditions, and as a result can experience process breakdowns and performance declines. Yet, despite existing research on team effectiveness, we know very little about what enables teams to "bounce back" from adversity-induced setbacks. This is problematic, as such negative experiences can lead to team failure. In response to this, we draw from conservation of resources theory to develop a comprehensive theoretical model of work team resilience that clarifies the meaning of work team resilience and illustrates how it emerges in an interdependent fashion via critical team-level resources and unfolds over time through team processes. In doing so, we highlight the compelling phenomenon in which energetic, interdependent activity leads to goal attainment in during challenging circumstances. We further theorize that work team resilience strengthens over time through mastery experiences, functioning as a self-reinforcing gain spiral. We contribute to the management literature by highlighting the key antecedents and processes that distinguish resilient work teams from brittle teams, including those that are merely adaptable and those that excel in stable environments but falter under adversity. Importantly, we also inform practitioners about how to build and sustain resilient work teams.

The Moderating Effect of Team Member Exchange on the Dark Triad Traits - Social Loafing Relationships

Aric Wilhau, *Southern Illinois University Carbondale*

This study examines the relationship between the Dark Triad (DT) personality traits (consisting of Narcissism, Machiavellianism, and Psychopathy) and social loafing (SL), a phenomenon consisting of decreased effort exertion when working in groups relative to the effort level exerted when working alone on the same tasks. First, it is hypothesized that each DT trait positively relates to SL, a construct belonging to the deviant workplace behaviors conceptual domain. Second, moderating effects of a social contextual construct unique to groups, team member exchange (TMX), on the proposed DT-SL relationships are hypothesized. The emergent research examining personality trait relations to SL, the DT trait presence and associated deviant workplace behaviors literature, and research streams examining TMX as a moderator of personality trait-relevant individual employee behaviors when in work group contexts are extended by the present research. Utilizing field data collected from working American adults representing diverse industries, the hypothesized positive DT to SL relationships were supported. Partial support was found for the TMX moderation hypotheses of the DT-SL relationships, specifically, TMX did not moderate the Narcissism-SL relationship. Future research directions and contributions for practitioners are discussed.

Divergent: The Value of Negative Affective Outliers in Teams

Rachel Carpenter, *Pace University*

Melissa Cardon

Group affect has been defined without consideration of affective outliers and their impact on individual and team outcomes due to the emphasis on affective convergence and the benefits of team members with positive affect (PA). Group affect consists of four collective affective constructs including affective convergence, affective diversity (or divergence), emotional culture, and affective dynamism, with most of the research focused on affective convergence (i.e., emotional contagion) during the past two decades. As researchers and practitioners continue to concentrate on PA and positive team dynamics, they do so at the risk of dismissing or ignoring the contributions of team members who are negative affective outliers (NAO) – NAOs are solo individuals whose negative affect does not fit with the norm of PA shared by other members of a team. We address this problem by focusing on both productive and destructive individual and team outcomes that occur when teams contain an NAO team member. We suggest that rather than ignoring or marginalizing NAO team members, or encouraging their conformity to PA group norms, more productive outcomes can be realized by explicitly acknowledging and embracing NAO team members and the benefits they bring to the team.

42. Track 6: The Blame Game: Social Responsibility, Distance, and Stigma

Thursday, 10:15 to 11:45 AM

Crimson Clover

Session Facilitator:

Chen Wang, *Florida International University*

Opinion Paper: Impact of Social Responsibility Values on Employee Satisfaction in Physical Therapy Outpatient Practice

Debra Beazley

Mark Cebul, *Augusta University*

Agnes Kim, *Augusta University*

The values of social responsibility and altruism are greatly debated in business, entrepreneurialism, and the profession of physical therapy as important ideals for success. This opinion paper provides a detailed

review and synthesis of the values of social responsibility and altruism as denoted in corporate social responsibility, prosocial organizational behavior, and professionalism in the field of physical therapy. Prior business research eludes to the relationship between a positive prosocial business culture and employee satisfaction and employee satisfaction and success. The postulate of this paper asserts that the congruence of owner-manager values and those of the physical therapist-employee produces employee satisfaction and the potential for flourishing behavior in the environment. The business is benefited with positive stakeholder regard, organizational trust, and potential for financial stability. A model is given to demonstrate the positive alignment of manager and employee values, American Physical Therapy (APTA) professional values, and business success variables.

Trust Your Trainer? The Effects of Stigma, Social Distance, and Authoritarianism on Perceived Trustworthiness

D'Lisa McKee, Quinnipiac University

Amy Lewis, Texas A&M University-San Antonio

Rebecca Long, Mississippi State University

This study examines the impact of visible tattoos on perceived trustworthiness in a training context. Undergraduate business students (n=111) and adults (n=143) were randomly assigned to a simulated online bank teller training led by a trainer with no tattoos, one visible tattoo, or visible full "sleeves." The presence of tattoos had no significant impact on perceptions of trustworthiness, but direct effects were found based on both social distance and authoritarianism. Visible tattoos may not always impact employee reactions and trust, as is often implied in the literature. Subjects who rated the trainer more similar and socially acceptable perceived him to be more trustworthy, as did subjects who demonstrated higher authoritarianism scores. Contrary to prior research, this study finds that stigma associated with tattoos does not directly shape perceptions of trustworthiness. Rather, individual differences such as social distance and authoritarianism impact perceived trustworthiness.

43. Track 3: The Agency Problem: Implications and Possible Solutions

Thursday, 10:15 to 11:45 AM

Blackberry Lily

Session Facilitator:

Mary Beth Rousseau, Valdosta State University

Solving the Agency Problem Using Regulatory Focus Theory

Philip Holmes, University of South Alabama

Boards of directors are concerned with addressing the risk differential problem between principals (owners of the firm) and agents (top managers). By operationalizing the risk differential using regulatory focus theory (RFT), I propose that the risk gap would be diminished through matching the collective regulatory focus (CRF) of the board of directors with that of the top management team (TMT). While achieving fit (a match) aligns the goals and methods of principals and agents, I also argue that this could also cause poorer decisions through the limiting of considered alternatives due to bias. Having moderate levels of variance in individual regulatory focus within a TMT that is experiencing fit at the team level (boundary condition) will create cognitive conflict, thus resulting in better alternatives and better strategic decisions. Therefore, I also propose that closing the gap on this part of the agency problem could also have positive outcomes within the resource dependency framework (RDT).

Ownership Types and Institutions: Predicting the Internationalization of SMEs in Developing Countries

Gonzalo Molina Sieiro, Florida State University

Katia Galdino, Florida State University

R. Michael Holmes, Florida State University

This study shows how two different types of ownership—foreign and state—are related to the internationalization of SMEs in developing countries within Africa and, further, how the institutional environment of these countries, both in terms of formal institutions and fractionalization, shapes these relationships. Drawing on an institutionalized agency theory approach, we predict that (a) foreign ownership promotes internationalization through better monitoring and legitimation and (b) state ownership promotes internationalization by increasing legitimacy and access to resources. Moreover, we predict that these relationships depend on the institutional environments of the firms' home countries—while fractionalization weakens the effect of foreign ownership on internationalization, it strengthens the effect of state ownership on internationalization. And better formal institutions weaken both effects. Using a sample of 8,205 manufacturing SMEs in 34 African countries, we generally find support for the hypotheses.

Goal Congruence and Self-Interest: Towards a Rational Theory of Agency

Nitin Singh, University of Texas Arlington

This paper questions two basic assumptions in agency theory: is the disparity of goals between agents and principals applicable at all levels of the organization or is it limited to only the top management level?, and is the assumption of self-interest of all organizational actors valid? It is indicated that the organizational level plays a moderating role in the various agency relationships that have been discussed in agency theory. This paper further discusses the phenomenon of opportunity cost being a better explication—analogy to self-maximizing behavior, rather than self-interest. Finally, a rational theory of agency is proposed, that considers all the concepts discussed in the paper and provides a better perspective for organizing relational transactions within and outside the organization.

44. SMA Track Chair Luncheon

Thursday, 11:45 to 1:15 PM

Kincaid

Session Coordinator:

Janaki Gooty, University of North Carolina Charlotte

By invitation only

45. PDI: Dyads: Research Designs and Analytical Strategies

Thursday, 1:15 to 2:45 PM

Magnolia

Session Coordinator:

Jane Shumski Thomas, Purdue University Northwest

Panelists:

David Woehr, University of North Carolina Charlotte

Andrew Loignon, NEOMA Business School

Janaki Gooty, University of North Carolina Charlotte

The dyad, or pair of people, is the most basic unit of interpersonal interactions in the workplace. In this workshop, we review the definition and application of dyads in management research. We also illustrate important design considerations for collecting dyadic data and the application of four dyadic data analysis techniques: actor-partner interdependence models, the social relations model, one-with-many models, and cross-classified models. The goal of this workshop is to introduce dyadic data analysis techniques, discuss how they differ from other forms of data analysis, and review relevant applications of these approaches. Example data files and syntax will be provided.

46. PDI: Moderation, Mediation, and Moderated Mediation: Best Practices

Thursday, 1:15 to 2:45 PM

Grand Kentucky Ballroom Salon A

Session Coordinator:

Lisa Schurer Lambert, *Oklahoma State University*

Models involving mediation or moderation are common in research. Despite the importance of moderation and mediation in theory development and testing, there can be considerable confusion over how to accurately test such models. This is a participative tutorial in best practices for testing moderation, mediation, and moderated mediated and mediated moderated models. The focus will be on the practical steps for specifying and testing models using examples common in management. Attendees will be encouraged to ask questions throughout the session.

47. PDI: #Gender Matters: Advancing Research Beyond the Glass Ceiling

Thursday, 1:15 to 2:45 PM

Grand Kentucky Ballroom Salon B

Session Coordinator:

Arlise McKinney, *Coastal Carolina University*

Panelists:

Angela Miles, *North Carolina Central University*

Jennifer Collins, *Florida A & M University*

Millicent Nelson, *Middle Tennessee State University*

C. Douglas Johnson, *Georgia Gwinnett College*

Leann Mischel, *Coastal Carolina University*

Bomi Kang, *Coastal Carolina University*

Research on gender has been prominent in management research for more than 30 years with studies that have focused on representations, treatment, inclusion practices, and work outcomes. Despite gains in educational attainment and employment, women still lag behind men in terms of hierarchical placement, salary, and leadership/board roles. More recently, the #MeToo movement has propelled the experiences of women in particular that reveal deeply entrenched attitudes and behaviors targeted at women that are not fully understood and require research attention. Many questions remain that warrant empirical investigation into why such differential treatment and outcomes persist. This panel symposium seeks to discuss emerging issues that advance research and provide potential solutions for organizations and society at large.

48. Track 5: Career Choices, Perceptions, and Relationships, Oh My!

Thursday, 1:15 to 2:45 PM

Lily of the Valley

Session Facilitator:

Laci Lyons, *University of Central Arkansas*

A Psychology of Working Perspective for Internet Freelancers

Jestine Philip

There is currently an increasing trend among the American working population to voluntarily join the 'gig economy'. Millions of workers are engaged in this economy and billions of dollars are transacted. In 2015, 15.5 million people in the U.S. were self-employed and performed gigs like driving for Uber and Lyft; by 2020, about over 60 million people will be independent workers/freelancers. New terms like

the gig economy, sharing economy, internet freelancing, and eLancing have been created to understand this emerging trend among today's workforce. There is a small, yet highly relevant, body of scholarly literature in HR that is focused specifically on the eLancing economy as a subset of the gig economy. The purpose of this paper is to acknowledge and contribute to this timely literature which has adequately recognized the enormous potential of this new trend of working. In an attempt to promote theoretically-anchored scholarly work on the rising eLancing economy, this paper generates a typology of eLancers. Anchored in the Psychology-of-Working Framework (PWF) (a theory of work volition), the typology categorizes eLancers based on their level of volition to be able to choose eLancing as their employment. This study also posits that there might be existing differences in attitudinal and behavioral outcomes among eLancers, specifically that different types of eLancers experience different levels of job satisfaction. A discussion and implications of the proposed typology for HR research and practice are offered.

Gender Similarity Effects on LMX and Information Elaboration: The Moderating Role of Collectivism

Dorian Boncoeur, *University of Texas at Dallas*

Carliss Miller, *Sam Houston State University*

Orlando Richard, *University of Texas at Dallas*

What are the mechanisms that drive social exchange quality within gender similar supervisor-subordinate dyads? In a sample of 485 supervisors, consistent with similarity attraction theory, we find that those with collectivist values report higher levels of LMX when working in gender similar dyads than gender dissimilar dyads. However, based on the emerging crabs in a barrel approach to understanding negative interpersonal relationships in demographically similar dyads, we find that individualistic supervisors exhibit lower LMX to gender similar subordinates than to gender dissimilar ones. Furthermore, supporting a mediated moderation model, subordinates and supervisors both report less (more) information elaboration on task relevant information when the low (high) LMX quality stemming from individualistic (collectivistic) supervisors working with a gender similar subordinate exists. Implications for research and practice are also offered.

The Effects of Entitlement on Perceptions of Work and Relationships

Kelly Hall

Baiyun Gong, *Nova Southeastern University*

Randall Croom, *Stetson University*

This study examines how entitlement may influence perceptions about one's work life, including perceptions of meaningful work and relationships in the workplace. Results from our sample ($N = 341$) suggest that entitlement is positively related to three dimensions of meaningful work, including positive meaning, meaning making through work, and greater good motivations. We propose and test a mediation model to explore whether high-quality relationships mediate the relationship between entitlement and meaningful work. We find that entitlement positively predicts two dimensions of high-quality relationships, including shared knowledge and shared goals, the latter of which, in turn, influences meaningful work. Thus, we find partial support for our proposed mediation model.

Generalized Reciprocity in Mentoring: Felt Obligation to Mentor

Stephanie Maynard-Patrick, *St. Thomas University*

Gayle Baugh, *University of West Florida*

There has been a great deal of research on mentoring in the past decades, yet there is still much to explore. In this research, we investigate the relationship between protégé assessment of mentoring functions received and mentor-reported mentor effectiveness. In

addition, the relationship between benefits and costs of mentoring as reported by the mentor and the protégé's assessment of mentor effectiveness. A new measure, felt obligation to mentor, was introduced and a moderating effect of this measure on the relationship between the three predictor variables and felt obligation to mentor on mentor effectiveness was hypothesized. The hypotheses were tested in a sample of 88 employees of a fire department in a Southwestern city. Limited support was found for the hypothesized effects. The findings were discussed in terms of the theoretical and practical implications of reciprocity in mentoring relationships.

49. Track 7: Playing Politics: The Influence of Non-Market Strategies on Firm Outcomes

Thursday, 1:15 to 2:45 PM

Grand Kentucky Ballroom Salon C

Session Facilitator:

Sean Lux, Texas Tech University

Falling to the Competition: The Effects of Regulatory Processes on Competitive Effort

Shelby Solomon, Roger Williams University

Jeremy Beus, Louisiana State University

Daniel Whitman, Louisiana State University

Erik Taylor, East Carolina University

In the present study, we build upon competitive dynamics by examining the degree to which competitors play to the level of their rival. We suggest competitors are motivated to play to the level of their rivals to most efficiently expend competitive resources. We tested this phenomenon through an analysis of 114 tennis players and found support for playing to the level of the rivals. We identify a curvilinear relationship between a player's performance and their rival's status. That is, a player's effort increases along with their status, but the increases in effort diminish as the player faces weaker rivals.

Flipping the Script: Governments Competing to Appeal to the Firm Instead of Firms Competing to Appeal to the Government

Michael Nalick, University of Memphis

Asghar Zardkoobi, Texas A&M University

Ronei Leonel, University of Memphis

Scott Kuban, Tulane University

Leonard Bierman, Texas A&M University

Local governments are engaged in fierce competition with each other to lure business by using incentives such as tax advantages, rebates, building of infrastructure, and promises of services. This activity has arguably engendered a political-power reversal leading to governments investing in activities aimed at lobbying firms for favorable corporate strategy, as opposed to firms investing in lobbying activities to influence favorable governmental policy. We examine the dynamics of this development, which we term "government economic competition" (GEC), by considering the phenomenon of governments lobbying firms for favorable decisions. We analyze how firms benefit both politically and economically from this endeavor, and if "winning" governments benefit or experience a winner's curse. Moreover, we examine how GEC exposes limitations extant within the corporate political activity (CPA) literature.

Lobbying Intensity, PAC Formation and Political Connections in the Oil and Gas Industry

Richard Brown, Penn State University Harrisburg

Following recent empirical studies testing the outcomes to firm-level political strategies, this paper models the financial performance associated with three specific political actions: (i) political donations, (ii) lobbying and (iii) political connections. This is done in an industry

that consistently ranks near the top in political spending—oil and gas—yet, to date, has not been the focus of such research. I find, in a sample of 46 oil and gas services firms over 11 years, that firm-level profitability (EBIT) is associated with prior political efforts. All three explanatory variables were significant in a fixed-effects estimation after controlling for macroeconomic-level, industry-level, time-level and firm-level factors. Additionally, these results were robust to several post-hoc tests.

50. Track 1: When in Rome: Entrepreneurship across Borders

Thursday, 1:15 to 2:45 PM

Bluegrass A

Session Facilitator:

Justin Yan, University of Tennessee

The Temporal Tension of Entrepreneurial Intention across Culture

Pingying Zhang, University of North Florida

Ying Guo, California State University, East Bay

Dana Hart, University of North Florida

This study examines the temporal dimension of entrepreneurial intention. It breaks the intention into the short-term and long-term one, and studies how behavioral aspects affect them across cultures. The behavioral aspects are rooted in the framework of planned behavior, and they are entrepreneurial value-centered attitude, entrepreneurship learning, and social support. We have used the survey method to collect data and applied structural equation modeling to test hypotheses. Students of one large university from a southern state of the U.S. and a southern province of China participated the study. The results show that entrepreneurial value-centered attitude exerts a stronger impact on the long-term intention than the short-term one; and while entrepreneurship learning affects the short-term intention more than the long-term one. These two relationships are further moderated by culture, where Chinese university students are less likely to embark on the long-term venturing than the U.S. university students when the value-centered attitude is examined. Implications and discussions are presented.

Best Doctoral Paper in Track

The Microfoundations of Born Globals: A Social Cognitive Careers Perspective

Robert Pidduck, University of Oklahoma

Margaret Shaffer, University of Oklahoma

Yejun Zhang, University of Oklahoma

Despite a now considerable body of research on born globals, what remains missing is rich insight on who the entrepreneurs driving these ventures are. We address these underdevelopments in the literature by advancing theory on the individual-level decision processes behind launching born global firms. Drawing from Social Cognitive Careers Theory (SCCT), we argue that intentions to become a born global entrepreneur emerge through careers focused socio-cognitive processes. Specifically, a combination of international and entrepreneurial experiences cultivate a specific form of self-efficacy and outcome expectations towards global entrepreneurial pursuits. In turn, these factors predict the intention to launch a venture that is global from the outset. Support was found for our model across two studies, with the second study replicating the findings of the first on a sample of nascent entrepreneurs. Unveiling the directional relationships between key antecedents, this study highlights the importance of the microfoundations underlying the born global phenomena.

Entrepreneurship and Societal Well-Being: An International Analysis of the Entrepreneurship-as-Emancipation Perspective

Taewoo Kim, Mississippi State University

Sohrab Soleimanof, Mississippi State University

The longstanding focus of the research in the field of entrepreneurship is wealth creation. While acknowledging the importance of economic dimension of entrepreneurship, we argue that non-monetary dimension of entrepreneurship is also a critical aspect that should be studied to have a holistic view of entrepreneurship. Thus, in this study, we examined how entrepreneurship affects the societal subjective wellbeing based on the entrepreneuring-as-emancipation perspective and the concept of procedural utility. Perceived freedom is utilized as a mediator to explain this relationship.

51. Track 3: Conformity, Legitimacy and Sustainability: How Institutions Shape Organizations

Thursday, 1:15 to 2:45 PM

Blackberry Lily

Session Facilitator:

Kris Irwin, *University of Alabama*

Best Paper in Track

Fall in Line to Get Ahead: Conditions Underlying the Conformity--Performance Relationship

Alexander Lewis, *University of Texas at San Antonio*

In their 2009 meta-analysis of institutional theory research, Heugens and Lander hypothesized that conformity ultimately harms organizational performance. Their results, however, indicated that institutional conformity on average improves organizational conformity. Extant literature is similarly schizophrenic. On the conformity--performance relationship, researchers offer competing hypotheses (e.g. Deephouse, 1999; Oliver, 1997) and find positive relationships (Baum & Oliver, 1991; Wu & Salomon, 2016), negative relationships (e.g. Barreto & Baden-Fuller, 2006; Westphal, Gulati, & Shortell, 1997), mixed results (e.g. Fernhaber & Li, 2010; Miller, Le Breton-Miller, & Shortell, 2012), or null findings (e.g. Huselid, Jackson, & Schuler, 1997). The present paper attempts explain this chaos by explicating the seven conditions under which researchers should expect a relationship between conformity and performance.

Dynamic Holism: Follettian Integration as a Precursor to Sustainable Organizations

Manjula Salimath, *University of North Texas*

Vallari Chandna, *University of Wisconsin-Green Bay*

Mary Parker Follett considered business to be at the forefront of resolving the problems of relations and as such would provide solutions to coordination and control for both government and business organizations. Among the more pressing challenges facing businesses globally today, is that of sustainability. The economic principles that have guided businesses to date are being revisited in the context of sustainability, scarce resources, ethics, and equity. A second challenge is levelled at the competitive principles that have led businesses to consider other firms as being competitors for the same customers and resources. Interestingly, instead of resisting, many firms have taken the initiative to move forward in implementing sustainability in their organizations and have also realized the importance of cooperating with a range of stakeholders such as customers to co-create value. This work explores how Follett's ideas on integration are not only precursors to sustainable organizations, but can also be used in a systematic three step process to achieve transformative rather than transitional sustainability in enterprises.

Legitimacy Judgments and Culture: A Field Experiment

Alexander Lewis, *University of Texas at San Antonio*

Legitimacy is arguably the most central construct to institutional theory, and it has been core to much of the microfoundations work in

institutional theory conducted over the last decade. However, while legitimacy is regularly operationalized at the macro level, hypothesis testing at the microlevel is scarce, and as a result, despite of the tremendous advancements to the microfoundations of institutions, as well as the use of experiments in institutional theory, much remains to be explored. In this paper, I test the relationship between different distributions of benefits associated with change on the different facets of legitimacy suggested by Tost (2011). In addition, I also examine the role two cultural values, universalism and achievement (Schwartz, 1992), play in the formation of legitimacy judgments. I find that both diffuse and concentrated distributions of benefits predict moral and instrumental legitimacy, but that diffuse more strongly predicts moral and concentrated instrumental, consistent with theory. As hypothesized, both distributions predict relational legitimacy. Furthermore, diffuse distributions predict moral and relational legitimacy more strongly in individuals high in universalism, and concentrated distributions predict instrumental and moral legitimacy more strongly in individuals high in achievement. Finally, an overall legitimacy judgment strongly predicts a willingness to participate in supporting institutional change.

52. Track 6: Que Sera, Sera: Being Bad, Being Instrumental, Being Effective

Thursday, 1:15 to 2:45 PM

Crimson Clover

Session Facilitator:

Brian Waterwall, *East Carolina University*

Being Instrumental to be Noticed: How Power Relates to Empathic Accuracy in Workplace

Jianyu Hao, *University College London*

Ana Guinote, *University College London*

Qiuyu Su, *University of Alabama*

Lu Zuo, *University of Alabama*

A stream of research has started to theorize how power affect people, but it has documented mixed results when focusing on power-empathic accuracy association. In order to reconcile these inclusive results, the author hypothesized that, drawing upon the integrated framework of power – the lens of activation, wanting, and goal seeking, objectification can mediate the effect of power on empathic accuracy, which is moderated by the target (highly goal-facilitative or little goal-facilitative). Sixty-two participants were recruited to conduct the experiment, in which each participant acted as either a chief or an assistant in a simulated working scenario, and their objectification and empathic accuracy towards the two targets were measured during the experiment. Results showed that both power and target can boost objectification; power can interact with target to affect empathic accuracy; and the indirect effect of power on empathic accuracy via objectification was moderated by target. This study provides supportive evidence for the integrated framework and even extends its boundary. Discussion focuses on the theoretical and practical implications, and limitations, as well as the suggestions for future work.

Internal Selling and Salesperson Effectiveness: The Moderating Role of Networking Ability

Yongmei Liu, *Illinois State University*

Kevin Bradford, *University of California, Irvine*

Barton Weitz, *University of Florida*

Drawing on theories and research in organizational politics and relationship marketing, we investigate the extent to which salespeople's internal relationship developing and maintenance activities (i.e., internal selling behaviors), and the skills with which they do so, affect their sales performance and job success. We hypothesize that internal

selling behaviors, when coupled with strong networking abilities, lead to sales performance, which in turn increases salesperson's job success, indicated by self-perception of job success and total compensation. In addition, we identify salesperson's access to organizational resources and social status as antecedents of internal selling from the power and social influence perspective.

