



Southern Management Association

2011 meeting

November 9-12, 2011. Savannah, Georgia

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HYATT REGENCY SAVANNAH – MEETING SPACE LAYOUT	<i>Back Outside Cover</i>

Welcome to the 2011 Meeting of the Southern Management Association

Welcome to Savannah, Georgia and the 2011 SMA Meeting. This is our first visit ever to the historic city of Savannah, and the SMA conference, as always, provides an intellectually stimulating environment through both its formal and informal activities.

For the first time, Wednesday's pre-conference activities include two doctoral consortia (chaired by Gary Castrogiovanni and coordinated by Kelly Zellars and Tyge Payne) that are designed specifically for early (1st and 2nd year) and late program doctoral students, respectively. Also on Wednesday, the Organization Behavior Teaching Society is again sponsoring a Teaching Bootcamp.

The conference program begins Thursday and runs through noon on Saturday. This year we received a record number of submissions (over 475) across our eight research tracks. We have more than 90 different sessions on the program, including paper sessions, workshops, symposia, and panels, which cover a wide range of topics in the field. Also, throughout the program you'll find a number of methods and teaching workshops (organized by Ben Tepper). In short, there is something for everyone, and it won't be difficult to find sessions that are highly relevant to your particular areas of interest.

Of course, much of the excitement and value of the conference comes before, during, and after sessions, when you have the opportunity to meet up with current colleagues and get to know new ones. We encourage you to attend Thursday morning's networking breakfast (coordinated by Gayle Baugh) and to take advantage of the various networking breaks during the conference. We also hope that you will attend the SMA Business Meeting Thursday afternoon, where we will recognize this year's award winners, and the reception that follows, at which we will recognize this year's winner of the Hunt Sustained Outstanding Service Award. There are receptions each evening, including the conference party on Friday night, which will have a "Cinema Savannah" theme and include a live band.

Although you'll be busy with conference activities, do take the opportunity to enjoy the historic locations as well as the many outstanding restaurants and social venues that are within easy walking distance of the hotel.

It takes the efforts of many people to make the SMA Conference possible. In addition to those already mentioned, huge thanks go to the Track Chairs (LaKami Baker, Bryan Fuller, Marie-Line Germain, Janaki Gooty, Jonathon Halbesleben, Danny Holt, Tom Moliterno, and Sean Valentine), to Geralyn Franklin (Site Coordinator), Joy Karriker (Conference On-Site Coordinator), and Rahul Sawhney (IT expert). Thanks also to all those who submitted, reviewed papers, and served in any capacity on the program.

Again, our warmest welcome to all of you joining us for SMA 2011. We hope that you enjoy your visit to Savannah and that you find this year's program interesting and rewarding.

Sincerely,

Tim Barnett, Vice President and Program Chair
Mark Gavin, President

Program Highlights

In addition to Wednesday's doctoral consortia and teaching excellence workshop, and the outstanding competitive paper sessions and competitive symposia/workshops in the program from Thursday to Saturday, please note the following professional development sessions and other special events in this year's program. Additional information on these special sessions and events, including full descriptions and list of coordinators/presenters, can be found in the daily program schedule.

Thursday (November 10)

- **7:00am - 8:30am in Harborside** - SMA Networking Breakfast
- **8:00am-9:30am in Scarbrough Ballroom 1** - Professional Development Institute: Running a Center
- **10:30am -12:15pm in Regency E** - Presentation of 2010 SMA Research Incubator Papers
- **10:30am -12:30pm in Scarbrough Ballroom 1** - Professional Development Institute: Advising the Advisors: A Panel Session for Faculty Working with Ph.D. students
- **12:00pm – 1:15pm in Harborside** - SMA Research/Teaching Collaboration Luncheon (pre-registration required)
- **12:30pm -3:00pm in Scarbrough Ballroom 2** - Professional Development Institute: Alternatives to Difference Scores: Polynomial Regression and Response Surface Methodology (co-sponsored by the Research Methods Division of the Academy of Management)
- **1:15pm – 2:45pm in Scarbrough Ballroom 1** - SMA Fellows Present: The Fellows in the Garden of Good and Evil
- **3:00pm -5:00pm in Scarbrough Ballroom 3** - Professional Development Institute: Teaching Excellence Workshop (Sponsored by Pearson Education)
- **3:15pm-4:45pm in Scarbrough Ballroom 1** - Scholarly Panel on Entrepreneurship and Small/Family Firms: Current State of Research and Future Research Directions
- **5:15pm – 6:15pm in Scarbrough Ballroom** - SMA Business Meeting
- **6:30pm – 8:00pm in Harborside** - SMA Presidential and Annual Membership Reception and James G. (Jerry) Hunt SMA Sustained Outstanding Service Award

Friday (November 11)

- **8:00am -10:00am in Scarbrough Ballroom 1** - Professional Development Institute: Testing Models Involving Mediation, Moderation, and Mediated-Moderation (co-sponsored by the Research Methods Division of the Academy of Management)
- **10:30am -12:30pm in Scarbrough Ballroom 1** - Professional Development Institute: New Approaches for Evaluating Latent Variable Relations (co-sponsored by CARMA)
- **1:00pm -3:00pm in Scarbrough Ballroom 1** - Professional Development Institute: Conducting Meta-Analysis (co-sponsored by the Research Methods Division of the Academy of Management)
- **1:00pm -3:00pm in Scarbrough Ballroom 2** - Professional Development Institute: Running Multilevel Analyses with R (co-sponsored by the Research Methods Division of the Academy of Management)
- **3:15pm -4:45pm in Scarbrough Ballroom 1** - Meet the Editors from JOM, AMJ, AMR, and JOB
- **6:30pm – 9:30pm in Harborside** - SMA Networking Social and Party: Cinema Savannah

Southern Management Association

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

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

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

SMA Mission Statement

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

SMA Welcomes...

Our 2011 Meeting Sponsors



THE UNIVERSITY OF
MEMPHIS®

Department of Management
Fogelman College of Business & Economics



**Research Methods Education
for the Global Classroom**

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SAGE

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Savannah Convention & Visitors Bureau

Southern Management Association

OFFICERS

President

Mark B. Gavin, Oklahoma State University

President Elect

Bennett Tepper, Georgia State University

Vice President/Program Chair

Tim Barnett, Mississippi State University

Vice President/Program Chair Elect

Christopher Shook, Auburn University

Treasurer

Kevin B. Lowe, UNC Greensboro

Secretary and Membership Chair

Mary Jo Jackson, University of Tampa

Past President

Margaret L. Williams, Wayne State University

Journal of Management Editor

Deborah E. Rupp, Purdue University

Communications Coordinator

Donald H. Kluemper, Northern Illinois University

Conference Site Coordinator

Geralyn McClure Franklin, Stephen F. Austin State University

Conference On-Site Coordinator

Joy H. Karriker, East Carolina University

Placement Director

Patricia A. Lanier, University of Louisiana at Lafayette

Associate Placement Director

W. Lee Grubb III, East Carolina University

2011 PROGRAM COMMITTEE

VP & Program Chair

Tim Barnett, Mississippi State University

Conference Site Coordinator

Geralyn McClure Franklin, University of Dallas

Conference On-Site Coordinator

Joy H. Karriker, East Carolina University

BOARD MEMBERS

2008-2011 Term

Gary J. Castrogiovanni, Florida Atlantic University

Robin A. Cheramie, Kennesaw State University

Cesar Douglas, Florida State University

2009-2012 Term

Franz Kellermanns, University of Tennessee

Lucy L. Gilson, University of Connecticut

G. Tyge Payne, Texas Tech University

2010-2013 Term

Garry Adams, Auburn University

Jonathon R. B. Halbesleben, University of Alabama

Amy Henley, Kennesaw State University

JOURNAL OF MANAGEMENT

Editor:

Deborah E. Rupp, Purdue University

Senior Associate Editor:

Patrick M. Wright, Cornell University

Associate Editor Team:

Karl Aquino, The University of British Columbia

Michelle K. Duffy, University of Minnesota

Gary J. Greguras, Singapore Management University

Mark Griffin, The University of Western Australia

Eden B. King, George Mason University

Catherine Maritan, Syracuse University

Steven C. Michael, University of Illinois, Urbana-Champaign

Sucheta Nadkarni, Drexel University

Fred Oswald, Rice University

Annette L. Ranft, The University of Tennessee

Marshall Schminke, University of Central Florida

Jeremy C. Short, University of Oklahoma

Donald M. Truxillo, Portland State University

J. Craig Wallace, Oklahoma State University

FELLOWS

New Fellows

Russell S. Cropanzano, University of Arizona

Active Fellows

Achilles Armenakis, Auburn University

Arthur G. Bedeian, Louisiana State University

John D. Blair, Texas Tech University

M. Ronald (Mike) Buckley, University of Oklahoma

Archie B. Carroll, University of Georgia

James G. Combs, Florida State University

Angelo DeNisi, Tulane University

W. Jack Duncan, University of Alabama in Birmingham

Daniel C. Feldman, University of Georgia

Gerald R. Ferris, Florida State University

Robert C. Ford, University of Central Florida

Myron D. Fottler, University of Central Florida

William L. Gardner, Texas Tech University

Mark B. Gavin, Oklahoma State University

Charles R. Greer, Texas Christian University

Ricky W. Griffin, Texas A&M University

Theodore T. Herbert, Rollins College

Wayne Hochwarter, Florida State University

K. Michele (Micki) Kacmar, University of Alabama

Dave Ketchen, Auburn University

Mark Martinko, Florida State University

Bruce M. Meglino, University of South Carolina

Kevin W. Mossholder, Louisiana State University

Pamela Perrewé, Florida State University

Terri A. Scandura, University of Miami

Chester Schriesheim, University of Miami

Anson Seers, Virginia Commonwealth University

Sherry Sullivan, Bowling Green University

Bennett Tepper, Georgia State University

Robert Vandenberg, University of Georgia

David D. Van Fleet, Arizona State University

Margaret "Peg" Williams, Wayne State University

Daniel A. Wren, University of Oklahoma

Shaker A. Zahra, University of Minnesota

Inactive Fellows

William Fox

Robert Fulmer, Pepperdine University

Bill Holley, Auburn University

J. Bernard Keys

Dennis Ray

Vida Scarpello, Georgia State University

In Memoriam

Robert P. Vecchio

James G. "Jerry" Hunt

Leon Megginson

Charles R. Scott

Max S. Wortman, Jr.

PAST PRESIDENTS*

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	UNC 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	UNC 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-Austin	(1967-1968)
Claude S. George, Jr.	UNC 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.	UNC 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.*

***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.*

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

Geralyn McClure Franklin	Stephen F. Austin State University	2011
K. Michele Kacmar	University of Alabama	2010
Chester A. Schriesheim	University of Miami	2009
Pamela W. Perrewé	Florida State University	2008
W. Jack Duncan	University of Alabama at Birmingham	2007
Robert C. Ford	University of Central Florida	2006
David D. Van Fleet	Arizona State University – West	2005
Arthur G. Bedeian	Louisiana State University	2004
James G. (Jerry) Hunt	Texas Tech University	2003

**Affiliations are at time of office*

SMA 2011 TRACK CHAIRS

Organizational Behavior

J. Bryan Fuller, Louisiana Tech University

Strategic Management/Organizational Theory/ International Management

Thomas P. Moliterno, University of Massachusetts Amherst

Human Resources/Careers

Daniel T. Holt, Mississippi State University

Research Methods

Janaki Gooty, UNC Charlotte

Management History/Management Education

Marie-Line Germain, Western Carolina University

Entrepreneurship/Information Technology/Innovation

LaKami Baker, Auburn University

Ethics/Social Issues/Diversity

Sean Valentine, University of North Dakota

Health Care/Hospitality Management/Public Administration

Jonathon R. B. Halbesleben, University of Alabama

MOST INNOVATIVE SESSION AWARD COMMITTEE

Curtis F. Matherne, III, East Tennessee State University
Christopher Shook, Auburn University
James Michael Vardaman, Mississippi State University

BEST PAPER COMMITTEES

Best Overall Conference Paper

Allen C. Amason, University of Georgia
William L. Gardner, Texas Tech University
Wayne Hochwarter, Florida State University
Kevin W. Mossholder, Auburn University
Allison Pearson, Mississippi State University
Annette Ranft, University of Tennessee

Best Overall Doctoral Student Paper

David G. Allen, University of Memphis
Anthony (Tony) Paul Ammeter, University of Mississippi
Jon C. Carr, Texas Christian University
Matthew W. Rutherford, Virginia Commonwealth University

BEST PAPER IN TRACK COMMITTEES

Track 1: Organizational Behavior

Rebecca J. Bennett, Louisiana Tech University
Robin A. Cheramie, Kennesaw State University
Marcia Simmering Dickerson, Louisiana Tech University

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

Garry Adams, Auburn University
Mike Pfarrer, University of Georgia
Alfred Warner, Pennsylvania State University-Erie

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

Joseph Beck, Shippensburg University
Somnath Lahiri, Illinois State University
Karen Moustafa Leonard, Indiana University-Purdue University Fort Wayne

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

Rebecca J. Bennett, Louisiana Tech University
Claudia J. Ferrante, United States Air Force Academy
Joseph N. Luchman, Fors Marsh Group and George Mason University
Mary Jo Jackson, University of Tampa

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

Susie S. Cox, McNeese State University
Gergana Markova, Wichita State University
Laura E. Marler, Mississippi State University
Harvell Jackson Walker, III, Texas Tech University

Track 4: Research Methods

-no committee-

Track 5: Management History/Management Education

Josh Daspit, University of North Texas
Regina A. Greenwood, Nova Southeastern University
Tom J. Sanders, University of Montevallo

Track 6: Entrepreneurship/Information Technology/Innovation

John F. Veiga, University of Connecticut
Tammy E. Beck, UNC Charlotte
Whitney Peake, University of North Texas

Track 7: Ethics/Social Issues/Diversity

Connie Bateman, University of North Dakota
Lynn Godkin, Lamar University
David Hollingworth, University of North Dakota
Duane Helleloid, University of North Dakota

Track 8: Health Care/Hospitality Management/Public Administration

Mona Al-Amin, Suffolk University
Juliet Davis, University of Alabama
Rohit Pradhan, University of Alabama at Birmingham

2011 SMA Awards

BEST OVERALL CONFERENCE PAPER

A SOCIAL CAPITAL PERSPECTIVE ON CEO DISMISSALS: EVIDENCE FROM GERMANY

Markus Wrage, *Ludwig-Maximilians-Universität*
Anja Tuschke, *University of Munich*
Rudi K. F. Bresser, *Freie Universität Berlin*

Presented: Thursday, 1:15pm - 2:45pm in Trustees Hall-Percival

BEST OVERALL DOCTORAL STUDENT PAPER

STANDING OUT OR FITTING IN? A MULTILEVEL EXAMINATION OF LEADER-MEMBER EXCHANGE THEORY IN THE WORKGROUP CONTEXT

Ning Li, *Texas A&M University*
Bradley L. Kirkman, *Texas A&M University*
Brad Harris, *Texas A&M University*

Presented: Thursday, 1:15pm - 2:45pm in Scarbrough Ballroom 4

BEST TRACK PAPERS

Track 1: Organizational Behavior

THE DYNAMIC NATURE OF EMOTIONAL LABOR AND CYNICISM: A DIARY STUDY ON THE MODERATING ROLE OF CONSCIENTIOUSNESS

Hetty van Emmerik, *Maastricht University*
Bert Schreurs, *Maastricht University*
Hannes Guenter, *Maastricht University*

Presented: Friday, 3:15pm - 4:45pm in Regency D

Track 2: Strategic Management/Organizational Theory/International Management

A SOCIAL CAPITAL PERSPECTIVE ON CEO DISMISSALS: EVIDENCE FROM GERMANY

Markus Wrage, *Ludwig-Maximilians-Universität*
Anja Tuschke, *University of Munich*
Rudi K. F. Bresser, *Freie Universität Berlin*

Presented: Thursday, 1:15pm - 2:45pm in Trustees Hall-Percival

Track 3: Human Resources/Careers

PAY LEVEL DISSATISFACTION AND EMPLOYEE OUTCOMES: THE MODERATING EFFECT OF EMPLOYEE INVOLVEMENT CLIMATE

Bert Schreurs, *Maastricht University*
Désirée Schumacher, *Maastricht University*
Hetty van Emmerik, *Maastricht University*
Hannes Guenter, *Maastricht University*
Guy Notelaers, *Maastricht University*

Presented: Thursday, 3:15pm - 4:45pm in Trustees Hall-Percival

Track 4: Research Methods

-No Best Track Paper awarded this year-

Track 5: Management History/Management Education

WHAT MBA STUDENTS REALLY NEED TO LEARN: AN EVIDENCE BASED APPROACH TO CURRICULUM REFORM

Rosemary Maellaro, *University of Dallas*
J. Lee Whittington, *University of Dallas*

Presented: Thursday, 3:15pm - 4:45pm in Trustees Hall-Vernon

Track 6: Entrepreneurship/Information Technology/Innovation

CAPTURING FAMILY FIRM KNOWLEDGE INTEGRATION: A KEY TO NON-ECONOMIC VALUE CREATION IN FAMILY FIRMS

Jon C. Carr, *Texas Christian University*
J. Kirk Ring, *Wichita State University*

Presented: Friday, 3:15pm - 4:45pm in Trustees Hall-Percival

Track 7: Ethics/Social Issues/Diversity

ACTIVISM, FIRMS, AND MARKETS: CONCEPTUALIZING THE EFFECTIVENESS OF LOCALIZED MOVEMENTS

Theodore Waldron, *Baylor University*
Chad Navis, *University of Wisconsin-Madison*
Greg Campbell Fisher, *University of Washington*

Presented: Thursday, 8:30am - 10:00am in Regency E

Track 8: Health Care/Hospitality Management/Public Administration

THE ROLE OF CENTRALITY AND SELF-EFFICACY IN INTERPRETING CHANGE AS CONTROLLABLE: A STUDY OF TEACHERS AND NO CHILD LEFT BEHIND

James Michael Vardaman, *Mississippi State University*
John Matthew Amis, *University of Memphis*
Robert Van de Graaff Randolph, *Mississippi State University*

Presented: Friday, 10:30am - 12:00pm in Trustees Hall-Verelst

BEST DOCTORAL STUDENT PAPERS BY TRACK

Track 1: Organizational Behavior

STANDING OUT OR FITTING IN? A MULTILEVEL EXAMINATION OF LEADER-MEMBER EXCHANGE THEORY IN THE WORKGROUP CONTEXT

Ning Li, *Texas A&M University*

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

Brad Harris, *Texas A&M University*

Presented: Thursday, 1:15pm - 2:45pm in Scarbrough Ballroom 4

Track 2: Strategic Management/Organizational Theory/International Management

BY ANY MEANS NECESSARY: THE EFFECTS OF ANOMIE AND CONTROL ON ILLEGAL ORGANIZATIONAL ACTIVITY

David William Kunsch, *University of Western Ontario*

W. Glenn Rowe, *University of Western Ontario*

Karin Schnarr, *University of Western Ontario*

Presented: Thursday, 3:15pm - 4:45pm in Scarbrough Ballroom 2

Track 3: Human Resources/Careers

EXPLORING LINKAGES BETWEEN ORGANIZATIONAL CHANGE MESSAGE STRATEGIES AND CHANGE RECIPIENT BELIEFS

Eric Gresch, *Georgia Gwinnett College*

Kevin W. Mossholder, *Auburn University*

Presented: Friday, 8:30am - 10:00am in Trustees Hall-Percival

Track 4: Research Methods

-No Best Doctoral Student Paper awarded this year-

Track 5: Management History/Management Education

-No Best Doctoral Student Paper awarded this year-

Track 6: Entrepreneurship/Information Technology/Innovation
CORPORATE GOVERNANCE PROVISIONS ENHANCING CONTROLLING OWNERS' VOTING RIGHTS IN FAMILY FIRMS: A PANEL DATA ANALYSIS

Esra Memili, *UNC Greensboro*

James J. Chrisman, *Mississippi State University*

Kaustav Misra, *Mississippi State University*

Presented: Friday, 3:15pm - 4:45pm in Trustees Hall-Percival

Track 7: Ethics/Social Issues/Diversity

ETHICAL LEADERSHIP: PATHWAYS THROUGH SELF-LEADERSHIP AND NEUROCOGNITIVE DECISION MAKING

Robert Steinbauer, *University of Memphis*

Robert W. Renn, *University of Memphis*

Presented: Saturday, 8:30am - 10:00am in Scarbrough Ballroom 1

Track 8: Health Care/Hospitality Management/Public Administration

STRIKING FOR A DYNAMIC BALANCE IN PUBLIC SCHOOL IMPROVEMENT: A THEORETICAL MODEL OF LEADERSHIP AMBIDEXTERITY

Nicole C. Jackson, *University of California, Berkeley*

Presented: Friday, 10:30am - 12:00pm in Trustees Hall-Verelst

SMA MOST INNOVATIVE SESSION AWARD

HRM/Careers: Symposium - The Scholarly Brand

Session Chair: Margaret L. Williams, *Wayne State University*

Arlise P. McKinney, *Coastal Carolina University*

Merlyn Griffiths, *UNC Greensboro*

Flavia L. Eldemire, *Allen University*

C. Douglas Johnson, *Georgia Gwinnett College*

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

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

Matrechia Long James, *Jacksonville University*

Millicent F. Nelson, *Middle Tennessee State University*

Chanelle D. James, *UNC Greensboro*

Presented: Thursday, 8:30am - 10:00am in Trustees Hall-Percival

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

Geralyn McClure Franklin, *Stephen F. Austin State University*

SMA 2011 Reviewers

BEST REVIEWERS BY TRACK

Track 1: Organizational Behavior

Joseph N. Luchman, Fors Marsh Group and George Mason University

Track 2: Strategic Management/Organizational Theory/International Management

John Michael Mankelwicz, Troy University

Track 3: Human Resources/Careers

Joseph N. Luchman, Fors Marsh Group and George Mason University

Track 4: Research Methods

Lisa Schurer Lambert, Georgia State University
Mark B. Gavin, Oklahoma State University

Track 5: Management History/Management Education

Josh Daspit, University of North Texas

Track 6: Entrepreneurship/Information Technology/Innovation

Robert Edward Robinson, Texas Tech University

Track 7: Ethics/Social Issues/Diversity

Connie Bateman, University of North Dakota

Track 8: Health Care/Hospitality Management/Public Administration

Rohit Pradhan, University of Alabama at Birmingham

SMA 2011 REVIEWERS – FULL LISTING

Samir Abdelkader Abdelmoteleb, U. of Southampton, UK; U. of Port Said, Egypt

Parul Acharya, U. of Central Florida

Ismail Shola Ahmodu-Tijani, Lagos State U.

Rachida Aissaoui, U. of Memphis

Devi Akella, Albany State U.

Edward Osei Akoto, Delaware State U.

Mona Al-Amin, U. of Florida

Anthony (Tony) Paul Ammeter, U. of Mississippi

Martha C. Andrews, UNC Wilmington

Craig E. Armstrong, U. of Alabama

Neal M. Ashkanasy, U. of Queensland

Guclu Atinc, Drake U.