Being Bad but Wanting to Look Good? How Withholding Work Effort Leads to Positive Behaviors

Yingli Deng

Lindsey Greco, Oklahoma State University

Employees may feel guilty after withholding effort on their jobs, yet explanations of *when* employees feel guilty and *how* this guilt motivates positive behaviors such as impression management and organizational citizenship behavior is lacking. Drawing on theories of social identity and feedback intervention, we propose a theoretical model wherein employees feel guilty when they withhold work effort, especially for employees with high work role identity salience. This guilt, in turn, motivates impression management and organizational citizenship behavior, which is amplified when employees are in a high collective promotion focus team. The theoretical and practical implications of the model are discussed.

53. Track 6: Negative Reactions to Uncertainty, Abusive Supervision, and Innocuous Events

Thursday, 1:15 to 2:45 PM

Grand Kentucky Ballroom Salon D

Session Facilitator:

Joel Bolton, *University of Southern Mississippi*

***Best Overall Doctoral Paper and Best Doctoral Paper in Track* A Crack in the Armor: Understanding the Narratives of Fear and Uncertainty at Work**

Mercedes McBride-Walker, *Case Western Reserve University*

The purpose of this research was to understand the experience of fear at work as well as contribute toward the psychological safety literature in which leaders are charged with creating climates that ease employee fears of negative consequences and ridicule, but where fear has yet to be defined. Thus, there was opportunity to more clearly illuminate what is meant by 'fear' and specifically why we should seek its absence. Together with an integration of an interdisciplinary reconceptualization of fear and threat, the present study distinguishes between the innate threat response and fear narratives—stories of self-doubt and uncertainty that people tell themselves about themselves at work. Using the metaphor of a suit of armor, from in-depth interviews with 34 professionals emerged a model of the fear narrative at work that unfolds in four phases—perceived threat event, exposure, cognitive tailspin, and guarding strategies. Understanding fear as something we construct rather than something that is 'hard-wired' allows for the possibility of changing the narrative of fear in organizations. Implications for organizational research and practice of psychological safety are discussed.

You're Offended, I'm Offended! An Empirical Study of the Proclivity to Be Offended and Work-Related Outcomes

Jeremy Bernerth,

Erik Taylor, *East Carolina University*

For all the news stories devoted to individuals taking offense to various issues, little is known about these individuals or their work-related habits. To address this important gap in organizational and societal knowledge, the reported research draws on cognitive interference

theory to define and measure the proclivity to be offended (PTBO). We place this measure within an important nomological network of antecedent and outcomes, finding narcissism predicts PTBO, and PTBO predicts multiple aspects of employees' attitudes and behaviors in the workplace. The relationship between PTBO and work-related attitudes and behaviors is mediated by learned helplessness and organizational justice. Implications for managers and organizations concerned with such activity are discussed.

Getting What You Deserve: Viewing Abusive Supervision through the Eyes of a Schadenfreuder

Bin Ma, *Baruch College*

C. Justice Tillman, *Baruch College, CUNY*

Jingzhou Pan, *Tianjin University*

Fairness is an important behavioral phenomenon with numerous implications for organizational members inside and outside the workplace. This research examines third parties' judgment of the abusive supervision of a coworker and their behavioral reactions directed towards the supervisor as a result. Judgment and reactions were theorized to depend on third parties' social emotions (i.e., empathy and schadenfreude) towards the targeted coworker. We predicted that third parties would judge the abusive supervision of a coworker as less fair if they feel a high level of empathy and a low level of schadenfreude towards the coworker, which would further motivate their supervisor-directed deviance. In contrast, we predicted that third parties would judge the abusive supervision of a coworker as more fair if they have a low empathy level and a high schadenfreude level towards the target, which would further motivate their behavioral reactions that benefit the supervisor. Results from both Study 1 (an experimental study) and Study 2 (a field survey study with data collected from U.S. and China) supported the predictions. Implications for theory and practice are discussed.

54. Track 4: Purpose, Respect, and Networking: Precursors for Employee Behavior

Thursday, 1:15 to 2:45 PM

Bluegrass B

Session Facilitator:

Shanna Daniels, *Florida State University*

Role of Respect in Newcomers' Socialization and Identity Enactment

Mahbubul Alam, *York University*

This conceptual paper examines the role of *respect* (generalized respect and particularized respect) in the context of organizational socialization of newcomers. Utilizing the recent theoretical developments involving newcomers' relationship, the paper proposes that high quality exchange relationship serve as an antecedent of particularized respect. Drawing on the interpretivist literature of identity construction, the paper also proposes that particularized respect has positive impact on the newcomers' identity enactment outcomes, represented by organizational identification, self-efficacy and performance. The testable propositions offered should encourage functionalist researchers' future empirical testing. Theoretical contributions and practical implications are discussed.

Perceived Organizational Purpose and Engagement: The Mediating Role of Person-Organizational Purpose Fit

Ramon Van Ingen, *Nyenrode Business Universiteit*

Melanie De Ruiter, *Nyenrode Business Universiteit*

Pascale Peters, *Radboud Universiteit*

Bas Kodden, *Nyenrode Business Universiteit*

The Job-Demands Resources (JD-R) Model is a valuable framework for understanding how aspects of an employee's job affect his or her well-being (i.e., engagement, burnout). Despite its value, scholars have pointed to some limitations. For example, the JD-R framework does not consider more distal demands and resources such as those provided by an organization. This paper conceptualizes organizational purpose as an organizational resource and examines its relationship with engagement. Organizational purpose - an organization's aspirational reason for being which inspires and provides a call to action for itself and its stakeholders in order to benefit both the local and global society - can be viewed as an organizational resource which can prompt motivational processes. At the individual level, organizational purpose provides direction to employees' behaviors and meaning which energizes them for their work. Second, via the experience of value congruence, it fulfills their psychological basic needs, which fosters intrinsic motivation, and hence, engagement. To capture the experience of value congruence, the mediating role of person-organizational purpose fit (P-OP fit) in the relationship between perceived organizational purpose and engagement was examined. A cross-sectional study among knowledge workers from five organizations in the Dutch financial services industry (N= 517) was conducted. Structural Equation Modeling (SEM) analyses confirmed the hypothesized partial mediation model in which organizational purpose was positively associated with engagement, both directly and indirectly via P-OP fit. The paper concludes by discussing the study's contributions for the JD-R model and recommendations for future (multi-level) research on organizational purpose.

Perception of Privacy and Organizational Use of Social Networking Websites in Hiring Practices

Stephanie Black, Texas A&M University-San Antonio
Heather Staples, Texas A&M University-San Antonio

Organizations are increasingly viewing candidate's social networking sites (SNS) during the hiring process to maximize dependable role behavior, ensure applicant's trustworthiness, and avoid negligent hiring lawsuits. Social networking websites provide information that is free, readily accessible, and informative. However, some analysts argue that the practice of screening SNS data has the potential to invade applicants' privacy. Discrimination may also result through employer's access to publicly available pictures, videos, biographical information, or other reference connecting an applicant to membership of a protected class. Despite the growing use of SNS data in the selection process, little theory or research has examined applicants' reactions to these practices. As a result of past inequalities and discriminatory practices, it is our contention that individuals in protected classes may be more protective of their privacy as it pertains to SNS information. Therefore, we seek to focus on the differences in perception of individuals classified in groups associated with negative stereotypes. We apply the privacy model of Black, Stone and Johnson (2014) to empirically test several factors (information, procedural, and sociocultural factors) that may influence applicants' perceptions of invasion of privacy when SNS data are used in the hiring process. Our study offers hypotheses based on the model, empirically tests these hypotheses, provides suggestions for future research, and offers recommendations based on our results for establishing fair information policies to balance the needs of the organization for information against applicants' rights to privacy.

55. PDI: So You Got Tenure, Now What? Career Paths Symposium, Part 2

Thursday, 1:15 to 2:45 PM
Triple Crown

Session Coordinators:

Matthew Bowler, Oklahoma State University, and Lance Frazier, Creighton University

Open only to pre-registrants who also attended Part 1 of this symposium

56. SMA Networking Break

Thursday, 2:45 to 3:15 PM
The Window Box and Alcove A

Sponsor: University of Central Florida

Session Coordinator:

Joy Karriker, East Carolina University

57. PDI: Engaging Students through Writing Across the Curriculum Best Practices

Thursday, 3:15 to 4:45 PM
Magnolia

Jennifer Collins, Florida A & M University
Shawnta Friday-Stroud, Florida A & M University
Roscoe Hightower, Florida A&M University
Matrecia James, St Bonaventure University
Angela Miles, North Carolina Central University
Millicent Nelson, Middle Tennessee State University
Sally Sledge

The 2017 National Association of Colleges and Employers survey of employers found that written communication skills were in the top three most desired skills for employees (NACE Outlook, 2016). While written communication skills are important to employers, faculty continue to grapple with implementing writing assignments that are meaningful to both faculty and students into the business classroom. This Professional Development Institute session will engage participants in the process of redesigning courses to incorporate Writing Across the Curriculum best practices to improve student engagement and writing proficiency.

58. PDI: Theory Building with Meta-Analytic Structural Equation Modeling

Thursday, 3:15 to 4:45 PM
Grand Kentucky Ballroom Salon A

Session Facilitator:

Brian Boyd, City University of Hong Kong

Research methods are often viewed as a secondary component of theory building. This workshop will focus on using meta-analytic structural equation modeling (MASEM) to develop and extend theory. The first part of the session will cover foundation topics such as journal selection, data collection and coding issues, and analytic options. The second portion will focus on the development of different causal arguments and horse race testing of competing perspectives. The latter portion is also relevant to re-analysis of previously published causal models. We will also briefly discuss the metaBUS database as a resource.

59. PDI: SMA Research and Teaching (SMART) Talks

Thursday, 3:15 to 4:45 PM
Triple Crown

Session Coordinators:

Timothy Madden, East Carolina University, and Micki Kacmar, Texas State University

SMA is at the forefront of management research and education and the annual meeting brings together diverse groups of exceptional scholars in both of these areas. This year's meeting will feature an encore of last year's innovative initiative—SMA Research and Teaching (SMART) Talks—immediately before the Business Meeting. This session is comprised of leading scholars who will present on topics related to their own career path in strategic management, organizational behavior, and management education. Each presentation will be an opportunity to hear from exceptional researchers and teachers, all of whom are contributors to SMA's mission and the field at large.

Note: The presentation format is different than a typical academic presentation. This session will be recorded for distribution on SMA and JOM's websites after the event. We ask that you arrive a few minutes early, as once the program starts the doors will be closed and attendees will only be allowed to enter or exit the session between presenters.

60. Track 8: Teaching Social Innovation for Impact

Thursday, 3:15 to 4:45 PM

Bluegrass B

Session Facilitator:

Christina Tupper, *North Carolina A&T State University*

An Innovative Framework for Interdisciplinary STEM-Based Business Sustainability Curriculum

Christopher Craig, *Montana State University Billings*

Elizabeth Petrun Sayers, *RAND*

Song Feng, *University of Arkansas*

Rita Karam, *RAND*

Susan Gilbertz, *Montana State University Billings*

Businesses are increasingly facing challenges related to their non-economic sustainability practices, including humanitarian issues, use and/or degradation of the natural environment, and their role in climate change. To address the changing organizational landscape related to social and environmental issues, practitioners and academics alike recognize the need to integrate sustainability into the management discipline, business schools, and across disciplines at the university level to build a STEM-literate career ready workforce. While inclusion of courses from STEM disciplines that explore the natural environment is necessary for a robust sustainability curriculum, it is not sufficient. There is a need to integrate cognitive and skill development from STEM disciplines into the sustainability curriculum in broader terms. This review outlines opportunities for business schools to design, development, implement, and evaluate STEM-based, interdisciplinary curriculum. Challenges of curricular implementation is discussed, and an innovative framework is then presented that can be used to integrate courses and content into interdisciplinary curriculum within a business school context. Objectives for the curriculum and a mixed-method evaluation process are also included in this review. With the increasing emphasis on sustainability across university curriculum, this review provides timely and relevant content for management educators, instructors, and administrators.

Best Paper in Track

Social Innovation Through Service-Learning Team Projects: Working with Veteran Entrepreneurs

Jennifer Manegold, *Florida Gulf Coast University*

Eric Arseneau, *Florida Gulf Coast University*

Bryan Schaffer, *Florida Gulf Coast University*

Sandra Kauanui, *Florida Gulf Coast University*

This paper describes a course project that delivers theoretical applications of effective team and group processes through a unique blend of service learning and social innovation. In pursuing new

careers upon returning to civilian life, veterans face numerous challenges. Through this project, our students have recognized the key social problems faced by veteran entrepreneurs in the early stages of business development. Student teams develop collaborative relationships with their veteran partners, resulting in both educational and social benefits.

Best Doctoral Paper in Track

Magic and Mayhem: Integrating a MBA Consulting Class with a Social Enterprise Program

Dawn Tolonen, *Xavier University*

What happens when you integrate a MBA level small business consulting class with a social enterprise program for local underserved entrepreneurs? A small amount of mayhem and a significant amount of magic. Our university partnered with our community to start a neighborhood based microenterprise accelerator program. The purpose of the accelerator is to create economic opportunity for disadvantaged individuals; stimulate economic development in a traditionally underserved neighborhood by closing the microenterprise business gap; and develop a microenterprise accelerator model that can be used in similar neighborhoods. The purpose of integrating the small business consulting class is to provide students with experiential learning and the opportunity to serve the entrepreneurs and the community. I propose an innovative teaching presentation to discuss our program including how to start, the toolkit and outcomes.

61. Track 5: Include Women in Corporate Governance? Yes, Please!

Thursday, 3:15 to 4:45 PM

Lily of the Valley

Session Facilitator:

Ericka Lawrence, *East Carolina University*

Challenges Encountered by Minority and Women Leaders When Hiring and Promoting Minorities and Women

Marla White, *University of Texas Arlington*

Over the last several decades minorities and women have increasingly entered the workforce of corporate America. This is partly due to the Civil Rights Act of 1964, which was instrumental in reducing discriminatory barriers for minorities and women who want access to jobs. Although at the lower levels of organizations the demographics have changed, there has still been relatively little progress at the top ranks. Theories such as similarity-attraction and relational demography help to explain the continued advancement of White men. However, these theories do not seem to be effective in explaining the advancement of minority and women leaders in the same way they do for White male leaders. I propose their lack of effectiveness is mainly driven by the hierarchical structure of organizations and the negative stereotypes associated with minorities and women. In this paper I examine how the organizational structure influences the decision of minority and women leaders to hire and promote minorities and women. This examination suggests that whether or not minority and women leaders decide to hire and promote similar others, their advancement is hindered by the dynamics of the current hierarchical structure. I conclude with suggestions for practice and future research.

Announcement of Gender Parity Related Initiative and Market Reaction

Jaime Williams, *University of Mississippi*

John Berns, *University of Mississippi*

We conduct an event study based around the media announcement of corporate news related to positive and negative gender parity events for

publicly traded US companies in an effort to determine if shareholders are sensitive to these events. Agency theory lends support to our argument that external pressure from shareholders (principles) for firms (agents) to behave responsibly in relation to gender parity is indicated by the punishment dealt for negative events (negative CAR) and rewards for positive events (positive CAR). We use institutional theory to demonstrate that gender parity has, over time, become a taken-for-granted practice by testing whether positive and negative gender parity events have a decreasing marginal return over time. Finally, in keeping with the view that gender parity is a resource, we test whether increased firm parity provides insulation to a company when a negative event occurs.

How Do Women on Boards Influence Organizational Performance? Exploring the Mechanism of Corporate Social Responsibility

Yonghong Liu, University of North Carolina at Greensboro
Lijun Lei, University of North Carolina at Greensboro
Holly Buttner, University of North Carolina at Greensboro

Despite a well-documented positive (albeit weak) association between women's representation on corporate boards and organizational performance, the means by which women directors help enhance organizational performance remains largely unexplored. Drawing on the social role theory of gender difference and agency theory, and using data from a sample of 650 U.S. companies from 2010 to 2013, this study examines the mechanism through and the conditions under which greater women representation on boards leads to better organizational performance. We posit and find that women are particularly adept at improving corporate social responsibility (CSR), which in turn benefits organizations financially. Moreover, the effect of women's board representation on CSR is strongest when these women directors are of high prestige power (i.e., the average number of outside directorships women hold) and when the organization's research and development (R&D) intensity is high. R&D intensity also strengthens the relationship between CSR and organizational performance. Overall, this study contributes to a nuanced understanding of how and when women directors benefit organizational performance; that is, the indirect effect of women's board representation on organizational performance through improving CSR is highest when these women directors are of high prestige power and when the organization's R&D intensity is high.

62. Track 2: Ramblers and Gamblers: Employee Perspectives in Healthcare and Hospitality Management

Thursday, 3:15 to 4:45 PM
Blackberry Lily

Session Facilitator:
Mark Brown, Bradley University

Storytelling for Health Information Exchange Acceptance: A Physician Perspective through Sensemaking

Michele Heath, Cleveland State University
Tracy Porter, Cleveland State University

Health Information Exchanges (HIEs) maintain the potential to integrate patient data inherent across disparate technology systems in different hospitals to improve care coordination, patient engagement and provisioning of real-time information to physicians. Health organizations are introducing technology change at an accelerated speed and increasingly professional groups such as physicians are discovering the uncertainty and confusion which results from such initiatives. Physicians are struggling to adapt and make sense of all of the changes while continuing to provide care to their patients. This paper utilizes the art of storytelling through narrative analysis. Drawing

from the extant literature on sensemaking theory, the focus of this paper is to understand how physicians view HIE implementation and how their stories frame the situation. Sensemaking theory provides a useful framework in which to understand HIE as a fundamentally discursive event which presents opportunities for mutual understanding between physicians. Sensemaking is utilized in this paper to guide the direction of the research into physicians' understanding about HIE implementations.

Emotional Intelligence Moderates the Relationships Between Individual States and Burnout

Laci Lyons, University of Central Arkansas
Erdan Ma, Macau University of Science and Technology
Alexander Chen, University of Central Arkansas
Michael Hargis, University of Central Arkansas

This study examined the effects of occupational commitment, perceived task performance, work-family conflict, and emotional intelligence (EI) on burnout among Macanese casino workers. Specifically, we hypothesized that occupational commitment and in-role task performance would be negatively related to burnout especially for those higher in EI. Work-family conflict was expected to lead to higher reports of burnout, but this effect would be attenuated for those with higher EI. Data were gathered from employees of numerous casinos in Macau. Strong support was shown in each moderated regression, whereby EI moderated occupational commitment—burnout, perceived task performance—burnout, and work-family conflict—burnout relationships. Findings support EI as a key factor in social effectiveness, especially among casino employees who must continually manage their emotions and provide positive guest interactions. We propose extending this research by conducting a relative weights analysis. Implications, strengths and limitations, and directions for future research are discussed.

***Best Doctoral Paper in Track* Physical, Professional, and Social Isolation Impact on Organizational Identification: A Perspective from Telehealth Workers**

Ronald Tsang, University of South Alabama
Mickey Smith, University of South Alabama

Telehealth has gained wide acceptance within the healthcare industry and continues to attract research interests from academic and practitioners alike. However, limited research exists examining the implications of this phenomenon from employees' perspective. This paper fills this gap and proposes that the degree of the physical isolation, the feeling of professional isolation, and the level of social isolation of telehealth workers are negatively related to their perceived respect, and this relationship explains the lower organizational identification experienced by telehealth workers. Furthermore, we examine two psychological variables that weaken the negative relationship between isolation and perceived respect. This paper has made several theoretical contributions to organizational behavior and telehealth literature and provided suggestions for future research.

63. Track 1: Pulling the Right Levers for Family Firm Performance

Thursday, 3:15 to 4:45 PM
Bluegrass A

Session Facilitator:
Ludwig Levasseur, Oklahoma State University

Defining the Multi-Family Firm: Types, Characteristics, Competitive Advantages, and Strategies *Taewoo Kim, Mississippi State University*

Kincy Madison, *Oklahoma State University*
James Chrisman, *Mississippi State University*

Multi-family firms represent a large fraction of family firms and of firms in general, yet little is known about this unique organizational form. To fill this void, we first propose a definition of the multi-family firm. We compare and distinguish between multi-family firms, single-family firms, and non-family firms, based on their family-centered noneconomic goals and the blood relations of the owning families. We then theorize about multi-family firm characteristics and strategies that may lead to their competitive advantage. Lastly, we offer future research ideas that can advance our knowledge of multi-family firms, and ultimately, the family business field.

Risk Aversion in the Family Business: Debt Usage Based on Time and Wealth Utility

Brian Boscaljon, *Penn State University Behrend*

Traditional finance theory has limitations in explaining family business financing decisions. Family business are not driven strictly by maximizing the wealth of shareholders. Traditional finance models based on agency, pecking order, and trade-off theories all assume the goal of the firm is wealth maximization. Classical agency theory is not applicable in a family business where there is a close link between ownership and control. Conversely, for the family business behavioral aspects such as risk tolerance and family goals play an important role in the decision process. In this paper, a time and wealth utility model is defined and used for determining the capital structure for a family business. The model defines a threshold or critical wealth level that is used with respect to family goals across generations. This critical wealth level identifies a significant shift in risk tolerance for the family business where the current generation becomes less risk averse as the family business becomes more focused on meeting the needs of future generations.

Does Having a Family CEO Matter for Innovation?: A Capability Perspective of Managerial Configuration and Orchestration

Zonghui Li, *Jacksonville University*
Josh Daspi, *Mississippi State University*
Rebecca Long, *Mississippi State University*

Family firms generally have less innovation input and greater innovation output than nonfamily firms. However, how family involvement creates these distinctions remains to be understood. Using a capability perspective of the firm, we hypothesize that innovation is affected by how the family CEO uniquely configures and orchestrates resources within the top management team. Based on a longitudinal sample of 250 public firms, findings suggest that family CEOs differ from nonfamily CEOs in how management team resources are configured and orchestrated, thereby affecting the innovation input and output of family firms.

64. Track 7: Early Bird Catches the Worm! The Role of Innovation and CSR for Leading the Pack

Thursday, 3:15 to 4:45 PM
Grand Kentucky Ballroom Salon C

Session Facilitator:
Joseph Simpson, *University of Texas Rio Grande Valley*

CEO Regulatory Focus and Corporate Social Responsibility: The Different Patterns of Firm CSR Practices

Rong Ma,
Wanrong Hou, *University of Texas Rio Grande Valley*

This study sheds light on the effect of CEO regulatory focus on organizational corporate social responsibility (CSR) activities. It is proposed that the scope and depth of positive and negative organizational CSR activities will differ according to CEO regulatory focus orientation. In addition, situational factors, i.e., stakeholder diversity and environmental dynamism, will impact how CEO regulatory focus influences CSR activities through their impact on regulatory fit. Based on a sample of S&P 500 firms, we found partial support for our hypotheses.

Network Safeguards to Knowledge Spillovers

Karen Nicholas, *Boise State University*
Curt Moore, *West Virginia University*

Knowledge is a key resource for firms, capable of providing a firm-level competitive advantage. Interfirm networks are a valuable source of knowledge for firms, as both breadth and depth of knowledge can be developed via interfirm relationships. However, for firms that have acquired and developed valuable knowledge assets, they may view their interfirm network as providing an opportunity for knowledge loss via knowledge spillovers. Knowledge spillovers allow the recipient to gain knowledge without compensation to the knowledge-originating firm, and lead to a loss of present and future value to the knowledge-originating firm. Indeed, firms with valuable knowledge asset may implement network safeguards to limit potential knowledge spillovers via their network size, intensity, structure, and position within the network. While extant research has examined the effect of networks on knowledge outcomes, limited attention has been paid to how firms may adapt their networks to safeguard their knowledge once they have created significant value in their knowledge assets. This research seeks to explore these issues by examining how firms with high knowledge value may safeguard their knowledge via network safeguards.

65. Track 6: Let's Get Political: The Effects of Political Skill and Support

Thursday, 3:15 to 4:45 PM
Grand Kentucky Ballroom Salon D

Session Facilitator:
Wayne Crawford, *University of Texas Arlington*

How Supervisor Narcissistic Rage and Political Support Interact to Influence Employee Workplace Outcomes

Samantha Jordan,
Wayne Hochwarter, *Florida State University*
Joshua Palmer, *Florida State University*
Ashlee Fontes-Comber, *Florida State University*
Hannah Plummer, *Florida State University*

Although prior empirical work has demonstrated the negative consequences of the Dark Triad (DT), recent research has called for a separate examination of DT factors and corresponding subcomponents. Building on previous work, we introduce supervisor narcissistic rage (SNR) to the organizational sciences, empirically testing its association with a number of employee-level outcomes. More specifically, we propose narcissistic rage by supervisors will be negatively associated with positive employee outcomes (i.e., job satisfaction, career satisfaction, job performance, organizational citizenship behavior, vigor, and work meaning) and positively related to negative consequences (i.e., turnover intent). We also propose the ability of supervisor political support (SPS) to attenuate such effects. Results from our study largely supported our hypotheses. We conclude by discussing contributions, strengths and limitations, directions for future research, and practical implications.