Ginger Azbik, U. of Alabama at Birmingham

Susana Garrido Azevedo, Universidade da Beira Interior

Aisha Azhar, Florida State U.

Vernon Bachor, St. Cloud State U.

Rebecca Lee Badawy, U. at Buffalo, SUNY

LaKami T. Baker, Auburn U.

Diane Bandow, Troy U.

Kevin Banning, Auburn U. Montgomery

Michael Ba Banutu-Gomez, Rowan U.

Chet Eric Barney, New Mexico State U.

Connie Bateman, U. of North Dakota

Joseph Beck, Shippensburg U.

Michael Becraft, Austin Peay State U.

Greg Bell, U. of Dallas

Scott Benjamin, U. of Maryland

Nathan Bennett, Georgia Institute of Technology

Erich B. Bergiel, U. of West Georgia

Shawn Bergman, Appalachian State U.

Alim J. Beveridge, Case Western Reserve U.

Jerry Biberman, U. of Scranton

Jonathan Biggane, U. of Memphis

Tejinder K. Billing, Rowan U.

James W. Bishop, New Mexico State U.

Malay Biswas, Institute of Hotel Management, Aurangabad

Janice A. Black, Coastal Carolina U.

Michelle Monique Black, Oklahoma State U.

Lauren V. Blackwell, Oak Ridge National Laboratory

Gerhard Blicke, Universität Bonn

Joel F. Bolton, Southeast Missouri State U.

Kevin A. Bottino, U. of Oklahoma

Colin F. Bowen, U. of Miami

Dennis Bozeman, U. of Houston

Michael G. Brizek, South Carolina State U.

Wayne Brock, U. of Phoenix

Jill A. Brown, Lehigh U.

Jo Ann E. Brown, Radford U.

Sandra Renee Bryant, U. Of Phoenix

Kay J. Bunch, Georgia State U.

Jonathan Nicholas Bundy, U. of Georgia

Frank Christopher Butler, U. of Tennessee, Chattanooga

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

Maria Emilia Camargo, U. of Caxias do Sul

Joanna Tochman Campbell, Texas A&M U.

Nathanael S. Campbell, Henderson State U.

Anne Canabal, U. of Maine

Claudio Carpano, UNC Charlotte

Monica Lynn Carpenter, U. of Central Florida

Jon C. Carr, Texas Christian U.

Melissa K. Carsten, Winthrop U.

William Camron Casper, Oklahoma State U.

Daniel Arturo Cernas-Ortiz, U. of North Texas

Subhajt Chakraborty, U. of Texas - Pan American

Masud Chand, Wichita State U.

Louis Chin, Bentley College

Chia-Yen Chiu, U. at Buffalo, SUNY

Biagio Ciao, U. of Milan-Bicocca

Lisa Clark, Northumbria U.

Aaron Walter Clopton, Louisiana State U.

Corinne Coen, Case Western Reserve U.

Irina Cojuharenco, U. Catolica Portuguesa

Brooklyn Cole, U. of North Texas

Brian J. Collins, U. of Southern Mississippi

Denise Cooper, United States Air Force Academy

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Kendall Cortelyou-Ward, U. of Central Florida

Birton Cowden, Saint Louis U.

Irina Cozma, U. of Tennessee

William Rick Crandall, U. of North Carolina

Krista Crawford-Mathis, Champlain College

Cynthia Cycyota, United States Air Force Academy
Josh Daspit, U. of North Texas
John Norman Davis, Hardin-Simmons U.
Jullet Davis, U. of Alabama
Justin L. Davis, Ohio U.
Kelly M. Davis, Texas Tech U.
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Thomas Glenn DeLaughter, Flagler College
Bryan Deptula, Florida Atlantic U.
Anant Ravindra Deshpande, SUNY Empire State College
Ratan Dheer, Florida Atlantic U.
Sanjay Dhir, Indian Institute of Management, Lucknow
Jaya Dixit, Rensselaer Polytechnic Institute
William J. Donoher, Missouri State U.
Fred J. Dorn, Career Management Resources
Joe J. Eassa Jr., Palm Beach Atlantic U.
Majid Eghbali-Zarch, Ivey School of Business
Steven M. Elias, New Mexico State U.
Megan L. Endres, Eastern Michigan U.
Talia Esnard, U. of Trinidad and Tobago
Frances H. Fabian, U. of Memphis
Stav Fainshmidt, Old Dominion U.
Hanqing Fang, Mississippi State U.
Claudia Ferrante, United States Air Force Academy
Michael Fields, Indiana Tech
Kelly Fisher, Rowan U.
Matthew Scott Fleisher, Human Resources Research Organization
Lucy R. Ford, Saint Joseph's U.
Karen Ford-Eickhoff, U. of Tennessee
Peter Foreman, Illinois State U.
Corey Fox, Oklahoma State U.
Susan Fox-Wolfgramm, Hawaii Pacific U.
Jennifer L. Franczak, Southern Illinois U.
Michael Lance Frazier, Old Dominion U.
Tamara Friedrich, Savannah State U.
Nathan Froh, Trident U. International
Nolan T. Gaffney, U. of Memphis
Vickie Coleman Gallagher, Cleveland State U.
Bella L. Galperin, U. of Tampa
Patti Gander, USF Polytechnic
Ashwini Gangadharan, U. of Texas - Pan American
Swapnil Garg, U. of Florida
Jeffrey Gauthier, U. of Massachusetts, Amherst
Mark B. Gavin, Oklahoma State U.

Jianhua Ge, UNC Charlotte
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Simona I. Giura, Rensselaer Polytechnic Institute
Roger Givens, Regent U.
Roy Lynn Godkin, Lamar U.
Jodi Goodman, U. of Connecticut
Joseph M. Goodman, Illinois State U.
Janaki Gooty, UNC Charlotte
Ishana M. Gopaul, McGill U.
Stephen Graham-Hill, Kentucky State U.
Regina A. Greenwood, Nova Southeastern U.
Charles R. Greer, Texas Christian U.
Denis A. Gregoire, Georgia State U.
Heidi Joy Gregory-Mina, U. of Massachusetts Boston
Eric Gresch, Georgia Gwinnett College
Vishal K. Gupta, Binghamton U., SUNY
Gouri Gupte, U. of Alabama at Birmingham
Julita Haber, SUNY College At Old Westbury
Julie Hancock, U. of Memphis
Jason Harkins, U. of Maine
Brad Harris, Texas A&M U.
Paul Harvey, U. of New Hampshire
Jeffrey Joseph Haynie, Auburn U.
Joyce Thompson Heames, West Virginia U.
Duane Helleloid, U. of North Dakota
Julia Herchen, U. of North Texas
Aaron Hill, U. of Nevada, Reno
Amanda Sophia Hinojosa, Texas Tech U.
David Hollingworth, U. of North Dakota
Michael Kenneth Holt, Southwest Baptist U.
Jack Howard, U. of Alabama at Birmingham
Lei Huang, U. of Nebraska
Betty G. Hubschman, Barry U. / bh Consulting
Larry Hughes, Nebraska Wesleyan U.
Robyn W. Hulsart, Austin Peay State U.
Tobias Michael Huning, Columbus State U.
Judith Hunt, East Carolina Univ.
Carrie S. Hurst, Tennessee State U.
Malik Ikramullah II, Gomal U.
Feruzan Irani Williams, Georgia Southern U.
Ghadir Ishqaidef, U. of Kansas
Dan Ispas, U. of South Florida
Nicole C. Jackson, U. of California, Berkeley
Chanelle D. James, UNC Greensboro

Amber Jamil, International Islamic U.
Heather Jia, Eastern Illinois U.
Kaifeng Jiang, Rutgers U.
Paul Johnson, Western Carolina U.
Carla D. Jones, U. of Houston
Raymond J. Jones III, U. of North Texas
Albert Kagan, Arizona State U.
Dimitrios Kamsaris, Metropolitan College
Rachel Elizabeth Kane, Florida State U.
Bomi Kang, Coastal Carolina U.
Aycan Kara, Florida Atlantic U.
Joy H. Karriker, East Carolina U.
Michael J. Kavanagh, U. at Albany, SUNY
Lynn Marie Kendrick, St. Thomas U./Keiser U.
Tom Kent, College of Charleston
Roland E. Kidwell, U. of Wyoming
Si-Hyun Kim, U. of Texas at El Paso
Malayka Klimchak, Winthrop U.
Anthony Klotz, U. of Oklahoma
Don H. Kluemper, Northern Illinois U.
Kunal Kamal Kumar, Indian Institute of Management Indore
Manish Kumar, Indian Institute of Management, Lucknow
Mika Kusar, Fort Lewis College
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Alysa Dawn Lambert, Indiana U. Southeast
Lisa Schurer Lambert, Georgia State U.
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Judy Lee, Golden Gate U.
Karen Moustafa Leonard, Indiana Univ-Purdue Univ Fort Wayne
Deshia Ann Leonhirth, U. of South Carolina
Monica Lester, Mississippi State U.
Chris Leupold, Elon U.
John Lipinski, West Virginia Wesleyan
Shanan Litchfield, Mississippi State U.
Yu-Sheng Liu, National Sun Yat-sen U.
Jade Yu-Chieh Lo, U. of California, Los Angeles
Jason Lortie, Florida Atlantic U.
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Joseph N. Luchman, Fors Marsh Group LLC & George Mason U.

Sean Lux, U. of South Florida
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Melih Madanoglu, Florida Atlantic U.
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Carla Susana Marques, U. of Trás-os-Montes e Alto Douro
Laura Martin, Midwestern State U.
Thomas Martin, U. of Nebraska, Omaha
Hector Martinez, Case Western Reserve U.
Brian Martinson, U. of Texas at Arlington
Blake Mathias, U. of Tennessee
Angela Mattia, Jacksonville U.
Matthew James Mazzei, Auburn U.
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Kimberly A.M. Melinsky, The College of Saint Rose
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Jana Minifie, Texas State U. - San Marcos
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Tami Moser, Southwestern Oklahoma State U.
Faten Moussa, SUNY, Plattsburgh State
John M. Mueller, U. of Louisville
Debmalya Mukherjee, U. of Akron
Timothy Paul Munyon, West Virginia U.
Ivan Scott Muslin, Marshall U.
Nisha Nair, Indian Institute of Management Indore
Ankur Prakash Nandedkar, Cameron U.

Saima Naseer, International Islamic U.
Terry A. Nelson, U. of Memphis
Rao R. Nemani, The College of St. Scholastica
Khai The Nguyen, Louisiana Tech U.
Nhung T. Nguyen, Towson U.
Vinh Q. Nguyen, Coe College
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Mike Pfarrer, U. of Georgia
Ronald F. Piccolo, Rollins College
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Krishna Prasad Poudel, U. of Louisville
Rohit Pradhan, U. of Alabama at Birmingham
Stephen P. Preacher, Liberty U.
Vana Prewitt, Mount Olive College
Mike Provance, Old Dominion U.
Matthew Quade, Oklahoma State U.
Elena Radeva, U. of Texas at Arlington
James Rajasekar, Sultan Qaboos U.
Indu Ramachandran, U. of Texas at San Antonio
Zo Harivololona Ramamonjarivelo, U. of Alabama at Birmingham
Bernardo Ramirez, U. of Central Florida
Fawad Asif Rana, Shaheed Zulfiqar Ali Bhutto Institute of Science & Technology
Craig Randall, Bentley U.
Robert Van de Graaff Randolph, Mississippi State U.
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Sheryllynn Roberts, U. of Texas at Arlington
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Sam Leon Rohr, U. of Saint Francis
Mary Beth Rousseau, U. of Tennessee
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Karin Schnarr, U. of Western Ontario
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Sooyoung Shin, Seoul National U.
Lawrence Silver, Southeastern Oklahoma State U.
Aneika L. Simmons, Sam Houston State U.
Manisha Singal, Virginia Tech
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Kirk Smith, Western Carolina U.
Jack Eli Smothers, U. of Mississippi
Joe Spencer, Anderson U.
Lee P. Stepina, Florida State U.
Julia Storberg-Walker, North Carolina State U.
Masato Suzuki, Hiroshima International U.
Richard J. Swersey, Devry U.
Fauzia Syed, Fatima Jinnah Women U., Rawalpindi
Izabela Szymanska, UNC Charlotte
Gregory P. Tapis, Augustana College
Steve Taylor, Mississippi State U.
Stuart Taylor Sr., S. Tec Company

Vicki Fairbanks Taylor, Shippensburg U.	James Michael Vardaman, Mississippi State U.	Shuk M. Wong, TUI U.
Lieke L. ten Brummelhuis, Erasmus U. Rotterdam	Sonali Varma, State U. of New York At Albany	Di Wu, Texas Tech U.
Christopher H. Thomas, U. of Mississippi	John Veiga, U. of Connecticut	Jinpei Wu, Minnesota State U. Moorhead
Stephanie Thomason, U. of Tampa	Susana Velez-Castrillon, U. of West Georgia	Keke Wu, Central Washington U.
Katina Thompson, Florida State U.	Meghna Virick, San Jose State U.	Nai H. Wu, Texas A&M U.
Andrea Stevenson Thorpe, Aston U.	Preeti Wadhwa, U. of Kansas	Jie Xiong, EMLYON Business School
Steven Toaddy, North Carolina State U.	Douglas Wakefield, U. of Missouri	Jiaqin Yang, Georgia College & State U.
Barbara-Leigh Tonelli, Kaplan U.	Angela Wallace, U. at Buffalo, SUNY	Jun Yang, U. at Buffalo, SUNY
Louise Tourigny, U. of Wisconsin-Whitewater	Isaac Wanasika, U. of Northern Colorado	Tae Yang, U. of Texas at Arlington
W. Townsend, Jacksonville U.	Anna-Katherine Ward, U. of South Carolina	Nurmukhammad Yusupov, Audencia Nantes School of Management
Hanh Q. Trinh, U. of Wisconsin, Milwaukee	Alfred Warner, Penn State U., Erie	Miles A. Zachary, Texas Tech U.
Chien-Chi Tseng, U. of Florida	Chris Welter, Ohio State U.	Thomas J. Zagenczyk, Clemson U.
Mustafa Zihni Tunca, Suleyman Demirel U.	Georg Wernicke, U. of Mannheim	Ferhat Devrim Zengul, U. of Alabama at Birmingham
Craig Alan Turner, East Tennessee State U.	Robert Wheatley, Troy U.	Thomas Zeni, U. of Oklahoma
Anja Tuschke, U. of Munich	Anthony R. Wheeler, U. of Rhode Island	Jun Zhao, Governors State U.
Nicholas W. Twigg Jr., Coastal Carolina U.	James Wheeler, U. of Oklahoma	L.F. Bill Zimmermann, Grenoble Graduate School
John Willis Upson, U. of West Georgia	Marilyn Whitman, U. of Alabama	Michelle Zorn, Florida State U.
Alix Valenti, U. of Houston, Clear Lake	James E. Wilbanks, U. of Arkansas at Little Rock	Angelina Zubac, Strategy Link
Matthew Valle, Elon U.	Eric S. Williams, U. of Alabama	
James Robert Van Scotter II, U. of Florida	Henry E. Williams, Benedictine U.	

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

Tuesday, November 8

Conference Registration: 6:00pm – 7:30pm in Mezzanine Level

Coordinator: Kevin B. Lowe, *UNC Greensboro*

Tuesday, 6:30pm - 7:30pm in Regency D, E, & F

Consortia and Pre-Conference Welcome Reception

Wednesday, November 9

Conference Registration Set-Up: 1:00pm - 3:00pm in Registration Booth-Mezzanine Level

Exhibitor Set-Up: 2:00pm - 5:00pm in Regency A

Conference Registration: 3:00pm – 7:00pm in Registration Booth-Mezzanine Level

Coordinator: Kevin B. Lowe, *UNC Greensboro*

Conference Exhibits: 3:00pm – 7:00pm in Regency A

Registration for SMA Placement Services: 4:00pm – 7:00pm in Regency B

Coordinators:

Walter Lee Grubb III, *East Carolina University*

Patricia Lanier, *University of Louisiana, Lafayette*

Wednesday, 7:45am - 5:00pm in Scarbrough Ballroom

Professional Development Institute: 22nd Annual Doctoral Consortium (By Invitation Only)

Starting this year, there are two doctoral student consortia instead of just one: an Early-Stage Doctoral Student Consortium and a Late-Stage Doctoral Student Consortium. Both consortia are daylong programs designed to achieve two primary goals: (a) assisting students to gain a better understanding of key factors underlying faculty success in research, teaching, and service; and (b) assisting students to network and begin the process of integrating themselves into the profession.

Doctoral Consortia Chair: Gary Castrogiovanni, *Florida Atlantic University*

Early-Stage Consortium Coordinator: G. Tyge Payne, *Texas Tech University*

Late-Stage Consortium Coordinator: Kelly Lee Zellars, *UNC Charlotte*

Rooms: Scarbrough 1 and 2 (Early-Stage Consortium) and Scarbrough 3 and 4 (Late-Stage Consortium)

FACULTY PARTICIPANTS

Late-Stage Consortium

James G. Combs, *University of Alabama*

T. Russell Crook, *University of Tennessee*

Christopher Penney, *Mississippi State University*

Janaki Gooty, *UNC Charlotte*

Lucy L. Gilson, *University of Connecticut*

John F. Veiga, *University of Connecticut*

Joyce Thompson Heames, *West Virginia University*

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

Matt Bowler, *Oklahoma State University*

Anthony R. Wheeler, *University of Rhode Island*

Early-Stage Consortium

Geralyn McClure Franklin, *Stephen F. Austin State University*

Jeremy C. Short, *University of Oklahoma*

William L. Gardner, *Texas Tech University*

Talya Bauer, *Portland State University*

David J. Woehr, *UNC Charlotte*

Bruce T. Lamont, *Florida State University*

Janice Molloy, *Michigan State University*

Peter Foreman, *Illinois State University*

Curt Moore, *Texas Christian University*

T. Russell Crook, *University of Tennessee*

Scott Geiger, *University of South Florida St. Petersburg*

Harvell Jackson Walker III, *Texas Tech University*

Joint-Session on Publishing (Presented by Journal of Management Associate Editors)

Karl Aquino, *University of British Columbia*

Jeremy C. Short, *University of Oklahoma*

Marshall Schminke, *University of Central Florida*

Wednesday, 9:00am - 11:00am in Savannah

**SMA Executive Officers' Meeting
(by invitation only)**

Presiding: Mark B. Gavin, *Oklahoma State University* [SMA President]

Wednesday, 1:30pm - 4:30pm in Savannah

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

Presiding: Mark B. Gavin, *Oklahoma State University* [SMA President]

Wednesday, 9:00am - 4:00pm in Vernon

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

Coordinator: John Stark, *California State University, Bakersfield*

The OBTS Teaching Society for Management Educators, in cooperation with the Southern Management Association, is offering a "Teaching Bootcamp" for doctoral students and new instructors (tenure track and clinical faculty). The Bootcamp will be offered as a 4-5 hour preconference workshop beginning Wednesday morning, November 9th. Four major topic areas will be covered in the workshop:

- Basic principles of how people learn
- Fundamental elements of teaching—designing a course, preparing a syllabus, designing elements to measure learning.
- Conducting an effective classroom: teaching techniques (lecture, role play and case), and classroom management issues
- Coping with classroom challenges to avoid disasters: understanding important choices and tradeoffs to assure successful performance

The workshop will be highly interactive, and will be facilitated by experienced, award-winning faculty who are members of the OBTS Teaching Society for Management Educators. The workshop is suitable for ALL novice instructors who are, or will be, assigned to teach courses in organizational behavior, human resources, and related management disciplines.

There will be an enrollment fee of \$55.00 for the workshop, which will cover workshop handouts, a binder of articles on effective teaching techniques, and a one-year membership to the OBTS Teaching Society for Management Educators, which also includes a one-year subscription to the *Journal of Management Education*. The fee will rise to \$100 seven days before the workshop begins.

Registrants must contact the OBTS Workshop Coordinator to pre-register and prepay (below); registrants will also be required to register for the Southern Management Association meeting.

Interested parties should contact Brandon Charpied, Brandon@obts.org, for information on registration for the Bootcamp, or John Stark John_Stark@firstclass1.csubak.edu, for information on the workshop content and format.

Wednesday, 3:15pm - 3:45pm in Pre-Function

Networking Break

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

Wednesday, 5:15pm - 6:00pm in Regency A

New Member Meet-n-Greet

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

Wednesday, 6:00pm - 7:00pm in Regency A

Networking Welcoming Reception

Come and gather for light snacks and conversation with colleagues.

Wednesday, 12:00pm - 1:15pm in Harborside

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

Thursday, November 10

Conference Registration and Exhibits: 8:00am – 5:00pm.
Conference registration in Registration Booth-Mezzanine Level. Exhibits in Regency A. (Both closed for lunch from Noon to 1:30pm)

Coordinator: Kevin B. Lowe, *UNC Greensboro*

Registration for SMA Placement Services: 8:00am – 5:00pm
in Regency B (closed for lunch from Noon to 1:30pm)

Coordinators:

Walter Lee Grubb III, *East Carolina University*

Patricia Lanier, *University of Louisiana, Lafayette*

Thursday, 7:00am - 8:30am in Harborside

SMA Networking Breakfast

Coordinator: Gayle Baugh, *University of West Florida*

All SMA registrants are invited. Come meet everyone!

Thursday, 8:00am - 9:30am in Scarbrough Ballroom 1

Professional Development Institute: Running a Center

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

Panelists:

James G. Combs, *University of Alabama*

Steven C. Michael, *University of Illinois*

Richard N. Dino, *University of Connecticut*

Dave Ketchen, *Auburn University*

Melenie J. Lankau, *Wake Forest University*

Running a Center, Institute, or Program. Who does it and why? What is it really like – the good, the bad, and the ugly? When is a good time to say, “yes” to these roles and when should you politely decline? In this session, a panel of current and former center, institute, and program directors will candidly discuss all these topics and more.

Thursday, 8:30am - 10:00am in Regency D

OB: Evaluating Organizational Citizenship Behavior: Gendered Expectations and Attributions

Session Chair: **Hetty van Emmerik**, *Maastricht University*

Discussant: **Nicholas W. Twigg Jr.**, *Coastal Carolina University*

BEING SEEN AS GOOD ACTORS OR GOOD SOLDIERS? AN EXPLORATION OF COWORKERS' SELF-SERVING AND PRO-SOCIAL ATTRIBUTIONS

Tae Yang, *University of Texas at Arlington*

Wendy Jean Casper, *University of Texas at Arlington*

Marcus M. Butts, *University of Texas at Arlington*

This study explores how people form attributions about whether the beneficial behaviors they observe their coworkers engaging in result from self-serving or pro-social motives. The current study presents a model of how information cues obtained from observing the target of beneficial behavior influence attributions about the motives underlying the behavior. Data is analyzed with polynomial regression response surface analysis and results are discussed within the context of attribution theory, and the impression management and organizational citizenship literature.