Supervisor Political Support as an Antidote for the Employee Negative Affect–Workplace Outcomes Relationship

Joshua Palmer, Florida State University

Wayne Hochwarter, Florida State University

Samantha Jordan,

Ashlee Fontes-Comber, Florida State University

Hannah Plummer, Florida State University

Drawing upon trait activation theory, we tested a moderated mediation model that examined supervisor political support as an antidote for trait-level negative affect-work outcomes relationships. First, we examined employee depressed mood as a mediator of the relationship between negative affect and the outcomes of job satisfaction, job performance, and organizational citizenship behaviors. Second, we examined supervisor political support as a moderator of the relationship between negative affect and depressed mood at work. Specifically, we hypothesized that the impact of negative affect on depressed mood at work would be attenuated in situations where employees perceive their supervisor as a source of political support. Using a sample of 547 full-time employees, we found that depressed mood at work mediated the relationships between negative affect and work outcomes. As predicted, we also found that supervisor political support moderated the relationship between negative affect and depressed mood at work, such that the link was weaker when employees perceived their supervisor was providing them with political support. We discuss contributions to this research, study strengths, limitation, practical implications, and directions for future research.

Political Skill in the Stressor - Strain Relationship: A Meta-Analytic Update and Extension

Phoebe Pahnig, Iowa State University

James Summers, Iowa State University

Timothy Munyon, University of Tennessee

Robyn Brouer, Canisius College

Gerald Ferris, Florida State University

The role of political skill in direct and moderated relationships with stress and strain has been investigated, reviewed, and found to produce some inconsistent and conflicting results. The present investigation sought to help reconcile such inconsistencies in past work by estimating the meta-analytic effects of political skill in stress and strain processes. We find that political skill is negatively related to general stressors, interpersonal conflict, role conflict, role ambiguity, and burnout. Post-hoc tests suggest that neither stress tolerance nor job social orientation moderates the effects of political skill on job tension. Thus, this study sought to build upon and extend the Munyon et al. (2015) meta-analysis results in ways that contribute to theory and research in this area. It is our hope that these findings will better clarify political skill's role in the literature, and stimulate further research in this exciting area. Contributions of this study, limitations, and future research directions are discussed.

66. Track 6: Lead the Way: Leader Tactics and Exchanges

Thursday, 3:15 to 4:45 PM

Crimson Clover

Session Facilitator:

Frankie Weinberg, Loyola University New Orleans

The Role of Felt Responsibility on the Relationship Between LMX and Innovative Behavior

Cynthia Halliday, Florida International University

Hock-Peng Sin, Florida International University

Low levels of employee innovative behavior pose challenges to organizations who seek to remain competitive. Building on decades of research on innovation and leader-member exchange (LMX), this study examines how high LMX can foster employees' behaviors that lead to innovation. Drawing on social exchange theory, we propose that felt responsibility for change transmits the influence of the quality of the relationship between leaders and followers to followers' innovative behavior, and that proactive personality moderates these relationships. Using matching data collected from 175 leader-follower dyads in three points in time, results of a moderated mediation model demonstrate that high LMX increases followers' felt responsibility for change, which in turn, increases followers' innovative behavior. Furthermore, we found that proactive personality is a moderating variable that affects the relationship between felt responsibility for change and innovative behavior, such that indirect effects occurred for employees with low, but not high, levels of proactive personality. Our findings suggest that even when followers are not intrinsically proactive, they can demonstrate innovative behavior, via felt responsibility for change, when they perceive to have a high-quality relationship with their leaders.

Laugh with the Boss: A Model of Subordinate Humor, LMX, & Employee Guarding

Nancy Scott, University of Tennessee

Lisa Delise, Salem College

Joshua Ray, Tusculum University

This study investigated member affiliative humor in leader-member exchange (LMX) relationships to explore how subordinates use humor to engage in relationships with their supervisors and to influence subsequent leader behaviors (employee guarding tactics). This project uniquely contributes to the current body of research by (1) empirically investigating subordinate affiliative humor antecedent to LMX quality, (2) exploring a leader-focused LMX outcome, and (3) examining two antecedents to the leader's use of employee guarding tactics. Using PLS-based Structural Equation Modeling (SEM), we analyzed member and leader self-report data. Results show support for the proposed relationships; member humor is positively related to LMX quality (from member and leader perspectives) and negatively related to leader intensity of employee guarding tactics. Additionally, leaders' LMX perceptions were also negatively related their reported use of guarding tactics. These findings offer practical implications for employees and managers by empirically demonstrating that affiliative humor is a useful tool for subordinates to enhance relationship quality with supervisors, and subsequently, managerial behaviors towards employees

Influence tactics and decision making under risk: An agency theory perspective

Felipe Cortes, Iowa State University

Elizabeth Hoffman, Iowa State University

How are leaders able to persuade their followers to comply with tasks associated with different levels of risk? We suggest one possible answer lies in the type of influence tactic used by leaders. We adopt an agency perspective to argue that leaders and followers often represent a risk-sharing problem in which leaders assign risky tasks to their followers, such tasks are difficult to monitor for leaders, and followers have decision-making authority over them. We suggest that leaders' use of rational, soft, or hard influence tactics to persuade followers to comply provides information to the follower that can shift the attention away from the risk and make compliance more likely. We find that tactics are generally more effective than the absence of tactics to induce compliance. Furthermore, we find that rational tactics are effective at inducing compliance while soft tactics are not. Interestingly, hard tactics show great effectiveness at inducing followers to comply. Our study contributes to agency theory by showing a behavioral tool that can

alleviate the risk sharing problem between leaders and followers and contributes to the influence tactics literature by applying the framework to an immediate compliance decision and by exploring a boundary condition that determines the effectiveness of influence tactics.

67. SMA Member Involvement Information Session

Thursday, 3:15 to 4:45 PM

Grand Kentucky Ballroom Salon B

Session Coordinators:

Patricia Lanier, University of Louisiana at Lafayette, **Timothy Munyon**, University of Tennessee, and **Marybeth Rousseau**, Valdosta State University

Have you considered taking a leadership role at SMA? In this session, we will discuss how SMA members can become more involved in this organization. Participants of this session will have an opportunity to join one or more involvement committees aimed at improving our member experience and year-round support.

68. SMA Business Meeting

Thursday, 5:30 to 6:30 PM

Grand Kentucky Ballroom Salon B, C, & D

Session Coordinator:

Kevin Lowe, University of Sydney

69. Presidential & Hunt/SOSA Award Reception

Thursday, 6:45 to 7:45 PM

Grand Kentucky Ballroom Salon A & B, and Pre-function Area

Sponsor: University of Sydney Business School

Session Coordinator:

Joy Karriker, East Carolina University

70. SMA Late Night Networking: An Academic Trivia Challenge

Thursday, 8:00 to 9:00 PM

Magnolia

Session Coordinators:

David Allen, Texas Christian University

Paul Johnson, University of Mississippi

Micki Kacmar, Texas State University

One of the many benefits of attending SMA is the chance to meet and network with a variety of individuals. This session is designed to provide a networking opportunity via team trivia. Teams of SMA attendees who do not know one another will be formed at the session and work together to answer trivia questions in a relaxed environment. The top three teams will walk away with prizes. The session will be moderated by David Allen, Editor of *Journal of Management*.

FRIDAY, NOVEMBER 9

71. Cafe SMA Coffee Bar

Friday, 8:00 to 8:30 AM

The Window Box and Alcove A

Sponsor: Academic Programs & Research, University of Memphis

Session Coordinator:

Joy Karriker, East Carolina University

Enjoy a cup of coffee as you head to your session!

72. SMA Exhibits

Friday, 8:00 to 3:00 PM

Grand Kentucky Pre-function Area

Session Coordinator:

Joy Karriker, East Carolina University

73. SMA Registration & Solutions Desk

Friday, 8:00 to 3:00 PM

Top 'o the Escalator

Session Coordinator:

James Vardaman, Mississippi State University

74. PDI: Superlative Teachers: Conversations on Applying Ken Bain's "What the Best College Teachers Do" to Management Education

Friday, 8:30 to 10:00 AM

Magnolia

Session Coordinator:

Nathan Hartman, Illinois State University

Panelists:

Thomas Conklin, Georgia State University

Artemis Boulamatsi, Georgia State University

Joseph M. Goodman, Illinois State University

W. Lee Grubb, III, East Carolina University

Joy Karriker, East Carolina University

This workshop is designed to provide a conversational space where participants can discuss what the best teachers do (Bain, 2004), and serves as a platform to explore what participants are currently doing and what potential still lies untapped. The workshop uses a roundtable design with a facilitator at each table. Participants will select from different roundtables to attend during the workshop. In this format, facilitators encourage participants to be part of the discussion and interact with each other during the 75-minute workshop. The facilitator(s) at each roundtable will provide a brief review of two to three issues gleaned from Bain's work to ground the conversation. These conversations will bridge to the Discovery step from Appreciative Inquiry (AI) (Cooperrider & Srivastva, 1987) where participants will share and discuss their own best practices.

75. PDI: Using Archival Data in Quantitative and Qualitative OB and HR Research

Friday, 8:30 to 10:00 AM

Grand Kentucky Ballroom Salon A

Session Coordinator:

Johnna Capitano, West Chester University

Panelists:

Kelly Fisher, West Chester University

Kimberly French, Georgia Institute of Technology

Benjamin Pratt, Purdue University

Brian Dineen, Purdue University

Mindy Shoss, University of Central Florida

The goal of this symposium is to discuss key issues associated with using archival data in quantitative and qualitative OB and HR research. To this end, four experts – Kim French, Benjamin Pratt, Mindy Shoss, and Kelly Fisher—will discuss issues surrounding identification and use

of archival data. Panelists will provide their experience and perspectives on specific issues within this topic and the session will then be opened for extended group discussion. Attendees will have the opportunity to ask questions and discuss use of archival data directly with panelists in small groups.

76. PDI: Collecting Social Network Survey Data in Organizations

Friday, 8:30 to 10:00 AM

Grand Kentucky Ballroom Salon B

Session Coordinator:

Giuseppe (Joe) Labianca, *University of Kentucky*

This interactive workshop takes you through the steps for collecting survey data in organizations. We'll cover: gaining entry into organizations; deciding on network boundaries; designing psychometric and sociometric surveys; the choices that need to be made in determining what questions to use on the network surveys, including filtering questions and question wording; IRB and confidentiality considerations; and using Qualtrics to collect data.

77. PDI: Exploration of Emotions and Leadership in Organizations at Multiple Levels of Analysis

Friday, 8:30 to 10:00 AM

Triple Crown

Session Coordinator:

Jin Won Park, *SUNY Binghamton*

Panelists:

Janaki Gooty, *University of North Carolina Charlotte*

Keith Strasbaugh, *University of Oklahoma*

Heath Gregg, *University of Miami*

March To, *Hong Kong Baptist University*

Jayoung Kim, *SUNY Binghamton*

Shane Connelly, *University of Oklahoma*

Megan Turner, *University of Oklahoma*

Brett Torrence, *University of Oklahoma*

Gregory Lee, *University of the Witwatersrand*

Marie Dasborough, *University of Miami*

Cynthia Fisher, *Bond University*

Neal Ashkanasy, *University of Queensland*

Jing Zhou, *Rice University*

Jie Gue, *SUNY Binghamton*

Neil MacLaren, *SUNY Binghamton*

Ankita Kulkarni, *SUNY Binghamton*

Shelley Dionne, *SUNY Binghamton*

This symposium is organized to present four papers that explore the influence of the interplay between affects/emotions and leadership on organizational outcomes, with the consideration of levels of analysis. Each paper examines affect/emotional issues as related to leadership and outcomes at a single and specific level of analysis, and as such, the four papers comprise an examination at multiple levels of analysis: individual, dyad, group, and collective level. After presentation, the discussant will discuss the contribution of the papers to organizational science from multi-level perspectives and suggest how organizational literature can be advanced further.

78. PDI: New Directions in Occupational Stress

Friday, 8:30 to 10:00 AM

Crimson Clover

Session Coordinator:

Paul Spector, *University of South Florida*

Panelists:

Shanna R. Daniels, *Florida State University*

Yitzhak Fried, *Texas Tech University*

Michele W. Gazica, *Embry-Riddle Aeronautical University*

Cheryl E. Gray, *University of South Florida*

Kaylee Hackney, *Baylor University*

Alison Hall, *Agnes Scott College*

David J. Howard, *University of South Florida*

Scott T. Jacobsen, *University of South Florida*

Stacey R. Kessler, *Montclair State University*

Kayla N. Lacey, *University of South Florida*

Natalia M. Lorinkova, *Georgetown University*

Melih Madanoglu, *Florida Atlantic University*

Liam P. Maher, *Boise State University*

Pamela Perrewé, *Florida State University*

Sara J. Perry, *Baylor University*

Samantha R. Powers, *Howard University*

Briana G. Young, *University of South Florida*

It has been well established that stressful job conditions (stressors) are linked to employee health and well-being outcomes (strains). This symposium presents five papers that fill gaps in the literature in two ways. Two papers discuss beginning research on two new stress constructs: Unhelpful Workplace Social Support (ineffective or unwanted social support) and Technological Insufficiency (not having access to adequate technology at work). Three papers describe studies of understudied populations: Pregnant working women, non-native English speaking employees, and attorneys. All three provide insights into how unique characteristics of these populations have implications for occupational stress.

79. Track 3: Cognition and Behavioral Theory

Friday, 8:30 to 10:00 AM

Blackberry Lily

Session Facilitator:

Parisa Haim Faridian, *Florida Atlantic University*

Best Doctoral Paper in Track

Investigating the Impact of Organizational Aspirations on Operations Capabilities

Nycil George, *Indian Institute of Management, Ahmedabad*

Operations capabilities are key everyday activities of a firm that need to be continuously modified and adapted to achieve competitive advantage. In this study, we examine changes in operations capabilities motivated by the performance feedback from organizational aspirations. We conceptualize diametrically opposite curvilinear responses (U and inverted U) for firms performing below and above aspirations. Furthermore, we argue that high industry dynamism and homogeneity enhance the two responses respectively. Using a sample of manufacturing firms, we find support for all relationships except when a firm is performing below social aspirations. Our findings trace out the heterogeneity and contribution of operations capabilities towards firm performance. In doing so, we also reconcile conflicting views of operations capabilities under industry dynamism. Our results indicate that differences in historical and social aspirations are starker for below aspiration firms.

Competitor and Cooperator Identification in Managerial Practice

Furkan Gur, *Northern Illinois University*

Thomas Greckhamer, *Louisiana State University*

Interorganizational relations among firms have been of longstanding interest to organizational scholars. In this study, we are concerned with the foundational process of these relations, i.e., with how firms'

managers identify other firms that their firm will compete, cooperate, and compete with based on their interpretations of the organizational field. For this purpose, we explore the key practices related to how firms identify other firms they compete, cooperate, and compete with in the interpretations of managers. To capture managers' accounts, we chose a grounded theory approach and interviewed executives of small- and medium-sized firms of a tight-knit industry as well as representatives of other relevant organizations. Our findings underline that managers identify sets of firms they compete and cooperate with based on their interpretations of industry structure, firm attributes, customers, and personal interactions. They also introduce new aspects that managers consider as key to defining their competitors such as firms' rootedness in the industry, personal ties between managers, and industry segments and show that a combination of several factors are central for identifying which other firms they compete with as well as for identifying and selecting cooperators.

Development of a Sensemaking Scale

Cai Unger, *University of South Alabama*

Donald Mosley, *University of South Alabama*

Matt C. Howard, *University of South Alabama*

Introduced to organizational behavior in 1995 by Weick, Sensemaking as a construct enjoys great popularity and serves as a theoretical mechanism for exploring organizational outcomes. Yet, to date, no measurement scale for Sensemaking has been developed. We propose the conceptualization of Sensemaking as a six-dimensional 2nd order construct, encompassing 19 response items, based on four studies with around 1,700 participants. Our findings suggest the six dimensions are social, identity threat, ongoing, retrospective, action, and identity confirmation. This differs slightly from the original seven categories (Weick, 1995), because we did not find empirical support for the categories enactment and plausibility, while we did find empirical evidence of a category identity threat. Furthermore our findings confirm previous research of Sensemaking being foremost a social process, anchored in identity construction, forward as well as backward looking, and embedded in continuous action.

Based on the results of exploratory and confirmatory factor analyses, we provide sufficient evidence for item, content, and construct validity, as well as internal consistency. Finally, while the authors have created a preliminary measure for Sensemaking, two more studies are needed: one to address convergent and discriminant validity, and one to replicate the results. Both studies are planned for the remainder of 2018.

80. Track 1: Kumbaya: Joining Together in Family Firms

Friday, 8:30 to 10:00 AM

Bluegrass A

Session Facilitator:

Taewoo Kim, *Mississippi State University*

The Effects of Spiritual Leadership on Work-Family Conflict and Organizational Commitment in the Family Firm

William Tabor, *Belhaven University*

Kincy Madison, *Oklahoma State University*

Laura Marler, *Mississippi State University*

Franz Kellermanns, *University of North Carolina Charlotte*

Drawing from conservation of resources theory, we theorize that spiritual leadership serves as both a resource to enhance employees' organizational commitment and as a passageway to mitigate the negative effects of work-family conflict. Using primary triadic data from leaders, family employees, and nonfamily employees in 77 family firms, results indicate that organizational commitment is enhanced by spiritual leadership but is decreased by work-family conflict.

Surprisingly, spiritual leadership exacerbated the negative effect of work-family conflict on organizational commitment. Further analysis reveals family and nonfamily employees respond differently to leadership and work-family stressors. Contributions and opportunities for future research are discussed.

The Moderating Role of Internal Social Practices on Firm Performance and Family Unity

Chelsea Sherlock, *University of Mississippi*

Clay Dibrell, *University of Mississippi*

Jordan Gamble, *Dublin City University*

Maura McAdam, *Dublin City University*

Eric Clinton, *Dublin City University*

In this paper, we evaluate the moderating effect of internal social practices (i.e., diversity and employee relations) on family unity and financial performance. We argue that family firms, given their emphasis on long-term orientation, engage in socially responsible behaviors to protect the family, even though there is financial uncertainty associated with such actions. Additionally, the noneconomic goals of preserving the family unity and values, whilst safeguarding the long-term interests of all stakeholders, should serve as a source of sustainable firm performance. The findings indicate that family firms with a strong sense of commitment towards their family unity, who also incorporate socially responsible internal practices, benefit from greater financial performance than family firms with a low sense of commitment to their family unity combined with low levels of socially responsible internal practices.

81. Track 7: All about the Bottom Line? Profitability, Performance, and Survival

Friday, 8:30 to 10:00 AM

Grand Kentucky Ballroom Salon C

Session Facilitator:

Felipe Cortes, *Iowa State University*

Best Paper in Track

Profiting from Lack of Cohesion: Bank Profitability in Fractured Communities

Horacio Rousseau, *Florida State University*

Stephen Smulowitz, *IMD Global Board Center*

Prior research has emphasized that cohesive communities will provide persistent organizational advantages. Here, we contend that "fractured" communities – characterized by high levels of poverty, inequality, poor education, racial diversity, and government dependence – can also provide profitable opportunities, for firms capable of exploiting them. More specifically, fractured communities provide opportunities for greater margins, new market segments, and adaption of products and services, all of which are less available in cohesive communities. We propose that banks are well positioned to seize such opportunities due to their product and pricing flexibility, which allows them to reap the benefits of serving these markets while mitigating risk. We also examine moderators of this relationship. First, we contend that this effect will be stronger for generalist banks, whose broader product lines better fit the needs of a heterogeneous customer base. Second, we expect that community banks, which rely on trust, relationships, and traditional lending practices, will lose their competitive advantage in fractured communities due to weaker social and informational networks. Finally, we argue that while competition between banks erodes profitability in cohesive communities, it should *increase* performance in fractured communities (at least in the short term), due to legitimization effects. We test these hypotheses using a panel of 6,194 U.S. banks for the period 2006-2013 and find robust empirical support. Our paper contributes to the literature linking community

social structure to firm performance by highlighting how underserved communities can also offer profitable opportunities.

Firm Performance Measurement: Some Notes on Our Performance

John Martin, Wright State University

Joel Bolton, University of Southern Mississippi

Frank Butler, University of Tennessee at Chattanooga

In 1986, Venkatraman and Ramanujam argued that reliance on single measures of firm performance was risky and that firm performance should be treated as a multidimensional construct. Nearly every decade since, researchers have examined the state of measurement of firm performance and continued to identify weaknesses in the field's approach to measurement. Ten years after the last extensive look into performance measurement, we investigate articles in top-tier strategy journals to determine whether or not scholars have heeded this advice. Among studies that measure firm performance, we found that the majority (69.5%) continue to be published with only a single measure of firm performance. Further, we found that some studies did not provide a basis to understand how they calculated their measure of firm performance, making replication studies more difficult to undertake. As a result, this lack of clarity invites questions regarding the validity of the results of some studies in our field. Therefore, we reiterate the necessity to utilize multidimensional measures of firm performance that are theoretically justified, and we explore implications for researchers, editors, reviewers, and practitioners.

Real Options and Strategic Bankruptcy

Tong Hyouk Kang, University of Memphis

Sharon James, Arkansas State University

Frances Fabian, University of Memphis

Can Chapter 11 bankruptcy be part of a firm's survival strategy? To address this question, this study examines conditions in which restructuring in Chapter 11 increases the likelihood firm survival. The organizational decline literature has centered on the operational and strategic responses firms undertake to change their prospects, and while Chapter 11 bankruptcy helps in these efforts, it also offers an additional benefit seldom discussed in the literature: possible uncertainty resolution. Understanding whether and when strategic bankruptcy may be a vehicle of uncertainty resolution is essential for guiding managers in financially distressed firms. We predict that under certain conditions a firm's proactive, strategic Chapter 11 filing, which anticipates performance-enhancing strategic changes to resolve operational uncertainty, will increase its likelihood of long-term survival. We test hypotheses on a sample of 569 financially distressed firms during the period 1980-2009. The results are consistent with firms utilizing a Chapter 11 Bankruptcy as a real option.

82. Track 6: Working 9 to 5: Leadership, Social Identity/Exchange, and Knowledge Sharing

Friday, 8:30 to 10:00 AM

Grand Kentucky Ballroom Salon D

Session Facilitator:

Heather Vough, University of Cincinnati

You Can't Make Me! The Role of Self-Leadership in Enhancing Organizational Commitment and Work Engagement

Kevin Knotts, Marshall University

Jeffery Houghton, West Virginia University

Contemporary organizations are constantly searching for ways to increase organizational commitment and work engagement among employees in hopes of enhancing employee loyalty and workforce

stability. Although organizations may design jobs, reward systems and other contextual factors in an effort to increase commitment and engagement, these feelings ultimately come from within the individual. Self-leadership is an internalized self-influence process that has potential for enhancing organizational commitment and work engagement in employees. Using a sample of 258 transportation workers, the current study explores a parallel mediation model of self-leadership, three types of organizational commitment, and work engagement. Our results suggest that the positive relationship between self-leadership and work engagement is partially mediated by affective commitment and normative commitment. Study contributions, practical implications, and directions for future research are discussed.

Integrating Social Identity and Social Exchange: What Are the Mechanisms?

Jeremy Meuser, University of Illinois at Urbana-Champaign

Xiaoyun Cao, Renmin University of China

Everyone has a sense of self and all human interaction involves exchange. Social identity and social exchange theories are therefore of paramount importance for articulating our present understanding of human interactions. Understanding what happens at the intersection of these theories is therefore likewise a critical research question. To investigate this, the present research builds six competing theoretical models from contradictory and piecemeal evidence in the literature and compares those using meta-analytic data and structural equation modeling. Results make a case that social exchange processes contribute to the development of a social identity in the recipient through the mechanisms of affective commitment and trust. The positive impact of self-esteem was not supported as a mediator between exchange and identification adding to a growing body of evidence questioning the relationship between esteem and identification. In the discussion, we suggest that pride, self-concept continuity, embeddedness, self-efficacy, and distinctiveness are under-explored mechanisms that may link exchange and identification.

A Synthesis of Multiple Meanings and Measures of Knowledge Reciprocity

Megan Endres, Eastern Michigan University

Sanjib Chowdhury, Eastern Michigan University

While reciprocity plays an important role in a variety of organizational theories, a significant weakness is a lack of consistency in its conceptualization and application. Existing research defined reciprocity in knowledge sharing as a belief or expectation, and conceptualized as a group level as well as an individual level construct. Given this lack of consistency, we propose that clarification of the construct will advance its application. We provide a synthesis of the existing application of this construct. We also apply smallest space analysis, or SSA (Guttman, 1968), to map and analyze the proposed model. Finally, we offer suggestions for future research.

83. Track 8: Integrating Fitness and Design Thinking

Friday, 8:30 to 10:00 AM

Bluegrass B

Session Coordinators:

Julita Haber, Fordham University, and Tracey Rockett, Texas Christian University

Fitness and Design Thinking are two new popular new tools for stimulating student engagement and creativity and enhancing learning in the classroom. Join Julita Haber and Tracey Rockett for a stimulating and activity packed workshop that integrates these two pedagogical tools. Participants will learn the basics of both methodologies as well as participate in a design challenge which will

have them creating ideas to take back to their own classrooms. Participation is limited to 20 individuals.

84. PDI: Using metaBUS to Summarize and Visualize One Million Organizational Research Findings

Friday, 10:15 to 11:45 AM

Grand Kentucky Ballroom Salon A

Session Coordinator:

James Field, *West Virginia University*

Panelists:

Frank Bosco, *Virginia Commonwealth University*

Krista Uggerslev, *Northern Alberta Institute of Technology*

We demonstrate metaBUS tools for locating and synthesizing research findings. Locate tools reveal the entire collection of research with correlational data on the concept from over 1,000,000 correlations published in 28 organizational research journals since 1980. Users can examine any concept as it relates to all other concepts in the database, generate reference lists, and access links to full manuscripts. Synthesis tools enable instant meta-analyses between combinations of nearly 5,000 concepts in a searchable taxonomy. We also demonstrate a novel visualization approach capable of summarizing large-scale meta-science information (e.g., coefficient alpha, response rate, sample size, construct types investigated).

85. PDI: A Hands-On Introduction to Analyzing Social Networks with UCINET & Netdraw

Friday, 10:15 to 11:45 AM

Grand Kentucky Ballroom Salon B

Session Coordinator:

Dan Halgin, *University of Kentucky*

This interactive workshop gives all participants an opportunity for hands-on experience analyzing network data using the UCINET/Netdraw software package. We will provide a beginner's tutorial on the concepts, methods, and data analysis techniques for a whole social network research project, from data entry through reporting results. Together, we will use sample datasets to focus on the interpretation and calculation of some of the most common measures of network analysis at the node, dyad, and whole-network level of analysis. We will also provide a hands-on tutorial for NetDraw, which creates network visualizations.

In order to get the most practical benefit from the workshop, each participant should bring a Windows laptop computer (or Mac with a Windows emulator) in order to personally run the analyses as the instructors are demonstrating them. We ask participants to download a free trial version of UCINET (which includes NetDraw as well as sample network data), available at <http://www.analytictech.com/ucinet/>, prior to the workshop.

Note: We will provide a video transcript of everything we do with the software, so that it can be repeated at home.

86. PDI: Sexual Harassment and Unethical Behavior: Examining the Culture of Higher Education and Health Care Organizations

Friday, 10:15 to 11:45 AM

Blackberry Lily

Session Coordinator:

Millicent Nelson, *Middle Tennessee State University*

Panelists:

Garry Adams, *Auburn University*

Jennifer Collins, *Florida A & M University*

Matrecia James, *St Bonaventure University*

Arlise McKinney, *Coastal Carolina University*

Emma Metcalf, *VA Medical Center, Lexington, KY*

Angela Miles, *North Carolina Central University*

Dan Morrell, *Middle Tennessee State University*

Sally Sledge

Richard Tarpey, *Middle Tennessee State University*

Media reports have been rampant about sexual harassment that either was not reported or ignored by those in positions of authority. Most reports have been about men with powerful positions in television, politics, sports, or cinema. Another common denominator seems to be organizational cultures that are male-dominated with power centralized at the top. Both higher education and health care organizations could fit that description and may have cultures where problems of sexual harassment could be festering. This PDI examines the culture of higher education and health care organizations for potential sexual harassment problems and provides best practices for ethical behavior.

87. PDI: Space-Based Business: An Overview of Management Topics, Issues and Future Research Opportunities

Friday, 10:15 to 11:45 AM

Triple Crown

Session Coordinator:

Mike Ryan, *Bellarmine University*

This panel is intended to inform and engage our colleagues as to the many overlapping issues existing between traditional businesses and those in the developing area of space-based business. The panel, while broadly discussing a number of these issues, is not intended to be comprehensive with respect to every field or area of interest. For the purposes of this presentation, various areas related to general management, marketing, human resource management and applied business practices will be covered. A number of industry specific examples will be provided by individuals whose current activity places them in the forefront of this developing arena.

88. Track 7: More than Meets the Eye: The Role of Stakeholders in Strategy

Friday, 10:15 to 11:45 AM

Grand Kentucky Ballroom Salon C

Session Facilitator:

William Carter, *University of Baltimore*

Exploring the Impacts of Power-Dependence Relations Between Large Blockholders: Theory and Evidence

Zhonghui Wang, *California State University San Bernardino*

Thomas Brush, *Purdue University*

We study the impact of power-dependent relationships between the two largest shareholders on a firm's corporate governance decisions. Relying on power-dependence theory, we posit and confirm that power-imbalance and mutual dependence between the two largest shareholders negatively influence the presence of the cumulative voting rule. Meanwhile, the second largest shareholder can conduct balancing operations to offset the power of its larger counterpart and support the cumulative voting rule. Consequently, we explain why and how the largest shareholder can utilize its power to influence its smaller counterpart and control corporate governance decisions; we also discuss when and why the second largest shareholder collaborates with

its larger counterpart, and explore how the second largest shareholder can exercise its power to influence the firm.

Ecological Opportunism: A Case for a Missing Construct

Saras Sarasvathy, University of Virginia, The Darden School

Bina Ajay, University of Cincinnati

Anusha Ramesh, University of Virginia, The Darden School

Kumar K, Indian Institute of Management, Bangalore

Suresh Bhagavatula, Indian Institute of Management, Bangalore

In this paper we identify an important gap in the taxonomy of behavioral assumptions at the heart of strategic management theories, namely the construct of ecological opportunism. We then develop a theoretical framework based on one specific example of this construct from India and generalize it to examples from several different countries. Finally, we use the growing literature on the design and efficacy of formal and relational governance to show how the framework cannot only deepen our understanding of strategic management, but can also help open up new possibilities for future research.

Doing Good, Avoiding Harm?: How Stakeholder Management Influences CEO Dismissal

Anand Ramaswamy Vijayasankaran, University of Illinois

Michael Bednar, University of Illinois

When thinking about how to manage stakeholders, should CEO's focus on "doing good" or "avoiding harm"? While there have been considerable advances in stakeholder management scholarship, especially understanding its implications for organizations, less attention has been devoted to understanding what the consequences of different stakeholder management approaches may be for the organization's top managers. In this paper we draw on regulatory focus theory, to develop and test hypotheses regarding the effectiveness of two broad approaches that CEO's may take in managing their stakeholders: a 'do good' approach and an 'avoid harm' approach. We test the impact of these different approaches on the likelihood of CEO dismissal using a large sample of firms over a 9-year period. We theorize that although both approaches have their merits, an avoid harm approach can be especially beneficial for CEOs and can act as a buffer against dismissal when firm financial performance suffers. We also explore how different configurations of these approaches may affect dismissal.

89. Track 6: Who's to Blame: Abusive Supervision and Employee Responses

Friday, 10:15 to 11:45 AM

Grand Kentucky Ballroom Salon D

Session Facilitator:

Jeremy Mackey, Auburn University

Destructive Leadership: The Relationship between Aversive Leadership, Abusive Supervision, and Workplace Outcomes

Chad Marshall, University of South Alabama

This paper presents and empirically tests a conceptual model exploring the relationships between two forms of destructive leadership, aversive leadership and abusive supervision, and the workplace outcomes of job satisfaction and employee withdrawal. Aversive leadership is defined as an individual level leadership behavior type relying on coercive power characterized by the use of fear, intimidation, and punishment to reduce undesired subordinate behaviors. The primary goal of this paper is to synthesize the indirect relationships between aversive leadership and job satisfaction, and abusive supervision and two forms of employee withdrawal behaviors, job-related and work-related withdrawal. The current study is the first known to combine the

research streams of aversive leadership and abusive supervision. Finally, this paper aims to empirically distinguish the constructs of aversive leadership and abusive supervision utilizing an organizational sample.

No Good Deed Goes Unpunished: When Supervisor-Directed Citizenship Behaviors Lead to Abusive Supervision

Jie Li, Hong Kong University of Science and Technology

Huiwen Lian,

Daniel Brass, University of Kentucky

Flora Chiang, China Europe International Business School

Thomas Birtch, University of South Australia

While social exchange theory predicts a negative effect of supervisor-directed citizenship behaviors on abusive supervision, extant empirical evidence has not provided support for this prediction. We suggest that this is because the structural power asymmetry between a supervisor and a subordinate is important but overlooked in understanding the effects of supervisor-directed citizenship behaviors on abusive supervision. When the structural power asymmetry is considered and building on the power literature, we argue that subordinates' supervisor-directed citizenship behaviors may even increase abusive supervision. In particular, we argue that supervisor-directed citizenship behaviors enhance supervisors' sense of power, which in turn leads to abusive supervision; these effects are contingent on supervisors' power distance orientations. We found empirical support for these relationships in a multi-wave, multi-source field survey with data collected from both supervisors and subordinates at two different time points. Theoretical contributions and managerial implications are discussed.

The Impact of Power Distance Orientation on Emotional Responses to Abusive Supervision

Seul Ki Chin, University of Miami

Yuanmei Qu, Rowan University

Marie Dasborough, University of Miami

There is a current trend in organizational research investigating the dynamics of the relationship between workplace deviance and abusive supervision. This paper, based on the emotional process model of Oh and Farh (2017), seeks to examine how power distance orientation and emotion suppression as possible subordinate factors which could constrain or promote different types of deviant behaviors in response to anger triggered by supervisor abuse. Previous studies offer discrepancies in the moderating effects of power distance orientation on the abusive supervision and workplace deviance relationship and most of these studies employ justice as a mediator. Thus, in addition to a justice explanation, we propose another competing proposition based on a displaced aggression explanation. We also propose three research questions centering on: 1) the role of emotion suppression of anger and workplace deviance, 2) an association between power distance orientation and emotion suppression, and 3) the mediating role of emotion suppression on power distance and the relationship between anger and workplace deviant behaviors in response to abusive supervision.

90. Track 6: A Bright Future: Predicting Proactivity, Engagement, and Meaningfulness

Friday, 10:15 to 11:45 AM

Crimson Clover

Session Facilitator:

Saleh Bajaba, King Abdulaziz University

Roles of Organizational Politics Perceptions and Needs Satisfaction in the Political Skill – Proactive Work Behavior Relationship: Test of a Moderated Mediation Model

Aqsa Ejaz, University of Lahore

Liam Maher, Boise State University

Delphine Lacaze, IAE Aix-Marseille University

Samina Quratulain, University of Sharjah

Gerald Ferris, Florida State University

Proactive work behavior is an important predictor of work performance. The display of proactive behaviors can be affected by organizational politics, which is a common feature of work environments. We examined political skill as an individual antecedent of proactive work behavior, specifically, within highly political organizational contexts. Drawing primarily on social/political influence and self-determination theories, we propose that political skill fosters the maintenance of proactive work behavior in political contexts through preservation of fundamental psychological needs. A moderated mediation model was tested, and the results showed that political skill positively predicted proactive work behavior, and psychological need satisfaction significantly mediated this relationship. Furthermore, the mediated effect of political skill on proactive work behavior via psychological need satisfaction was stronger under high perceived organizational politics. Contributions and future research directions are discussed.

Linking Proactive Personality and Proactive Behavior: The Mediating Effect of Regulatory Focus

Brian Waterwall, East Carolina University

This study investigates the linkage between proactive personality and proactive behavior using regulatory focus theory (RFT). Based on a sample of 188 supervisor/subordinate dyads, I examine the different effects of promotion and prevention foci on employee behavior in the workplace. Results indicate RFT is useful in predicting workplace behavior. Positive relationships were found between work regulatory focus (WRF) and different forms of proactive behavior. Specifically, results indicate that WRF mediates the relationship between proactive personality and task performance and two types of proactive behavior (taking charge and problem prevention). This study extends the domain of proactivity in the workplace by demonstrating that RFT provides incremental understanding of the motivational processes that underlie proactive behavior. Implications for theory and research are discussed.

Employee Engagement in Distributed Offices: Interactive Effects of Job Resources and Office Distribution

Michael Halinski, Ted Rogers School of Management

Jennifer Harrison, NEOMA Business School

This manuscript draws from employee engagement and distributed workforce literatures to develop and test a model accounting for the interactive effects of two job resources and office distribution on employee engagement. The hypothesized model is tested using a two-phase field study. Findings indicate office distribution significantly moderates the relationship between job resources and engagement. Specifically, head office employees have a stronger relationship between organizational support for development and job engagement, while regional employees have a stronger relationship between supervisor support and job engagement relative to their office counterparts. Implications for research on engagement, job resources, and distributed offices are discussed.

The Impact of Concurrent Hierarchies on Meaningfulness of Work

Himanshi Rajora

Nimruji Jammulamadaka, Indian Institute of Management

Visakhapatnam

The study examines the impact of two concurrent hierarchies on perceptions of meaningfulness of work. The impact on meaningfulness of work perceptions of an employee who is part of a structural hierarchy and simultaneously part of a locational hierarchy has been examined. The study was conducted in a uniformed service organization which follows a strict bureaucratic hierarchy based on the work profile, the organization's locations also follows a two level hierarchy. The study followed a constructivist grounded approach and five themes were identified, namely, contingent perception of work practices; organizational identification; role of family; hierarchical dynamics and facilities available. Based on the analysis of the themes it was theorized that the concurrent hierarchies in fact function as nested hierarchies, with locational hierarchy nesting within structural hierarchy. Such nested hierarchy impacted meaningfulness of work by influencing perceptions of justice. Hierarchical positions differed in their perception of justice in the specific work and tasks being carried out and this in turn influenced meaningfulness of work based on this understanding a model of Meaningfulness of work has been proposed.

91. Track 1: Technology Is a Useful Servant, but a Dangerous Master: Entrepreneurship in High-Tech Settings

Friday, 10:15 to 11:45 AM

Bluegrass A

Session Facilitator:

Shawn Jones, Oklahoma State University

Revisiting Organizational Resistance To Technological Change: Normative Reconfiguration Theory Of Technology Framing

Parisa Haim Faridian, Florida Atlantic University

Gary Castrogiovanni, Florida Atlantic University

This study aims to elucidate the complex dynamics of the tension between organizations and technological change by introducing a new theoretical framework, called *normative reconfiguration theory*. To do so, we first review the existing perspectives on organizational resistance to technological change – i.e., technological determinism, socio-technical, and enactment – to identify the deficiencies related to acknowledging the reactive role of established organizational social norms in adapting to technological changes. To address this gap, we extend the theory beyond the dominant one-directional, passive and positivist perspective and re-conceptualize the organization-technology change relationship as reciprocal, using an agentic and constructionist approach. Consequently, resistance to technological change is reframed and characterized as a potentially constructive organizational behavior that facilitates successful proliferation and application of new technologies in organizations. Conversely, we argue that adoption success is contingent upon negotiating and refining new technologies in a manner that best suits unique organizational context, such as communication norms and culture. Subsequently, the proposed framework determines the success of technology adoption based on the interplay between existing organizational social norms and the new technology framing norms. Finally, the proposed theory is used to explain the unique resistance behaviors to IT advancements, common in hierarchical and bureaucratic forms of organizations, as accommodating practices that preserve the distinctive characteristics of such organizations.

Crowdfunding of 3-D Printers: An Industry-Capital Life Cycle Perspective

Yankun Jia, University of Mississippi

John Berns, University of Mississippi

We used the universe of 3-D printer projects requesting funding through Kickstarter to examine the timing, success, and fraud rates as projects enter the crowdfunding market. We observe that the industry embraces crowdfunding as a mode for funding which is demonstrated

by increases in project entrance for the first few years, but then declines in later years. Indeed, we hypothesize and find an inverted U-shaped relationship between entrance and time. We also find a corresponding relationship between fraudulent activity and time. Finally, we find a U-shaped relationship between funding success and time.

Zeroing in on Your Target: The Demand-Side Approach to New Market Pioneering

Trey Lewis, University of Tennessee

Michael Lerman, University of Tennessee, Knoxville

David Williams, University of Tennessee

T. Russell Crook, University of Tennessee

A firm's decision to become a first mover into a new product market can be characterized as a strategic decision made under conditions of uncertainty. The demand-side perspective, a relatively new perspective, encourages a focus on the consumer to inform market entry decisions. Insights from this perspective could shed additional light for first mover decisions when such decisions will yield uncharted customer outcomes. Using the demand-side approach, our study examines the moderating influence of social identity, product uncertainty, and technological uncertainty on the relationship between key product features and consumer purchase intentions. Findings from a conjoint experiment on actual and potential customers of a new-to-market product – a hybrid yacht – suggest that social identity impacts a consumer's evaluation of product features and that consumers are most drawn to product features to which they can tangibly experience benefits. Findings further suggest that, under conditions of product uncertainty, consumers are most impacted by technology-driven features in the product. Implications for future research on first moves are discussed.

92. Track 5: Ethical Leadership Matters to Subordinates' Careers

Friday, 10:15 to 11:45 AM

Lily of the Valley

Session Facilitator:

C. Justice Tillman, Baruch College, CUNY

How Ethical Leadership Relates to Conflict and Turnover Intentions: A Relational Systems Approach

Dennis Marquardt, Abilene Christian University

Jennifer Manegold, Florida Gulf Coast University

Lee Brown, Texas Woman's University

As the costs and rates of turnover increase, the need to find effective ways to reduce this phenomenon becomes more crucial. The ethical leadership construct has shown promise in bringing about several positive follower work outcomes, including reduced turnover. However, the theoretical processes and boundary conditions that underlie these relationships are less well understood. Using Relational Systems Theory, a theoretical framework positing that relationships are central to workplace effectiveness, we suggest that a central element of ethical leader behavior entails building uniquely strong anchoring relationships with followers. In light of this proposition we hypothesize that ethical leadership reduces the negative impact of relationship conflict in the workplace, and indirectly reduces followers' willingness to leave the organization. We also propose follower moral identity as a boundary condition, strengthening the negative indirect effects of ethical leadership on turnover intentions. Across two studies, our results generally support our hypothesized model. These findings give us a key insight into *how* ethical leaders promote functional follower outcomes such as reduced turnover intentions and *why* some followers are more influenced than others.

Understanding How Leader's Humility Promotes Follower's

Emotions and Ethical Behaviors: Workplace Spirituality as a Mediator

Saima Naseer, International Islamic University, Islamabad

Fauzia Syed, International Islamic University, Islamabad

Shazia Nauman, Riphah International University, Lahore

Ifrah Jameel, International Islamic University, Islamabad

Tasneem Fatima, International Islamic University, Islamabad

Namra Riaz, International Islamic University, Islamabad

We propose a meditational model to explain why and how leader's humility manifests into follower's positive emotions (i.e. empathy and gratitude) and ethical behaviors. Building on Social information processing theory (SIP) we hypothesize that when a leader possess high levels of humility, followers under such a leader would more likely to receive signals which are instrumental in creating higher perceptions of workplace spirituality in turn fostering an environment of ethical behavior, empathy and gratitude. We collected time lagged survey data (3 time intervals and 1 month apart) from employees and their fellow colleagues (n=286) working in 9 different organizations belonging to telecom, educational and industrial sector of Pakistan. Utilizing Structural equation modeling (SEM) technique, our results showed that leader's humility predicted employee's ethical behaviors, empathy and gratitude. Moreover, workplace spirituality mediated the time lagged effects of leader's humility on follower's ethical behaviors, empathy and gratitude. Our findings largely support our theoretical assumptions indicating that leader's humility has important implications for follower's positive emotions and behaviors through a unique process of workplace spirituality.

Leaders' Justice Judgments: Pivotal Cognitions for Ethical Leadership and Implications for Organizational Inclusion

Darryl Rice, Miami University

Nicole Young, Franklin & Marshall College

Devante Johnson, Miami University

Rayshawn Walton, Tiffin University

Sydney Stacy, Miami University

Our research focuses on integrating organizational justice and inclusion literatures through the concept of ethical leadership. As such, we draw upon fairness heuristic theory to offer that when leaders formulate strong overall justice judgments, this is a salient signal of their organizational administration of justice and it serves as a pivotal cognition that switches leaders from individual-focused mode into group-focused mode (i.e., extending helpful and cooperative behavior in an organizational setting). Correspondingly, as leaders operate in a group-focused mode, it manifests as a unique demonstration of ethical leadership (i.e., in the eyes of followers). Interestingly, some leaders generally tend to operate in a group-focused mode, so the fairness pivotal cognition has less of a triggering effect on them extending helpful and cooperative behavior. Subsequently, we targeted leader conscientiousness as a distinct moderator regarding our primary relationship of interest. Furthermore and in line with the group-value model of organizational justice, we explain and demonstrate that ethical leadership has a downstream positive impact on followers' perceptions of organizational inclusion. Comprehensively, ethical leadership operates as a mediating mechanism between leaders' overall justice judgments and followers' perceptions of organizational inclusion. Theoretical and practical implications are discussed.

93. Track 4: Let's Talk Job Resources for Developing Star Performers

Friday, 10:15 to 11:45 AM

Bluegrass B

Session Facilitator:

Monica Sharif, Morgan State University

Harnessing the Stars: How Star Performers Enhance Unit Performance and Mitigate the Effects of Turnover

Joshua Bendickson, *University of Louisiana at Lafayette*
Erik Taylor, *East Carolina University*

The role of stars within organizations is a growing area of focus both for scholars and practicing managers. Yet, despite an increase in attention, some questions linger as to the effect star performers have on unit performance as compared to average talent levels and the presence of other “high performers.” Likewise, comparatively little is known as to how star performers affect other factors related to unit effectiveness. We seek in this work to make two main contributions to this knowledge base by clarifying and elucidating the effect of star performers relative to their peers, and assessing how the presence of stars affects the relationship between collective turnover and unit performance. We investigate these relationships with a sample drawn from Major League Baseball, finding that star performers have a strong, positive influence on unit performance above and beyond mean talent levels, salaries, and even the presence of other high performers, but that the strength of this relationship diminishes as the number of stars increases. Further, we find that star performers not only moderate the relationship between unit turnover and performance, but that high levels of star performers essentially eliminate the deleterious effects of turnover on unit performance. However, this moderating effect is itself eliminated when the turnover rate changes drastically.

What Resources Matter for Effective Service Quality? An Examination of Firefighter and Police Officer Experiences

Bahareh Javadizadeh, *New Mexico State University*
Yanni Liang, *New Mexico State University*
Jennifer Miles, *New Mexico State University*
Carol Flinchbaugh, *New Mexico State University*

Service quality delivered by public safety entities, such as fire and police departments, has recently attracted research attention and public scrutiny, alike. However, little research exists outlining the influence of organizational resources, such as training, staffing, and administration on the service performance of firefighters and police officers, let alone other boundary conditions that might impact these relationships. To explore these issues in two studies, we first theorize a mediation model based on social exchange theory where training comprehensiveness and staffing sufficiency impact service performance through trust in the administration. In Study 2 we offer a moderated mediation model which examines the effects of firefighters and police officers’ prosocial motivation on the initial model. We tested these two models with two field studies. The former is tested with a municipal fire department and the latter is tested with a municipal police department. We find support for both of our models except the influence of training comprehensiveness is not supported by the fire department. In addition, we find that high prosocial motivation and high levels of trust in administration interact to lead to optimal police officer service quality. Our findings highlight the important connections between the resources – organizational and motivational – that contribute to firefighter and police officer success in physically and emotionally demanding job roles. We also discuss the management implications of our results and future research directions.

The Influence of Age on the Relationship between Job Resources and Work Engagement

Wei Ning
Albi Alikaj, *Texas A&M International University*

Studies of work engagement have focused on job resources as the main cause of employee engagement at work. However, fewer studies had sought to understand how employees from different age groups may react

differently to such workplace characteristics despite the scholarly evidence that older employees have different engagement patterns when compared to their younger counterparts. This study investigates the moderating role of employee age in the relationship between work engagement and a wide array of commonly-studied job resources. Borrowing from two prominent theories of developmental psychology, we hypothesize that certain job resources are more effective for older employees in promoting work engagement, while other resources are more tailored toward younger employees. The result of a series of latent moderated structure tests provided support to our hypotheses. We discuss the contributions and implications of our findings in the last section.

94. Thoroughbred Workshop: How to Have More Time for Research & Writing

Friday, 10:15 to 11:45 AM
Magnolia

Session Coordinator:

Rena Seltzer, *Leader Academic*

This workshop is led by “thoroughbred” **Rena Seltzer**, academic career coach, President of Leader Academic, and author of *The Coach’s Guide for Women Professors*. Designed specifically for faculty, this workshop will teach you strategies for setting physical and technological boundaries around your time for writing, saying “no” with gusto, using the concept of sequencing when triaging potential commitments, preventing your inbox from controlling your life, negotiating for resources that will free up your time, and delegating like crazy.