CAN WE HELP BUT BE SKEPTICAL OF GOOD CITIZENS? THE ROLES OF OBSERVER TRAITS AND STATES IN AUTOMATIC MOTIVE ATTRIBUTIONS FOR OBSERVED CITIZENSHIP BEHAVIOR

Jeffrey Bentley, *University at Buffalo, SUNY*

A model is proposed explaining the role of automatic trait and state influences in the development of observers' prosocial and impression management motive attributions for targets' citizenship behavior. It is proposed that self-enhancing traits (Machiavellianism, narcissism, need for power) and relationship-enhancing (agreeableness, self-monitoring, need for affiliation) shape self-priority and relationship-priority observer schemas, respectively, that then automatically influence motive attributions. The influence of self-focusing states (perceptions of politics, evaluation apprehension, job insecurity) and relationship-focusing states (positive work environments, lack of evaluation apprehension, job security) in automatically shaping schemas is described alongside the roles of affect and controlled processing of behavioral information.

THE INTERACTION OF GENDER AND ORGANIZATIONAL CITIZENSHIP BEHAVIORS IN STUDENT EVALUATION OF TEACHING

Lauren V. Blackwell, *Oak Ridge National Laboratory*

Lori Anderson Snyder, *University of Oklahoma*

Organizational citizenship behaviors (OCBs) are a much-debated construct. Gender role expectations related to OCBs may cause employees to be evaluated differentially, while the gendered nature of OCBs may also influence raters' perceptions. Two studies conducted in a university setting examined how gender stereotypes impact student evaluations of professors and how faculty engage in OCBs and react to ratings. Study 1 used a university student sample, while Study 2 employed a faculty survey. Results indicated that professor gender in both studies had little effect, but the gendered nature of OCBs was important when examining the relationships between OCB performance and evaluations.

Thursday, 8:30am - 10:00am in Regency E

Ethics/Soc/Div: Corporate Social Action and Activism

Session Chair: **Timothy M. Madden**, *University of Tennessee*

Discussants:

Paper 1: **Timothy M. Madden**, *University of Tennessee*

Papers 2 & 3: **Lynn Godkin**, *Lamar University*

★BEST PAPER IN TRACK★

ACTIVISM, FIRMS, AND MARKETS: CONCEPTUALIZING THE EFFECTIVENESS OF LOCALIZED MOVEMENTS

Theodore Waldron, *Baylor University*

Chad Navis, *University of Wisconsin-Madison*

Greg Campbell Fisher, *University of Washington*

Localized movements describe campaigns in which activist organizations attempt to change corporate practices in a market through actions against prominent firms. This manuscript attempts to predict the effectiveness of such campaigns. We propose that the degree to which activists threaten target firms' organizational and collective identities positively relates with the likelihood that target firms and other market members will change the contested practices. Our theorization informs social movement and identity theories, and offers opportunities for research.

ALLIANCE PARTNER HETEROGENEITY AND ITS IMPLICATION ON ENVIRONMENTAL IMPROVEMENTS

Haiying Lin, *University of Waterloo*

While firms are increasingly aligning with firms, universities, government and NGOs to address complex environmental issues, the literature lacks adequate knowledge of why firms choose different alliance partners and how the partner structure variances may influence an alliance ability to achieve more proactive environmental outcomes. This empirical research integrates the resource-based view and institutional theory to explain firms' orientation to choose diverse or homogeneous alliance partners and their subsequent implication in environmental improvements. It suggests that firms with resource-based motivations tend to choose diverse alliance partners which may offer diverse competencies for the alliance to achieve more proactive environmental outcomes.

THE STICKINESS OF CORPORATE SOCIAL ACTION: WHY COMPANIES CONTINUE CSA DURING ECONOMIC DOWNTURNS

Alim J. Beveridge, *Case Western Reserve University*

Garima Sharma, *Case Western Reserve University*

Previous research suggests that companies would reduce their levels of corporate social action (CSA) during economic downturns. We argue, however, that the decision to discontinue CSA, even under adverse financial conditions, may not be an easy one to make for company decision makers. We propose that organizational and institutional factors influence managerial interpretation such that companies may decide to maintain CSA levels even when suffering financial losses. We call this the 'stickiness' of CSA. We propose a set of relationships based on organizational and institutional forces and their interaction to explain this stickiness.

Thursday, 8:30am - 10:00am in Scarbrough Ballroom 2

MH/ME: Workshop - Building the Management PhD Pipeline

Lucy R. Ford, *Saint Joseph's University*

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

Claudia C. Cogliser, *Texas Tech University*

Mary Gowan, *Elon University*

K. Michele Kacmar, *University of Alabama*

Larry Weinzimmer, *Bradley University*

The goal of this session is to bring together faculty leaders from doctoral- and non-doctoral-granting institutions to discuss growing concerns over the pipeline of students applying to and completing management PhDs. This session will leverage the experiences and ideas of the panelists and attendees to develop more concrete suggestions for addressing the sustainability of the management PhD pipeline. To that end, we are proposing an innovative format that takes advantage of the expertise of four panelists as well as the energy of those in the Southern Management Association with an interest in this issue.

Thursday, 8:30am - 10:00am in Scarbrough Ballroom 3

Strategy/OT/IM: Dynamic Capabilities

Session Chair: **Brendan Mark Richard**, *University of Central Florida*

Discussant: **Brendan Mark Richard**, *University of Central Florida*

A GENERAL THEORY OF STRATEGY: A RESOURCE, CAPABILITY AND INDUSTRIAL ORGANIZATION VIEW

Cedric O. Wilson, *University of the West Indies, Mona Campus*

Strategic management is dominated by three views, the Industrial Organization Theory, the Resource Based View and the Dynamic Capabilities Approach. While the Resource Based View and the Dynamic Capability Approach are often portrayed as sister theories, the Industrial Organization Theory is frequently cited as a competing theory with respect to the others. Nevertheless, all three views are actually complimentary. This paper presents an analytical framework that rigorously integrates these three pillars of strategy theory.

A LESS THAN DYNAMIC SHIFT IN PERSPECTIVE: DEFINING AND LEARNING ABOUT INSTITUTION-SHAPING CAPABILITIES

Angelina Zubac, *Strategy Link*

This paper argues that in addition to possessing important firm differentiating performance effects, dynamic capabilities also have institution-shaping attributes, rendering them viewable through an institution-shaping lens. Dynamic capabilities or, from the view emphasized here, 'institution-shaping capabilities' allow firms to play an essential part in shaping the institutional environment as it pertains to their individual spheres of interest, as well as contribute to the emergence of isomorphic organizational forms. The paper derives a number of propositions for further study, explaining why firms' resource-investments are a suitable unit of analysis and describes the advantages of conducting a qualitative multilevel program of research.

STAYER ADVANTAGE: THE ACQUISITION OF COMPETITIVE ADVANTAGE DURING EARLY YEARS OF A NEW MARKET

Murad A. Mithani, *Rensselaer Polytechnic Institute*

The study focuses on the evolution of capabilities during the early years of a new market and identifies the mechanisms that make them competitive. We show that sustainable competitive advantage acquired during early years of a new market is the result of persistence. It has a direct effect on improvement in capabilities as well as indirect impact through capitalization of industry events. We show that, contradictory to current understanding, the departure of US firms from the LCD industry was a consequence of their strategic choice and not of technical incompetence.

Thursday, 8:30am - 10:00am in Scarbrough Ballroom 4

OB: Becoming a Leader: Leader Emergence and Self-leadership

Session Chair: **Matthew Quade**, *Oklahoma State University*

Discussants:

Papers 1 & 2: **Anthony (Tony) Paul Ammeter**, *University of Mississippi*

Paper 3: **Kelly M. Davis**, *Texas Tech University*

A POLITICAL PERSPECTIVE ON THE EMERGENCE AND PERFORMANCE OF INFORMAL LEADERS

Brooke Ann Shaughnessy, *University at Buffalo, SUNY*

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

Jacob Breland, *Youngstown State University*

Pamela L. Perrewé, *Florida State University*

Gerald R. Ferris, *Florida State University*

This paper investigates the implications of a social influence perspective on informal leadership. Moreover, the current study (N=65) considers individual differences and the cognitive expectations that facilitate recognition of informal leaders. Specifically, employees high in power motivation are more likely to be recognized as informal leaders. Performance of informal leaders is found to be contingent on their political skill. The findings of the current study provide a social construction and political explanation to informal leadership in the whole organization.

EMOTIONAL SELF-LEADERSHIP: STRATEGIES FOR SHAPING EMOTIONAL EXPERIENCES AND EMOTIONAL AUTHENTICITY IN THE WORKPLACE

Charles C. Manz, *University of Massachusetts*

Jeffery D. Houghton, *West Virginia University*

Christopher P. Neck, *Arizona State University*

José C. Alves, *Macau Inter-University Institute*

While considerable research has addressed self-leadership in organizations, relatively little of this work has focused on emotion. We address this void by exploring intrapersonal and interpersonal aspects of emotional self-leadership and its inherent challenges and opportunities. Specifically, we examine how emotional self-leadership strategies can be used to shape emotional experiences, emotional authenticity, and other work-related outcomes. We offer an emotional self-leadership model, research propositions, and implications for practice.

FOLLOWERS WHO LEAD: MODELING LEADER EMERGENCE THROUGH SELF-MONITORING AND SOCIAL IDENTITY THEORIES

Raina Marie Rutti, *Dalton State College*

Elizabeth C. Ravlin, *University of South Carolina*

Jase R. Ramsey, *University of Alabama*

Past research has demonstrated direct and indirect links between the personality traits of dominance and self-monitoring and the resulting leader emergence. Research in the social psychology field has developed the leadership model of group leader prototypicality, which maps the leader emergence process through the degree individuals possess the traits and characteristics most salient to the group. Combining traditionally dichotomous lines of research, this paper establishes precedent indicating both are not only relevant in studying leader emergence, but also interact with each other. Findings, consistent with theory and past research, indicate an impact on the likelihood of individual leader emergence.

Thursday, 8:30am - 10:00am in Trustees Hall-Percival

★SMA MOST INNOVATIVE SESSION AWARD★ HRM/Careers: Symposium - The Scholarly Brand

Session Chair: **Margaret L. Williams**, *Wayne State University*

Arlise P. McKinney, *Coastal Carolina University*

Merlyn Griffiths, *UNC Greensboro*

Flavia L. Eldemire, *Allen University*

C. Douglas Johnson, *Georgia Gwinnett College*

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

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

Matrecia Long James, *Jacksonville University*

Millicent F. Nelson, *Middle Tennessee State University*

Chanelle D. James, *UNC Greensboro*

This symposium examines an issue that impacts all aspiring scholars in the field of academe. Faculty members are expected to create a brand for their scholarly research that reflect their (1) contributions to science and/or practice, and (2) research philosophy that identifies the stream of scholarly activities including both subject matter expertise and/or methodological approaches. The purpose of this symposium is to evaluate the impact of choice on the evaluation of scholarly research that impacts important outcomes to include teaching and learning activities as well as success in tenure and promotion decisions and job satisfaction for the individual scholar.

Ent/IT/Innov: Entrepreneurial Behavior

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

Discussants:

Papers 1 & 3: **Blake Mathias**, *University of Tennessee*

Paper 2: **Virajanand Varma**, *Columbus State University*

A TRAIT AND CONTEXT MODEL OF ENTREPRENEURIAL PERSISTENCE BEHAVIOR

Swapnil Garg, *University of Florida*

James Robert Van Scotter II, *University of Florida*

To improve our understanding of the entrepreneurship process, researchers must examine entrepreneurial outcomes and their antecedents at preliminary and intermediate phases of new venture creation. Entrepreneurial persistence behavior is an important outcome for nascent entrepreneurs during the prelaunch phase of new venture creation. In this study, we investigate the implications of individual traits and industry contexts as antecedents of entrepreneurial persistence behavior in the prelaunch phase. We find a positive relationship between trait tenacity and persistence behavior and a positive curvilinear relationship between self-efficacy and persistence behavior. The strength of these trait-to-behavior relationships varies significantly across industry contexts.

ENTREPRENEURIAL BEHAVIOR DURING INDUSTRY EMERGENCE: A NARRATIVE STUDY OF DISCOVERY AND CREATION

Vishal K. Gupta, *Binghamton University, SUNY*

Christoph Klaus Streb, *University of Groningen*

Acting entrepreneurially in nascent industries is a complex endeavor, characterized by uncertainty and ambiguity. Yet, entirely new industries do emerge, often as a direct result of entrepreneurial behavior. We extend and empirically apply discovery and creation approaches to study entrepreneurial behavior during industry emergence through narrative analysis of a text about the personal computer (PC) industry's formative years. Our research reveals that ideological motivation and bricolage are important aspects of discovery and creation during industry emergence. Most importantly, contrary to the common perception in the literature, discovery and creation approaches are fundamentally interrelated. Implications and future research directions are discussed.

THEORIZING THE ROLE OF DISCRETE EMOTIONS IN ENTREPRENEURIAL OPPORTUNITY EVALUATION

Virajanand Varma, *Columbus State University*

Paul M. Swamidass, *Auburn University*

Emotions play a major role in many organizational and individual processes. We argue that emotions would influence entrepreneurial processes too; specifically, we examine the role of discrete emotions in the entrepreneurial opportunity evaluation (EOE) process as it unfolds. We borrow from entrepreneurial intentions research, as well as the literature on cognitive-appraisal of emotions, and develop a theoretical model to explain the role of discrete emotions in entrepreneurial decision-making. Finally, we discuss research directions as well as practical implications of such a conceptualization.

Strategy/OT/IM: Agency Theoretic Approaches to Risk-taking, Justice, and Structuration

Session Chair: **Denis A. Gregoire**, *Georgia State University*

Discussants:

Papers 1 & 2: **Karen Ford-Eickhoff**, *University of Tennessee*

Paper 3: **Denis A. Gregoire**, *Georgia State University*

AGENCY THEORY AND ORGANIZATIONAL JUSTICE: PERCEPTIONS OF FAIRNESS IN MONITORING ACTIVITIES

Jennifer G. Manegold, *University of Texas at Arlington*

It is proposed that organizational justice can complement agency theory when studying the principal-agent relationship. Specifically, this theoretical paper suggests that managers' perceptions of fairness (unfairness) in monitoring activities will restrain (provoke) their opportunistic behaviors. First, the tenets of agency theory and organizational justice are defined and summarized through a literature review and an integrated framework is developed. Then propositions tying agency theory to organizational justice are presented. Agency literature examining the CEO / board relationship is used to further exemplify how the two theories can be integrated.

META-STRUCTURATION AND CORPORATE GOVERNANCE: THE ROLE OF TECHNOLOGY IN MANAGING THE AGENCY PROBLEM

Terry A. Nelson, *University of Memphis*

Tom Stafford, *University of Memphis*

Peter Wright, *University of Memphis*

John Matthew Amis, *University of Memphis*

Senior managers are tasked by corporate boards with providing actionable strategic information about corporate performance and characteristic in order to facilitate the effective governance of the firm. When the interests of managers diverge from those of the corporation, as was recently seen in the financial sector crisis, governance is greatly facilitated by the use of information technology to monitor and verify managerial support of board strategic planning. This process, known as structuration, takes place at two distinct levels in bank governance and we describe this with a detailed case study analysis of a nationally-prominent regional bank.

THE IMPACT OF THE ENVIRONMENT ON THE EFFECTIVENESS OF MANAGERIAL INCENTIVES

Michelle Zorn, *Florida State University*

James G. Combs, *University of Alabama*

Annette Ranft, *University of Tennessee*

Compensation research on managerial risk-taking has produced mixed results. Using agency theory as our primary lens, we propose that the effectiveness of incentives for managerial risk taking is contingent on the environment. Specifically, we hypothesize that environmental dynamism, munificence, and complexity moderates the relationships between stock option incentives and managerial risk-taking. Our results suggest that the environment plays an important role in how managers perceive their compensation and their subsequent risk-taking propensity. A key implication is that risk-taking incentives may need to be tailored according to the environment.

Thursday, 10:00am - 10:30am in Regency A

Networking Break

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

Thursday, 10:30am - 12:00pm in Regency D

OB: Internal Knowledge Spillover, CEO Pride, and Applicant Attraction

Session Chair: **Joe J. Eassa Jr.**, *Palm Beach Atlantic University*

Discussants:

Papers 1 & 2: **Paul Johnson**, *Western Carolina University*

Paper 3: **Vishal Gupta**, *Indian Institute of Management, Lucknow*

BEYOND INNOVATION: A GOAL-BASED PERSPECTIVE OF KNOWLEDGE SPILLOVER

Kimberly K. Merriman, *Penn State University*

Dae-il Nam, *Korea University*

This study applies a goal-based perspective to predict when a specific innovation project will contribute useful new knowledge beyond its project scope to the originating firm. Longitudinal data from a wide cross-section of R&D projects provide support for predictions of goal attributes as stimuli of internal knowledge spillover, specifically perceived goal challenge at the task level and implicit learning-goal emphasis at the broader contextual level, as conveyed by the funding source. The instrumentality of knowledge spillover is corroborated by its relationship with tangible, knowledge-related project outcomes such as patent applications 3 to 5 years post the study baseline.

LINKING CEOS' PRIDE TO FIRM STRATEGY AND PERFORMANCE

Neal M. Ashkanasy, *University of Queensland*

Mathew L. Hayward, *University of Colorado, Boulder*

Terence P-C. Fan, *Singapore Management University*

We extend achievement attribution theory to examine how, upon perceiving success of their organizations, CEOs experience pride in their own and their firms' efforts (authentic pride) or pride in capabilities (hubristic pride); and how this matters for their expectations of firm performance. We outline how such forms of pride trigger different kinds of firm outcomes; and we propose that emotional self-regulation processes can shape what kind of pride CEOs experience.

SOCIAL IDENTITY AND APPLICANT ATTRACTION

George Christopher Banks, *Virginia Commonwealth University*

Sven Kepes, *Virginia Commonwealth University*

Mahendra Joshi, *Grand Valley State University*

Anson Seers, *Virginia Commonwealth University*

Applicant attraction is a critical objective of recruitment and personnel selection. Traditional predictor variables of applicant attraction are limited in that they do not provide a comprehensive process that shapes the perceptions and beliefs of job applicants about the firms they aspire to work for. The following paper provides a theoretical framework for the mediating influence of social identities on the relations between traditional predictor variables and applicant attraction outcomes, which could lead to more effective recruitment strategies necessary for organizational success.

Thursday, 10:30am - 12:30pm in Scarbrough Ballroom 1

Professional Development Institute: Advising the Advisors: A Panel Session for Faculty Working with Ph.D. students

Moderator: **Jessica Rodell**, *University of Georgia*

Panelists:

Jason A. Colquitt, *University of Georgia*

Gerald R. Ferris, *Florida State University*

Maureen L. Ambrose, *University of Central Florida*

There may be no feature of doctoral education that is more important than the advising faculty provide. Yet, the resources for current and prospective advisors are few. Who advises the advisors? Where and how do we learn to do it well? A panel of distinguished, senior scholars who have extensive experience advising Ph.D. students will share their insights and philosophies regarding the process. The panel will describe what they have learned over the years and offer advice for faculty who currently serve as student advisors or who will be taking on those responsibilities in the near future.

Thursday, 10:30am - 12:00pm in Scarbrough Ballroom 2

MH/ME Symposium: The Academic-Practitioner "Soft Skill" Gap

Janice A. Black, *Coastal Carolina University*

Kimberly Bryan Boal, *Texas Tech University*

Frances H. Fabian, *University of Memphis*

Colleges of business recognize that they are an applied discipline. As an applied discipline there is tension between the goals of research for knowledge, the practical application of that knowledge in a work environment (especially a for-profit environment) and what is included in our business curriculums. This appears to particularly be the case with the issue of "soft" skills. This symposium is composed of a panel discussion which addresses each area of relevance, pedagogy, and assurance of transference of learning with regard to "soft skills" needed by business students exiting with either an undergraduate or graduate degree.

Thursday, 10:30am - 12:00pm in Scarbrough Ballroom 3

Strategy/OT/IM: Governance: Exploring Corporate Boards

Session Chair: **Guclu Atinc**, *Drake University*

Discussants:

Guclu Atinc, *Drake University*

Joseph Beck, *Shippensburg University*

Frank Christopher Butler, *University of Tennessee, Chattanooga*

Ann Mooney, *Stevens Institute of Technology*

BETWEEN CONVERGENCE AND DIVERGENCE: FIRM STRATEGIES IN THE COMPLIANCE WITH CODES OF GOOD CORPORATE GOVERNANCE

Mario Krenn, *Louisiana State University*

Whether corporate governance systems, policies, and practices are converging to the Anglo-American model is an intensely debated issue. This paper addresses the convergence-divergence debate in corporate governance in the context of the adoption of governance codes. Rather than joining the “either-or” debate, a model is developed in which drivers of convergence and impediments to convergence are simultaneously considered as determinants of the depth of convergence outcomes. The notion of sustainable strategic decoupling is introduced to address these dynamics at the firm level of analysis and to highlight that firms are strategically responding to conflicting institutional pressures for change and continuity.

BOARD RELATIONSHIPS AND INFORMATION FLOWS: THE IMPORTANCE OF COMMITTEE INTERACTION IN A POST-SARBANES-OXLEY WORLD

Karin Schnarr, *University of Western Ontario*

David William Kunsch, *University of Western Ontario*

New governance rules related to the Sarbanes-Oxley Act (SOX) mandate the existence of and solely outside director membership on the audit, compensation and nomination committees of Boards. We examine levels of committee membership overlap and the centrality of directors on the SOX committees. We test for whether the presence of “superdirectors” – directors on multiple SOX committees - assists or hinders information sharing, providing tighter organizational control and thus better firm performance. We investigate our hypotheses on a sample of 110 firms drawn from the S&P 500 in 2009 and discover an interaction effect between committee overlap and superdirectors.

OVERSIGHT OF CORPORATE BOARDS BY LABOR UNIONS

Kevin Banning, *Auburn University Montgomery*

This research examines the relationship between the shareholder-activism of labor unions and corporate governance. We test whether unions successfully engage in performance-enhancing activities, as proxied by the introduction of shareholder resolutions. We compared the post-resolution performance of a sample of 39 unionized companies, where the labor union organizing the firm had sponsored at least one shareholder resolution, to a sample of 126 unionized companies which had none. In firms where the union acted as an activist-shareholder, overall financial performance was better than in those firms where the union played a more traditional role with respect to management.

WHO CONTROLS THE MONITOR? MULTIPLE AGENCY THEORY AND THE SHAREHOLDER STRUGGLE TO CONTROL THE BOARD

Joanna Tochman Campbell, *Texas A&M University*

T. Colin Campbell, *Miami University*

David G. Sirmon, *Texas A&M University*

Leonard Bierman, *Texas A&M University*

Chris Tuggle, *University of Missouri*

Corporate governance research indicates that corporate boards of directors, while having fiduciary responsibility to the firm’s shareholders, often act at the behest of management. Drawing upon multiple agency theory, we examine the effects of a new SEC rule designed to alter this relationship by providing shareholders more control over the board by increasing their influence in the director nomination process. We predict a positive overall market reaction to the rule’s announcement, and a more positive reaction for firms with certain governance traits, such as 1) weaker boards, or 2) greater CEO control. The results offer strong support for our framework.