Pre-registration required

95. SMA Incoming Board Meeting

Friday, 12:00 to 3:00 PM
Kincaid

Session Coordinator:

Garry Adams, *Auburn University*

By invitation only

96. PDI: Manuscript Development Incubator: Authoring and Publishing in Management Education Scholarship

Friday, 1:15 to 2:45 PM
Magnolia

Session Coordinators:

Steve Charlier, *Georgia Southern University*, and **Jeanie Forray**, *Western New England University*

With external stakeholders demanding evidence of student learning and accreditors requiring institutions to show evidence of impact, management education scholarship, or the ‘Scholarship of Teaching and Learning’ (SoTL), has gained increased prominence within the academy. This session is designed as both a ‘Meet the Editors’ informational opportunity as well as a developmental incubator for work within the management education/innovative teaching domain. The editors of two management education journals, *Academy of Management Education & Learning* (AMLE) and *Journal of Management Education* (JME), will share insights on authoring for management education publications, discuss the basis for addressing issues related to evidence of student learning and educational impact, and provide via roundtable discussion developmental feedback on management education scholarship to participants who come with 1-page (long abstract) descriptions of current works-in-progress or ideas for future scholarship.

97. PDI: CANCELLED

98. PDI: Multilevel Concepts and Principles

Friday, 1:15 to 2:45 PM

Grand Kentucky Ballroom Salon A

Session Coordinator:

Nikolaos Dimotakis, Georgia State University

This workshop focuses on the conceptual underpinnings of multilevel models. We will discuss how dependence within a dataset can be a nuisance or a phenomenon of interest, and discuss homologous and heterologous processes across levels. We'll present foundational models in multilevel approaches, and how these can be used to answer various types of research questions. We will also talk about best practices in collecting, organizing, and evaluating multilevel data.

99. PDI: Improving Lives: Exploring the Relationship between Criminal History and Work

Friday, 1:15 to 2:45 PM

Triple Crown

Session Coordinator:

Jakari Griffith, Bridgewater State University

Panelists:

Nicole Young, Franklin & Marshall College

Abdifatah Ali, University of Minnesota

Ajay Ponnappalli, Florida International University

Chen Wang, Florida International University

Kemi Anazodo, Brock University

Hock-Peng Sin, Florida International University

Catrina Palmer, Rutgers University

Johnna Christian, Rutgers University

Brent Lyons, York University

Ann Marie Ryan, Michigan State University

Peter D. Harms, University of Alabama

Over 70 million have a criminal record (National Employment Law Project, 2017), with approximately 6.7 million individuals under some form of correctional supervision (e.g., prison, jail, probation, parole) at year end 2015 (Kaeble & Glaze, 2016), and the majority are currently living or will return to the community upon release from incarceration (Jones Young & Powell, 2015). With employment consistently found to be one of the major factors to decrease an individual's likelihood of reoffending (Nally, Lockwood, Ho, & Knutsen, 2014; Petersilia, 2003), this symposium aims to examine the relationship between criminal history and an individual's entry into the workforce.

100. Track 3: Innovation in a Global Context

Friday, 1:15 to 2:45 PM

Blackberry Lily

Session Facilitator:

Mingxiang Li

International Business Model Innovation: The Role Of Dynamic Capabilities And Strategic Agility

C. Lakshman, University of Texas Rio Grande Valley

Jorge Gonzalez, University of Texas, Rio Grande Valley

Ravi Bala, University of Texas Rio Grande Valley

The emergent literature on BMI and the growing literature on the theory of Dynamic Capabilities (DCs), in International Business contexts, have several gaps that need addressing. We contribute by

addressing the influence of DCs on Business Model Innovation (BMI) in this context. We recognize the contribution of Strategic Agility to DC and BMI development and distinguish between Dynamic Managerial Capabilities (DMCs) and DCs. Further, we explicate the relationship between top management team multicultural diversity and two DMCs—Learning Agility and Cultural Intelligence—describing their relationship with BMI. Overall, we propose a cross-level model depicting how DCs contribute to BMI to show how DCs are actionable by providing a context-specific conceptualization of abilities to sense and seize on opportunities in the mobilization of business models. We conclude with discussion/implications and future research directions.

Geography and Innovation: An Interdisciplinary Review of the Empirical Literature

Jennifer Ling Bagdasarian, Florida Atlantic University

Andac Arikan, Florida Atlantic University

There has been a substantial amount of empirical research that has studied the relationship between geography and a firm's innovation since 2000. Most of this research centers on the direct relationship between a firm's location and its innovative output or innovation as a driver for a firm's location choice. However, there has also been active debate about whether geography is relevant in today's business world considering the changes and advances in today's society. In our paper, we review the empirical research that studies geography and innovation and propose a framework that integrates the reciprocal relationship between geographical concepts and innovation concepts to present a holistic view of this relationship. We conclude with a synthesis of the findings from our review to provide an agenda for future research.

A Global Study of Exploitation and Exploration in Operational Performance

Jie McCardle, Georgia Southern University

Mary Beth Rousseau, Valdosta State University

Dennise Krumwiede, Idaho State University

Managers are challenged to simultaneously attend to exploration strategies that enable organizations to adapt to dynamic environments, while implementing exploitation strategies to meet immediate competitive demands. In this paper we apply a meso-level view of organizational-level ambidexterity to investigate operation-level ambidexterity in a global manufacturing setting. We test our hypotheses using data collected from 726 manufacturing facilities from Western, Eastern European, and Asian cultural clusters. Our study reveals the extent to which variations in cultural contexts facilitate or impede ambidextrous performance in global operations. Investigating the impact of competitive priority and strategic alignment, we show the effects manifest differently on explorative and exploitative dimensions of operational performance, contingent on cultural contexts. Along the cultural dimension of power distance, the relationship between competitive priority and explorative performance is stronger in low power distance cultures; while the relationship between strategic alignment and exploitative performance is stronger in high power distance cultures. We make a unique contribution to the emerging stream of research on operational-level ambidexterity by capturing traditional performance metrics as discrete exploitation and exploration dimensions of performance. We also contribute to a cross-cultural understanding of operational effectiveness by providing insights to assist managers in achieving ambidextrous performance objectives in diverse cultural contexts.

101. Track 6: I Stand Between the Light and the Dark: Flourishing, Thriving, Dark Triads, and the Dark Side of Identification

Friday, 1:15 to 2:45 PM

Crimson Clover

Session Facilitator:

Michele Medina, *Mississippi State University*

Coworkers Make the Place: Coworkers Influence on Employee Performance and the Roles of Race and Psychological Flourishing

Barjinder Singh, *Elon University*

T.T. Selvarajan, *California State University, East Bay*

Stephanie Solansky, *Texas State University*

We draw on conservation of resources theory to develop and test a model of the influence of contextual coworker resources (coworker support and coworker exchange) on employee performance, via mediating influence of psychological flourishing and moderating impact of individual race. Using a sample of 321 employees, we found support for most of the hypotheses. Both forms of coworker resources were positively associated with psychological flourishing, which in turn was positively associated with employee in-role performance. We found support for psychological flourishing as a mediator of coworker influence-employee performance relationships and we also found that race was an important boundary condition in the determination of employee performance. We discuss the theoretical contributions and practical implications of our findings.

Best Paper in Track

Joint influence of Organizational Identification and DTP on Psychological Entitlement and Unethical work behaviors

Saima Naseer, *International Islamic University, Islamabad*

Dave Bouckennooghe, *Brock University*

Fauzia Syed, *International Islamic University, Islamabad*

Abdul Karim Khan, *United Arab Emirates University*

Shadab Qazi, *International Islamic University, Islamabad*

This study addresses an important uncharted territory in the behavioral ethics literature by unravelling how and when the dark side of organizational identification promotes unethical work behaviors (i.e., pro-organizational and self-interested). Specifically, we examine whether employees' engagement in unethical pro-organizational behaviors may be caused by over-identification with their organization, which yields a sense of psychological entitlement and in turn fosters a careerist orientation and counterproductive work behaviors. We hypothesized that psychological entitlement also has an indirect effect that is contingent on employees' "dark triad personality". We used a multi-wave, two-source research design and collected data from 306 employees and their peers in the service sector in Pakistan. The data supported the mediating effect between organizational identification and unethical pro-organizational behaviors through enhanced feelings of psychological entitlement. Further, we found that the impact of organizational identification on psychological entitlement was more pronounced among employees with higher dark triad personality scores. In conclusion, we believe that this study opens up a new avenue in the organizational identification literature by highlighting the conditions and mechanisms that elicit the dark side of increased organizational identification.

102. Track 7: All Things Considered: Thinking and Acting Strategically in Organizations

Friday, 1:15 to 2:45 PM

Grand Kentucky Ballroom Salon C

Session Facilitator:

Alexander Lewis, *University of Texas at San Antonio*

Intergroup Effectiveness during Strategy Implementation: the role of Intergroup Strategic Consensus and Coordination Mechanisms

Jeanine Porck, *Oklahoma State University - Stillwater*

Implementing strategy demands an organization-wide effort, where teams should not operate in isolation. A challenge many organizations face in implementing their strategy is eradicating silo thinking and dealing with teams that either compete with each other for internal resources, pursue individual or team goals instead of collective, strategic goals or fail to coordinate their efforts because they 'protect their turf'. This places a premium on understanding intergroup effectiveness, the effectiveness with which interdependent teams perform their joint tasks. This paper analyzes how intergroup contact, elaboration and boundary spanning are associated with intergroup effectiveness during strategy implementation, and how intergroup strategic consensus moderates the association between these coordination mechanisms and intergroup effectiveness. Results from 192 dyadic relationships between 52 interdependent teams, from an organization in the strategy implementation phase, offer an understanding of and possible mechanisms to develop intergroup effectiveness.

A Synthesis and Measurement Scale for Strategic Thinking

Saurabh Srivastava, *Texas A&M University-Commerce*

Derrick D'Souza, *University of North Texas*

Management scholars have acknowledged the importance of strategic thinking, and have investigated the construct in multiple organizational contexts. Despite sustained scholarly interest, a robust measurement scale for strategic thinking is lacking, in part due to limited consensus on its dimensionality. We synthesize prior research and offer a three-dimensional characterization of strategic thinking. Each dimension is defined and appropriately specified on multiple sub-dimensions, making the construct less likely to suffer from definitional reification. We use the operationalization to guide our development of a parsimonious measurement scale that can be gainfully employed in scholarly investigations. Hinkin's recommendations were adopted to develop the scale and to test its nomological validity. The scale contains fourteen items, making it easy to include it in most data collection instruments. Availability of a valid and parsimonious measurement scale for strategic thinking opens several organizational research opportunities that were hitherto unavailable.

The Role of Intuition in Strategic Decision-Making

Hank Strevell, *Purdue Fort Wayne University*

Intuition is the premier alternative to the rational model when decision-makers must act in high-velocity environments, as optimal decision-making is not possible given that perfect knowledge is unattainable. In fact, rather than solely relying on rational analysis, top managers very often intuit decisions through all, or a combination of, two types of intuition: latent and inferential. Latent intuition refers to an *a priori*, non-logical judgment that is responsible for the creation of new knowledge. Inferential intuition refers to an *a posteriori*, holistic process that culminates in a nonrational solution to a non-routine problem by filling in the gaps where knowledge is either poorly constructed or absent.

103. Track 1: Change is the Only Constant: Transitions in Entrepreneurship

Friday, 1:15 to 2:45 PM

Bluegrass A

Session Facilitator:

Nick Mmbaga, *University of Tennessee, Knoxville*

Best Paper in Track

Privatization through Hijacking: How Entrepreneurs Overcame Institutional Constraints to Privatize Public Schools

Rachida Aissaoui, Ohio University

This study addresses the question: How do private entrepreneurs overcome institutional constraints as they seek to capture public markets? To do so, we use both an in-depth exploratory case study approach and a comparative analysis to examine the privatization of public schools in six large school districts in the U.S. Our findings contribute to institutional theory and entrepreneurship research in three major ways. First, we discuss how identifying the actors in an institutionalization process illuminates our understanding of the different paths such a process may take. Second, we show how attention to the relationship between entrepreneurs and institutional entrepreneurs may help predict institutional outcomes. Finally, we add to the creation view of opportunity research as we show how actors socially construct their own opportunities.

The Willingness to Pay by Small Firm Acquirers: Separating Sentiment From The Sale

Nancy Forster-Holt, University of Rhode Island

Jason Harkins, University of Maine

Not every company is sellable, which renders an owner's exit from the business through its sale an unpredictable exit strategy. A notable number of attempts at selling the firm will fail. Among the many issues that culminate in the sale of a company is the owner's willingness to accept (WTA) a sale price. Emotional value is the part of WTA that is unexplained by the financial value of the firm, and increased levels of emotional value reduce the likelihood of a sale. However, with this research we look at the owner's exit through firm sale using the acquirer's willingness to pay (WTP) for the firm, a sorely under researched topic. Buyers and sellers of smaller companies would benefit from understanding the reasons why acquirers buy private firms. Utilizing a grounded theory approach, we accumulate data on four primary and 48 secondary cases and discern four different types of acquirers: owner-operator, roll on, bolt-on and IP/talent acquisition. We also find that the number of substitute firms an acquirer considers affects the convergence or divergence of the acquirer's willingness to pay with the seller's willingness to accept.

Redemptive Entrepreneurship: Growing Both Businesses and People

Muhammad Muhammad, Texas Tech University

Hans Hansen, Texas Tech University

Ronald Mitchell, Texas Tech University

The research reported in this qualitative study uncovers a phenomenon we term "redemptive entrepreneurship"—one type of entrepreneurship in resource-constrained environments (ERCE). This unique entrepreneurship type emerged as an aggregate theme in our qualitative investigation with two constituent components: identity reconstruction and geo-social entrepreneurship. We utilized a theoretical sampling technique that led us to conduct semi-structured interviews with individuals functioning as entrepreneurs within the resource-constrained environment of Detroit, Michigan, USA. These findings extend our understanding of ERCE and direct attention to the important role of identity in entrepreneurship research, particularly in extreme settings, such as ERCE.

104. Track 4: HR Systems and Processes to Enhance Employee Outcomes

Friday, 1:15 to 2:45 PM

Bluegrass B

Session Facilitator:

Golshan Javadian, Morgan State University

Effects of Internal Recruiting on Resource Reduction and Reallocation

Matthew Leon, University of North Florida

Jonathon Halbesleben, University of Alabama

Jeffrey Martin, University of Alabama

Meagan Brock Baskin, University of Tulsa

Internal recruitment is a common and well-regarded practice among organizations. Research has shown positive outcomes associated with internal recruiting such as increased employee motivation, reduced turnover, and access to information on applicants. Employees, who represent an organization's human capital, are often promoted or transferred in order to retain valuable firm resources (e.g., employee knowledge, skills, and abilities). However, this process may result in a temporary loss of overall human capital resources where unit-level and organization-level capacities are reduced. Yet, human capital research has not developed theory that incorporates this empirical finding. We offer a theoretical model that explains how internal recruiting can lead to the dissolution of emergent, unit-level human capital resources, the subsequent unit-level reactions and recovery to resource loss, and impacts on performance over time.

Best Doctoral Paper in Track

The Effect of Proactive Personality and High-Involvement HR Systems on Employee Creative Behavior

Albi Alikaj, Texas A&M International University

Wei Ning, Texas A&M International University

Employee creativity is a complex construct that may be affected by several factors. Following the recent calls for more integrative models to examine the factors that influence employee creative behavior, the current study develops and tests a model that includes proactive personality and high-involvement HR systems as antecedents of creative behavior, with thriving at work as a mediating mechanism. The data was collected by a sample of 211 employees and was examined by using structural equation modeling. The results of the study show that thriving at work fully mediated the effects of both proactive personality and high-involvement HR systems on employee creative behavior. The study also found that the presence of high-involvement HR systems in the organization boosted the motivation of proactive individuals to thrive at work.

The Mediating Role of Employee Well-being on the Relationship between HPWS and Worker Outcomes

Albi Alikaj, Texas A&M International University

This study examines the mediating role of employee well-being between high performance work systems (HPWS) and three important worker outcomes: work effort, turnover intention, and counterproductive work behavior. We empirically test the relationship with data collected from 170 full-time employees in the United States. The developed model is analyzed by performing a covariance-based structural equation model. The results of the analysis revealed that employee well-being fully mediates the positive relationship between HPWS and employee work effort as well as the inverse relationship between HPWS and counterproductive work behavior. However, the HPWS-turnover intention relationship was not mediated by employee well-being.

105. Track 6: Piecing Together the Puzzles of Creativity

Friday, 1:15 to 2:45 PM

Grand Kentucky Ballroom Salon D

Session Facilitator:

Karen Landay, University of Alabama

Navigating Creative Paradoxes: Exploration and Exploitation Effort Drive Novelty and Usefulness

Logan Steele, University of South Florida

Jay Hardy, Oregon State University

Eric Day, University of Oklahoma

Logan Watts, Baruch College and The Graduate Center, CUNY

Michael Mumford, University of Oklahoma

Creativity is wrought with competing demands, tensions, and paradoxes. In this study, we examine how people manage three such paradoxical tensions (specifically, learning–performance, exploration–exploitation, and novelty–usefulness) when developing creative products. Drawing upon achievement goal theory and theories of self-regulation, we hypothesized that the effects of goal orientations on creativity would be mediated by exploratory effort and exploitative effort. These hypotheses were tested using a sample of 119 undergraduate students. Participants completed five sessions of a complex task — an adaptation of the *marshmallow challenge* (Wujec, 2010) — requiring the development of structures that were both novel and useful. Using multilevel path analysis, the results of this study showed that exploration effort was positively related to product novelty, whereas exploitation effort was positively related to product usefulness. Mastery-approach goal orientation had a significant positive effect on both types of effort, while performance-approach goal orientation led to decreased exploration effort.

Unlocking the Sex Differences in Creativity – Multilevel Model of Individual Sex, Psychological Safety, Creative Self-Efficacy

Snehal Hora, SUNY University at Buffalo

Ning Xu, SUNY University at Buffalo

G. James Lemoine, SUNY University at Buffalo

Using data from a sample of 350 employees from a large food manufacturer in the northeast US collected over 3 time periods, we theorize and demonstrate the pivotal role of creative self-efficacy in explaining sex differences in creative outcomes. Extending the interactionist approach to creativity and gender role theories, we develop an integrated, multilevel model to examine sex differences in creative self-efficacy and determine how the contextual factor of psychological safety shapes employees' creative self-efficacy and, through this motivational mechanism, influences their creative performance. Our findings suggest that women may have lower creative-self efficacy than men in organizational contexts. However, psychological safety restores parity between men and women through a cross-level moderated mediation, such that psychological safety has a stronger effect on women's creative self-efficacy than that of men, resulting in increased creativity for women. These findings offer interesting implications for research on sex differences in creativity and for human resources by pinpointing methods of bridging the existent differences in creative self-efficacy of men and women in organizations.

The Fire to Inspire: How CEO Passion Affects Employee Job Creativity

Qing Gong, Georgia Institute of Technology

Dong Liu, Georgia Institute of Technology

Xiao-Ping Chen, University of Washington

Guoquan Chen, Tsinghua University

This research sheds light on the cross-level effects of CEO passion on employee creativity through inspiring middle managers' transformational leadership behaviors. We first develop a psychometrically valid scale to measure CEOs' passion for their company, and then use multilevel, multisource, and multiphase data to test the cross-level theoretical model. Data from 32 CEOs, 153 middle

managers, and 548 employees show that CEO passion directly affects front-line employees' job creativity, and this effect is partially mediated by middle managers' transformational leadership behaviors. Moreover, CEO's self-promotion skill enhances the passion contagion effect on middle managers' transformational leadership, and in turn employee job creativity.

106. Track 5: Firm Performance, Regional Influence and Culture

Friday, 1:15 to 2:45 PM

Lily of the Valley

Session Facilitator:

Carla Jones, Sam Houston State University

Industry Regulation, Nonmarket Strategies, and Firm Performance

Lee Brown, Texas Woman's University

Abdul Rasheed, University of Texas Arlington

Irene Goll, University of Scranton

We examine how changing regulation leads to increased nonmarket activity in firms and how that nonmarket activity influences firm performance. Using a textual analysis of the US Code of Federal Regulations we can significantly increase our understanding of the regulatory burden by industry. In addition, we examine both Corporate Social Responsibility (CSR) and Corporate Political Activity (CPA). We use a signaling theory perspective to better understand how firms utilize both main pillars of nonmarket activity in concert, rather than in isolation. Our findings suggest that the regulatory environment influences nonmarket strategies and nonmarket strategies influence firm performance.

Does Job Autonomy Always Have Beneficial Effects? The Moderating Role of Power Distance Orientation

Wenjuan Guo,

Julie Hancock, University of North Texas

Danielle Cooper, University of North Texas

Job autonomy is often portrayed as a job resource that may buffer the effects of job demands on burnout. However, this relationship may not be true for all employees, especially in a culturally diversified context. Based on person-environment/job fit theory, we develop a theoretical model demonstrating that employees' power distance orientation (PDO) moderates the negative relationship between job autonomy and burnout, and three role stressors (role ambiguity, conflict, and overload). That is, employees with high PDO prefer formalization, parental leadership, following rules and taking orders from supervisors, while job autonomy gives employees more freedom in deciding work procedures, requires employees to take more participations in decision making and take more responsibility. Thus, according to person-environment/job fit theory, employees with high PDO may experience or perceive a person-job misfit which is positively related to burnout. Moreover, the three role stressors partially mediate the relationship between job autonomy and burnout.

STEM & Soft Occupational Competencies: Analyzing the Value of Strategic Regional Human Capital

Fran Stewart, Ohio Manufacturing institute

Alice Stewart, North Carolina A&T State University

This research examines the distribution of STEM and soft-skill competencies in occupations within regional economies in the U.S. This research explores the public policy question: Does the distribution of high-quality human capital, described as a mix of occupational competencies, impact regional economic well-being? Regions with a healthy representation of occupations requiring soft competencies also

have greater productivity and per capita income. This research implies real challenges associated with creating an economically viable workforce and suggests new avenues for policy and organizations' community location choices.

Certified Benefit Corporations and Stakeholders: Reflections on California Firms

Lori T. Peterson, Missouri State University

Jeffrey English, Saint Xavier University

Certified Benefit Corporations (CBCs) are organizations that have been independently audited by B Labs and meet a minimum score on a list of qualities that position the organization as being good for people, good for the planet, and good by meeting rigorous standards of social and environmental performance. Over 2,450 global organizations have successfully completed the CBC process since the certification was launched in 2007. This paper utilizes a sample of nearly 350 organizations from California and explores the issue of stakeholder engagement through a CBC's socially-beneficial business activities. Using Atlas.ti and qualitative analysis techniques, the research demonstrated that this subset of organizations highly values stakeholders and actively incorporates stakeholder concerns through a variety of tactics. These organizations endeavored to incorporate stakeholders as a way to build their community and emphasize multiple stakeholders, while at the same time focusing on employees, the environment, and customers. Managers can incorporate actions to continue to support the community through social and environmental initiatives while simultaneously, building additional relationships as a "rising tide lifts all boats".

107. SMA Networking Break

Friday, 2:45 to 3:15 PM

The Window Box and Alcove A

Session Coordinator:

Joy Karriker, East Carolina University

108. PDI: Creating a Digital Lab Notebook: Best Practices for Using Microsoft OneNote to Document the Research Process

Friday, 3:15 to 4:45 PM

Grand Kentucky Ballroom Salon A

Session Coordinators:

*Jeremy Meuser, University of Illinois at Urbana-Champaign, and
Chantal van Esch, California State Polytechnic University Pomona*

Do you or your students struggle with tracking research details? This interactive workshop introduces Microsoft OneNote, a software most already have installed as part of the Office suite, as a solution to keeping good research notes. This is a hands-on experience will provide best practices for integrating all content that arises through the research process from inception to publication into a notebook (e.g., pictures, screen captures, drawings, audio, video, equations, data files in any format, output files from statistics software, MS Word, PDF, etc.). To get the most from the session, please come with a laptop/tablet and OneNote installed.

109. PDI: Using Spline Regression to Study Congruence in Organizational Research

Friday, 3:15 to 4:45 PM

Grand Kentucky Ballroom Salon B

Session Coordinator:

Jeffrey Edwards, University of North Carolina at Chapel Hill

The study of congruence is central to organizational research. Congruence refers to the fit, match, similarity, or agreement between two constructs and is typically framed as a predictor of outcomes relevant to individuals and organizations. Previous studies often operationalized congruence as the algebraic, absolute, or squared difference between two component variables. Difference scores suffer from numerous methodological problems, which stimulated the development of alternative procedures. For algebraic and squared difference scores, the primary alternatives involve linear and quadratic regression equations. For absolute difference scores, the extant alternative is piecewise regression, which avoids certain problems with absolute difference scores but relies on untested assumptions that are central to congruence research. In this session, I present an alternative to absolute difference scores based on spline regression, yielding a comprehensive approach for testing hypotheses that underlie absolute difference scores while avoiding the shortcomings of piecewise regression analysis. The advantages of spline regression over absolute difference scores and piecewise regression are demonstrated using an empirical example. Participants are invited to bring their laptops to reproduce the example using files that will be provided for download (SPSS or Stata will be required for the analyses).