Thursday, 10:30am - 12:00pm in Scarbrough Ballroom 4

OB: Symposium - People Behaving Badly: Same Song, Four Different Verses

Margarita Almeda, *Georgia State University*

Mark Bolino, *University of Oklahoma*

Elizabeth Foster Clenney, *Georgia State University*

Russell S. Cropanzano, *University of Arizona*

Michelle Duffy, *University of Minnesota*

Dana L. Haggard, *Missouri State University*

Kenneth J. Harris, *Indiana University Southeast*

K. Michele Kacmar, *University of Alabama*

Anthony Klotz, *University of Oklahoma*

Christopher Charles Rosen, *University of Arkansas*

Bennett Tepper, *Georgia State University*

C. Justice Tillman, *University of Alabama*

William Turnley, *Kansas State University*

This symposium examines four ways in which organizational life is damaged by employees, co-workers, or supervisors behaving badly. The first paper explores various antecedents of unethical behavior while the second looks at how co-workers’ use of impression management may harm their colleagues. Two additional papers examine bad behaviors of supervisors. The first examines how supervisors use informal criteria in performance appraisals in political work environments. The final paper explores how abusive supervisors, who also offer social support, exacerbate the strain felt by their targets. Our discussant, Russell Cropanzano, will highlight commonalities among the papers and offer suggestions for future research.

**HRM/Careers: Facilitating High Performance:
Monitoring and Involvement**

Session Chair: **Rebecca Long**, *Mississippi State University*

Discussants:

Malayka Klimchak, *Winthrop University*

Joseph N. Luchman, *Fors Marsh Group LLC & George Mason University*

Marcus M. Butts, *University of Texas at Arlington*

CONTAINING CONFLICT: A RELATIONAL APPROACH TO THE STUDY OF HPWS

Eunkyung Lee, *University of Illinois at Urbana-Champaign*

Woonki Hong, *University of Illinois at Urbana-Champaign*

Ariel C. Avgar, *University of Illinois at Urbana-Champaign*

Extending strategic human resource management research that has focused on employees' relational outcomes, in this study we propose that human resource management practices reduce two types of organizational conflicts among employees, which in turn affect employee conflict with customers. Using a two-wave longitudinal survey of 379 care providers in 20 nursing homes, the authors examined whether the effect of high performance work system (HPWS) on customer conflict is mediated by task- and relationship-related conflicts among employees. The findings shed light on the relational mechanism of HPWS on employees and customers. The research and practice implications of the findings are discussed.

EMPLOYEES MONITOR FOR REASONS: THE INFLUENCE OF INVOLVEMENT CLIMATE AND MONITORING ATTRIBUTIONS ON MONITORING INTENTIONS

Kaifeng Jiang, *Rutgers University*

Doug Kruse, *Rutgers University*

Joseph R. Blasi, *Rutgers University*

David P. Lepak, *Rutgers University*

Drawing upon attribution theory, we proposed a typology of four monitoring attributions for why employees may or may not take actions against coworkers' shirking behavior and explored the antecedents and consequences of these attributions. With a sample of 19,267 employees from 208 work sites of a multinational manufacturing company, we found that site-level involvement climate significantly influenced employees' monitoring attributions which in turn were differentially associated with their intentions to talk about shirking behavior to the shirking worker, supervisor, or work group. Theoretical and managerial implications are also discussed in the current study.

HIWP AND EMPLOYEE OUTCOMES: A CONCEPTUAL EXPLORATION OF THE ROLE OF INDIVIDUAL DIFFERENCES

Preeti Wadhwa, *University of Kansas*

Proponents of the high involvement work practices (HIWP) paradigm believe that companies can unleash their employees' potential by adopting an approach that broadly focuses on employee discretion and commitment. While these scholars draw attention toward the virtues of HIWP, a parallel stream of research questions the implications of these systems for employees. Relying on a "meso" paradigm, this paper adopts a person-oriented lens to understand the differential experiences of HIWP by employees.

Ent/IT/Innov: Factors Influencing Small & Family Firm Success

Session Chair: **Miles A. Zachary**, *Texas Tech University*

Discussants:

Papers 1 & 3: **James E. Wilbanks**, *University of Arkansas at Little Rock*

Paper 2: **Juanne V. Greene**, *Kennesaw State University*

FAMILY INVOLVEMENT AND THE USE OF CORPORATE GOVERNANCE PROVISIONS PROTECTING CONTROLLING VERSUS NONCONTROLLING OWNERS

Esra Memili, *UNC Greensboro*

James J. Chrisman, *Mississippi State University*

Kaustav Misra, *Mississippi State University*

Drawing on agency theory and corporate governance, we first classify the corporate governance provisions within the context of family firms. Then, we probe the influence of family involvement (i.e. family ownership and family management) in corporate governance on the use of governance provisions protecting controlling and noncontrolling owners. Specifically, we suggest that family ownership affects the use of governance provisions protecting controlling and noncontrolling owners. We also suggest that family management will moderate the relationships between family ownership and the use of these governance provisions. Finally, we discuss future research directions and insights for practitioners.

IS STRATEGIC STAFFING RELATED TO SMALL FIRM PERFORMANCE?

Charles R. Greer, *Texas Christian University*

Jon C. Carr, *Texas Christian University*

Lisa Hipp, *Texas Christian University*

Relationships between strategic staffing and small business performance were investigated using survey data from 255 founders/owners of such firms. Recruiting approaches emphasizing unique advantages of small firms are positively related to perceptual performance measures. Approaches imitating recruiting practices of larger firms are positively related to sales growth and perceptual measures. Selection approaches emphasizing cultural fit are also positively associated with perceptual measures. Approaches emphasizing the ability to handle different responsibilities as the firm grows are positively related to the same measures. Perceptions of HR practices, as a source of competitive advantage, mediate the relationships between staffing approaches and firm performance.

THEORIZING & EXAMINING POSITIVE & NEGATIVE IMPLICATIONS OF TECHNOLOGICAL ENVIRONMENTAL UNCERTAINTY FOR YOUNG & SMALL BUSINESSES

Paul Louis Drnevich, *University of Alabama*

Joel West, *Keck Graduate Institute of Applied Life Sciences*

Entrepreneurs face a wide variety of uncertainties in managing young and small businesses. Uncertainty can magnify the liability of newness in younger businesses, as well as exacerbate resource scarcity challenges in smaller firms. However, uncertainty may also create opportunities for which young and small businesses are better able to exploit. We theorize and examine the potential effects of technological uncertainty for firm performance. We find that age and size appear negatively associated with relative performance, indicating that technological uncertainty may afford opportunities for advantage to younger and smaller firms. We discuss the implications of these findings for future research.

Strategy/OT/IM: Entrepreneurial Cognition and Leadership

Session Chair: **Izabela Szymanska**, *UNC Charlotte*

Discussants:

Sean Lux, *University of South Florida*

Izabela Szymanska, *UNC Charlotte*

Kimberly A.M. Melinsky, *The College of Saint Rose*

ENTREPRENEURIAL ORIENTATION, FIRM PERFORMANCE, AND THE MODERATING ROLE OF TRANSFORMATIONAL LEADERSHIP: A SIX-COUNTRY STUDY

Lis Strenger, *RWTH Aachen University*

Andras Engelen, *RWTH Aachen University*

Vishal K. Gupta, *Binghamton University, SUNY*

This paper considers transformational leadership as a top management contingency in the relationship between entrepreneurial orientation and performance. Using insights from the culture literature, it also theorizes and tests the moderating influence of power distance and individualism. The research model is empirically validated by means of survey data obtained from 790 firms in six different countries. Findings indicate that entrepreneurial orientation is strongly associated with firm performance across national settings, and this relationship is stronger for higher levels of transformational leadership. Further, power distance, but not individualism, influences the impact of transformational leadership on the part of top management.

RE-LINKING ENTREPRENEURS' DECISIONS ON WHERE AND WHEN TO INTERNATIONALIZE

David W. Williams, *University of Tennessee*

Denis A. Gregoire, *Georgia State University*

Internationalization decisions influence the profitability, growth and survival of firms. However, understanding of internationalization decisions remains fragmented, with different theories focusing on decisions where or when to internationalize. To address this, we examine the cognitive processes by which entrepreneurs evaluate where and when to internationalize. Using verbal protocol techniques, we show that similarities and differences between an entrepreneur's domestic country and foreign markets influence decisions where to internationalize, but only similarities influence decisions when to internationalize. We also uncover contingent relationships between the effects of countries' similarities and differences on decisions to internationalize and entrepreneurs' prior knowledge of these countries.

THE EFFECTS OF NOVELTY SEEKING AND NOVELTY PRODUCING BEHAVIORS ON DECISION COMPREHENSIVENESS

LaKami T. Baker, *Auburn University*

Karen Ashley Gangloff, *Auburn University*

L. Allison Jones-Farmer, *Auburn University*

Previous scholars stress the importance of strategic decisions in the fate of the firm. This highlights the need to understand the manner in which managers come to conclusions. Of particular interest are the cognitions and behaviors of entrepreneurs that influence decision making. This study explores the cognitions of entrepreneurs as they strive for comprehensive decisions. We examine the influence of entrepreneurs' novelty seeking and novelty producing behaviors on decision comprehensiveness. Results indicate that novelty producing behaviors are positively related to decision comprehensiveness. Furthermore, novelty seeking behaviors are positively related to framing, which is positively related to decision comprehensiveness.

2010 Research Incubator Presentations

The SMA Research Incubator program is meant to encourage and facilitate the creation of research projects leading to publication in top tier journals. Participants selected for the 2010 Incubator worked with facilitators to create new proposals around the theme of Leading in Challenging Times. The proposals that emerged from this process were evaluated by a committee consisting of SMA officers and board members. Five proposals were funded and have been in development since the 2010 Incubator session. These five projects are being presented by their authors in this session. In essence, these projects reflect investments by the membership of SMA. These presentations then are offered as status reports to those who helped to make the research possible. Everyone is invited and encouraged to come.

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

Linking abusive supervision, individual performance & team performance: The role of affective responses and injustice perceptions

Neal M. Ashkanasy, *University of Queensland*

Sandra A. Lawrence, *Griffith University*

Timothy Paul Munyon, *West Virginia University*

Brian J. Collins, *University of Southern Mississippi*

New insights for work designs: Pros and cons of new ways of working

Lieke L. ten Brummelhuis, *Erasmus University Rotterdam*

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

Veena Prabhu, *California State University, Los Angeles*

Implicit leadership theories, attribution theory and the Deepwater Horizon Oil Spill: Who dun dat?

Kevin T. Mahoney, *Louisiana Tech University*

Stacey R. Kessler, *Montclair State University*

Brandon Randolph-Seng, *Texas Tech University*

Mark J. Martinko, *Florida State University*

Networks and complexity theory: Investigating enabling conditions and outcomes of adaptive leadership

Curt Moore, *Texas Christian University*

Robyn Brouer, *University at Buffalo, SUNY*

Prasad Balkundi, *University at Buffalo, SUNY*

Mary Uhl-Bien, *University of Nebraska*

Increasing research team effectiveness: Authentic team leadership

Hannes Guenter, *Maastricht University*

Brandon Randolph-Seng, *Texas Tech University*

Veena Prabhu, *California State University, Los Angeles*

William L. Gardner, *Texas Tech University*

Hetty van Emmerik, *Maastricht University*

Thursday, 12:00pm - 1:15pm in Harborside

**SMA Research/Teaching Collaboration Luncheon
(pre-registration required)**

Coordinators:

Lucy L. Gilson, *University of Connecticut*
Mary Jo Jackson, *University of Tampa*
Joy H. Karriker, *East Carolina University*
Tim Barnett, *Mississippi State University*

Facilitators:

Allen C. Amason, *University of Georgia*
Anthony (Tony) Paul Ammeter, *University of Mississippi*
Gerald R. Ferris, *Florida State University*
Charles A. Pierce, *University of Memphis*
Kanu Priya, *Arkansas State University*
Hettie A. Richardson, *Louisiana State University*
Marshall Schminke, *University of Central Florida*
Nathan Schwagler, *University of South Florida, St. Petersburg*

Thursday, 12:00pm - 1:15pm in Savannah

**SMA Track Chair Luncheon
(By invitation only)**

Coordinator: Christopher Shook, *Auburn University*

Thursday, 12:30pm - 3:00pm in Scarbrough Ballroom 2

**Professional Development Institute: Alternatives to
Difference Scores: Polynomial Regression and
Response Surface Methodology
(co-sponsored by the Research Methods Division of the
Academy of Management)**

Jeffrey R. Edwards, *UNC Chapel Hill*

Difference scores have been widely used in studies of fit, similarity, and agreement. Despite their widespread use, difference scores suffer from numerous methodological problems. These problems can be overcome using polynomial regression and response surface methodology, which allow researchers to test hypotheses that motivate the use of difference scores and examine relationships that are more complex than those implied by difference scores. This session provides an overview of polynomial regression and response surface methodology and illustrate the application of these methods using empirical examples.

Thursday, 1:15pm - 2:45pm in Regency D

**OB: Being Bad: New Insights on Aggression, Violence,
and Deviance**

Session Chair: **Orlando C. Richard**, *University of Texas at Dallas*

Discussants:

Papers 1 & 2: **Elizabeth Foster Clenney**, *Georgia State University*
Paper 3: **Feruzan Irani Williams**, *Georgia Southern University*

**A MODEL OF ORGANIZATIONAL AND JOB
ENVIRONMENT INFLUENCES ON WORKPLACE
VIOLENCE**

Jack Howard, *University of Alabama at Birmingham*
Barbara Wech, *University of Alabama at Birmingham*

A considerable amount of research on workplace violence has been conducted over the past two decades, resulting in a better understanding of its causes and consequences. Several models have been developed that consider the causes and consequences, as well as the organization's policies that influence workplace violence. The source of violence, social status, formalization, and the organizational environment factors that affect organizations have rarely been considered in combination in models to date. The present paper develops a model addressing this gap in the literature by incorporating these factors as influences on the likelihood of experiencing workplace violence.

**AN ATTRIBUTIONAL PERSPECTIVE OF AGGRESSION IN
ORGANIZATIONS**

Jeremy Ray Brees, *Florida State University*
Jeremy Mackey, *Florida State University*
Mark J. Martinko, *Florida State University*

We present a comprehensive attributional model of aggression in organizations. Our central prediction is the likelihood of an aggressive response is determined, in part, by causal attributions employees form regarding the causes of trigger events and outcomes. We review the extant literature and propose a current and complete framework that includes the influence of individual differences, contextual factors, and potential moderators on individual causal reasoning processes and how they lead to aggression. We also assimilate cognitive elaboration paths and the role of "cognitive knots" in contributing to aggressive acts in the workplace. We conclude with directions for future research.

**TEAM MEMBER DEVIANCE: THE ROLES OF
EXPECTATIONS AND SOCIAL CAPITAL**

Kevin S. Cruz, *University of Texas at El Paso*

Using 142 team members representing 37 teams in 9 organizations, I help explain the positive associations found in prior research between the level of deviance within a group and the level of deviance of individual group members. I find that individual expectations of deviant team member behavior partially mediate this relationship, while shared expectations of deviant team member behavior within a team partially mediate the relationship between the level of deviance within a team and individual expectations of deviant team member behavior. I also find that social capital within a team moderates the relationship between shared expectations and individual expectations.

Thursday, 1:15pm - 2:45pm in Regency E

Research Methods: Emerging Views on Research Roles, Set-theory, Non-response Bias, and CMV

Session Chair: **Laura M. Little**, *University of Georgia*

Discussants:

Samantha Paustian-Underdahl, *UNC Charlotte*

Eric Heggstad, *UNC Charlotte*

Lisa Schurer Lambert, *Georgia State University*

Hannes Guenter, *Maastricht University*

ABSENCE OF MALICE: THE INFLUENCE OF NON-RESPONSE BIAS ON THE STUDY OF COUNTERPRODUCTIVE WORK BEHAVIOR

Ernest O'Boyle Jr., *Longwood University*

Given the negativity of counterproductive work behaviors (CWB), individuals readily engaging in CWB may be less likely to respond to CWB surveys. I identified 73 samples ($n = 18,484$) that reported both response rates and CWB. Meta-analytic results support the hypothesis that lower survey response rates are associated with decreased CWB. Also, response rate also moderated the relations between CWB and common antecedents and outcome such that lower response rates were associated with attenuated effect sizes. Non-respondents likely differ from respondents in CWB and as such, theoretical models based on samples with low response rates may not generalize.

AN ANALYSIS AND CRITIQUE OF THE USE OF POST HOC COMMON METHOD VARIANCE DETECTION TECHNIQUES IN INFORMATION SYSTEMS RESEARCH

Marcia J. Simmering, *Louisiana Tech University*

Christie M. Fuller, *Louisiana Tech University*

Guclu Atinc, *Drake University*

Yasemin Ocal, *Louisiana Tech University*

In the current study, an analysis of the literature shows that IS researchers are increasingly addressing common method variance concerns through the use of post hoc statistical detection techniques. However, IS researchers are relying largely on Harman's one-factor test to detect CMV, despite many published recommendations against the test's use. We use data simulation to assess the efficacy of Harman's one-factor test, and find that a high level of CMV (at least 50%) must be present to bias true relationships among substantive variables. Further, Harman's one-factor test is unable to detect CMV until it reaches levels 80% or more.

HONORING COMPLEXITY: A COMPARISON OF REGRESSION AND SET-THEORETIC ANALYSES IN LEADERSHIP RESEARCH

Lucy R. Ford, *Saint Joseph's University*

Anson Seers, *Virginia Commonwealth University*

Jill Suzanne Neumann, *Saint Joseph's University*

Most of what has been written about organizational leadership has assumed that leaders operate within a formally designed, pre-specified and stable structural hierarchy. In the emerging knowledge economy, however, the watchwords have become flexibility and speed. Today's business practices feature temporary task forces, project teams, joint ventures, and alliances. We will present methodology for examining organizational leadership that better accommodates the complexity of today's organizations than commonly used correlational / regression models. More specifically, we will develop a detailed analysis of the potential applicability of the set-theoretic approach for elucidating a configural analysis of leadership.

THIS IS GOING TO HURT: FROM RESEARCHING COMPASSION TO COMPASSIONATE RESEARCH

Hans Hansen, *Texas Tech University*

Chris Quinn Trank, *Vanderbilt University*

The importance of compassion to organizations has become a major theme in organization studies, and may be indicative of researchers' own compassionate character. In this paper, we explore the concept of compassion and build a case for compassionate research to be a more central part of the research methodology in the study of organizations. Using reflections from a unique setting—a death penalty defense team—we discuss the extent to which such research involves empathizing with those suffering and action to help them. We also suggest compassionate research would be critical, oriented toward activism and intervention, and use aesthetic and phenomenological methods.

Thursday, 1:15pm - 2:45pm in Scarbrough Ballroom 1

SMA Fellows Present: The Fellows in the Garden of Good and Evil

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

Michael R. Buckley, *University of Oklahoma*

Angelo DeNisi, *Tulane University*

Mark J. Martinko, *Florida State University*

Chester A. Schriesheim, *University of Miami*

At each conference, the SMA Fellows host a special session. This year's session examines the good and evil; the righteous and wicked; the exemplary and vile of our academic way of life. Topics to be covered include the good and evil found in co-authors, reviewers, deans, and personal situations.

Thursday, 1:15pm - 2:45pm in Scarbrough Ballroom 3

Strategy/OT/IM: Workshop - Virtual Scenario Planning

Rochell McWhorter, *University of Texas at Tyler*

Susan A. Lynham, *Colorado State University*

Integrated technologies are changing the workplace in a real way. This session will discuss sophisticated technologies and review Web-based tools conducive for learning and training on the Web. Due to the uncertainty and volatility in the current business environment, scenario planning has seen an increase in utilization. This session highlights two virtual scenario planning projects illustrating technology-enabled planning in a small business and in a non-profit organization context whereby both cases utilized Web 2.0 tools for synchronous strategic learning. This methodology may prove useful for public and private sector organizations when standard face-to-face scenario planning is cost and time prohibitive.

OB: A Closer Look at Leader-Member Exchange

Session Chair: **Ray Gibney Jr.**, *Pennsylvania State University at Harrisburg*

Discussants:

Paper 1: **Kelly M. Davis**, *Texas Tech University*

Papers 2 & 3: **Neal M. Ashkanasy**, *University of Queensland*

CONCURRENT ENGINEERING, LMX, ENVY, AND PRODUCT DEVELOPMENT CYCLE TIME: A THEORETICAL FRAMEWORK

Ankur Prakash Nandedkar, *Cameron University*

Anant Ravindra Deshpande, *SUNY Empire State College*

Concurrent engineering technique offers competitive advantage to organizations. The literature suggests that CE practices are influenced by human and technical factors, which are present within a firm. Despite the importance of human factors, researchers typically have focused on operational and technical issues of implementation of the CE practices. More specifically, the role of human factors have not been explored in the CE context. To this end, an integrated framework highlighting the role of human factors which would be beneficial to managers and practitioners is presented. Conclusion and future research directions are also discussed.

LMX AND TMX AS RELATIONAL BASES OF ORGANIZATIONAL IDENTIFICATION: MODERATING ROLE OF CULTURE

Smriti Anand, *Illinois Institute of Technology*

Prajya R. Vidyarthi, *University of Texas at El Paso*

Robert C. Liden, *University of Illinois at Chicago*

We examine leader-member exchange (LMX) and team-member exchange (TMX) as antecedents of organizational identification. Using the group engagement model we argue that individuals get attached to the organization through interpersonal relationships with their managers and coworkers. Further, the links between LMX, TMX and organizational identification are affected by cultural values. Hypotheses were tested using 477 employees. Results showed that the positive relationship between LMX and organizational identification was stronger for individuals high in power distance; however it was not significant for individuals high in collectivism. Finally, collectivism did not moderate the positive relationship between TMX and organizational identification.

**★BEST OVERALL DOCTORAL PAPER AND BEST DOCTORAL PAPER IN TRACK★
STANDING OUT OR FITTING IN? A MULTILEVEL EXAMINATION OF LEADER-MEMBER EXCHANGE THEORY IN THE WORKGROUP CONTEXT**

Ning Li, *Texas A&M University*

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

Brad Harris, *Texas A&M University*

Building on the group engagement model and social comparison and identity theories, we examine the effects of LMX in groups. Using data from 223 followers and leaders situated in 60 workgroups in China, we demonstrate that the effects of individual LMX are contingent upon LMX differentiation and the employee's relative standing in terms of LMX (i.e., relational LMX). Specifically, the effects of high LMX will be less successful when group LMX differentiation or employees' relational LMX are high. Our findings suggest that the workgroup context is a critical determinant of individual LMX effects. We discuss implications for theory and practice.