110. PDI: Can Being a One Trick Pony Help You Win (i.e., Get Promoted and Tenured)?

Friday, 3:15 to 4:45 PM

Triple Crown

Session Coordinator:

T. Russell Crook, University of Tennessee

Panelists:

Lisa Schurer Lambert, Oklahoma State University

James Combs, University of Central Florida

Charles Pierce, University of Memphis

G. Tyge Payne, Texas Tech University

Mark Martinko, Florida A & M University

There is always tension among competing priorities. For some academics, questions arise around whether one should focus more on being a great teacher versus researcher (a false dichotomy in many peoples' minds by the way). For other academics, questions arise around whether one should focus on a particular content area (e.g., family business), theory (e.g., attribution), or method (e.g., meta-analysis).

This SMA Fellows session is a panel format geared toward helping SMA members make good decisions about being a one trick pony versus other approaches. Ultimately, this session recognizes that very few of us are so gifted as the Commonwealth of Kentucky, which is known for bluegrass, horses, and bourbon.

111. Track 6: Let Me See You Work, Work, Work, Work: Job-Related Boredom and Attitudes

Friday, 3:15 to 4:45 PM

Grand Kentucky Ballroom Salon D

Session Facilitator:

Snehal Hora, SUNY University at Buffalo

Assessing Job-Related Boredom: Conceptualization and Scale Development

Candace Esken, Bradley University

Despite the pervasive nature of boredom in the workplace, there has been surprisingly little theoretical and empirical analysis on the

phenomenon. The existing research suffers from several shortcomings preventing progress on job-related boredom including the lack of an agreed definition and a properly developed and validated measure of the construct. This study addresses these deficiencies by developing a psychometrically sound measure for job-related boredom and providing initial evidence of construct validity. Results support the validity of this new measure for assessing job-related boredom, thus, providing future researchers with a foundation to investigate the phenomenon.

Responses to Ambivalence

Bingqing Wu, *University of Illinois at Chicago*

Sebastian Schuh, *China Europe International Business School*

Ambivalence is a widespread phenomenon in organizations. However, we still know little about this phenomenon and hence there is an increasing research interest. One important step is to examine how employees react to ambivalence and recently researchers have developed frameworks. However, these frameworks have largely remained conceptual in nature and have not been examined in quantitative studies. An important next step is now to operationalize and test these frameworks to advance research. This is the purpose of the present paper. First, we aim to clarify the nature of responses to ambivalence (RTA) and explore its determinants from coping literature (Larazus & Folkman, 1984) and conservation of resource perspectives (CORs) (Hobfoll, 1989). Second, we aim to further empirical work on RTA by establishing and measuring a scale of RTA. Based on CORs (ResourceàRTA strategies), our empirical findings support that social support, work participative climate, access to resource and information are positively related to compromise and holism; whereas role ambiguity is positively related to avoidance and domination, but negatively related to holism. Thirdly, we found women are more likely to engage in avoidance RTA (emotional-focused) while men are more likely to engage in holism RTA (problem-focused). Work experience is positively related to holism (problem-focused) while negatively related to avoidance (emotion-focused).

112. Track 6: Leadership, More Leadership, and Multi-Group Membership

Friday, 3:15 to 4:45 PM

Crimson Clover

Session Facilitator:

Giuseppe (Joe) Labianca, *University of Kentucky*

Shared Leadership as a Detriment to Group Performance Through Status Conflict

Truit Gray, *Oklahoma State University*

Lindsey Greco, *Oklahoma State University*

Shared leadership is traditionally associated with positive benefits to teams; however, some studies find that shared leadership negatively relates to team performance. This paper proposes a theoretical model addressing when and why shared leadership can be detrimental to team performance. Integrating shared leadership theory and social identity theory, we propose that status conflict emanates from groups high in shared leadership density (i.e., many members displaying leadership behaviors), and that this status conflict negatively impacts team performance. Additionally, we integrate contextual and individual difference variables that may explain when this phenomenon is likely to occur. Our model advances shared leadership theory by proposing a boundary condition to the traditionally espoused benefits of shared leadership. Furthermore, we draw attention to the development of status conflict in the organizational literature and explore how research is needed to address how status conflict may function differently than other, traditional, forms of group conflict. The implications for researchers and practitioners are discussed.

Leadership Emergence in a Virtual Context: Trait and Behavioral Antecedents

Leah Katell, *Virginia Commonwealth University*

Andra Serban, *Virginia Commonwealth University*

Susan Coombes, *Virginia Commonwealth University*

Over recent decades, global competition has accelerated substantially, forcing companies to embrace additionally flexible organizational structures, such as virtual teams, and to generate increasingly creative products and services. Given the growing base of research emphasizing the vital role that creativity plays in individual and organizational success, our study explores traits and leadership styles of emergent leaders in virtual teams working on creative tasks. Additionally, we examine the role of centrality as moderator of leadership emergence. Our findings indicate emergent leaders display high levels of creativity and autocratic leadership. Further, as member centrality increases, those who can put forth 'big' innovative ideas take on the role of leaders, while others are tasked with (or willingly take charge of) implementing the ideas. We discuss implications of these findings, and suggest avenues for future research.

113. Track 1: Bucking the Status Quo in Entrepreneurship

Friday, 3:15 to 4:45 PM

Bluegrass A

Session Facilitator:

Michael Lerman, *University of Tennessee, Knoxville*

Out of Trouble, But Out of Work: Stigma and the Entrepreneurial Process

Jennifer Ling Bagdasarian, *Florida Atlantic University*

Gary Castrogiovanni, *Florida Atlantic University*

The purpose of this paper is study why people start businesses and what influences the type of business they start. In this paper, we integrate the literature on opportunity recognition and venture creation with stigma research to illustrate how past experiences influence opportunity recognition and the likelihood of pursuing an entrepreneurial venture. A conceptual model is presented to illustrate how stigma increases the likelihood that an individual may recognize certain opportunities and feel driven towards entrepreneurship in the stigmatized industry. We argue that stigma acts as an antecedent to an entrepreneur's opportunity intent, opportunity search, opportunity discovery and exploitation decision. Several examples that demonstrate this conceptual model are then described and suggestions for future research are outlined.

A Little Selfishness Can Do a Lot of Good: An Examination of Status-Striving and Social Entrepreneurship Intent

Reginald Tucker, *LSU*

Randall Croom, *Stetson University*

Lou Marino, *University of Alabama*

Shona Smith, *East Carolina University*

This paper examines how status-striving influences social entrepreneurship intent. While the social entrepreneurship literature has largely examined the other-oriented motivations of social entrepreneurs, we submit that there are self-oriented motivations, namely status, that provide a self-enhancing function for some individuals. Thus, we employ the functionalist perspective to conceptualize our model. We employ a lagged design as we examine whether status-striving moderates the prosocial motivation and social entrepreneurship intent relationship among 184 working adults. Overall, our results support the notion that social entrepreneurship, and specifically, social entrepreneurship intent is

not wholly prosocial. This paper contributes to the extant literature by showing that an antisocial trait, status-striving, might be harnessed toward a prosocial intent. Given our findings, we are able to offer both theoretical and practical contributions.

Not Just a Man's Job Anymore: Examining the Feminine Side of Entrepreneurship

Crystal Dobratz, Frostburg State University

Golshan Javadian, Morgan State University

Maria Figueroa-Armijos, American University

Entrepreneurship has traditionally been defined through stereotypically masculine terms and it has been found that such associations negatively impact women entrepreneurs. In this study, we aim to examine *whether* having feminine characteristics is beneficial for entrepreneurship and *how* they benefit women entrepreneurs particularly. In a review of the literature, we identified several feminine characteristics that are associated with entrepreneurship, such as being affectionate, passionate and understanding. Moreover, we found that the attribution of feminine characteristics to entrepreneurship (positive gender stereotype) has positive implications for women entrepreneurs. Specifically, positive gender stereotype endorsement was found to positively influence customers' purchasing intentions from a woman-owned business. Additionally, the cognitive legitimacy of the woman-owned business was found to mediate the relationship between positive gender stereotype endorsement and customers' purchasing intentions.

114. Track 7: Who Is in Charge in Here? Leadership and Turmoil in the Boardroom

Friday, 3:15 to 4:45 PM

Grand Kentucky Ballroom Salon C

Session Facilitator:

Carla Jones, Sam Houston State University

Influence of Board Functions and CEO Organizational Identification on Firm Performance

Dinesh Hasija, University of Arkansas

Mirzokhidjon Abdurakhmonov, University of Arkansas

Aten Zaandam, University of Arkansas

The majority of studies in corporate governance literature are drawn either from agency theory or resource dependence theory. Also, there have been multiple calls in the governance literature to study psychological factors of firms' top executives. In this theoretical paper, we integrate three distinct perspectives (i.e., agency, resource dependence, and CEO organizational identification) and provide a more fully specified model which gives a richer understanding of board functions and psychological characteristics of CEOs. Overall, our theoretical model suggests that firms perform better when their boards of directors monitor and provide necessary resources simultaneously. In addition, this relationship will be contingent on CEO organizational identification. In particular, a firm will perform better when, (a) a CEO positively identifies with his or her firm and the board focuses their attention towards resource provision roles (b) a CEO negatively identifies with his or her firm and the board focuses their attention towards monitoring roles, or (c) a CEO has an ambivalent identification with his or her firm and the board's focus on monitoring and resource provision roles are balanced.

Best Doctoral Paper in Track

Cleaning House, Jumping Ship, and Jumping on Board: Director Exits and Appointments

Joseph Simpson, University of Texas Rio Grande Valley

Hazel Dadanlar, University of Texas Rio Grande Valley

Lawsuits have significant consequences for firms, their stakeholders, and society. This study explores the relationship between director human and social capital and board appointments/exits prior to and following class action lawsuits. Drawing from resource dependence and agency theories, this study examines a sample of 144 firms that experienced class action lawsuits between 2002 and 2012 resulting in more than 10,586 director-year observations. The results of our multi-level analysis suggest that a far more complex relationship exists between types of director capital (human and social) and director exit and entry than has previously been examined in past empirical research. Specifically, director CFO status (director human capital) is positively related to the new director appointment during the class action lawsuits, demonstrating partial evidence for the jumping on board perspective. In addition, director CEO status (director human capital) is shown to be positively related to the director exit prior to a class action lawsuit, partially supporting the jumping ship perspective of director exit. Implications for research and practice are discussed.

Exploring "Leadership" in Board Leadership Structure: Leadership Salience, CEO Duality, and Firm Performance Relationships

Ryan Krause, Texas Christian University

Brad Harris, Texas Christian University

Matthew Semadeni, Arizona State University

Board leadership structures have garnered significant attention in the strategy and corporate governance literatures. Although the role of 'leadership' in board leadership is often assumed to be critical, the vast majority of scholarly treatments have left such assumptions unexplored. We suspect this oversight may explain the still somewhat opaque understanding of how board structures affect firm performance. Taking a novel approach, we examine boards' own explanations (via their annual proxy statement) to assess the salience of actual leadership in their decisions regarding board leadership structures. Our findings suggest that leadership is more salient for boards that choose CEO duality versus non-duality structures, though the strength of this relationship is modified by other factors highlighted in the leadership and social psychology literatures. Specifically, we find that the CEO duality-leadership salience relationship is stronger when past performance is poor and when CEOs are male. Finally, we find that higher levels of leadership salience are associated with significantly higher levels of firm performance. Though preliminary, our study suggests that moving beyond just board leadership choices (e.g., duality versus non-duality) toward a consideration of the actual salience of leadership underlying these choices may yield a more fine-grained understanding of board leadership structures and firm outcomes.

115. Track 8: Experiential Learning in the Business Classroom

Friday, 3:15 to 4:45 PM

Bluegrass B

Session Facilitator:

Joseph Thornton, Bellarmine University

A Discussion of "Norma Rae" to Illustrate Labor Relations

Mary Dana Laird, Creighton University

Most students have little understanding of unions and labor relations. In an attempt to personalize this foreign topic, I show "Norma Rae" in class and then lead a roundtable discussion where students are asked to integrate the movie with their class material. This paper offers my questions, their answers with material from the textbook and scenes from "Norma Rae," and my proposal for sharing this information at SMA. In particular, I hope to provide my rules for facilitating an

effective roundtable discussion with a diverse group of undergraduate students.

Understanding Change Readiness Sentiments – A Video-Based Classroom Exercise

Virajand Varma, Nichols State University

Organizational change remains one of the challenging concepts for students in leadership and organizational behavior classes given their limited work experiences with such transitions. This classroom activity serves to help students better understand the concerns of change recipients when a top-down change is mandated. The assignment involves students watching an organizational change video in class, discussing in groups, identifying the different change readiness sentiments, and responding to a quick questionnaire. Students find the activity both challenging and interesting, and it gives the students an opportunity to understand various challenges related to change implementation. This exercise can be used with a range of graduate and undergraduate courses in management curricula as well as in other leadership development programs.

The Final Countdown: A Design for Helping Students Implement Business Strategies

Aycan Kara, Indiana University Southeast

Lisa Russell, Indiana University Southeast

Capstone strategy courses are required in most business schools at undergraduate and graduate levels. The focus of some of these capstone courses is to increase understanding of a general manager's view of the firm, often by using an integrated approach such as strategic decision-making framework and/or case analysis. In such courses, students may be asked to integrate different corporate, business-level, and functional strategies to analyze various business issues. Business students often struggle with this comprehensive integration because the students may have focused their studies on only one or two managerial areas, limiting their knowledge to their desired discipline and/or current line/department of work. The purpose of this exercise is to leverage students' thinking skills—comprehension, synthesis, and evaluation—to improve students' overall understanding of functional responsibilities and functional implications when a company pursues a new strategy. But most importantly to increase student-material, student-student, student-teacher, and student-real world around us interaction. The exercise is designed to be equally applicable to undergraduates, MBA students, and management trainees.

116. Track 2: Mergers, Acquisitions, and Alliances in Health Care

Friday, 3:15 to 4:45 PM

Blackberry Lily

Session Facilitator:

Karen Ford-Eickhoff, University of North Carolina Charlotte

Best Paper in Track

An Empirical Study of the Determinants of Location of Hospital Mergers and Acquisitions: 1997-2016

Dave Williams, Appalachian State University

Trent Spaulding, Appalachian State University

The present paper examines characteristics related to the two parties involved with hospital mergers and acquisitions and how these affect the location of the merger or acquisition. Using a dataset provided by Levin Associates, we study announcements of this phenomenon between 1997 and 2016. We find that private and publicly traded hospitals have been more engaged in interstate hospital M&As, as compared to nonprofit hospitals. We also find that nonprofit and publicly traded firms are increasing their rates of rural M&A activity

over time. We offer areas for further research based on our literature review, the findings, and the changing dynamics of the hospital market. Our findings should be of interest to researchers, policy makers, and the public.

Firm Factors, MNCs and Location Effects on Knowledge Transfers in the US Biopharmaceutical Market

Dave Williams, Appalachian State University

The purpose of the paper is to examine the effects that firm factors, multinational corporations, and location have on explicit and tacit knowledge transfers originating in U.S. biopharmaceutical firms. The study identifies tacit knowledge transfers with full or partial equity acquisitions in firms. Explicit knowledge transfers are associated with licensing agreements or product and technology acquisitions. The study finds biotechnology firms and private firms are more likely to transfer tacit knowledge than explicit knowledge. Multinational firms are more likely to acquire tacit knowledge than explicit knowledge. Local transfers (compared with non-local or foreign transfers) are more likely to be tacit knowledge transfers. Firms within clusters are also more likely to transfer explicit knowledge than tacit knowledge.

Linking Patient Social Media Perceptions to Hospital Quality Performance

Subhajit Chakraborty, Coastal Carolina University

E. Mitchell Church, Coastal Carolina University

Today most U.S. hospitals are struggling to improve their margins, and many are forced to merge with bigger hospitals with deeper pockets. To thrive in such an environment, it is critical for hospital leadership to figure out what is going wrong with their patients' experience during the medical treatment so that the service can be improved. The objective of this multi-level mixed-methods study is to empirically verify a process model that links patients' collective social media perceptions of satisfaction to overall hospital quality performance; and identifies how patients determine their hospital perceptions. Based on our findings, we emphasize that by periodically analyzing patient social media comments, hospital leadership can quickly identify the gaps and plug them thereby developing a thriving online community for the hospital, which in turn, could ultimately give the hospital a competitive advantage. Implications of the study are discussed.

117. Track 5: Tales of CSR, Firm Performance and the CEO

Friday, 3:15 to 4:45 PM

Lily of the Valley

Session Facilitator:

Nathan Hartman, Illinois State University

CEO Narcissism and Corporate Social Responsibility: A Decomposed Measure

Marwan Al-Shammari, University of Texas Arlington

Abdul Rasheed, University of Texas Arlington

Hussam Al Shammari, Indiana University of Pennsylvania

We investigate the relationship between CEO narcissism and corporate social responsibility (CSR). We argue that narcissist CEOs are more likely to place greater emphasis on externally oriented CSR activities than internally oriented CSR activities. Based on a sample of 167 firms from the Fortune 500 list for the years 2010-2013, we find that there is an overall positive relationship between CEO narcissism and CSR. Further, we find that while CEO narcissism is positively related to externally oriented CSR, the relationship between CEO narcissism and internally oriented CSR is not significant.

The Effect of CEO Civic Engagement on Corporate Social and

Environmental Performance

Wonsuk Cha, *Governors State University*

Michael Abebe, *University of Texas Rio Grande Valley*

Hazel Dadanlar, *University of Texas Rio Grande Valley*

As external stakeholders' demand for greater corporate engagement in social and environmental causes intensifies, there is a growing expectation that CEOs steer their firms toward a more meaningful commitment in this area. This study investigates CEO civic engagement-defined as the participation of the CEO in various public, not-for-profit and community organizations and causes with the aim of achieving broader social objectives-as a predictor of corporate social and environmental performance. Specifically, we examine the effect of CEO civic engagement on corporate philanthropy, community involvement and environmental performance. Drawing insights from upper echelons theory predictions, we argue that CEOs' level of civic engagement has a significant influence on their firms' involvement in social and environmental causes. Our analysis of data from large, publicly-traded U.S. firms indicate that firms led by CEOs with greater civic engagement are more likely to display greater philanthropy and environmental performance. Implications for research and practice are discussed.

Corporate Social Responsibility and Firm Performance: The Moderating Role of Corporate Social Responsibility Gap

Marwan Al-Shammari, *University of Texas Arlington*

Hussam Al Shammari, *Indiana University of Pennsylvania*

The relationship between CSR and CFP has been extensively explored by scholars from several disciplines including finance, management, economics, and accounting. The evidence suggests an overall weak to moderate positive relationship between CSR and CFP. However, recent studies suggest that this relationship should be more thoroughly investigated and that the construct of CSR should be more precisely looked at. The prior literature mostly focused on the use of a composite measure of CSR while the theory suggests that CSR is a broad concept that entails several types of activities directed towards the various stakeholders of the firm, namely internal and external. In this study, we re-examine the relationship between CSR and CFP using data on 189 firms from the Fortune 500 over the period of 2010-2013. We test the relationship between CSR and CFP and examine whether a gap between the firm's internal and external CSR would have a moderating effect on the CSR- CFP relationship. Our results indicate that there is no significant relationship between internal CSR and market performance and a highly significant relationship between external CSR and firm market performance. This suggests that although the market reacts positively to the firm overall CSR ratings, the reward (performance effects) is more pronounced for firms that have equal emphasis on both EXTCSR and INTCSR.

118. SMA Bash 2018 "Talk Derby to Me"

Friday, 6:30 to 9:30 PM

Grand Kentucky Ballroom

Session Coordinator:

Joy Karriker, *East Carolina University*

One of our conference highlights is the Friday evening social. Join us for an evening of great food, fun fellowship, and Kentucky Derby themed entertainment. Wear your best hat!

SATURDAY, NOVEMBER 10

119. Cafe SMA Coffee Bar

Saturday, 7:00 to 8:30 AM

Alcove A

Session Coordinator:

Joy Karriker, *East Carolina University*

Enjoy a cup of coffee as you head to one of the offsite sessions!

120. SMA Registration & Solutions Desk

Saturday, 8:00 to 9:00 AM

Top 'o the Escalator

Session Coordinator:

James Vardaman, *Mississippi State University*

121. Horse Farm and Keeneland Auction Tour

Saturday, 8:00 to 1:00 PM

Offsite

Session Coordinator:

Garry Adams, *Auburn University*

Pre-registration is required.

Meet in the hotel lobby across from the registration desk for transportation to the site.

122. FoodChain Non-profit Food Cooperative and Town Branch Distillery & Brew Brewery Tour

Saturday, 10:00 to 2:00 PM

Offsite

Session Coordinator:

Garry Adams, *Auburn University*

Pre-registration is required.

Meet in the hotel lobby across from the registration desk for transportation to the site.

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PARTICIPANT CONTACT INFORMATION INDEX

Abdurakhmonov, Mirzokhidjon, University of Arkansas,
 MAbdurakhmonov@walton.uark.edu
 Abebe, Michael, University of Texas Rio Grande Valley,
 michael.abebe@utrgv.edu
 Abid, Ghulam, National College of Business Administration &
 Economics, dr.ghulamabid@gmail.com
 Acharya, Keshab, University of Texas Rio Grande Valley,
 keshab.acharya01@utrgv.edu
 Adams, Garry, Auburn University, adamsg1@auburn.edu
 Adler, Terry, New Mexico State University, tadler@nmsu.edu
 Ahmad, Afra, Zayed University, afra.saeed.ahmad@gmail.com
 Ahmed, Saira, Institute of Business & Management, University of
 Engineering & Technology, drsairabid@gmail.com
 Aissaoui, Rachida, Ohio University, raissaoui@hotmail.com
 Ajay, Bina, University of Cincinnati, binaajay13@gmail.com
 Al Shammari, Hussam, Indiana University of Pennsylvania,
 hussam@iup.edu
 Alam, Mahbulul, York University, mahbul3@yorku.ca
 Ali, Abdifatah, University of Minnesota, alixx463@umn.edu
 Alikaj, Albi, Texas A&M International University,
 albialikaj@dusty.tamui.edu
 Allen, David, Texas Christian University, david.allen@tcu.edu
 Al-Shammari, Marwan, Savannah State University,
 alshammari@savannahstate.edu
 Anazodo, Kemi, Brock University, kanazodo@brocku.ca
 Arikan, Andac, Florida Atlantic University, aarikan@fau.edu
 Arseneau, Eric, Florida Gulf Coast University, earseneau@fgcu.edu
 Ashkanasy, Neal, University of Queensland, n.ashkanasy@uq.edu.au
 Bajaba, Saleh, King Abdulaziz University, sbajaba@gmail.com
 Bala, Ravi, University of Texas Rio Grande Valley,
 ravi.bala01@utrgv.edu
 Banks, George, University of North Carolina Charlotte,
 gcbanks@gmail.com
 Bashir, Fatima, International Islamic University, Islamabad,
 findfatima@gmail.com
 Baugh, Gayle, University of West Florida, gbaugh@uwf.edu
 Beazley, Debra, Augusta University, dbeazley@augusta.edu
 Bednar, Michael, University of Illinois, mkbednar@illinois.edu
 Bendickson, Joshua, University of Louisiana at Lafayette,
 josh.bendickson@gmail.com
 Bennett, Andrew, Old Dominion University, aabennet@odu.edu
 Bennett, Rebecca, University of Central Florida,
 Rebecca.Bennett@ucf.edu
 Bergh, Donald, University of Denver, dbergh@du.edu
 Bernerth, Jeremy, San Diego State University,
 jbernerth@mail.sdsu.edu
 Berns, John, University of Mississippi, jberns@bus.olemiss.edu
 Beus, Jeremy, Louisiana State University, jbeus@lsu.edu
 Bhagavatula, Suresh, Indian Institute of Management, Bangalore,
 sureshbh@iimb.ac.in
 Bierman, Leonard, Texas A&M University,
 LBierman@mays.tamu.edu
 Birtch, Thomas, University of South Australia,
 thomas.birtch@unisa.edu.au
 Black, Stephanie, Texas A&M University-San Antonio,
 stephanie.black@tamusa.edu
 Bolton, Joel, University of Southern Mississippi, joel.bolton@usm.edu
 Boncoeur, Dorian, University of Texas at Dallas,
 dorian.boncoeur@utdallas.edu
 Boscaljon, Brian, Penn State University Behrend, blb30@psu.edu
 Bosco, Frank, Virginia Commonwealth University, fabosco@vcu.edu
 Bouckennooghe, Dave, Brock University, dbouckennooghe@brocku.ca
 Boulamatsi, Artemis, Georgia State University, aboulamatsi1@gsu.edu
 Bowler, Wm., Oklahoma State University, matt.bowler@okstate.edu
 Boyd, Brian, City University of Hong Kong, bkboyd@cityu.edu.hk
 Bradford, Kevin, University of California, Irvine,
 kdbradfo@exchange.uci.edu
 Brass, Daniel, University of Kentucky, dbrass@uky.edu
 Brock Baskin, Meagan, University of Tulsa,
 meagan.baskin@yahoo.com
 Brouer, Robyn, Canisius College, brouerr@canisius.edu
 Brown, Lee, Texas Woman's University, lbrown37@twu.edu
 Brown, Mark, Bradley University, mpb@bradley.edu
 Brown, Richard, Penn State University Harrisburg, rsb24@psu.edu
 Brush, Thomas, Purdue University, brusht@purdue.edu
 Buchanan, Dick, Case Western Reserve University,
 rbuchanan@case.edu
 Butler, Frank, University of Tennessee at Chattanooga, frank-
 butler@utc.edu
 Buttner, Holly, University of North Carolina at Greensboro,
 ehbuttne@uncg.edu
 Cao, Xiaoyun, Renmin University of China, cao.xiaoyun@aliyun.com
 Capitano, Johnna, West Chester University, jcapitano@wcupa.edu
 Cardon, Melissa, melissacardon@gmail.com
 Carpenter, Rachel, Pace University, rachel.s.carpenter@gmail.com
 Carsten, Melissa, Winthrop University, carstenm@winthrop.edu
 Carter, William, University of Baltimore, wcarter@ubalt.edu
 Castrogiovanni, Gary, Florida Atlantic University, castrogi@fau.edu
 Cebul, Mark, Augusta University, Macebul@gmail.com
 Cha, Wonsuk, Governors State University, wcha@govst.edu
 Chakraborty, Subhajit, Coastal Carolina University,
 schakrabo@coastal.edu
 Chandna, Vallari, University of Wisconsin-Green Bay,
 chandnav@uwgb.edu
 Charlier, Steve, Georgia Southern University,
 scharlier@georgiasouthern.edu
 Chen, Alexander, University of Central Arkansas, achen@uca.edu
 Chen, Guoquan, Tsinghua University, chengqu@sem.tsinghua.edu.cn
 Chen, Xiao-Ping, University of Washington, xpchen@uw.edu
 Chiang, Flora, China Europe International Business School,
 fchiang@ceibs.edu
 Chin, Seul Ki, University of Miami, skchin@miami.edu
 Chiu, Wan-Ting, Florida Atlantic University, wtchiu@fau.edu
 Chowdhury, Sanjib, Eastern Michigan University,
 schowdhur@emich.edu
 Chrisman, James, Mississippi State University,
 jchrisman@business.msstate.edu
 Christian, Johnna, Rutgers University, johnnac@scj.rutgers.edu
 Church, E. Mitchell, Coastal Carolina University,
 mchurch@coastal.edu
 Clinton, Eric, Dublin City University, eric.clinton@dcu.ie
 Cohen-Charash, Yochi, Baruch College & The Graduate Center,
 CUNY, Yochi.cohen-charash@baruch.cuny.edu
 Collins, Jennifer, Florida A&M University, jennifer.bowers@famu.edu
 Combs, James, University of Central Florida, James.Combs@ucf.edu
 Conklin, Thomas, Georgia State University,
 thomas.conklin76@gmail.com
 Connelly, Brian, Auburn University, bconnelly@auburn.edu
 Connelly, Shane, University of Oklahoma, sconnelly@ou.edu
 Coombes, Susan, Virginia Commonwealth University,
 scoombes@vcu.edu
 Cooper, Cecily, University of Miami, ccooper@bus.miami.edu
 Cooper, Danielle, University of North Texas, danielle.cooper@unt.edu
 Cortes, Felipe, Iowa State University, afco@iastate.edu
 Craig, Christopher, Montana State University Billings,
 christopheralancraig@gmail.com
 Crawford, Wayne, University of Texas Arlington, wsc@nmsu.edu
 Crook, Thomas, University of Tennessee, tcrook@utk.edu