Strategy/OT/IM: Governance: Focusing on the CEO

Session Chair: **John Michael Mankelwicz**, *Troy University*

Discussants:

John Michael Mankelwicz, *Troy University*

Susana Velez-Castrillon, *University of West Georgia*

Jennifer Sexton, *Florida State University*

**★BEST OVERALL PAPER AND BEST PAPER IN TRACK★
A SOCIAL CAPITAL PERSPECTIVE ON CEO DISMISSALS: EVIDENCE FROM GERMANY**

Markus Wrage, *Ludwig-Maximilians-Universität*

Anja Tuschke, *University of Munich*

Rudi K. F. Bresser, *Freie Universität Berlin*

In this study, we address the question of why some CEOs stay in office during a performance downturn while others don't. Based on a social capital perspective we assume that (1) the social capital endowment of an underperforming CEO may reduce the risk of getting dismissed and that (2) the tendency of board members to dismiss the CEO is moderated by their own social capital. Using data of large German corporations, we find support for our assumptions regarding the influence of a CEO's social capital and partial evidence for a moderating effect of the social capital of board members.

CORPORATE DIVESTMENT: EXAMINING THE EFFECTS OF CEO SELF-INTEREST ON CORPORATE DIVESTMENT

Oleg V. Petrenko, *Oklahoma State University*

Aaron Hill, *University of Nevada, Reno*

Federico Aime, *Oklahoma State University*

We extend our understanding of divestment by investigating whether chief executive officers affect the divestiture activity of their organizations. Since divestiture is typically followed by an increase in stock price, we use an agency perspective to argue that executives can pursue their own self-interest by divesting in order to take advantage of the potential increases in personal wealth associated with organizational divestments. We find that when an organization provides their CEO with a higher degree of incentive-based compensation the divestiture activity of that organization increases. Further, we also find that CEO self-interest may affect divestiture activity in two additional ways.

FIRM GOVERNANCE IN RESPONSE TO COMPLEXITY: THE CHECKS AND BALANCES OF EXECUTIVE DISCRETION AND BOARD MONITORING

Matthew Quade, *Oklahoma State University*

Jason W. Ridge, *Oklahoma State University*

Aaron Hill, *University of Nevada, Reno*

CEO duality and board independence are two vital determinants of how boards will impact the firm. The majority of the extant literature on governance structures has focused on what outcomes are realized as a result of a specific governance structure. This study looks at the antecedents of governance structure. Our findings suggest that the two opposing governance perspectives of agency theory and unity of command both provide explanatory power when investigating board structure. Our findings suggest that a one-dimensional view of board structure does not provide adequate theoretical understanding of a firm's governance mechanism.

Ent/IT/Innov: Information Technology

Session Chair: **Miles A. Zachary**, *Texas Tech University*

Discussants:

Papers 1 & 2: **Richard N. Dino**, *University of Connecticut*

Paper 3: **Kenneth Knapp**, *University of Tampa*

INFORMATION SECURITY POLICY AWARENESS, ENFORCEMENT AND MAINTENANCE: PRECURSORS TO GENERAL SECURITY EFFECTIVENESS IN ORGANIZATIONS

Kenneth Knapp, *University of Tampa*

Claudia Ferrante, *United States Air Force Academy*

To minimize the probability of costly information security incidents, organizations should be highly motivated to communicate, enforce and maintain security policies. With insight from the workplace deviance, general deterrence, and organizational learning literature, we investigate a model exploring the impact of policy awareness, enforcement and maintenance, on the effectiveness of information security programs in organizations. Utilizing a sample of 297 certified information security professionals located in the United States, we found support for the model as well as a second-order version with a modified structure. Before concluding, we discuss our results and offer implications for research and practice.

MEASURING PRE-ADOPTIVE BEHAVIORS TOWARD INDIVIDUAL WILLINGNESS TO USE STRATEGIC IT INNOVATIONS

Edward Conrad, *Henderson State University*

Michael Michalisin, *Penn State University, Worthington Scranton*

Steven Karau, *Southern Illinois University*

This study explored some of the critical success factors at the individual level for usage of PWS (Personal Web Server) systems. We tested core assumptions from Diffusion of Innovations (DOI; Rogers, 2003) theory for Willingness to Use new technologies, and used some key concepts from the Technology Acceptance Model (TAM; Davis, Bagozzi, Warshaw, & Paul, 1989) to reinforce DOI. Our findings showed through the employment of ANOVA that Relative Advantage, Complexity, and Trialability were all predictors of Willingness to Use a new technology, and yielded fascinating interaction effects in order to better inform pre-adoptive behaviors.

THE INFLUENCE OF BUSINESS OWNER PARTICIPATION AND ACCOUNTABILITY ON IT PROJECT SUCCESS

Judy Lee, *Golden Gate University*

An IT research model is proposed that describes the process by which high levels of IT project success, measured by efficiency and effectiveness, may be achieved. Current research encourages examination of two threads of project outcomes to measure project success. The study draws on goal-setting and organizational control theory to investigate the influence of business owner accountability on participation and project success. Results of the research indicate that business owner participation is a significant factor in project success, and accountability is the high-order motivator of participation.

OB: Managing Emotions and Self-efficacy During Organizational Change

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

Discussants:

Papers 1 & 2: **Yongmei Liu**, *Illinois State University*

Paper 3: **Daniel F. Michael**, *Troy University*

EMOTIONS DURING ORGANIZATIONAL CHANGE: GETTING AGENTS AND RECIPIENTS ON THE SAME PAGE

Gregory W. Stevens, *Auburn University*

Stanley G. Harris, *Auburn University*

In this theoretical paper, we propose that discrete emotions function as social influence processes throughout organizational change. Specifically, we suggest that the process of organizational change represents three distinct periods when emotional management strategies may be differentially effective. Initially, emotion-based inferences of credibility and competence are effective in reducing high levels of activated emotions, such as fear. Second, we argue that as activation diminishes, change recipients become more receptive to processes in which change agents evoke complementary emotions, intended to shift towards more positive emotions. Finally, we suggest that commitment to change is best facilitated by processes of emotional contagion.

EXPLORING LINKAGES IN THE COGNITIVE-EMOTIONAL MODEL WITHIN THE CONTEXT OF ORGANIZATIONAL CHANGE

Eric Gresch, *Georgia Gwinnett College*

Stanley G. Harris, *Auburn University*

Kevin W. Mossholder, *Auburn University*

To better understand linkages between cognition and emotion within the context of an organizational change, a study of employees was conducted in a public university during the introduction of a technological change. Quantitative supervisor and subordinate self-report data are analyzed from survey questionnaires. Results support a number of relationships proposed in cognitively-based models of emotion including relationships between change beliefs and felt emotion.

THE DETRIMENTAL EFFECTS OF CHANGE UNCERTAINTY: AN EXAMINATION OF BEHAVIORAL PLASTICITY THEORY

Jeffrey Joseph Haynie, *Auburn University*

Brian Flynn, *Auburn University*

Stanley G. Harris, *Auburn University*

In a cross-sectional study of 419 employees in the midst of a merger, we examined main and interactive effects of change uncertainty, core self-evaluations (CSE), and perceived organizational support (POS) on attitudes including job satisfaction, turnover intentions, and change self-efficacy using a behavioral plasticity theory (BPT) framework. The results found partial support for BPT in a change context. Only POS was found to reduce the negative relationship of change uncertainty with change self-efficacy, whereas only CSE was found to reduce the positive relationship of change uncertainty with turnover intentions. Implications of these results and directions for future research are discussed.

Thursday, 2:45pm - 3:15pm in Regency A

Networking Break

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

Thursday, 3:00pm - 5:00pm in Scarbrough Ballroom 3

**Professional Development Institute: Teaching Excellence Workshop
(Sponsored by Pearson Education)**

Talya Bauer, *Portland State University*
Kevin B. Lowe, *UNC Greensboro*
Jeremy C. Short, *University of Oklahoma*

This session combines a discussion of visually oriented tools and techniques with broader guidelines for how to engage student learning in both on-line and face-to-face learning environments. Ample time will be allotted for session participants to ask questions and share their own best practices.

Thursday, 3:15pm - 4:45pm in Regency D

OB: Exploring Goal Orientation and Creativity

Session Chair: **Laura E. Marler**, *Mississippi State University*

Discussant: **Dimitrios Kamsaris**, *Metropolitan College*

AM I CREATIVE OR NOT? A CONTINGENT PERSPECTIVE ON GOAL ORIENTATION IN A CREATIVE CONTEXT

Sophia V. Marinova, *University of Illinois at Chicago*
Tim Basadur, *University of Illinois at Chicago*
Jia Hu, *University of Illinois at Chicago*
Junqi Shi, *Peking University*
Mo Wang, *University of Maryland*

Although goal orientation has received attention in the creativity literature, we have a limited idea of contextual influences that modify the relationship between goal orientation and creative self-efficacy. In this study, we offer leader regulatory focus behaviors that structure the goal accomplishment process by emphasizing prevention or promotion as a contextual moderator. We build on principles of identity self-verification and regulatory fit theory to offer a contingent view on the relationship between goal orientation and creative self-efficacy. We propose that creative self-efficacy serves as an antecedent to creative performance. We test the proposed hypotheses in a Fortune 500 R&D facility.

FOLLOWERS' GOAL ORIENTATION, UPWARD COMMUNICATION, AND MANAGER-RATED OUTCOMES

Lei Huang, *University of Nebraska*
Mary Uhl-Bien, *University of Nebraska*
Joan F. Brett, *Arizona State University*
Melissa K. Carsten, *Winthrop University*

We investigate the proximal and distal outcomes of followers' goal orientation. Findings from 665 respondents in a Chinese company indicate that learning goal orientation (LGO) is positively, performance-avoid goal orientation (PAGO) is negatively, and performance-prove goal orientation (PPGO) is not associated with two forms of upward communication behaviors: voice and constructive resistance (CR). We find significant indirect effects of LGO and PAGO on three manager-rated outcomes through voice and CR, while we did not find such support for PPGO.

THE INTERACTIVE EFFECTS OF WORK ETHIC, WORK MASTERY, AND ORGANIZATIONAL TRAINING SUPPORT ON EMPLOYEE CREATIVE PERFORMANCE

Hao Chen, *University of Texas at Dallas*
Orlando C. Richard, *University of Texas at Dallas*

Following the interactionist perspective, we suggest that an employee's work ethic and work mastery represent critical individual level factors that individually and jointly impacts employee self-reported creative performance. We also propose that organizational training support moderates the joint effect of work ethic and work mastery on self-reported creative performance. We find support for both direct effects and the three-way interactive effect. In particular, employees with higher work ethics and a stronger sense of work mastery who also perceive that they have higher organizational training support exhibit superior creative performance. Implications for future research are provided.

Thursday, 3:15pm - 4:45pm in Regency E

Ethics/Soc/Div: Symposium - Teaching Business Ethics

Roy Lynn Godkin, *Lamar University*
Pierre Thiault, *SimuLearn Inc.*
Michael Ablassmeir, *McGraw-Hill/Irwin*

Little is known of how e-learning tools are best used for teaching ethics. This symposium brings a simulation designer, a publisher using the Black Board platform, and faculty using the simulation and publishers' materials on-line. Participants report on what they are doing appropriate to ethics teaching and faculty report their experience with using a simulation and learning objects linked to Black Board. State-of-the-art approaches are presented. Faculty reflect on their experiences, the efficacy of various approaches so far as learning is concerned.

Thursday, 3:15pm - 4:45pm in Scarbrough Ballroom 1

Panel on Entrepreneurship and Small/Family Firms: Current State of Research and Future Research Directions

Coordinator: **LaKami T. Baker**, *Auburn University*

Panelists:
James G. Combs, *University of Alabama*
Franz Kellermanns, *University of Tennessee*
Dave Ketchen, *Auburn University*
Jeremy C. Short, *University of Oklahoma*

A distinguished panel of invited experts will share their perspectives on the field of entrepreneurship--including research issues related to the entrepreneurial process, small business, family firms, and franchising. The panelists will discuss the current state of research and identify unanswered questions and research opportunities for the future. Audience members will then have an opportunity to engage the panelists in conversation and pose questions.

Strategy/OT/IM: Governance: Risk, Reputation, and Rotten Behavior

Session Chair: **Mike Pfarrer**, *University of Georgia*

Discussants:

Paper 1: **Karen Moustafa Leonard**, *Indiana Univ-Purdue Univ Fort Wayne*

Papers 2 & 3: **Karen Ashley Gangloff**, *Auburn University*

**★BEST DOCTORAL PAPER IN TRACK★
BY ANY MEANS NECESSARY: THE EFFECTS OF ANOMIE AND CONTROL ON ILLEGAL ORGANIZATIONAL ACTIVITY**

David William Kunsch, *University of Western Ontario*

W. Glenn Rowe, *University of Western Ontario*

Karin Schnarr, *University of Western Ontario*

This paper aims to explore possible antecedents of illegal organizational activity through the theoretical lenses of anomie and control in the examination of the research question “Why do organizations engage in illegal activity?” We suggest that illegal activity, undertaken as a result of a gap between organizational goals and the inability to achieve them through legal means (anomie), is impacted by the control mechanisms that the owners of corporations and their agents impose on the CEO and managers of the organization. We consider this premise through an exploration of organizational control methods and the governance structures that influence their implementation.

PRESENCE OF WOMEN IN UPPER ECHELONS OF MANAGEMENT, TENURE, AND RISK OF LAWSUITS

Shuji Bao, *Old Dominion University*

Stav Fainshmidt, *Old Dominion University*

Anil Nair, *Old Dominion University*

Veselina Vracheva, *Old Dominion University*

This paper examines whether the presence of women in top management teams (TMTs) and boards of directors (BODs), and the tenure of these groups are associated with legal risk. An analysis of data from firms in the US retail industry found that the presence of women in TMTs and BODs, as well as the tenure of these groups were negatively associated with legal risk. However, longer tenured BODs with more women had a positive impact on lawsuits. Implications and suggestions for future research are offered.

THE STRATEGIC FIT BETWEEN BOARD OF DIRECTOR CHARACTERISTICS AND THE EXTERNAL ENVIRONMENT, AND ITS EFFECT ON FIRM REPUTATION

Susana Velez-Castrillon, *University of West Georgia*

Seemantini Pathak, *University of Houston*

Dusya Vera, *University of Houston*

We integrate upper echelons and contingency perspectives to examine the effects of boards of directors on firm reputation. First, using upper echelons theory we derive propositions about how board characteristics -- namely, human and social capital and demographic diversity -- affect corporate reputation. Second, we examine how fit with an ideal profile of board characteristics impacts firm reputation. Finally, using a contingency perspective we look at how the effect of this fit varies across environments. We propose that corporate governance research and managerial practice can benefit from a perspective that considers a more nuanced picture of the board of directors.

OB: Embeddedness, Leadership, and Shock: Antecedents of Turnover

Session Chair: **Kevin S. Cruz**, *University of Texas at El Paso*

Discussants:

Papers 1 & 2: **Sara Jansen Perry**, *University of Houston-Downtown*

Paper 3: **Malayka Klimchak**, *Winthrop University*

I AM EMBEDDED, PLEASE GET ME OUT OF HERE: THE MODERATING ROLE OF EMBEDDEDNESS ON THE EMOTIONAL EXHAUSTION – TURNOVER RELATIONSHIP

Anthony R. Wheeler, *University of Rhode Island*

Chris J. Sablinski, *University of Pacific*

The present research examines the impact of job embeddedness on the emotional exhaustion - turnover relationship. In two longitudinal studies of 134 and 142 employees across five and two years, respectively, we found through logistic regression that higher levels of job embeddedness weakened the exhaustion - turnover relationship. We found the job embeddedness levels of one's spouse also weakened this relationship. Results indicate that while job embeddedness (both employee and spouse) alleviate the effects of exhaustion, employees experiencing emotional exhaustion might remain in their jobs when they might otherwise seek more suitable employment. Implications for our findings are discussed.

PERCEIVED MOTIVES OF PATERNALISTIC LEADERSHIP AND TURNOVER INTENT

Chenwei Li, *University of Alabama*

Keke Wu, *Central Washington University*

Diane E. Johnson, *University of Alabama*

This study examined the mediating role of followers' perception of leader motives in the relationship between paternalistic leadership and employee turnover intentions. Structural equation modeling, with a sample consisting of 199 employees from an auto maker in Northern China, was used for analyses. The results showed that employees' perceived altruistic motive but not perceived instrumental motive fully mediated the relationship between paternalistic leadership and turnover intentions. Practical implications and future research directions were discussed.

PREDICTING THE CONSEQUENCES OF SHOCKS: A PROSPECTIVE PERSPECTIVE

Brooks Holtom, *Georgetown University*

Ingo Weller, *University of Munich*

Caren Goldberg, *American University*

David G. Allen, *University of Memphis*

Mark A. Clark, *American University*

One of the defining characteristics of the unfolding model of turnover is the influence of “shocks” on the process. We assess shocks reported by new hires during their first eight months. Participants also reported job satisfaction and perceptions of employment opportunity. Using these data, we examine the impact of each construct on staying or leaving. Analyses indicate that organizational shocks generally occur earlier than personal shocks. Further, unexpected shocks have a stronger impact on turnover than expected shocks. Finally, the effects of organizational shocks on turnover are fully mediated by job satisfaction, whereas personal shocks have direct effects on turnover.

HRM/Careers: Fit Happens! Issues with Fit & HR

Session Chair: **Robert Wheatley**, *Troy University*

Discussants:

Frank Mullins, *North Carolina A&T State University*

Jack Howard, *University of Alabama at Birmingham*

Kaifeng Jiang, *Rutgers University*

FIT, CUSTOMER TENURE AND CUSTOMER PERFORMANCE AS PREDICTORS OF CUSTOMER-SERVICE PROVIDER OUTCOMES

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

Oliver Stoutner, *University of Alabama*

This research investigates the antecedents and consequences of customer performance within the context of service exchanges taking a human resource management perspective. With a matched sample of hairstylists and customers, we found that customer-stylist fit was related to customer performance, which was associated with outcomes for the customer (satisfaction and loyalty) and the hairstylist (greater satisfaction, commitment, and decreased burnout). We offer a discussion of the implications of this research for managing customers in service firms.

★BEST PAPER IN TRACK★

PAY LEVEL DISSATISFACTION AND EMPLOYEE OUTCOMES: THE MODERATING EFFECT OF EMPLOYEE INVOLVEMENT CLIMATE

Bert Schreurs, *Maastricht University*

Désirée Schumacher, *Maastricht University*

Hetty van Emmerik, *Maastricht University*

Hannes Guenter, *Maastricht University*

Guy Notelaers, *Maastricht University*

The present study examined employee involvement climate (i.e., information sharing and decision making climate) as a moderator of the relationship between pay level dissatisfaction and employee outcomes (i.e., job satisfaction, affective commitment, and turnover intention). Survey data were collected from 22,662 Belgian employees, representing 134 organizations. The hypotheses anchored in distributive justice and sensemaking theories received partial support. Multilevel analyses revealed that a decision making climate buffered the negative effects of pay level dissatisfaction, and that an information sharing climate strengthened the positive effects of pay level satisfaction. Theoretical and practical implications of this differential moderating effect are discussed.

TO FIT OR NOT TO FIT: THE PLIGHT OF THE VOLUNTARILY UNDEREMPLOYED

Stephen E. Lanivich, *Florida State University*

Katina Thompson, *Florida State University*

This paper is an attempt to address the gap between employees and organizations left by commonly overlooked perceptions of misfit in the work relationship (i.e., underemployment). By defining and developing the ambiguous construct of misfit, an examination of voluntary underemployment through testable propositions becomes possible. The authors argue that misfit is not inherently negative, and propose that an alternate view of P-E fit (i.e., misfit) within the context of voluntary underemployment may increase job performance, job satisfaction, and decrease turnover intentions. A plan for empirical project development is offered, and questions for future research are offered.

Ent/IT/Innov: Business Pitch and Knowledge Seeking Behaviors

Session Chair: **Jon C. Carr**, *Texas Christian University*

Discussants:

Papers 1 & 3: **Cynthia Cycyota**, *United States Air Force Academy*

Paper 2: **Chanelle D. James**, *UNC Greensboro*

ANTECEDENTS TO AMOUNT OF FUNDING BY INVESTORS IN RESPONSE TO BUSINESS PITCHES: EVIDENCE FROM SHARK TANK AND DRAGONS DEN

Jeffrey Mathew Pollack, *University of Richmond*

Matthew W. Rutherford, *Virginia Commonwealth University*

Brian Nagy, *Bradley University*

Ernest O'Boyle Jr., *Longwood University*

This paper examines subtleties in the business pitching process via a theoretically-derived model linking entrepreneurial preparedness, cognitive legitimacy, and amount of funding received. We test this model using data coded from two sources: 14 episodes of the television show Shark Tank that aired in 2009, as well as 84 episodes of Dragons Den that aired from 2004-2010. Within these episodes, we specifically examine the 114 individual business pitches that received funding. Overall, results suggest the relationship between preparedness and the amount of funding received is mediated by cognitive legitimacy. We offer thoughts regarding implications from both theoretical and practical perspectives.

CULTURE AND GENDER DIFFERENCES IN KNOWLEDGE SEEKING BEHAVIORS

Jun Yang, *University at Buffalo, SUNY*

Lei Wang, *University at Buffalo, SUNY*

Rajiv Kishore, *University at Buffalo, SUNY*

Stephanie R. Seitz, *University at Buffalo, SUNY*

The current study investigates males and females' knowledge seeking behaviors across cultures. We used samples from the United States and Singapore, which, according to Hofstede (1984), differ in culture dimensions. The US represents an individualistic culture, whereas Singapore represents a collectivist culture. The results show that females in a collectivist culture (Singapore) have the highest level of knowledge seeking behaviors among all groups. The theoretical and practical implications of this finding are discussed.

TIPPING THE BALANCE OF EXPLORATION AND EXPLOITATION: DECISION DEPARTURES AND INNOVATION DECLINE DURING DEVELOPMENT

Craig Randall, *Bentley University*

Why does exploration/exploitation research ignore development? Innovation is central to performance; consensus is that firms should balance exploration/exploitation to succeed, but exploration is too low. Researchers concentrate on Search, Portfolio-Selection, and Design; applying Resource-Based framing to exploitation/exploration balance and contradictions. This research has three conclusions. Exploration-innovation rate is largely determined during Development; management decisions overpower plans. Second, manpower unilaterally moves away from exploration projects. Third, the root of evisceration isn't skills/capabilities, but firm-wide agency forces (divergent goals, opportunism) and resource dependencies (capital, revenue). Using multi-case-study at software and venture-capital firms, low exploration and unresponsiveness to disruptions is linked to development.

Thursday, 3:15pm - 4:45pm in Trustees Hall-Vernon

MH/ME: Business School Research and Management Curriculum

Session Chair: **Mary Gowan**, *Elon University*

Discussants:

Jeffrey Muldoon, *Louisiana State University*

Tom J. Sanders, *University of Montevallo*

Chaudhary Imran Sarwar, *Creative Researcher*

A NEW LOOK AT THE ROLE OF MANAGEMENT HISTORY IN THE MANAGEMENT CURRICULUM

Jane Whitney Gibson, *Nova Southeastern University*

Regina A. Greenwood, *Nova Southeastern University*

Edward Francis Murphy Jr., *Embry-Riddle Aeronautical University*

David Andrew Lamond, *Victoria University*

We replicate surveys from 1989 and 1997 to examine the role of management history in the management curriculum. Respondents were members of the Management History Division of the Academy of Management. Our findings indicate that management history is not often a part of the curriculum, most management history courses rely on Wren and Bedeian's *Evolution of Management History* (2009), and most respondents believe that more management history should be in the curriculum, as a separate course and within courses. We also discuss the value of management history and present suggestions for making that value more apparent.

A TALE OF TWO ACADEMIC CITIES: THE IMPACT OF BUSINESS SCHOOL RESEARCH ORIENTATION ON MANAGEMENT KNOWLEDGE CREATION AND DELIVERY

Matthew Valle, *Elon University*

With regard to the generation of research in the management discipline, we seem to be swiftly moving toward our own tale of two cities – institutions which have the resources and strategic orientation to consistently produce top-tier, discipline-based research and drive pedagogy (the haves), and those without adequate resources (the have-nots) whose value lies solely in knowledge delivery. This paper considers the advantages and disadvantages of such a division in strategic orientation, and the subsequent impact on knowledge creation mechanisms and incentives. Suggestions for closing the gaps between the two orientations are offered.

★BEST PAPER IN TRACK★

WHAT MBA STUDENTS REALLY NEED TO LEARN: AN EVIDENCE BASED APPROACH TO CURRICULUM REFORM

Rosemary Maellaro, *University of Dallas*

J. Lee Whittington, *University of Dallas*

We conducted a field study to determine the combination of interpersonal skills that are most desired in MBA graduates by hiring managers. A conjoint analysis of the data identified the relative importance of communication skills, interpersonal diagnostic and intervention skills, influence skills, and empathy. Hiring managers indicated that the most preferred job candidates had superior communication skills, above average influence skills, and above average interpersonal diagnostic and interventions skills. We discuss the implications of these findings for the design of business school curricula and make prescriptive recommendations.

Thursday, 5:15pm - 6:15pm in Scarbrough Ballroom

SMA Business Meeting

Presiding: **Mark B. Gavin**, *Oklahoma State University* [SMA President]

Thursday, 6:30pm - 8:00pm in Harborside

SMA Presidential and Annual Membership Reception &

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

Award Winner: **Geralyn McClure Franklin**, *Stephen F. Austin State University*

Come honor our outgoing SMA President Mark B. Gavin and our Hunt award winner at our annual membership reception.

Friday, November 11

Conference Registration and Exhibits: 8:00am – 3:00pm.
Conference registration in Registration Booth-Mezzanine Level. Exhibits in Regency A. (Both closed for lunch from Noon to 1:30pm)

Coordinator: Kevin B. Lowe, *UNC Greensboro*

Registration for SMA Placement Services: 8:00am – 3:00pm
in Regency B (closed for lunch from Noon to 1:30pm)

Coordinators:

Walter Lee Grubb III, *East Carolina University*

Patricia Lanier, *University of Louisiana, Lafayette*

Conference Registration and Exhibits & SMA Placement Breakdown: 3:00pm – 5:00pm

Friday, 8:00am - 10:00am in Scarbrough Ballroom 1

Professional Development Institute: Testing Models Involving Mediation, Moderation, and Mediated-Moderation

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

Lisa Schurer Lambert, *Georgia State University*

This session will review best practices for testing mediation and moderation and then show how to test models combining mediation and moderation. Both simple and complex models will be covered as will bootstrapping, calculating indirect effects, conducting simple slopes analyses, and graphing.

Friday, 8:30am - 10:00am in Regency D

OB: Exploring Leadership, Behavioral Integration, and Creativity

Session Chair: **Aycan Kara**, *Florida Atlantic University*

Discussants:

Papers 1 & 2: **Alejandra Marin Melo**, *Texas Tech University*

Paper 3: **Ghadir Ishqaidef**, *University of Kansas*

DEVELOPMENT OF A CAUSAL FRAMEWORK LINKING LEADERSHIP TO EMPLOYEE CREATIVITY

Vishal Gupta, *Indian Institute of Management, Lucknow*

Shailendra Singh, *Indian Institute of Management, Lucknow*

Few studies have focused on understanding how leadership is related to creativity. The first part of the study identifies a set of supervisor behaviors that has high potential to impact employee creativity. The second part of the study extends leadership theories by linking leader behaviors to employee creativity through justice perceptions, psychological capital and intrinsic motivation. The paper develops understanding about the role of extrinsic motivation in enhancing employee creativity and about the interrelationships between justice perceptions, psychological capital and intrinsic motivation. The study uses a combination of in-depth interviews and literature review to provide insights into the leadership-creativity relationship.

GETTING WHAT'S NEW FROM NEWCOMERS: THE ROLE OF EMPOWERING LEADERSHIP, ORGANIZATIONAL SUPPORT FOR CREATIVITY, AND COWORKER TRUST IN NEWCOMERS' VOICE AND CREATIVITY

Ning Li, *Texas A&M University*

Brad Harris, *Texas A&M University*

Wendy R. Boswell, *Texas A&M University*

Zhi-tao Xie, *Shanghai Jiao Tong University*

Research traditionally views socialization as a process whereby newcomers acquire important information from organizational insiders. This perspective lends theoretical support for models suggesting firms become more homogeneous over time, but does not acknowledge that newcomers may be able to offer fresh ideas that contribute to a firm's adaptability in today's rapidly changing environment. To address this issue, the present study hypothesizes that empowering leadership positively relates to newcomer role breath self-efficacy, which then relates to newcomer voice and creativity. This relationship is accentuated by organizational support for creativity and trust in coworkers. Empirical results are presented and implications are discussed.

MODELING THE EFFECTIVENESS OF TRANSFORMATIONAL LEADERSHIP IN TEAMS: THE MECHANISM OF TEAM LEARNING AND BEHAVIORAL INTEGRATION

Chia-Yen Chiu, *University at Buffalo, SUNY*

Drawing on team learning literature, this research proposes that learning orientation mediates the relationship of transformational leadership and team behavioral integration. In addition, through integrating the behaviors of team members, the whole team is expected to have better task and relational performance and lower degree of social loafing. Using the structural equation modeling approach, the result shows that transformational leadership promotes, directly and indirectly, team behavioral integration, while learning orientation produces a direct effect. Behavioral integration is also positively related to team performance and negatively associated to the degree of social loafing.

Friday, 8:30am - 10:00am in Regency E

Ethics/Soc/Div: Symposium - Managing Diversity Programs

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

This session highlights our university's efforts to increase institutional diversity. Our approach includes the process of designing, implementing, and measuring a diversity plan that capitalizes on the value of making excellence inclusive. The process includes garnering support at the highest institutional levels including adding a Chief Diversity Officer, changes in student services and curriculum, additional faculty development, and a plan for institutional metrics to determine the results of our efforts. The panelists will share their experiences during this process and lead discussion for participants to share their stories as universities strive for enhanced diversity.

Friday, 8:30am - 10:00am in Scarbrough Ballroom 2

Strategy/OT/IM: Institutional Theory: Perspectives on Change, Learning, and Narcissism

Session Chair: **Ismail Shola Ahmodu-Tijani**, *Lagos State University*

Discussants:

Papers 1 & 3: **Angelina Zubac**, *Strategy Link*

Paper 2: **Guillaume C. F. Pain**, *Concordia University*

COLLECTIVE INSTITUTIONAL ENTREPRENEURSHIP: OVERCOMING COLLECTIVE INACTION

Raymond J. Jones III, *University of North Texas*
Manjula S. Salimath, *University of North Texas*

Recent research interest has focused on how and why institutional change occurs. Despite the embedded agency paradox, institutional entrepreneurs are able to create change in institutionalized fields. We consider collective institutional entrepreneurship, a process where cooperation of dispersed actors in institutional fields is essential for change. We argue that collective institutional entrepreneurship is particularly relevant in fragmented fields; where peripheral actors are likely to initiate collective action for institutional change. We combine institutional and resource dependency theories to develop a framework where power and mutual dependence help to explain how collective inaction is overcome in the institutional change process.

INTEGRATING LOGICS AND ORGANIZATIONAL IDENTITY INTO THE 4I FRAMEWORK OF ORGANIZATIONAL LEARNING

Maziar Raz, *University of Western Ontario*

This paper argues that availability of conflicting institutional logics influences the effectiveness of organizational learning. A fine-grained look at the 4I processes of organizational learning reveals how the influence of conflicting logics on the effectiveness of organizational learning is moderated by the strength of the organizational identity.

THE NARCISSISTIC ORGANIZATION: PERFORMANCE IMPLICATIONS

Mary Beth Rousseau, *University of Tennessee*
Dennis Duchon, *University of Nebraska*

Narcissism is generally considered an individual personality trait. However, in this study we suggest that narcissism may become institutionalized to the extent that a narcissistic organization emerges. We also propose, counter to the negative perceptions of narcissism, that narcissistic organizations experience largely positive firm outcomes. In study one we develop an organization-level narcissism construct and develop a 30 item scale to measure it. In study two we find that the relationship of organization-level narcissism with financial, efficiency and human resource outcomes is largely positive. The exception to this was the negative relationship found between organization-level narcissism and human resource outcomes.

Friday, 8:30am - 10:00am in Scarbrough Ballroom 3

Strategy/OT/IM: Human Capital: Building, Leveraging, and Appropriating

Session Chair: **Frances H. Fabian**, *University of Memphis*

Discussants:

Papers 1 & 2: **Frances H. Fabian**, *University of Memphis*

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

DEVELOPING STRATEGIC HUMAN CAPITAL THROUGH ALTRUISM: CAN ONE BAD APPLE SPOIL THE WHOLE BUNCH?

Craig E. Armstrong, *University of Alabama*

Firms must increasingly rely on attracting and developing their stocks of human capital to remain competitive. At the same time, however, the talented individuals who possess this human capital have substantial bargaining power for the economic profits they help to generate. This paper focuses on a firm's efforts to develop strategic human capital through altruistic behaviors while preventing the rise of selfish behaviors that erode shareholders returns. Using simulation models of altruistic behavior, we find non-obvious and counterintuitive links between altruistic efforts to develop strategic human capital and the ultimate domination of firms by either selfish or altruistic individuals.

HUMAN CAPITAL, SOCIAL CAPITAL, AND EXECUTIVE COMPENSATION: HOW DOES THE SLICE OF PIE EXECUTIVES APPROPRIATE COMPARE TO WHAT THEY BRING TO THE TABLE?

Dante Di Gregorio, *University of New Mexico*
Kevin D. Clark, *Villanova University*

Prior research has focused on how human and social capital resources create value for organizations, however the costs of these resources are rarely considered. We studied 136 executives from 42 firms to evaluate the extent to which executives appropriate value from resources in the form of increased compensation. Generic human capital, generic social capital, and firm-specific social capital were found to be related to executive compensation. There was no link between compensation and firm-specific human capital. Our results demonstrate the hazard of focusing on value-creation by human capital and social capital without also considering value appropriation by internal stakeholders.

TRANSACTIVE MEMORY EMERGENCE IN VIRTUAL TEAMS: THE ROLE OF COMMUNICATION PRACTICES

Joy Oguntebi, *Rochester Institute of Technology*

This study examines virtual work groups through an intensive study of cross-national student teams. We consider the role of transactive memory systems (TMS) as a way to facilitate effective team processes and specifically investigate the role of communication practices in TMS emergence. A TMS is a cooperative division-of-labor for learning, remembering, communicating and utilizing team knowledge and it represents formations of collective memory within small groups. The study's research questions, which highlight the relationship between 1) communication practices and TMS, 2) communication practices and team performance, and 3) TMS and team performance, are addressed through a small-sample quantitative analysis.

Friday, 8:30am - 10:00am in Scarbrough Ballroom 4

OB: Expanding Organizational Citizenship Behavior Knowledge

Session Chair: **Laci Rogers**, *Florida State University*

Discussants:

Paper 1: **Jun Yang**, *University at Buffalo, SUNY*

Papers 2 & 3: **Hector Martinez**, *Case Western Reserve University*

A GOOD SOLDIER AND COOPERATIVE TOO: INTEGRATING RESEARCH IN OCB AND SOCIAL DILEMMAS

Corinne Coen, *Case Western Reserve University*

Andrew Schnackenberg, *Case Western Reserve University*

Tiffany Schroeder, *Case Western Reserve University*

Research on organizational citizenship behavior and social dilemmas overlap substantially. While cooperation in a social dilemma is not identical to citizenship behavior, it likely captures most elements of that behavior when citizenship is costly to the individual actor. These two areas of research have much to offer each other if the overlaps are carefully defined. We propose a clarification of the definition of OCB to coincide with cooperation, explore the similarities and differences between the parallel constructs, the common antecedents and processes, and articulate a series of proposals about cooperation and OCB that can be adapted from the complementary literatures.

PATIENTS AND WORKGROUPS AS BENEFICIARIES OF ORGANIZATIONAL CITIZENSHIP BEHAVIOR: A MULTIFOCI JUSTICE AND RESOURCE DEPLETION PERSPECTIVE

Jim Lavelle, *University of Texas at Arlington*

Gary C. McMahan, *University of Texas at Arlington*

Christopher Harris, *Tilburg University*

Adopting a multifoci perspective of organizational justice, we examined relationships among patients' families' justice, workgroup fairness, and organizational citizenship behavior toward patients (OCBP) and toward workgroup members (OCBG) in a healthcare organization focused on senior care. We found evidence that OCBP and OCBG are uniquely predicted by patients' families' justice and workgroup members' justice, respectively. Further, drawing from a resource depletion perspective, we hypothesized and found that patients' families' justice interacted with workgroup justice such that the positive relationship between workgroup justice and OCBG was weakened when patients' families' justice was relatively low. Implications for research and theory are discussed.

THE DIFFERENTIAL EFFECTS OF IDENTIFICATION ON ORGANIZATIONAL CITIZENSHIP AND PROSOCIAL BEHAVIORS

Rachel Elizabeth Kane, *Florida State University*

Mar Magnusen, *Florida State University*

Pamela L. Perrewé, *Florida State University*

Stephen Mossini, *Florida State University*

Steven Bailey, *Florida State University*

Jeremy Mackey, *Florida State University*

This research utilizes Social Identity Theory to examine the role of identification on two forms of extra-role behaviors, namely, organizational citizenship behaviors (OCB) and prosocial behaviors; in addition, we examine the moderating role of proactive personality in these relationships. Results indicate that individuals who are highly identified with their organization are more likely to perform OCB, whereas individuals who are highly identified with their community are more likely to participate in prosocial behaviors. In addition, the relationship between organizational identification and prosocial behavior was found to be fully mediated by community identification. No moderating effects were found for proactive personality.

Friday, 8:30am - 10:00am in Trustees Hall-Percival

HRM/Careers: Organizational Ratings, Change, & Ownership: Implications for HR

Session Chair: **Alysa Dawn Lambert**, *Indiana University Southeast*

Discussants:

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

Preeti Wadhwa, *University of Kansas*

Serge Pires da Motta Veiga, *University of Missouri*

AN EXAMINATION OF THE RELATIONSHIP BETWEEN LARGE SHAREHOLDERS AND COMMITMENT HUMAN RESOURCE SYSTEMS

Frank Mullins, *North Carolina A&T State University*

This study examines the relationship between large shareholders and commitment HR systems (CHRS). Overall, the findings indicate that founding family owners and transient institutional investors influence the firm's use of CHRS. Founding family owners with their long-term investment horizon support the use of CHRS. Specifically, the relationship between founding family ownership stake and CHRS is positive up to the family owning 11.22 percent of the total common shares outstanding. Transient institutional investors tend to oppose the use of CHRS.

BEST PLACES TO WORK: HOW "MAKING THE LIST" IMPACTS SUBSEQUENT RECRUITMENT OUTCOMES

Brian Dineen, *University of Kentucky*

"Best Places to Work" (BPTW) and similar competitions have proliferated. Yet, little is known about their impact on recruitment outcomes. I examine using competing theoretical arguments BPTW ranking effects on applicant pool quality, and whether company size is related to applicant pool quality specifically among ranked companies. Consistent with a heuristics perspective, I find that, compared with unranked companies, applicant pool quality among ranked companies decreases the year following a BPTW ranking. I also find a positive relationship between company size and applicant pool quality following a BPTW ranking.

★BEST DOCTORAL PAPER IN TRACK★
EXPLORING LINKAGES BETWEEN ORGANIZATIONAL CHANGE MESSAGE STRATEGIES AND CHANGE RECIPIENT BELIEFS

Eric Gresch, *Georgia Gwinnett College*
Kevin W. Mossholder, *Auburn University*

To better understand the relative impact of specific organizational change message strategies on shaping change recipient beliefs, a study of employees was conducted in a public university during the introduction of a technological change. Of particular interest was the role of change-related human resource training practices in shaping employee beliefs. The impact of supervisor beliefs and LMX on subordinate beliefs was also assessed. Quantitative supervisor and subordinate self-report data are analyzed from survey questionnaires. HLM analysis provides insights into the role of change-related training practices on change recipient beliefs.

TO WEAR HIJAB OR NOT: MUSLIM WOMEN'S PERCEPTIONS OF THEIR HEALTHCARE WORKPLACES

Terrie C. Reeves, *UNC Greensboro*
Laila Azam, *Froedtert Hospital*

This study explored relationships among a woman's choice to disclose a stigmatizing religious persuasion, and her organizational citizenship, commitment, and justice perceptions. Hijabis perceived greater support from and were more committed to their organizations than non-hijabis; the two groups did not differ in overall organizational justice perceptions. Multivariate analysis found that the combination of wearing hijab, performing externally oriented citizenship behaviors, and being organizationally committed were significantly related to a woman's perception that her organization was interactionally just, but not that it was distributively or procedurally just. Positive organizational outcomes resulting from encouraging workers to disclose stigmatizing characteristics are discussed.

Friday, 8:30am - 10:00am in Trustees Hall-Verelst

HC/HM/PA: Workforce Issues in Health Care

Session Chair: **David Lindsey Williams**, *Kennesaw State University*

Discussants:

James Michael Vardaman, *Mississippi State University*
Leigh Ann Bynum, *Belmont University*
Tony Swaim, *Kennesaw State University*

A MONOPSONY MARKET PERSPECTIVE ON THE U.S. NURSING SHORTAGE

Ginger Azbik, *University of Alabama at Birmingham*
Thomas Powers, *University of Alabama at Birmingham*

This paper examines the current nursing shortage in the United States, and how this shortage differs from the cyclical shortages reported over recent decades. Historically, nursing shortages have been multifaceted in nature; however, the current shortage is more problematic than previous shortages due to the uniqueness of the contributing circumstances, both societal and economic. Nursing labor shortages differ from other labor shortages due to the presence of a monopsony as opposed to a competitive labor market. Specifically to be explored in this paper are monopsony labor markets, and their effect on reported nursing shortages.

PSYCHOLOGICAL ENTITLEMENT AND ABUSIVE SUPERVISION: THE MODERATING INFLUENCE OF POLITICAL SKILL

Marilyn Whitman, *University of Alabama*
Kristen Shanine, *University of Alabama*

Entitlement in the workforce has captured the attention of both academics and practitioners. Given the link between entitlement and aggression, our study seeks to examine the relationship between psychological entitlement and abusive supervision. We also explored the moderating role of political skill. Findings from a sample of 132 supervisor-subordinate dyads suggest supervisors high in entitlement are more likely to be perceived as abusive. Political skill, however, moderated this relationship; entitled supervisors high in political skill were not perceived to be as abusive. Findings suggest political skill serves as a regulatory mechanism that thwarts entitled supervisors from engaging in abusive behaviors.

Friday, 8:30am - 10:00am in Trustees Hall-Vernon

MH/ME: Innovative Learning Techniques and Distance Learning

Session Chair: **Diane Bandow**, *Troy University*

Discussants:

Sandra Renee Bryant, *University Of Phoenix*
Tom J. Sanders, *University of Montevallo*
J. Kay Keels, *Coastal Carolina University*

EXTENDING THE NARRATIVE APPROACH: USING GRAPHIC NOVELS TO TEACH STRATEGIC MANAGEMENT

Brandon Randolph-Seng, *Texas Tech University*
Jeremy C. Short, *University of Oklahoma*
Aaron Francis McKenny, *University of Oklahoma*

Teaching undergraduate capstone strategic management courses can be challenging due to the lack of motivation and interest among graduating seniors. To date, however, there has been little attention paid to the motivation and interest levels of students in strategic management courses. The purpose of the current paper was to examine if the use of a graphic novel approach relates to high student motivation and interest. Student course feedback suggested that use of the graphic novel did relate to high motivation and interest. Based on these results, the graphic novel format provides a potentially powerful tool for undergraduate strategic management education.

THE EFFECT OF INDIVIDUAL MOTIVATION AND COGNITIVE ABILITY ON STUDENT PERFORMANCE OUTCOMES IN A DISTANCE EDUCATION ENVIRONMENT

James W. Logan, *University of New Orleans*
Olof H. Lundberg Jr., *University of New Orleans*
Roth Lawrence, *St. Cloud State University*

The authors explored the effects of general mental ability and motivation (operationalized as conscientiousness) on performance in an online distance education course. The results supported the hypotheses that both higher levels of motivation and higher general mental ability are positively associated with academic performance in a distance learning environment, while low levels of either motivation or general mental ability were associated with lower levels of performance. The results also support the presence of a significant interaction effect between motivation and general mental ability in terms of their relation to performance. Theoretical and practical implications of the results are discussed.

USING ARTS-BASED LEARNING IN MANAGEMENT EDUCATION: A TOUCHSTONE EXERCISE

Kathy S. Mack, *Mercer University*

The purpose of this paper is to contribute to knowledge about the role and possibilities for arts-based learning in management education. An arts-based touchstone exercise engages MBA students in artful representations of classroom 'group life'. Student reflections reveal that the creative process itself has its own aesthetic value. This paper provides an understanding of arts-based learning processes at the group level of analysis. Limitations and directions for future research are also considered.

Friday, 10:00am - 10:30am in Regency A
Networking Break

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

Friday, 10:30am - 12:00pm in Regency D

OB: Models Exploring Perceived Organizational Support

Session Chair: **Désirée Schumacher**, *Maastricht University*

Discussants:

Papers 1 & 3: **Christopher Charles Rosen**, *University of Arkansas*
Paper 2: **Ray Gibney Jr.**, *Pennsylvania State University at Harrisburg*

LINKING PERCEIVED ORGANIZATIONAL SUPPORT, ORGANIZATIONAL IDENTIFICATION TO TURNOVER INTENTION AND EMOTIONAL EXHAUSTION

Sushanta Kumar Mishra, *Indian Institute of Management Indore*

Based on 468 medical representatives in India, the present study examines the relationships among perceived organizational support, organizational identification, turnover intention, and emotional exhaustion. The study shows that apart from directly influencing emotional exhaustion, perceived organizational support affects emotional exhaustion indirectly through organizational identification. The study supports the argument that organizational identification alters the strength of the relationship between perceived organizational support and turnover intention. Contributions of the study to theory and to human resource management practices are discussed.