Croom, Randall, Stetson University, rcroom@stetson.edu
Dadanlar, Hazel, University of Texas Rio Grande Valley,
husne.dadanlar01@utrgv.edu
Daniels, Shanna, Florida State University, srdaniels@business.fsu.edu
Dasborough, Marie, University of Miami, m.dasborough@miami.edu
Daspit, Josh, Mississippi State University, josh.daspit@msstate.edu
Davis, R. Evan, Oklahoma State University,
robert.evan.davis@okstate.edu
Day, Eric, University of Oklahoma, eday@ou.edu
De Ruiter, Melanie, Nyenrode Business Universiteit,
m.druiter@nyenrode.nl
Delise, Lisa, Salem College, lisa.delise@salem.edu
Deng, Yingli, Oklahoma State University, yingli.deng10@okstate.edu
Denney, Dina, New Mexico State University, ddenney@nmsu.edu
Dibrell, Clay, University of Mississippi, cdibrell@bus.olemiss.edu
Dimotakis, Nikolaos, Georgia State University, ndimotakis@gsu.edu
Dineen, Brian, Purdue University, dineenb@purdue.edu
Dionne, Shelley, SUNY Binghamton, sdionne@binghamton.edu
Dobratz, Crystal, Frostburg State University,
crystal.dobratz@gmail.com
D'Oria, Laura, Iowa State University, ldoria@iastate.edu
Drnevic, Paul, University of Alabama, pdrnevic@cba.ua.edu
D'Souza, Derrick, University of North Texas,
Derrick.D'Souza@unt.edu
Dunn, Alexandra, University of Mary Washington,
alexandra.dunn3@gmail.com
Dykstra-DeVette, Tiffany A., San Diego State University,
tiffanyandykstra@gmail.com
Eaton, Asia, Florida International University, aeaton@fiu.edu
Edwards, Jeffrey, University of North Carolina at Chapel Hill,
jredwards@unc.edu
Ejaz, Aqsa, University of Lahore, aqsaejaz@live.com
Endres, Megan, Eastern Michigan University,
megan.endres@emich.edu
English, Jeffrey, Saint Xavier University, jenglish@sxu.edu
Esken, Candace, Bradley University, cesken1@lsu.edu
Fabian, Frances, University of Memphis, ffabian@memphis.edu
Fandel, Diana, Florida Gulf Coast University, dfandel@fgcu.edu
Fatima, Tasneem, International Islamic University, Islamabad,
tasneem.fatima@iiu.edu.pk
Feng, Song, University of Arkansas, songfeng@uark.edu
Ferris, Gerald, Florida State University, gferris@business.fsu.edu
Field, James, West Virginia University, j.g.field@hotmail.com
Figueroa-Armijos, Maria, American University,
mfigueroa@american.edu
Fisher, Cynthia, Bond University, cfisher@bond.edu.au
Fisher, Kelly, West Chester University, Kfisher@wcupa.edu
Flinchbaugh, Carol, New Mexico State University, cflinch@nmsu.edu
Fontes-Comber, Ashlee, Florida State University, atf1578@my.fsu.edu
Ford-Eickhoff, Karen, University of North Carolina Charlotte,
Karen.Ford-Eickhoff@unc.edu
Forray, Jeanie, Western New England University, jforray@wne.edu
Forster-Holt, Nancy, University of Rhode Island, forsterholt@uri.edu
Frazier, Lance, Creighton University, LanceFrazier@creighton.edu
Fried, Yitzhak, Texas Tech University, yitzhak.fried@ttu.edu
French, Kimberly, Georgia Institute of Technology,
kimberly.french@psych.gatech.edu
Friday-Stroud, Shawnta, Florida A&M University,
shawnta.friday@fam.edu
Galdino, Katia, Florida State University, kdg15c@my.fsu.edu
Gamble, Jordan, Dublin City University, jordan.gamble@dcu.ie
Gardner, William, Texas Tech University, william.gardner@ttu.edu
Gavin, Mark, West Virginia University, mark.gavin@mail.wvu.edu
Gazica, Michele W., Embry-Riddle Aeronautical University,
Michele.Gazica@erau.edu
George, Nycil, Indian Institute of Management, Ahmedabad,
nycilg@iima.ac.in
Gibson, Carter, Shaker, Carter.Gibson@shakercg.com
Gilbertz, Susan, Montana State University Billings,
sgilbertz@msubillings.edu
Gilstrap, Collin, University of Toledo, collin.gilstrap@gmail.com
Gladstone, Eric, University of Kentucky, eric.gladstone@uky.edu
Goldberg, Caren, Bowie State University, caren.goldberg@yahoo.com
Goll, Irene, University of Scranton, Irene.goll@scranton.edu
Gong, Baiyun, Nova Southeastern University,
baiyun_gong@yahoo.com
Gong, Qing, Georgia Institute of Technology,
qing.gong@scheller.gatech.edu
Gonzalez, Jorge, University of Texas Rio Grande Valley,
jorge.gonzalez@utrgv.edu
Goodman, Joseph M., Illinois State University, jgoodma@ilstu.edu
Gooty, Janaki, University of North Carolina Charlotte,
jgooty@unc.edu
Gorbett, Abigail, University of Alabama, angorbett@crimson.ua.edu
Gras, David, University of Tennessee, dgras@utk.edu
Gray, Cheryl E., University of South Florida, cgray14@mail.usf.edu
Gray, Truit, Oklahoma State University, truit.gray@okstate.edu
Greckhamer, Thomas, Louisiana State University, tgreck@lsu.edu
Greco, Lindsey, Oklahoma State University,
lindsey.greco@okstate.edu
Green, Kim, University of West Georgia, kgreen@westga.edu
Gregg, Heath, University of Miami, hxg101@miami.edu
Griffith, Jakari, Bridgewater State University,
jakari.griffith@bridgew.edu
Grubb, III, W. Lee, East Carolina University, grubbw@ecu.edu
Gue, Jie, SUNY Binghamton, jguo40@binghamton.edu
Guinote, Ana, University College London, a.guinote@ucl.ac.uk
Guo, Wenjuan, University of North Texas, wenjuan.guo@unt.edu
Guo, Ying, California State University, East Bay,
ying.guo@csueastbay.edu
Gur, Furkan, Northern Illinois University, fgur@niu.edu
Hackney, Kaylee, Baylor University, Kaylee_Hackney@baylor.edu
Haim Faridian, Parisa, Florida Atlantic University,
phaimfaridia2013@fau.edu
Halbesleben, Jonathon, University of Alabama,
jhalbesleben@culverhouse.ua.edu
Halgin, Dan, University of Kentucky, danhalgin@uky.edu
Halinski, Michael, Ted Rogers School of Management,
michael.halinski@ryerson.ca
Hall, Alison, Agnes Scott College, ahall@agnesscott.edu
Hall, Kelly, Stetson University, krhall@stetson.edu
Halliday, Cynthia, Florida International University, chall061@fiu.edu
Hancock, Julie, University of North Texas, julie.hancock@unt.edu
Hanke, Doreen, Texas A&M International University,
doreen@dusty.tamui.edu
Hansen, Hans, Texas Tech University, hans.hansen@ttu.edu
Hao, Jianyu, University College London, j.hao@ucl.ac.uk
Hardy, Jay, Oregon State University, jay.hardy@oregonstate.edu
Hargis, Michael, University of Central Arkansas, mhargis@uca.edu
Harkins, Jason, University of Maine, jason.harkins@umit.umaine.edu
Harms, Peter D., University of Alabama, pdharms@cba.ua.edu
Harris, Brad, Texas Christian University, brad.harris@tcu.edu
Harrison, Jennifer, NEOMA Business School,
jennifer.harrison@neoma-bs.fr
Hart, Dana, University of North Florida, dana.hart@unf.edu
Hartman, Nathan, Illinois State University, nathan.hartman@ilstu.edu

Hasija, Dinesh, University of Arkansas, dhasija@uark.edu
 Heath, Michele, Cleveland State University, m.heath@csuohio.edu
 Henley, Amy, University of North Dakota, amy.henley@UND.edu
 Hightower, Roscoe, Florida A&M University, roscoe.hightower@famu.edu
 Hitt, Michael, Texas A&M University, MHitt@mays.tamu.edu
 Hochwarter, Wayne, Florida State University, whochwar@business.fsu.edu
 Hoffman, Elizabeth, Iowa State University, bhoffman@iastate.edu
 Holloway, Sam, University of Portland, hollowas@up.edu
 Holmes, Philip, University of South Alabama, peh1721@jagmail.southalabama.edu
 Holmes, R. Michael, Florida State University, mholmes@fsu.edu
 Hora, Snehal, SUNY University at Buffalo, snehalho@buffalo.edu
 Hou, Wanrong, University of Texas Rio Grande Valley, wanrong.hou@utrgv.edu
 Houghton, Jeffery, West Virginia University, Jeff.Houghton@mail.wvu.edu
 Howard, David J., University of South Florida, davidhoward@mail.usf.edu
 Howard, Matt C., University of South Alabama, mhoward@southalabama.edu
 Irwin, Kris, University of Alabama, kirwin1@crimson.ua.edu
 Jacobsen, Scott T., University of South Florida, sjacobsen@mail.usf.edu
 Jameel, Ifrah, International Islamic University, Islamabad, ifrahjameel@yahoo.com
 James, Matrecia, St. Bonaventure University, mjames@sbu.edu
 James, Sharon, Arkansas State University, sjames@astate.edu
 Jammulamadaka, Nimruji, Indian Institute of Management, Visakhapatnam, nimruji@iimv.ac.in
 Javadian, Golshan, Morgan State University, golshan.javadian@morgan.edu
 Javadizadeh, Bahareh, New Mexico State University, jbahar@nmsu.edu
 Jia, Yankun, University of Mississippi, walter.jia@outlook.com
 Johnson, C. Douglas, Georgia Gwinnett College, cjohnson@ggc.edu
 Johnson, Devante, Miami University, johns489@miamioh.edu
 Johnson, Paul, University of Mississippi, pjohanson@bus.olemiss.edu
 Jones, Carla, Sam Houston State University, cdjones@shsu.edu
 Jones, Shawn, Oklahoma State University, shaj@ostatemail.okstate.edu
 Jordan, Samantha, Florida State University, slj16@my.fsu.edu
 K, Kumar, Indian Institute of Management, Bangalore, kumark@iimb.ernet.in
 Kacmar, Micki, Texas State University, micki.kacmar@gmail.com
 Kane, Cheryl L., University of North Carolina Charlotte, clkane@uncc.edu
 Kang, Bomi, Coastal Carolina University, bkang@coastal.edu
 Kang, Tong Hyouk, University of Memphis, tkang1@memphis.edu
 Kara, Aycan, Indiana University Southeast, karaa@ius.edu
 Karam, Rita, RAND, karam@rand.org
 Karriker, Joy, East Carolina University, karrikerj@ecu.edu
 Katell, Leah, Virginia Commonwealth University, katellla@vcu.edu
 Kauanui, Sandra, Florida Gulf Coast University, skauanui@fgcu.edu
 Keeler, Kathleen, Virginia Commonwealth University, keelerk@vcu.edu
 Kellermanns, Franz, University of North Carolina Charlotte, kellermanns@uncc.edu
 Kepes, Sven, Virginia Commonwealth University, skepes@vcu.edu
 Kessler, Stacey R., Montclair State University, kessler@montclair.edu
 Khan, Abdul Karim, United Arab Emirates University, abdul.karim@uaeu.ac.ae
 Kim, Agnes, Augusta University, AGKIM@augusta.edu
 Kim, Jayoung, SUNY Binghamton, jkim416@binghamton.edu
 Kim, Taewoo, Mississippi State University, tk196@msstate.edu
 Kirkman, Bradley, North Carolina State University, blkirkma@ncsu.edu
 Klimchak, Malayka, Winthrop University, malayka_klimchak@hotmail.com
 Kluemper, Don, University of Illinois at Chicago, kluemper@uic.edu
 Knotts, Kevin, Marshall University, kgknotts@gmail.com
 Kodden, Bas, Nyenrode Business Universiteit, b.kodden@nyenrode.nl
 Krasikova, Dina, University of Texas at San Antonio, dina.krasikova@utsa.edu
 Krause, Ryan, Texas Christian University, r.krause@tcu.edu
 Kroll, Mark, University of Texas Rio Grande Valley, mark.kroll@utrgv.edu
 Krumwiede, Dennise, Idaho State University, krumdenn@isu.edu
 Kuban, Scott, Tulane University, skuban@tulane.edu
 Kulkarni, Ankita, SUNY Binghamton, akulka19@binghamton.edu
 Labianca, Giuseppe (Joe), University of Kentucky, joelabianca@gmail.com
 Lacaze, Delphine, IAE Aix-Marseille University, delphine.lacaze@iae-aix.com
 Lacey, Kayla N., University of South Florida, klacey@mail.usf.edu
 Laird, Mary Dana, Creighton University, MDLaird@creighton.edu
 Lakshman, C, University of Texas Rio Grande Valley, lakshman.chandrashekhar@utrgv.edu
 Landay, Karen, University of Alabama, karenmichellelanday@gmail.com
 Lawrence, Ericka, East Carolina University, lawrencee@ecu.edu
 Leah, Joseph, Florida Gulf Coast University, jleah@fgcu.edu
 Lee, Gregory, University of the Witwatersrand, gregory.lee@wits.ac.za
 Lei, Lijun, University of North Carolina at Greensboro, l_lei2@uncg.edu
 Lemoine, G. James, SUNY University at Buffalo, jlemoine@buffalo.edu
 Leon, Matthew, University of North Florida, m.leon@unf.edu
 Leonel, Ronei, University of Memphis, rlnljnor@memphis.edu
 Lerman, Michael, University of Tennessee, mlerman@vols.utk.edu
 Levasseur, Ludwig, Oklahoma State University, ludvig.levasseur@okstate.edu
 Lewis, Alexander, University of Texas at San Antonio, alexander.lewis@utsa.edu
 Lewis, Amy, Texas A&M University-San Antonio, Amy.Lewis@tamusa.edu
 Lewis, Trey, University of Tennessee, JLewis88@vols.utk.edu
 Li, Jie, Hong Kong University of Science and Technology, jllica@connect.ust.hk
 Li, Mingxiang, Florida Atlantic University, lim@fau.edu
 Li, Zonghui, Jacksonville University, zli@ju.edu
 Lian, Huiwen, University of Kentucky, h.lian@uky.edu
 Liang, Yanni, New Mexico State University, yanni@nmsu.edu
 Liden, Robert, University of Illinois at Chicago, bobliden@uic.edu
 Ling Bagdasarian, Jennifer, Florida Atlantic University, jling2013@fau.edu
 Liu, Dong, Georgia Institute of Technology, dong.liu@scheller.gatech.edu
 Liu, Yonghong, University of North Carolina at Greensboro, y_liu24@uncg.edu
 Liu, Yongmei, Illinois State University, yliu2@ilstu.edu
 Loignon, Andrew, NEOMA Business School, andrew.loignon@neoma-bs.fr
 Long, Rebecca, Mississippi State University, rgl8@msstate.edu

Lorinkova, Natalia M., Georgetown University, nataly.lorinkova@georgetown.edu

Lowe, Kevin, University of Sydney, kevin.b.lowe@sydney.edu.au

Lux, Sean, Texas Tech University, seanluxphd@gmail.com

Lyons, Brent, York University, blyons@schulich.yorku.ca

Lyons, Laci, University of Central Arkansas, llyons@uca.edu

Ma, Bin, Baruch College, CUNY, bin.ma@baruch.cuny.edu

Ma, Erdan, Macau University of Science and Technology, er2000er@126.com

Ma, Rong, Rutgers University, rongma@gmail.com

Mackey, Jeremy, Auburn University, jmackey@auburn.edu

MacLaren, Neil, SUNY Binghamton, nmaclar1@binghamton.edu

Madanoglu, Melih, Florida Atlantic University, mmadanog@fau.edu

Madden, Timothy, East Carolina University, maddenti16@ecu.edu

Madison, Kincy, Oklahoma State University, kincy.madison@msstate.edu

Maher, Liam, Boise State University, LiamPatrickMaher@gmail.com

Mandeville, Ashley, Florida Gulf Coast University, amandeville@fgcu.edu

Manegold, Jennifer, Florida Gulf Coast University, jmanegold@fgcu.edu

Marino, Lou, University of Alabama, lmarino@cba.ua.edu

Marler, Laura, Mississippi State University, lmarler@business.msstate.edu

Marquardt, Dennis, Abilene Christian University, djm08b@acu.edu

Marshall, Chad, University of South Alabama, cjm1423@jagmail.southalabama.edu

Martin, Jeffrey, University of Alabama, jmartin@cba.ua.edu

Martin, John, Wright State University, john.a.martin@wright.edu

Martinko, Mark, Florida A&M University, mark.martinko@fam.edu

Matthews, Kevin, Ohio University, matthewsk@ohio.edu

Maynard-Patrick, Stephanie, St. Thomas University, smaynardpatrick@gmail.com

McAdam, Maura, Dublin City University, maura.mcadam@dcu.ie

McBride-Walker, Mercedes, Case Western Reserve University, sxm903@case.edu

McCardle, Jie, Georgia Southern University, jmccardle@georgiasouthern.edu

McIntosh, Tristan, University of Oklahoma, tristan.mcintosh@ou.edu

McKee, D'Lisa, Quinnipiac University, dnmckee@quinnipiac.edu

McKinney, Arlise, Coastal Carolina University, amckinney@coastal.edu

McLarty, Benjamin, Mississippi State University, ben.mclarty@msstate.edu

Mecca, Jensen, Shaker, Jensen.Mecca@shakercg.com

Medeiros, Kelsey, University of Texas Arlington, kelsey.medeiros@uta.edu

Medina, Michele, Mississippi State University, michele.medina@msstate.edu

Meredith, Jack, Wake Forest University, meredijr@wfu.edu

Metcalf, Emma, VA Medical Center, Lexington, KY, Emma.Metcalf@va.gov

Meuser, Jeremy, University of Illinois, jmeuse2@illinois.edu

Miles, Angela, North Carolina Central University, akmiles@ncu.edu

Miles, Jennifer, New Mexico State University, jmiles@nmsu.edu

Miller, Carliss, Sam Houston State University, carliss.miller@shsu.edu

Mischel, Leann, Coastal Carolina University, lmischel@coastal.edu

Mistry, Sal, Southern Methodist University, smistry@mail.smu.edu

Mitchell, Ronald, Texas Tech University, ronald.mitchell@ttu.edu

Mmbaga, Nick, University of Tennessee, nmmmbaga@vols.utk.edu

Molina Sieiro, Gonzalo, Florida State University, gm16e@my.fsu.edu

Moore, Curt, West Virginia University, Curt.Moore@mail.wvu.edu

Morrell, Dan, Middle Tennessee State University, dan.morrell@mtsu.edu

Mosley, Donald, University of South Alabama, dcmosley@southalabama.edu

Muhammad, Muhammad, Texas Tech University, muhammad.muhammad@ttu.edu

Mulhearn, Tyler, University of Oklahoma, tylermulhearn@ou.edu

Mumford, Michael, University of Oklahoma, mmumford@ou.edu

Munyon, Timothy, University of Tennessee, tmunyon@utk.edu

Nalick, Michael, University of Memphis, mnalick@memphis.edu

Naseer, Saima, International Islamic University, Islamabad, saimanaseersheikh@yahoo.com

Nauman, Shazia, Riphah International University, Lahore, shazia.nauman@riphah.edu.pk

Nelson, Millicent, Middle Tennessee State University, m.nelson@mtsu.edu

Nicholas, Karen, Boise State University, karennicholas@boisestate.edu

Ning, Wei, Texas A&M International University, weining@dusty.tamui.edu

Obenauer, William, Rensselaer Polytechnic Institute, obenaw@rpi.edu

O'Toole, Jay, Elon University, jotoole2@elon.edu

Pahng, Phoebe, Iowa State University, phpahng@iastate.edu

Palmer, Catrina, Rutgers University, cp721@scarletmail.rutgers.edu

Palmer, Joshua, Florida State University, jcp12@my.fsu.edu

Pan, Jingzhou, Tianjin University, painepjz@sina.com

Park, Jin Won, SUNY Binghamton, jinwonjwpark@gmail.com

Parks, Taylor, Shenandoah Valley Governor's School, parkst@svgs.k12.va.us

Parks-Leduc, Laura, James Madison University, leducm@jmu.edu

Paustian-Underdahl, Samantha, Florida State University, scpustian@gmail.com

Payne, G. Tyge, Texas Tech University, tyge.payne@ttu.edu

Perrewé, Pamela, Florida State University, pperewe@fsu.edu

Perry, Sara J., Baylor University, sara_perry@baylor.edu

Peruffo, Enzo, LUISS Guido Carli, eperuffo@luiss.it

Peters, Pascale, Radboud Universiteit, p.peters@fm.ru.nl

Peterson, Lori T., Missouri State University, ltpeterson@gmail.com

Petrin Sayers, Elizabeth, RAND, epetrin@rand.org

Philip, Jestine, University of North Texas, jestine.philip@unt.edu

Pidduck, Robert, University of Oklahoma, rob.pidduck@ou.edu

Pierce, Charles, University of Memphis, capierce@memphis.edu

Pittz, Thomas, University of Tampa, tpittz@ut.edu

Plummer, Hannah, Florida State University, hmp16@my.fsu.edu

Ponnappalli, Ajay, Florida International University, aponn002@fiu.edu

Porck, Jeanine, Oklahoma State University, jeanine.porck@okstate.edu

Porter, Tracy, Cleveland State University, t.h.porter@csuohio.edu

Powers, Samantha R., Howard University, Samantha.powers@howard.edu

Pratt, Benjamin, Purdue University, pratt24@purdue.edu

Qazi, Shadab, International Islamic University, Islamabad, qazi.shadab@yahoo.com

Qazi, Tehmina, Institute of Business & Management, University of Engineering & Technology, tehmina.qazi@gmail.com