RESTRICTIVE CONTROL AS A MODERATOR OF PERCEIVED ORGANIZATIONAL SUPPORT: A NEW VIEW OF RESTRICTIVE CONTROL

Steven M. Elias, *New Mexico State University*
James W. Bishop, *New Mexico State University*
Catherine Anne Helmuth, *New Mexico State University*
Stephanie Maynard-Patrick, *New Mexico State University*

Perceived organizational support (POS), which is generally thought of in a positive light, has become a popular and important topic in the management literature. Research on restrictive control, which is generally perceived negatively, has recently gained in popularity. The current research offers a new view of restrictive control in that it treats this method of influence positively. In a sample of state-government employees (n = 120), restrictive control moderated the relationships between POS and job satisfaction and affective commitment. In each instance, greater restrictive control was associated with higher satisfaction and commitment. Implications are discussed.

TO STAY OR TO GO? THE ROLES OF JOB EMBEDDEDNESS AND CORRELATE FACTORS IN RETAIL PHARMACISTS' INTENTION TO LEAVE

Chris Leupold, *Elon University*
Lauren Elizabeth Ellis, *Clemson University*

Job embeddedness (JE) is an increasingly studied variable used to explain and predict employee turnover. Via a mail survey, data was collected from retail pharmacists to revisit the relationship between JE and the pharmacists' intentions-to-leave. In addition, the study explored JE's relationship with pharmacists' core self-evaluations, perceived organizational support, and job satisfaction. Results found JE to be positively related to all three variables and significantly predictive of pharmacists' intentions to leave their organizations. Finally, organizations' retention-related activities were predictive of pharmacists' intention to leave. Implications for these findings and retention of these valued employees are discussed.

Friday, 10:30am - 12:00pm in Regency E

Ethics/Soc/Div: Corporate Social Performance and Responsible Practices

Session Chair: **Susan Fox-Wolfgramm**, *Hawaii Pacific University*

Discussants:

Arlise P. McKinney, *Coastal Carolina University*

Stephen P. Preacher, *Liberty University*

Susan Fox-Wolfgramm, *Hawaii Pacific University*

CORPORATE SOCIAL PERFORMANCE: PUBLIC OPINION MATTERS

Pamela Harper, *Rensselaer Polytechnic Institute*

Murad A. Mithani, *Rensselaer Polytechnic Institute*

Timothy Harper, *Skidmore College*

Despite the volumes of research investigating the outcomes of Corporate Social Performance (CSP), important questions remain regarding the view of stakeholders that do not derive a direct benefit from the firm; community members. This empirical investigation of the relationship between personal social responsibility (PSR), and the perception of corporate social performance (PCSP), is based on an original survey of 164 community stakeholders. Borrowing from the social contract and values congruence theories, this paper is the first empirical study to provide evidence of a non-linear relationship between PSR and PCSP.

FORGIVENESS AND RECONCILIATION IN THE WORKPLACE: A MULTI-LEVEL PERSPECTIVE AND RESEARCH AGENDA

Michael Palanski, *Rochester Institute of Technology*

Forgiveness and reconciliation have been shown to be beneficial alternatives to revenge as responses to an interpersonal offense in the workplace. Prior research on these topics, however, is often narrow in scope, focusing on only the victim. Moreover, existing research is often unclear about the relationship between forgiveness and reconciliation. In response, this paper proposes a conceptual framework of forgiveness, reconciliation, and their respective antecedents which is both multi-level and interdisciplinary. Future research directions and managerial implications are proposed based on the multi-level model and research from other fields.

TOWARDS BETTER ENVIRONMENTAL PERFORMANCE: THE ROLE THE BOARD OF DIRECTORS PLAYS IN ACCESSING THE NETWORK'S GREEN RESOURCES

Birton Cowden, *Saint Louis University*

Hadi Alhorr, *Saint Louis University*

This paper highlights the role of the board and the experiences of its members as the linkage to environmental resources found in the firm's network that can be leveraged to guide the firm towards being environmentally sustainable. We look at previous guiding of environmental vision and strategy, discovery or implementation of green innovations and technology, access to green social capital, and environmental political activity of the members to examine the effect on the firm's environmental performance. Findings suggest that eco-vision and strategy as well as eco-innovation and technology backgrounds of board members are stronger contributors to the firm's environmental performance.

Friday, 10:30am - 12:30pm in Scarbrough Ballroom 1

Professional Development Institute: New Approaches for Evaluating Latent Variable Relations (co-sponsored by CARMA)

Larry J. Williams, *Wayne State University*

This workshop introduces new advances for estimating the goodness of fit of structural models. The session will begin with an overview of current convention and demonstration of limitations of composite fit measures (e.g., CFI & RMSEA) as indicators of the quality of a proposed theory. The focus will then switch to two alternative indices, NSCI-P and RMSEA-P, that focus more on path model relations and which outperform the composite fit indices in the detection of model misspecification. The session will conclude with recommendations for how the new indices can be incorporated into model evaluation and theory testing.

Friday, 10:30am - 12:00pm in Scarbrough Ballroom 2

Strategy/OT/IM: Symposium - Emerging Paradigms - The Evolution and Future Directions of Strategic Management

Raymond J. Jones III, *University of North Texas*

Josh Daspit, *University of North Texas*

Marcus Z. Cox, *University of North Texas*

Erin McLaughlin, *Nova Southeastern University*

Indu Ramachandran, *University of Texas at San Antonio*

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

Phillip Eugene Davis, *University of North Texas*

Victoria McKee, *University of North Texas*

The objective of this panel symposium is to assess the current state of strategic management and to theorize on the future directions of the field. A survey of strategic management scholars at AACSB-accredited institutions was conducted to determine the current state and future directions of the discipline, and the findings of the study will be presented. Additionally, a diverse panel of leading strategic management scholars, several of whom are current or former JOM and AMJ editorial board members, will contribute to the discussion and offer insight into the emerging paradigms of the field.

Strategy/OT/IM: Human Capital: Exploring Individual-level Constructs

Session Chair: **Amber Jamil**, *International Islamic University*

Discussants:

Amber Jamil, *International Islamic University*
Karen Moustafa Leonard, *Indiana Univ-Purdue Univ Fort Wayne*
Craig E. Armstrong, *University of Alabama*

CROSS-CULTURAL SENSITIVITY OF HIGH PERFORMANCE WORK SYSTEMS: A CONCEPTUAL FRAMEWORK

Rakesh Mittal, *New Mexico State University*

The concept of High Performance Work Systems (HPWS), is based on a recognition that certain HR practices, when implemented as a “package” lead to more value addition than when they are used separately. The needs of globalization require that HR systems function smoothly and effectively across cultures. However, since cultural values affect employee attitudes and behaviors, HR practices are culturally sensitive. Thus, a HPWS successful in one country may not be as effective in another cultural setting. This paper presents a conceptual framework to describe the interaction of various cultural dimensions with specific HR practices which comprise the HPWS.

ONLY FAMOUS IF PEOPLE KNOW YOUR NAME: EXTERNAL AUDIENCES, TRANSFERENCE, & FIRM PERFORMANCE OF CELEBRITY FIRMS & CEOS

Alexa Perryman, *Texas Christian University*

In recent years, focal actors from the business realm have taken center stage in both traditional and non-traditional media outlets. This paper builds from the mass communications theories of agenda-setting and framing to inform current views of focal actor name recognition and empirically test the proposed linkages between levels and in relation to firm performance via both a survey and article frequency. The results found the survey of firm name recognition to partially mediate the relationship between CEO name recognition and firm performance.

PROACTIVE PERSONALITY AND RETENTION: THE MEDITATIONAL ROLE OF JOB SATISFACTION, JOB PERFORMANCE AND CAREER FUTURE IN ISRAELI EMPLOYEES

Veena Prabhu, *California State University, Los Angeles*

In today’s competitive environment proactive employees are a valuable asset to an organization. Hence, the purpose of the present study was to not only understand the factors which affect retention of proactive employees but also to provide insight into the mechanism. Data was collected from Israel and the results supported the mediating effect of three factors—job satisfaction, job performance and career future in the relationship between proactive personality and intent to remain with the organization. Implications for organizations and future research are discussed.

OB: Mistreatment at Work: Abusive Supervisors and Bullying

Session Chair: **Paul Johnson**, *Western Carolina University*

Discussants:

Paper 1: **Wongun Goo**, *Georgia State University*
Papers 2 & 3: **Angela Wallace**, *University at Buffalo, SUNY*

HOW SUBORDINATE CORE SELF-EVALUATIONS AND COGNITIVE ABILITY INFLUENCE PERCEPTIONS OF AND DEVIANT REACTIONS TO ABUSIVE SUPERVISION

Shannon G. Taylor, *Northern Illinois University*
Don H. Klumper, *Northern Illinois University*

Although the relationship between abusive supervision and subordinate deviance has been extensively investigated, little is known about how subordinate characteristics impact subordinates’ perceptions of and reactions to abusive supervision. The present study proposes and finds that two variables reflecting subordinates’ competence and capabilities, CSE and cognitive ability, function in substantially different ways. Using matched data from 163 job incumbents and their supervisors, we found (1) CSE was negatively related to perceptions of supervisor abuse, (2) abusive supervision was positively associated with subordinate deviance, and (3) the latter effect was stronger for those with low (as compared to high) cognitive ability.

PERCEPTIONS OF BULLYING IN THE WORKPLACE: THE MODERATING EFFECT OF EMPLOYEE CONTROL

Mary Beth Rousseau, *University of Tennessee*
Pankaj C. Patel, *Ball State University*
Franz Kellermanns, *University of Tennessee*
Kimberly Eddleston, *Northeastern University*

This study uses occupational stress lens to investigate the effect of the work environment on perceptions of workplace bullying. Results indicate that role overload is positively associated with perceptions of bullying, while social support and the climate for trust are negatively associated. Further, we find that job autonomy and employee participation moderate these relationships - reducing the strength of the relationship between role overload and workplace bullying, and strengthening the relationships of both social support and climate for trust with workplace bullying.

THE INTERACTIVE EFFECTS OF ABUSIVE SUPERVISION AND ENTITLEMENT ON EMOTIONAL EXHAUSTION AND COWORKER ABUSE

Anthony R. Wheeler, *University of Rhode Island*
Marilyn Whitman, *University of Alabama*

The present research examines the relationship between supervisor abuse, emotional exhaustion, psychological entitlement, and coworker abuse. We hypothesize employees perceiving higher levels of abusive supervision will experience higher levels of emotional exhaustion, a relationship exacerbated for those with higher psychological entitlement. The interaction between emotional exhaustion and psychological entitlement mediates the supervisor - coworker abuse relationship. Analyzing longitudinal survey data obtain from 132 working adults across multiple industries using moderated-mediation analysis, we found support for our hypothesized model. Implications for theory, future research, and management practice are discussed.

Ent/IT/Innov: Entrepreneurial Motivation

Session Chair: **Jason Lortie**, *Florida Atlantic University*

Discussants:

Alejandra Marin Melo, *Texas Tech University*

Sherylynn Roberts, *University of Texas at Arlington*

Virajanand Varma, *Columbus State University*

ENTREPRENEURIAL MOTIVATION AND NEW VENTURE SURVIVAL: A SELF-DETERMINATION THEORY PERSPECTIVE

James E. Wilbanks, *University of Arkansas at Little Rock*

Chris Bradshaw, *University of Missouri*

Thomas W. Dougherty, *University of Missouri*

This study examined the influence of alternative sources of motivation on new ventures. We examined the motivation of entrepreneurs through the theoretical lens of self-determination theory (SDT) which is concerned not only with the quantity of a person's motivation, but also the quality of motivation. We hypothesized that entrepreneurs with more autonomous forms of initial motivation are more likely to persist during the early phases of start-up. We tested this empirically with longitudinal data from the Panel Study of Entrepreneurship (PSED-II). Results of binary logistical regression indicated that autonomous motivation was a significant predictor of firm survival.

ENTREPRENEURIAL MOTIVATION AND SATISFACTION WITH PERFORMANCE: A LOOK AT MOTIVATION INTENSITY AND CONTENT

Anne Canabal, *University of Maine*

Jason Harkins, *University of Maine*

Ivan Manev, *University of Maine*

The literature on entrepreneurial motivation has focused on what motivates entrepreneurs. We extend this by using self-determination theory to focus on how motivated entrepreneurs are to expand our understanding of the effect of motivation on performance. We test our hypotheses that venture internalization (a proxy for motivation intensity) has a positive relationship with performance and look at the moderating effects of entrepreneurial goals using a sample of 275 entrepreneurs. We find support for the relationship between venture internalization and satisfaction with performance, and find that the extrinsic rewards goal negatively moderates that relationship while family security positively moderates the relationship.

ENTREPRENEURSHIP: FROM MOTIVATION TO START-UP

Christophe Estay, *BEM Bordeaux Management School*

François Durrieu, *BEM Bordeaux Management School*

Lou Marino, *University of Alabama*

Chad Hilton, *University of Alabama*

We build on previous research in the areas of entrepreneurial motivation, entrepreneurial cognition, and Bruyat's logics of action to conduct an exploratory study to elucidate key elements of the business start-up process. We begin by discussing the theoretical foundations of research and present a general research model that guides our exploratory study. Next we discuss the specific methods and data used to examine the relationships between entrepreneurial expectations, motivations and the specific type of new venture creation the entrepreneurs choose to pursue. We conclude with a discussion of our findings and an examination of the implications of these findings.

HC/HM/PA: Social Issues in Health and Education

Session Chair: **Tom J. Sanders**, *University of Montevallo*

Discussants:

Kristen Shanine, *University of Alabama*

Tamara Friedrich, *Savannah State University*

Wayne Brock, *University of Phoenix*

HEALTH DISPARITIES AND THE WORKPLACE: EMPLOYMENT AS A SOURCE OF DISPARITIES AND A POTENTIAL OUTLET FOR INTERVENTION

Tamara Friedrich, *Savannah State University*

Lauren V. Blackwell, *Oak Ridge National Laboratory*

Erica Hauck, *Kenexa*

In the present effort we review the literature on occupational health and health disparities to evaluate the role that employment may play in causing health disparities among various demographic groups. Based on the literature, we propose three possible ways that employment and disparities may be related. Additionally, given the significant role that work plays in our daily lives, we review the possibility of the workplace as a point of intervention to improve health and wellness and potentially reduce health disparities. A specific suggestion of improving an organization's wellness climate is reviewed.

**★BEST DOCTORAL PAPER IN TRACK★
STRIKING FOR A DYNAMIC BALANCE IN PUBLIC SCHOOL IMPROVEMENT: A THEORETICAL MODEL OF LEADERSHIP AMBIDEXTERITY**

Nicole C. Jackson, *University of California, Berkeley*

The need to balance the public school's multiple often competing stakeholder demands toward school improvement has drawn attention to two general questions considered relevant to general organizations research but here contextualized to public school management and their principals: What constitutes this leadership ambidexterity as a dynamic organizing leadership process? And second, what theoretically explains its emergence in organizational contexts? As its contribution, this theoretical paper defines leadership ambidexterity more generally as a set of organizing cognitions and actions across the orchestration-improvisation leadership continuum. Second, this paper initiates a theoretical model to explain the emergence of leadership ambidexterity in organizations.

**★BEST PAPER IN TRACK★
THE ROLE OF CENTRALITY AND SELF-EFFICACY IN INTERPRETING CHANGE AS CONTROLLABLE: A STUDY OF TEACHERS AND NO CHILD LEFT BEHIND**

James Michael Vardaman, *Mississippi State University*

John Matthew Amis, *University of Memphis*

Robert Van de Graaff Randolph, *Mississippi State University*

Interpreting organizational change as controllable can be the difference between achieving positive or negative outcomes from change initiatives. This study examines the role of centrality in organizational social networks and change-related self-efficacy in interpreting change as controllable. Drawing on a sample of 148 U.S. public school teachers facing a significant organizational transformation, the No Child Left Behind Act, our analysis reveals that change-related self-efficacy fully mediates relationships between centrality within organizational friendship and advice networks and individual interpretations of controllability. Centrality within organizational social networks is theorized to provide the self-efficacy necessary to interpret change as within one's control.

Friday, 10:30am - 12:00pm in Trustees Hall-Vernon

MH/ME: Symposium - Outsourcing Business Education

Diane Bandow, *Troy University*

Tish Matuszek, *Troy University*

Dennis R. Self, *Troy University*

Karen W. Smola, *University of Maryland*

While outsourcing is common in many industries, little consideration has been given to the outsourcing of business education that is achieved through the use of contingent faculty members. Colleges of Business face increasing pressure to cut costs while remaining flexible in the face of rapid environmental change, thus driving the need for more contingent workers. However, little is known about this temporary work force that provides education to our students. The purpose of this panel is to provide an overview of the issues related to the increased use of contingent faculty. The panel includes contingent and full time faculty members.

Friday, 12:00pm - 2:00pm in Savannah

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

Coordinator: **Bennett Tepper**, *Georgia State University* [Incoming SMA President]

Friday, 1:00pm - 3:00pm in Scarbrough Ballroom 1

**Professional Development Institute: Conducting Meta-Analysis
(co-sponsored by the Research Methods Division of the Academy of Management)**

James G. Combs, *University of Alabama*

T. Russell Crook, *University of Tennessee*

Samuel Todd, *Georgia Southern University*

David J. Woehr, *UNC Charlotte*

This workshop will step attendees through the basics of how to conduct meta-analyses. Special attention will be paid to differences between conducting meta-analyses at the macro- and micro-levels. Participants will also gain hands-on experience with coding for meta-analysis.

Friday, 1:00pm - 3:00pm in Scarbrough Ballroom 2

**Professional Development Institute: Running Multilevel Analyses with R
(co-sponsored by the Research Methods Division of the Academy of Management)**

Hetty van Emmerik, *Maastricht University*

Hannes Guenter, *Maastricht University*

Bert Schreurs, *Maastricht University*

In this session, the presenters will provide hands-on training for multilevel analyses with R, a freely-available program. The session will include a short introduction about R software, an overview of how to use the multilevel and nlme packages in R, and step-by-step procedures for computing agreement and reliability measures (e.g., Rwg, ICC1, ICC2) and for conducting and interpreting a multilevel model. Preregistration is required. Contact Hetty van Emmerik at H.vanEmmerik@MaastrichtUniversity.nl.

Friday, 1:15pm - 2:45pm in Plimsoll

Paper Development Workshop

Coordinator: **Christopher Shook**, *Auburn University*

Attendance in this session is by advance invitation only. SMA would like to thank the following individuals for serving as research mentors for this session:

David G. Allen, *University of Memphis*

Anthony (Tony) Paul Ammeter, *University of Mississippi*

James G. Combs, *University of Alabama*

T. Russell Crook, *University of Tennessee*

Lucy L. Gilson, *University of Connecticut*

Caren Goldberg, *American University*

Franz Kellermanns, *University of Tennessee*

Kevin W. Mossholder, *Auburn University*

G. Tyge Payne, *Texas Tech University*

James Michael Vardaman, *Mississippi State University*

Friday, 1:15pm - 2:45pm in Regency D

OB: Motivation: Why do People do that?

Session Chair: **Sara Jansen Perry**, *University of Houston-Downtown*

Discussants:

Papers 1 & 3: **Jodi Goodman**, *University of Connecticut*

Paper 2: **Dennis R. Self**, *Troy University*

HERZBERG'S HYGIENE FACTORS: JOB DISSATISFACTION AS A MOTIVE FOR ORGANIZATIONAL CITIZENSHIP BEHAVIOR

Hector Martinez, *Case Western Reserve University*

Diane Bergeron, *Case Western Reserve University*

A substantial body of empirical work has confirmed a positive relationship between job satisfaction and organizational citizenship behavior (OCB). However, the focus on job satisfaction fails to address the full spectrum of possible motives. We propose that job dissatisfaction may also be a motive for OCB. Applying Herzberg's two-factor motivation theory, we propose that individuals who are dissatisfied with aspects of their work environment may engage in acts of OCB in an effort to improve the work environment and thus reduce their job dissatisfaction. Building on this proposition, we then propose other relationships among job dissatisfaction, job satisfaction and OCB.

PUBLIC SERVICE MOTIVATION: DO PUBLIC EMPLOYEES WALK THE WALK OF PUBLIC SERVICE?

Aisha Azhar, *Florida State University*

Public Administration literature has shown controversial results for Public Service Motivation being specific to public sector. Some empirical studies have proved that public employees have shown higher tendencies for PSM. Houston (2006) used General Social Survey (GSS) 2002 and found public sector employees are more compassionate than private sector employees. Using same dataset, but a different measure of compassion, this study has found out some conflicting results for correlating compassion with public employees. Through factor analysis (EFA and CFA), compassion is measured as behavioral compassion and affective compassion. Furthermore, the types of occupations (named as service or non service occupations) moderate the effect of employees' tendencies to be compassionate.

REVISITING THE JOB CHARACTERISTICS MODEL WITH POLYNOMIAL REGRESSION APPROACH

Wongun Goo, *Georgia State University*
Lisa Schurer Lambert, *Georgia State University*
Bennett Tepper, *Georgia State University*
Todd Maurer, *Georgia State University*

This study re-conceptualized individual differences as variation in employees' preferences for the five job characteristics (variety, autonomy, feedback, identity, and significance) by applying the person-environment fit framework to the Job Characteristics Model. Results showed that work attitudes were more positive when needs and supplies were both high than when both were low. Moreover, work attitudes decreased as supplies deviated from needs; work attitudes were most positive when optimal amounts of job characteristics were supplied by jobs. These results revealed that individual differences cast in the P-E fit framework further explained the effects of the JCM on employees' attitudes.

Friday, 1:15pm - 2:45pm in Regency E

Strategy/OT/IM: International Management: Multinational Market Entry and Competition

Session Chair: **John Willis Upson**, *University of West Georgia*

Discussant: **John Willis Upson**, *University of West Georgia*

DO LATE MOVERS HAVE ADVANTAGES? AN EMPIRICAL INVESTIGATION IN THE GLOBAL WINE EXPORT INDUSTRY

Pingying Zhang, *University of North Florida*
Andres Gallo, *University of North Florida*
Chris W. Baynard, *University of North Florida*

How late movers gain competitive advantages over the traditional dominant players in the wine export market is our research question. Specifically, we aim to understand the nature of two business strategies—cost leadership and differentiation—applied by late movers to gain market share. We found interesting results through analyzing the 16 largest wine export countries over a ten-year period. First, late movers enter and expand the global wine market by applying differentiation strategy with a focus on innovation. Second, dominant players with powerful market position, however, have difficulty to gain competitive advantages through their dominance.