Qu, Yuanmei, Rowan University, qu@rowan.edu

Quratulain, Samina, University of Sharjah, squatulain@yahoo.com

Rajora, Himanshi, Indian Institute of Management, Calcutta, himanshir15@iimcal.ac.in

Ramaswamy Vijayasankaran, Anand, University of Illinois, avramas2@illinois.edu

Ramesh, Anusha, University of Virginia, anusharamesh@gmail.com

Rasheed, Abdul, University of Texas Arlington, abdul@uta.edu

Ray, Joshua, Tusculum University, jray@tusculum.edu

Reina, Christopher, Virginia Commonwealth University,
csreina@vcu.edu

Rena, Seltzer, Leader Academic, rena@leaderacademic.com

Riaz, Namra, International Islamic University, Islamabad,
namrariaz@outlook.com

Rice, Darryl, Miami University, ricedb@miamioh.edu

Richard, Orlando, University of Texas at Dallas,
orlando.richard@utdallas.edu

Richardson, Hettie, Texas Christian University, h.richardson@tcu.edu

Robinson, Ashley, Oklahoma State University,
ashley.robinson10@okstate.edu

Rogelberg, Stephen, University of North Carolina Charlotte,
sgroglb@uncc.edu

Rosen, Ben, University of North Carolina at Chapel Hill,
Ben_Rosen@kenan-flagler.unc.edu

Rosen, Chris, University of Arkansas, crosen@walton.uark.edu

Roth, Phillip, Clemson University, rothp@clemson.edu

Rousseau, Horacio, Florida State University,
hrousseau@business.fsu.edu

Rousseau, Mary Beth, Valdosta State University,
marybethrousseau2@gmail.com

Ruehle, Chrissann, Florida Gulf Coast University, cruehle@fgcu.edu

Russell, Lisa, Indiana University Southeast, lismruss@ius.edu

Ryan, Ann Marie, Michigan State University, ryanan@msu.edu

Ryan, Mike, Bellarmine University, mryan@bellarmine.edu

Salimath, Manjula, University of North Texas,
Manjula.Salimath@unt.edu

Sarasvathy, Saras, University of Virginia,
SarasvathyS@arden.virginia.edu

Sariol, Ana, University of South Dakota, marcie.sariol@usd.edu

Schaffer, Bryan, Florida Gulf Coast University, bschaffer@fgcu.edu

Schoenfeld, Jerry, Florida Gulf Coast University, gschoenf@fgcu.edu

Schriesheim, Chester, University of Miami, chet@miami.edu

Schuh, Sebastian, China Europe International Business School,
sschuh@ceibs.edu

Schurer Lambert, Lisa, Oklahoma State University,
lisa.schurer.lambert@okstate.edu

Scott, Nancy, University of Tennessee, nscott5@utk.edu

Scrimshire, Alex, Xavier University, Scrimshirea@xavier.edu

Selvarajan, T.T., California State University, East Bay,
rajan.selvarajan@csueastbay.edu

Semadeni, Matthew, Arizona State University, semadeni@asu.edu

Serban, Andra, Virginia Commonwealth University, aserban@vcu.edu

Sexton, Jen, West Virginia University, Jennifer.Sexton@mail.wvu.edu

Shaffer, Margaret, University of Oklahoma, margaret.shaffer@ou.edu

Sharif, Monica, Morgan State University, monica.sharif@morgan.edu

Sherlock, Chelsea, University of Mississippi,
csherlock@bus.olemiss.edu

Shoss, Mindy, University of Central Florida, Mindy.Shoss@ucf.edu

Shumski Thomas, Jane, Purdue University Northwest,
jane.thomas@pnw.edu

Simpson, Joseph, University of Texas Rio Grande Valley,
joseph.simpson01@utrgv.edu

Sin, Hock-Peng, Florida International University, hsin@fiu.edu

Singh, Barjinder, Elon University, bsingh3@elon.edu

Singh, Nitin, University of Texas Arlington, nitin.singh@mavs.uta.edu

Sledge, Sally, bakersally@gmail.com

Smith, Jacob, Louisiana State University, jsmi476@lsu.edu

Smith, Mickey, University of South Alabama,
mdsmith@southalabama.edu

Smith, Shona, East Carolina University, smithsho17@students.ecu.edu

Smulowitz, Stephen, IMD Global Board Center, ssmulowi@gmail.com

Solansky, Stephanie, Texas State University, sdt63@txstate.edu

Soleimanof, Sohrab, Mississippi State University,
sohrab.soleimanof@msstate.edu

Solomon, Shelby, Roger Williams University, ssolom8@gmail.com

Soltis, Scott, University of Kentucky, smsolt2@uky.edu

Spaulding, Trent, Appalachian State University,
spauldingtj@appstate.edu

Spector, Paul, University of South Florida, pspector@usf.edu

Srivastava, Saurabh, Texas A&M University-Commerce,
saurabh.srivastava@tamuc.edu

Stacy, Sydney, Miami University, stacysm2@miamioh.edu

Stanley, Laura, University of North Carolina Charlotte,
lstanl11@uncc.edu

Staples, Heather, Texas A&M University-San Antonio,
heather.staples@tamusa.edu

Steele, Logan, University of South Florida, steele.logan.m@gmail.com

Stewart, Alice, North Carolina A&T State University,
acstewal@ncat.edu

Stewart, Fran, Ohio Manufacturing Institute,
franstewart@ameritech.net

Stoverink, Adam, University of Arkansas, astoverink@walton.uark.edu

Strasbaugh, Keith, University of Oklahoma, kstras@ou.edu

Strevel, Hank, Purdue Fort Wayne University, strevelh@pfw.edu

Su, Qiuyu, University of Alabama, qsu2@crimson.ua.edu

Summers, James, Iowa State University, jsummers@iastate.edu

Syed, Fauzia, International Islamic University, Islamabad,
syedfauzia@gmail.com

Tabor, William, Belhaven University, wtabor@belhaven.edu

Tarpey, Richard, Middle Tennessee State University,
Richard.tarpey@mtsu.edu

Taylor, Erik, East Carolina University, ericktaylor@gmail.com

Thatcher, Jason, Clemson University, jason.b.thatcher@gmail.com

Thomas, Jane, Purdue University Northwest, janeshumski@gmail.com

Thornton, Joseph, Bellarmine University, jthornton@bellarmine.edu

Tillman, C. Justice, Baruch College, CUNY,
justice.tillman@baruch.cuny.edu

To, March, Hong Kong Baptist University, marchto@hkbu.edu.hk

Tolonen, Dawn, Xavier University, dawn.tolonen@gmail.com

Torrence, Brett, University of Oklahoma, brett.s.torrence-1@ou.edu

Torres, Francoise, Universidad del Rosario,
francoise.contreras@urosario.edu.co

Toth, Allison, University of North Carolina Charlotte,
atoth3@uncc.edu

Tsang, Ronald, University of South Alabama,
rt1723@jagmail.southalabama.edu

Tucker, Reginald, Louisiana State University, regtucker@lsu.edu

Tupper, Christina, North Carolina A&T State University,
ctupper@ncat.edu

Turner, Megan, University of Oklahoma, meganturner@ou.edu

Uggerslev, Krista, Northern Alberta Institute of Technology,
kristau@nait.ca

Unger, Cai, University of South Alabama, cunger@southalabama.edu

Upson, John, University of West Georgia, jupson@westga.edu

van Esch, Chantal, California State Polytechnic University Pomona,
cvanesch@cpp.edu

Van Ingen, Ramon, Nyenrode Business Universiteit,
ramonvaningen@ziggo.nl

Varma, Virajanand, Nichols State University,
viraj.varma@nicholls.edu

Vough, Heather, University of Cincinnati, heather.vough@uc.edu

Walton, Rayshawn, Tiffin University, rayshawn7walton@gmail.com

Wang, Chen, Florida International University, cwang035@fiu.edu

Wang, Gang, Florida State University, gwang5@business.fsu.edu

Wang, Lei, University of Texas Rio Grande Valley,
lei.wang@utrgv.edu

Wang, Zhonghui, California State University, San Bernardino,
zhonghuiwang@yahoo.com

Washington, Alexis, Oklahoma State University,
lex.washington@okstate.edu

Waterwall, Brian, East Carolina University, waterwallb18@ecu.edu

Watts, Logan, Baruch College & The Graduate Center, CUNY,
loganlwatts@gmail.com

Weinberg, Frankie, Loyola University New Orleans,
Fweinberg@gmail.com

Weitz, Barton, University of Florida, Barton.weitz@cba.ufl.edu

Welter, Chris, Xavier University, welterc@xavier.edu

White, Marla, University of Texas Arlington,
marla.white@mavs.uta.edu

Whitman, Daniel, Louisiana State University, dwhitman@lsu.edu

Wilhau, Aric, Southern Illinois University Carbondale,
aric.wilhau@siu.edu

Williams, Courtney, University of North Carolina Charlotte,
cguler@uncc.edu

Williams, Dave, Appalachian State University,
willimsdr@appstate.edu

Williams, David, University of Tennessee, dww@utk.edu

Williams, Jaime, University of Mississippi, jwilliams@bus.olemiss.edu

Williams, Larry, University of Nebraska, larry.williams@unl.edu

Woehr, David, University of North Carolina Charlotte,
dwoehr@uncc.edu

Wright, Thomas, Fordham University, twright17@fordham.edu

Wu, Bingqing, University of Illinois at Chicago,
bingqing02@gmail.com

Xu, Changmeng, University of Miami, lemonxcm@gmail.com

Xu, Ning, SUNY University at Buffalo, ningxu@buffalo.edu

Yan, Justin, University of Tennessee, jyan16@utk.edu

Yang, Jun, University of North Carolina at Greensboro,
jyang.michelle@gmail.com

Young, Briana G., University of South Florida,
brianayoung@mail.usf.edu

Young, Nicole, Franklin & Marshall College, nyoung1@fandm.edu

Zaandam, Aten, University of Arkansas, AZaandam@walton.uark.edu

Zablah, Alex, University of Tennessee, azablah@utk.edu

Zachary, Miles, Auburn University, miles.zachary@mail.wvu.edu

Zardkoohi, Asghar, Texas A&M University,
AZardkoohi@mays.tamu.edu

Zhang, Pingying, University of North Florida,
pingying.zhang@unf.edu

Zhang, Yejun, 1999, yejun@uwm.edu

Zhou, Jing, Rice University, jzhou@rice.edu

Zuo, Lu, University of Alabama, lzuo3@crimson.ua.edu

CALL FOR PAPERS AND AUTHOR INSTRUCTIONS - SMA 2019 MEETING

October 8-12, 2019 – Norfolk, Virginia, Hilton Norfolk The Main

Submission Deadline: Monday April 5th, 2019 11:59 pm EST

Submit papers and volunteer to review at: <https://www.southernmanagement.org/meetings>

Program Chair: Janaki Gooty, University of North Carolina Charlotte (jgooty@uncc.edu)

SMA invites submissions for its 2019 Annual Meeting. All submissions will be reviewed on the basis of potential theoretical, empirical, and/or methodological contribution. Submissions may take the form of **papers, panel or presenter symposia, professional development sessions, or local engagement sessions**. All accepted submissions will be presented at the meeting, and all accepted papers have the option of being published in the Annual Meeting Proceedings. Please pay particular attention to the "Rule of 3 + 2" below, which applies to regular paper submissions as well as to professional development sessions, symposia, and local engagement sessions.

SUBMISSION AREAS AND TRACK CHAIRS

Track 1

Entrepreneurship and Family Business

Technology and Innovation

Chair: Josh Daspit, Texas State University

josh.daspit@txstate.edu

Track 2

Health Care

Hospitality Management

Public Administration

Chair: William E. Gillis, University of South Alabama

gillis@southalabama.edu

Track 3

Organization Theory

International Management

Management History

Chair: J. Kirk Ring, Louisiana Tech University

kring@latech.edu

Track 4

Human Resources

Research Methods

Chair: Andrew Loignon, Louisiana State University

aloignon@lsu.edu

Track 5

Careers

Social Issues

Diversity Issues

Ethics

Chair: Brad Harris, Texas Christian University

brad.harris@tcu.edu

Track 6

Organizational Behavior

Co-Chairs: George Banks, University Of North Carolina Charlotte

gcbanks@uncc.edu

Jane S. Thomas, Purdue University Northwest

jane.thomas@pnw.edu

Track 7

Strategic Management

Chair: Theodore L. Waldron, Texas Tech University

Theodore.Waldron@ttu.edu

Track 8

Innovative Teaching*

Management Education

Co-Chairs: Sohrab Soleimanof, Mississippi State University

sohrab.soleimanof@msstate.edu

Lance Frazier, Creighton University

lancefrazier@creighton.edu

Track 9

Professional Development Institute (PDI) Sessions

Symposia

Local Engagement Sessions**

Chair: Hettie Richardson, Texas Christian University

h.richardson@tcu.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 also will 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. SMA reserves the option to withhold awards in any category in the event there are no submissions of sufficient quality.

PAPER DEVELOPMENT WORKSHOP

Up to two papers per track of those accepted in Tracks 1 - 7 will be selected for optional participation in a Paper Development Workshop (PDW) to be held virtually and/or at the 2018 meeting. The purpose of this workshop is for authors to receive feedback from experienced scholars and excellent reviewers with a goal toward enhancing the publication potential of their conference papers. Invitations to participate in the PDW will be based on reviewer recommendations, author interest, and the availability of senior scholars/reviewers with the requisite expertise. Although by invitation only, this workshop is open to scholars at all career stages. In the event we are unable to accommodate all who are eligible and who wish to participate, invitations will be prioritized for junior scholars (i.e., non-tenured assistant professors) and doctoral students. The Paper Development Workshop will be coordinated by Lisa Schurer Lambert, Oklahoma State University.

SUBMISSION GUIDELINES

- All submissions must be made online at <https://www.xcdsystem.com/sma/abstract/index.cfm> no later than April 5th, 2019 at 11:59 pm Eastern Standard Time. The deadline is firm and no extensions will be granted.
- Only complete papers should be submitted. Incomplete or undeveloped papers will be returned without review.
- Authors are expected to abide by the SMA Code of Ethics, available at www.southernmanagement.org/?page=Code.
- Before entering SMA's blind review process, all submitted papers may be evaluated via electronic plagiarism software (self and others). Papers that do not pass this evaluation will be returned to the authors and will not be entered into the blind review process.
- Submitted papers must not have been previously presented or scheduled for presentation, nor published or accepted for publication. Submitted papers may be submitted to a journal (but not a conference) after the SMA submission deadline, but must not appear online or in print before the 2019 SMA meeting. Subsequent publication, with proper acknowledgement, is encouraged.
- If a paper is accepted, at least one author (for panel discussions, every author) must register and present the work at the conference. If at least one author of an accepted paper is not registered for the conference by September 17, 2019, the paper will be removed from the program.
- The maximum length of paper submissions is 30 pages. This limit includes the entire paper (body of the text, notes, appendices, abstract, references, tables, and figures). 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.
- Paper format should follow the *Journal of Management's* Style Guide found at http://mc.manuscriptcentral.com/societyimages/jom/JOM%20specific%20style%20guide_May%202013%20update.pdf. Nonconforming submissions will be returned without review.
- The entire paper must be in a **single document**, typically created in Microsoft Word and then converted into an Adobe pdf file for final submission. Be sure to remove the paper title page before saving the document as a pdf file. 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). Please right click on the final Adobe pdf file, go into "Properties," then "Additional metadata," and delete all author, title and paper metadata information (keyword information can be left in the document). Submitters also must remember to remove embedded or hidden comments, track changes, color changes, and highlighting unless appropriate and necessary for the submission. Symposia, panel discussions, and PDI submissions can contain author information, as these are not blind-reviewed.
- A sample of a correctly formatted paper can be found at <http://mc.manuscriptcentral.com/societyimages/jom/JOM-Paper-Template.pdf>
- **"Rule of 3 + 2":** No one is allowed to be included as an author, presenter, or session facilitator on more than three submissions to the first eight paper tracks. This rule applies to all session submitters at the submission deadline to ensure that all SMA members have an equitable opportunity to actively participate in SMA conferences. In addition, SMA members are allowed to submit up to two Track 9 submissions. Track 9 submissions include all of the SMA PDI, symposium, and local engagement sessions. To summarize, SMA members are allowed to submit up to three papers and/or serve as a session author or presenter for up to three papers in the first eight

paper tracks, with the initial Rule of Three being applied at the submission deadline. In addition, SMA members can submit up to two additional proposals where they are a panelist or presenter for Track 9 sessions, for a total of five sessions maximum.

***INNOVATIVE TEACHING (Track 8)** - SMA sponsors a track focused on innovative teaching and management education to showcase best practices in teaching and curricular design. Submissions to this track should describe an innovative teaching technique or curricular innovation and propose an engaging format for sharing the innovation in a 10-15 minute presentation. With the exception of the word limit, which is 2,000 words, proposals are to be prepared according to the paper submission guidelines above.

Although all submissions appropriate for Track 8 will be considered, we particularly seek submissions that focus on **increasing student engagement** in a course both inside and outside the classroom. We are looking for proposals that present a variety of novel techniques and tools (or old techniques/tools used in new ways) for engaging students in the management education. A few potential topics include (but not limited to):

- **Teaching Management through Play.** Incorporating games in teaching is an effective technique that allows students to learn management concepts while having fun. Proposals should describe how management educators can use games to teach management concepts in a course (e.g., using Spaghetti Challenge to teach team-work, Legos to teach creativity). Proposals may include a description of the specific concepts that are taught, the description of games employed, the challenges educators and/or students may face, and the outcomes associated with the teaching through play.
- **Teaching Management through Technology.** Technology has changed our way of life and is transforming our teaching and learning. Proposals should introduce novel ways in which management educators can integrate technology in their course to increase student engagement (e.g., using social media for communication, apps for simulation). Proposals may include a description of the technology being utilized, the ways in which it is used to introduce and/or reinforce management concepts, and a discussion of future opportunities available in the platform(s).
- **Teaching Management through Case Studies.** The case study method of teaching has a rich history in management education. Despite this history, it is possible, and perhaps necessary, that management educators take this established technique and add a new twist on it. Proposals should introduce novel ways of teaching management through cases (e.g., using scenarios and role-playing in the classroom). Proposals may include an example of a case teaching experience, a discussion of how the use of that case has evolved or changed over time, and future opportunities that may exist for teaching via cases.

Please contact Lance Frazier (LanceFrazier@creighton.edu) or Sohrab Soleimanof (sohrab.soleimanof@msstate.edu) for more details or with any questions about Innovative Teaching submissions.

****PROFESSIONAL DEVELOPMENT INSTITUTE/SYMPOSIA/LOCAL ENGAGEMENT (Track 9)**

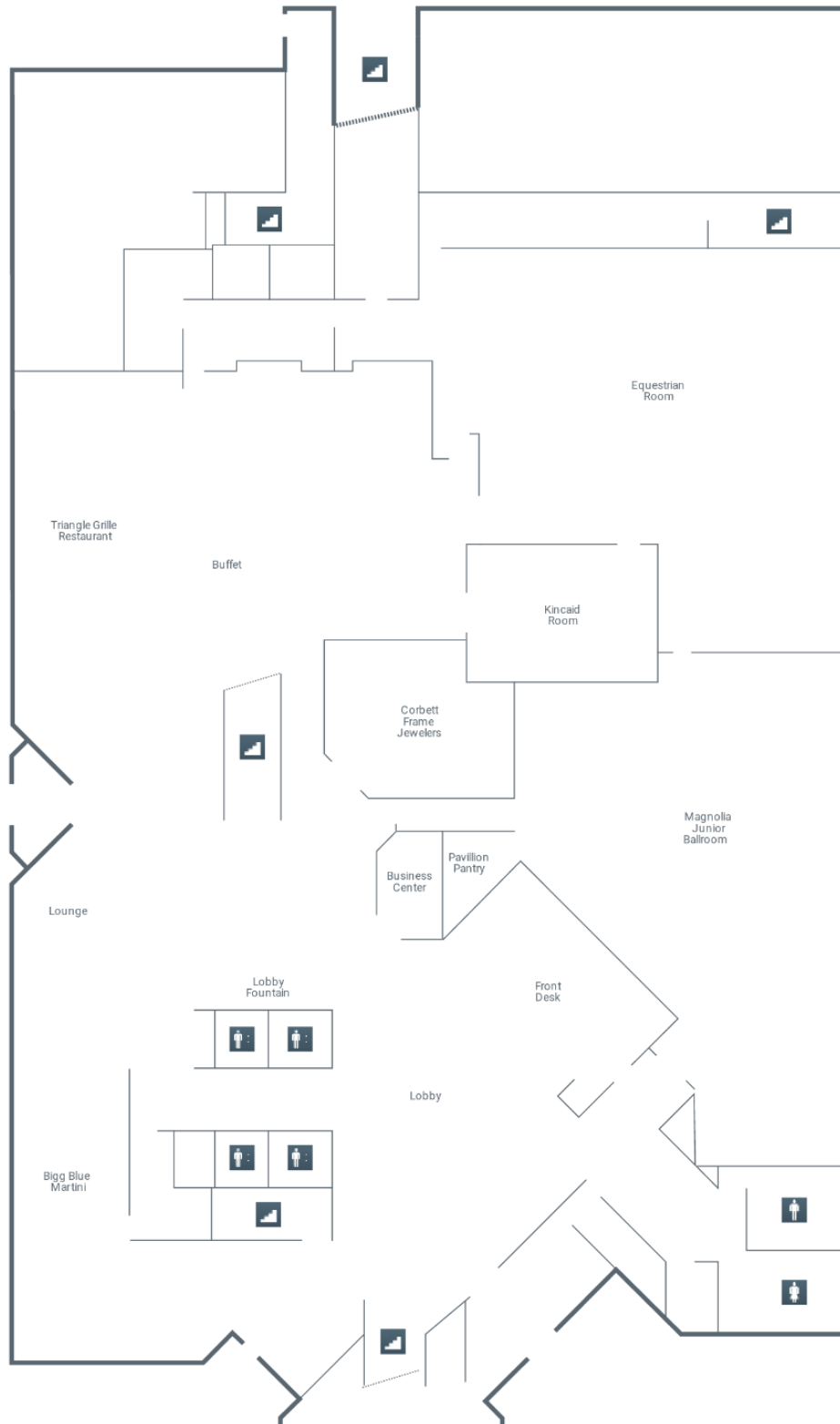
In an initiative first established for the 2017 SMA conference, we have created a Track specifically for the review of Professional Development Institute (PDI), local engagement, and symposia sessions. In the past, PDI sessions have been in the non-competitive portion of the SMA program, symposia have been submitted and reviewed by Track, and Local Engagement sessions (such as 2015's trip to the Tampa Bay Buccaneer facilities) have been vetted and reviewed by the conference committee. Under the present initiative, Track 9 is a competitive track coordinated by Hettie Richardson, Texas Christian University.

- A *Professional Development Institute (PDI)* session is typically an expert session of relatively broad interest to the SMA membership. Examples of past sessions include research methodology workshops and panels, panels on transitioning into academic administration, and developmental offerings by the SMA Fellows. Alternatively, 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. Finally, local engagement sessions should be structured in two parts: (1) a SMA program session where a member of the local organization offers a practice-oriented talk, panel, or workshop on the organization and its relevance to the educational community, and (2) a site visit where SMA members travel to the organization (typically on the Saturday of the conference). Local engagement sessions should be multidimensional in nature, designed to stimulate interest with participants from research, teaching, and/or practice perspectives.
- PDI/symposium/local engagements sessions are NOT blind reviewed and will be judged on overall quality, innovativeness, relevance and interest to SMA members, and potential contribution to the SMA membership and program.
- If a PDI/symposium/local engagement session is accepted, all participants must register and present their portion of the session at the conference.
- A PDI/Symposium/Local Engagement submission must include:

- A title page with the title of the session, the complete formal name and contact information for all participants, and an abstract (100 word maximum) identifying the major subject of the session.
- A 3-5 page overview of the PDI/Symposium/Local Engagement session. This page limit applies to the body of the text, notes, and appendices, but excludes any references, tables, or figures.
- An explanation of why the PDI/Symposium/Local Engagement session would be of interest to the SMA membership.
- A 2-5 page synopsis of each presentation (for presenter symposia only). This page limit applies to the body of the text, notes, and appendices, but excludes any abstract, references, tables, or figures.
- 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 be a Q & A, roundtables, etc.).
- A statement from the organizer declaring: "I have received signed statements from all intended participants agreeing to participate in the entire symposium."
- Nonconforming submissions will be returned without review. Please contact Hettie Richardson (h.richardson@tcu.edu) with any questions about PDI/Symposium/Local Engagement submissions.

HILTON MAPS

First Floor



Second Floor