INSTITUTIONAL TRANSITIONS, GLOBAL MINDSET, AND EMERGING MARKET MULTINATIONALS

Nolan T. Gaffney, *University of Memphis*
Ben L. Kedia, *University of Memphis*
Jack Clampit, *University of Memphis*

Recently revised theoretical explanations of the internationalization process have been offered to specifically account for the propensity of Emerging Market Multinationals (EMNEs) to engage in accelerated internationalization. However, this literature stream has yet to consider how the fundamental institutional transitions occurring in emerging markets promote the individual and organizational level global mindset that helps account for this aggressive, proactive international expansion. Our conceptual framework adopts a multi-level perspective of global mindset as an antecedent of firm decision making and adds to the global mindset literature by arguing that institutional transition is a macro level antecedent of global mindset.

SUBSIDIARY RELATIVE STANDING IN ADVANCING SUBSIDIARY INITIATIVES

Tao (Jennifer) Ma, *University of Connecticut*

This paper draws on relative standing theory to explain why national subsidiaries of a multinational corporation (MNC) pursue different types of initiatives. It is argued that 1) a national subsidiary has two reference groups in the process of social comparison, intra- and inter-MNC comparable firms, and 2) the subsidiary's relative standing will influence the subsidiary's behavior in pursuing entrepreneurial opportunities. Specifically, high relative standing frees the subsidiary on the merit of relative standing to undertake specific initiatives. The specific initiatives that are constrained depend on whether the subsidiary lacks relative standing within the MNC, within the local community, or both.

Friday, 1:15pm - 2:45pm in Scarbrough Ballroom 3

Strategy/OT/IM: Mergers and Acquisitions: Exploring Director Retention, Firm Experience, and Transition Teams

Session Chair: **Marcus Z. Cox**, *University of North Texas*

Discussants:

Papers 1 & 3: **Alexa Perryman**, *Texas Christian University*

Paper 2: **Heather R. Parola**, *Florida Atlantic University*

ACQUISITION AND DIRECTOR CHARACTERISTICS ON TARGET DIRECTOR RETENTION: A RESOURCE DEPENDENCE PERSPECTIVE

Frank Christopher Butler, *University of Tennessee, Chattanooga*
Annette Ranft, *University of Tennessee*

Building on resource dependence theory, this paper seeks to unlock target director retention in the context of mergers and acquisitions. Both firm level characteristics and director level characteristics were assessed in a sample of 173 acquisitions to examine the circumstances in which target directors are retained. Findings suggest that retention will occur in mergers of equals, but power imbalance, relative board size, acquisition relatedness, and director interlocks do have an influence on target director retention.

ACQUISITION EXPERIENCE AND THE SELECTION OF FUTURE GROWTH MECHANISMS: A CAPABILITIES PERSPECTIVE

Mika Kusar, *Fort Lewis College*

This research explores how acquisition experience influences a firm's choice of subsequent growth modes by linking the change in a firm's capabilities through acquisition to the firm's choice of a mode for growth. Utilizing a sample of acquisitions in the banking industry, this study examines how the change in the effectiveness and scope of the acquiring firm's capabilities impacted the firm's future use of internal development and/or acquisition. Results suggest that the choice of a future growth mechanism largely depends not only on the direction of change that occurred but also on the type of capability that changed through acquisition.

WHAT DOES A TRANSITION TEAM BRING TO POST ACQUISITION INTEGRATION PROCESS?

Aycan Kara, *Florida Atlantic University*

Research indicates that on average M&A activities do not create value for the acquiring company shareholders and integration process is the key for value creation. In practice, transition team have been used in a number of M&A integration; yet, theoretical explanation as to why or how the use of transition team can improve integration process, thus create value, is absent. Drawing from teams, this manuscript examines how team characteristics (psychological safety climate, strategic consensus, and transactive memory systems) can allow transition teams facilitate interactions, create atmosphere and alleviate problems that arise during integration process.

Friday, 1:15pm - 2:45pm in Scarbrough Ballroom 4

OB: Toward a Greater Understanding of Job Performance

Session Chair: **Richard Kopelman**, *Baruch College*

Discussants:

Paper 1: **Laci Rogers**, *Florida State University*

Papers 2 & 3: **Raina Marie Rutti**, *Dalton State College*

DOES LEADER POLITICAL SKILL MODERATE THE RELATIONSHIP BETWEEN DOWNWARD INFLUENCE TACTICS AND MEMBER PERFORMANCE?

Ashish Mahajan, *University of Windsor*

Andrew Templer, *University of Windsor*

This study highlights the importance of considering leader political skill as a moderator of the relationship between downward influence tactics and member's in-role performance and organizational citizenship behaviour (OCB). We collected data from 185 leader-member dyads to empirically test this relationship. We found that leader political skill moderates the relationship between inspirational appeals, legitimating tactics, pressure tactics and member's in-role performance. With regards to OCB, we found that leader political skill moderates the relationship between consultation and OCB directed towards individuals (OCBI) as well as the relationship between legitimating tactics, pressure tactics and OCB directed towards the organization (OCBO).

GROWTH-NEED AND IMPRESSION MANAGEMENT IN THE OUT-GROUP

Keke Wu, *Central Washington University*

Chenwei Li, *University of Alabama*

Diane E. Johnson, *University of Alabama*

This study investigated whether out-group members would try to improve their performance ratings by means of impression management (IM). Person-Job Fit Theory as integrated with the Job Characteristic Model, and Cognitive Dissonance Theory were used as the theoretical foundations for this study. Data were collected from a state-owned hospital in main land China. Findings of this study indicate that out-group members with a higher growth-need would use impression management more frequently, and that impression management attempts can be effective in improving performance ratings, even for out-group members.

INTEGRATING ROLE THEORY AND SELF-BELIEF THEORY TO INVESTIGATE THE COMMITMENT-PERFORMANCE RELATIONSHIP FROM A MULTIPLE FOCI OF COMMITMENT PERSPECTIVE

James W. Bishop, *New Mexico State University*

K. Dow Scott, *Loyola University Chicago*

Bonnie Daily, *New Mexico State University*

We developed model in which felt responsibility mediated and sense of competence moderated the relationships organizational and professional commitment had with in-role behavior and organizational citizenship behavior. We reasoned that individuals' job performance is not only a function of their commitment to relevant foci, but also functions of how they view their roles relative to the foci and their assessments of their capability of fulfilling these roles. We found that felt responsibility mediated the relationships organizational and professional commitment had with IRB and OCB. SOC moderated the relationships with IRB but not OCB.

Friday, 1:15pm - 2:45pm in Trustees Hall-Percival

Ent/IT/Innov: Examining Entrepreneurial Success

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

Discussant: **Craig E. Armstrong**, *University of Alabama*

PERSONALITY AND ENTREPRENEURIAL PERFORMANCE: THE RELEVANCE OF OPENNESS TO EXPERIENCE FACETS

Adam R. Smith, *University of Tennessee*

The role of personality in entrepreneurship is an area of research that has resurfaced in the last decade. Existing literature has primarily focused on which personality traits affect an individual's intention to launch a new venture, or the differences between entrepreneurs and managers. Less research has addressed what personality variables contribute to and what variables hinder an entrepreneur's success. Specifically, one dimension, 'Openness to Experience', has been the center of conflicting and inconsistent results. Therefore, it would be helpful to take a more detailed look at this dimension. The suggestion here is to explore this dimension at a facet level.

RICH ENTREPRENEURS: PREDICTING SUCCESS BY CONSERVING RESOURCES

Stephen E. Lanivich, *Florida State University*

Investigation results reveal evidence for additional viable constructs for inquiry in the context of entrepreneurship by validating relationships between cognitive factors and entrepreneurial success. By exhibiting how cognitive relationships in entrepreneurship function together, a clearer picture of what is affecting entrepreneurs is gained. Furthermore, it is especially important for a developing field of research to distinguish itself with distinct and testable theory and constructs (Kuhn, 1962; Mullen, Budeva, & Doney, 2009; Sutton & Staw, 1995). Results of incremental validity tests revealed the resource-induced coping heuristic (RICH) as a robust predictor of arguably the most important entrepreneurial outcome, success.

THE INFLUENCE OF ABSORPTIVE CAPACITY ON THE ENTREPRENEURIAL PROCESS: A CONCEPTUAL FRAMEWORK

Indu Ramachandran, *University of Texas at San Antonio*
Josh Daspit, *University of North Texas*

This paper seeks to answer the question of why some entrepreneurial ventures are more successful than others. We adopt a dynamic entrepreneurial learning perspective and propose an extension of the current entrepreneurial process that consists of entrepreneurial alertness, opportunity recognition, and opportunity exploitation. Specifically, we propose that dimensions of absorptive capacity influence the entrepreneurial process at various stages of opportunity development and ultimately influence opportunity exploitation. Through an integration of learning theory, we seek to expand the current conceptualization of the entrepreneurial process and provide a more comprehensive understanding of how absorptive capacity influences the development of an entrepreneurial venture.

Friday, 1:15pm - 2:45pm in Trustees Hall-Verelst

HRM/Careers: Equity: Insights into Selection, Job Stress, & Retention

Session Chair: **Amanda Sophia Hinojosa**, *Texas Tech University*

Discussants:

Neil M. Tocher, *Idaho State University*
Heather S. McMillan, *Southeast Missouri State University*
Robert Van de Graaff Randolph, *Mississippi State University*

A CUSTOMER-BASED APPROACH TO EMPLOYEE RETENTION: VALIDATION OF THE EMPLOYEE EQUITY QUESTIONNAIRE

Leticia Salinas Andrade, *University of Texas at San Antonio*
Mark Lengnick-Hall, *University of Texas at San Antonio*
Robert L. Cardy, *University of Texas at San Antonio*

The employee equity (EE) model proposes three components that drive employee decisions to remain with an organization: value, brand, and retention equity perceptions. Study 1 presents the results from a field investigation that support the three factor structure of a measure of the EE model. The results support the convergent and discriminant validity of the EE scale. Study 2 presents a field study of the relationship between EE model components and employee retention. The results indicate that EE is significantly related to employee intentions to stay with the organization. Limitations of the studies and directions for future research are discussed.

A DISPOSITIONAL APPROACH TO APPLICANT FAIRNESS PERCEPTIONS

Benjamin D. McLarty, *Louisiana State University*
Daniel S. Whitman, *Louisiana State University*

Previous research has focused on the self-serving bias as an indicator of applicant reactions regarding perceived fairness of testing methods used in selection. This paper proposes that dispositional characteristics can explain applicant reactions to selection techniques. Using core self-evaluations (CSE), hypotheses are tested regarding its impact on applicant fairness perceptions and selection tool performance. This research builds on previous applicant reactions studies and also tests CSE's impact on test performance in the form of a battery of civil service exams. Discussion, limitations, and ideas for future research are outlined regarding CSE as a tool for studying applicant perceptions and performance.

EASING EMPLOYEE STRAIN: THE INTERACTIVE EFFECTS OF EMPOWERMENT AND JUSTICE ON THE ROLE OVERLOAD-STRAIN RELATIONSHIP

Martha C. Andrews, *UNC Wilmington*
K. Michele Kacmar, *University of Alabama*

The present study provides two tests of Karasek's (1979) Job Demands Control Model using a sample of 159 employees from a pharmaceutical manufacturing facility. Empowerment and informational justice were conceived of as high control and low control, respectively and were examined for their moderating effects on two relationships: 1) the relationship between role overload and burnout and 2) the relationship between role overload and job satisfaction. All four hypotheses were supported. Findings indicate empowerment weakens the positive role overload-burnout relationship and the negative role overload-job satisfaction relationship. Informational justice strengthens the positive role overload-burnout and negative role overload-job satisfaction relationships.

Friday, 1:15pm - 2:45pm in Trustees Hall-Vernon

MH/ME: Management Education Theory

Session Chair: **Joyce Thompson Heames**, *West Virginia University*

Discussants:

Regina A. Greenwood, *Nova Southeastern University*
Sheryllynn Roberts, *University of Texas at Arlington*
Joyce Thompson Heames, *West Virginia University*

AN INVESTIGATION INTO DIFFERENCES IN RESPONDENT PERCEPTIONS CONCERNING ENTREPRENEURIAL ORIENTATION RELATED MEASURES

Sheryllynn Roberts, *University of Texas at Arlington*

This study suggests socially-subjective perceptions, rather than rational economic assumptions are at play in cognitive assessments of entrepreneurial orientation material. Differences across respondent feedback to four common measure sets saw perceptions of social-context rather than assumed strategic-design groups, with non-alignment between roles and targets. Surprisingly, perception of change, a main purpose of these measures, was low despite high profile ratings of opportunity awareness and action likelihood. Implications support social, cognitive, and change-focused design for entrepreneurship education, theory, methods, and content.

GENERAL PRINCIPLES: THE CONTRIBUTIONS AND INFLUENCE OF ALFRED P. SLOAN, JR.

Jeffery D. Houghton, *West Virginia University*

This paper provides a review and analysis of the contributions and influence of Alfred P. Sloan, Jr., to contemporary business practices and management thought. Although he was not a management scholar, Sloan's applied work at General Motors resulted in significant and enduring contributions to business practices and management theory. Yet, Sloan's contributions are somewhat overlooked today and have not been extensively or critically examined in our current business and managerial contexts. This paper therefore offers a comprehensive critical review of the ways in which Sloan has influenced contemporary management thought, theory, and practice.

SAILING AWAY: THE INFLUENCES ON AND MOTIVATIONS OF GEORGE CASPAR HOMANS

Jeffrey Muldoon, *Louisiana State University*

Eric W. Liguori, *California State University, Fresno*

How do social factors motivate and influence scholars when they theorize? This manuscript provides new insight on how and why George Homans developed his version of Social Exchange Theory. It reviews Homans' early career and background, and how his social capital interacted with several factors beyond his control to lead to his interest in social exchange processes. In essence, this manuscript posits that Homans' journey into theorizing was an act of providence.

Friday, 2:45pm - 3:15pm in Regency A

Networking Break

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

Friday, 3:15pm - 4:45pm in Regency D

OB: Negative Emotions and Treatment at Work

Session Chair: **Devi Akella**, *Albany State University*

Discussants:

Paper 1: **Karen Moustafa Leonard**, *Indiana Univ-Purdue Univ Fort Wayne*

Papers 2 & 3: **Marieke C. Schilpzand**, *Georgia Gwinnett College*

DECOMPOSING THE RECIPROCAL NATURE OF WORKPLACE MISTREATMENT: A SOCIAL NETWORK PERSPECTIVE

Don H. Kluemper, *Northern Illinois University*

Matt Bowler, *Oklahoma State University*

Shannon G. Taylor, *Northern Illinois University*

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

This study examines a reciprocal model of mistreatment by distinguishing instigators from targets and behaviors from perceptions. We assessed 2,211 instigator/target dyads across five restaurant locations first using social network analysis, followed by meta-analysis. Results based on social information processing suggest that instigator mistreatment behaviors lead to target perceptions of mistreatment. Results based on social exchange theory supports the relationship between target perceptions of mistreatment and target instigated mistreatment behavior. Further, the relationship between reciprocated instigator and target mistreatment behavior was mediated by target mistreatment perceptions, while the relationship between target and instigator perceptions was mediated by mistreatment behavior.

★BEST PAPER IN TRACK★

THE DYNAMIC NATURE OF EMOTIONAL LABOR AND CYNICISM: A DIARY STUDY ON THE MODERATING ROLE OF CONSCIENTIOUSNESS

Hetty van Emmerik, *Maastricht University*

Bert Schreurs, *Maastricht University*

Hannes Guenter, *Maastricht University*

Using a daily diary study, we examined within-individual relationships between emotional labor and cynicism and the moderating role of (state) conscientiousness. Forty-eight nurses working in an academic hospital in Belgium completed daily surveys over ten consecutive days. Results of multilevel modeling showed that emotional labor toward the patient and the family of the patient was positively related to cynicism at the end of the work day. Higher scores on conscientiousness strengthened the association between surface acting toward the family of the patient and cynicism, whereas the relation between deep acting toward the family of the patient and cynicism was weakened.

UNION PARTICIPATION: A SOCIAL EXCHANGE PERSPECTIVE

Ray Gibney Jr., *Pennsylvania State University at Harrisburg*

Marick F. Masters, *Wayne State University*

Thomas J. Zagenczyk, *Clemson University*

Thomas Townsend Amlie, *Pennsylvania State University at Harrisburg*

Stephen Paul Brady, *Supply Chain Innovations Today*

We introduce the concept of perceived union obstruction (PUO) which expands the union-member social exchange relationship literature to include negative relationships. In addition, we assess cross foci-target perceptions and behaviors by testing hypotheses regarding the effects of perceived treatment by the organization and union on commitment to the union and participation in union activities. Hypotheses are tested using a sample of 168 public sector union members. Regression results provided mixed results for hypotheses. Generally, negative exchange relationships had a greater impact on attitudes and behaviors. Implications for theory and practice are discussed.

Friday, 3:15pm - 4:45pm in Regency E

**Strategy/OT/IM: International Management:
Exploring the Culture Question**

Session Chair: **Christopher Penney**, *Mississippi State University*

Discussant: **Nolan T. Gaffney**, *University of Memphis*

**SOURCES OF CROSS-CULTURAL UNCERTAINTY AND
SOCIAL IDENTITY: THE CASE OF A TAIWANESE
COMPANY OPERATING IN CHINA**

Crystal Han-Huei Tsay, *George Washington University*

Damian C. Kayes, *George Washington University*

Drawing on the uncertainty reduction hypothesis of social categorization theory, this paper describes how Taiwanese managers working in China enacted social categorization toward Chinese employees to reduce the uncertainties of working in a foreign environment. A case study identified sources of uncertainty, including history, economic development, geography, and philosophy, and presented social categorizations managers used to reduce uncertainties within broadly-defined Confucian culture. The study identifies the limitations of cultural value frameworks for understanding national cultural differences within an organization and offers insights into human resource management practices (in terms of recruitment and selection, promotion, and retention) for cross-cultural situations.

**THE FRENCH PARADOX: IMPLICATIONS FOR
VARIATIONS IN GLOBAL CONVERGENCE**

Rachida Aissaoui, *University of Memphis*

Frances H. Fabian, *University of Memphis*

A debate divides the cross-cultural community between the advocates of the convergence approach, and those favoring the cultural divergence. In the presence of the competing evidence, we examine anomalous cultural findings of the 'French Paradox' to re-evaluate some of the conceptions in existing theory on convergence dynamics. By differentiating between the levels of analysis of the micro individual values and macro societal practices, we question the regular processes of a top-down-bottom-up model of convergence. In addition, our analysis uncovers power structures interdependency between the political and economic elites of a nation as a potential mediator explaining discrepant results.

**TRANSFORMATIONAL LEADERSHIP: MANAGING
INTERPERSONAL CONFLICTS BETWEEN EXPATRIATES
AND SUBSIDIARY EMPLOYEES**

Ratan Dheer, *Florida Atlantic University*

Every year multinational corporations face quantifiable and non-quantifiable loss due to the failure of their international business endeavors. A key reason for these undesirable outcomes is the cultural distance faced by the expatriate managers in culturally dissimilar host countries. This leads to an increase in conflicts between expatriate managers and the host country subsidiary employees. This paper proposes that transformational leadership can moderate the relationship between cultural distance and interpersonal conflict.

Friday, 3:15pm - 4:45pm in Scarbrough Ballroom 1

Meet the Editors from JOM, AMJ, AMR, and JOB

Moderator: **Michelle K. Duffy**, *University of Minnesota* (Associate Editor, Journal of Management)

Panelists:

Deborah E. Rupp, *Purdue University* (Editor-in-Chief, Journal of Management)

Annette Ranft, *University of Tennessee* (Associate Editor, Journal of Management)

Jason A. Colquitt, *University of Georgia* (Editor-in-Chief, Academy of Management Journal)

Neal M. Ashkanasy, *University of Queensland* (Editor-in-Chief, Journal of Organizational Behavior; Associate Editor, Academy of Management Review)

Friday, 3:15pm - 4:45pm in Scarbrough Ballroom 2

**Strategy/OT/IM: Organizational Learning: Absorptive
Capacity and the Institutionalization of Knowledge**

Session Chair: **Peter Foreman**, *Illinois State University*

Discussant: **Peter Foreman**, *Illinois State University*

**ABSORPTIVE CAPACITY AND FIRM PERFORMANCE:
THE MEDIATING ROLE OF ACTION AGGRESSIVENESS**

Yu-Sheng Liu, *National Sun Yat-sen University*

Hao-Chieh Lin, *National Cheng Kung University (Taiwan)*

This study employs the resource-based and the competitive dynamics perspectives to examine the association among absorptive capacity, action aggressiveness, and firm performance. Research results based on a structural equation modeling approach show that absorptive capacity is positively related to action aggressiveness, which in turn can enhance firm performance. Moreover, action aggressiveness plays a partially mediating role in the relationship between absorptive capacity and firm performance. This study contributes to both the absorptive capacity and the competitive dynamics literature by identifying proactive competitive behavior as a critical mechanism through which firm absorptive capacity can advance its ultimate performance.

**EXTERNAL INFLUENCES ON INTERNAL CAPABILITIES:
A RESOURCE DEPENDENCE PERSPECTIVE OF
EXTERNAL POWER RELATIONSHIPS AND ABSORPTIVE
CAPACITY**

Josh Daspit, *University of North Texas*

External power relationships are theorized to have an influence on absorptive capacity; however, the precise nature of the influence is unclear. In this study, resource dependence theory is used to investigate the influences of external power relationships on the acquisition, assimilation, transformation, and exploitation capabilities of absorptive capacity. Structural modeling techniques are utilized to empirically examine the proposed relationships. The findings yield insight into the nature of the influences, such that external power relationships range from a strong influence on the acquisition capability to a limited (and slightly negative) influence on the exploitation capability.

ORGANIZATIONAL LEARNING: AN INSTITUTIONAL PERSPECTIVE

Guillaume C. F. Pain, *Concordia University*

The purpose of this paper is to present a new and useful view of organizational learning (OL) under the light of institutional theory. OL is described as the process of knowledge institutionalization. More precisely, OL is the socially-constructing and institutionally-embedded process of knowledge generation and assimilation that treats information and knowledge through the interaction between different belief systems and leads to the institutionalization and predominance, at any given time, of one belief system. Four OL sub-processes are highlighted that suggest how institutionally-constrained organizational actors with diverging interests compete to promote their own belief systems and turn them into organizational knowledge.

Friday, 3:15pm - 4:45pm in Scarbrough Ballroom 3

Strategy/OT/IM: Knowledge Transfer and Innovation

Session Chair: **Scott Benjamin**, *University of Maryland*

Discussant: **Indu Ramachandran**, *University of Texas at San Antonio*

CULTURAL EFFECTS OF THE TRANSFER OF KNOWLEDGE IN REGIONAL CLUSTERS AND THEIR EVOLUTIONARY DEVELOPMENT

Scott Mooty, *University of Memphis*
Ben L. Kedia, *University of Memphis*

The flow of knowledge and information is not geographically bound. Even so, regional clusters persist and have increased in number. As such, so have the number of exchanges and interactions within, in between, and with network partners outside of the cluster and from culturally distant societies. Since the performance of regional clusters is largely based on successful knowledge transfer, it is important to examine how and in what cases knowledge transfer will be impacted by such issues as cultural distance.

THE CREATION OF NEW KNOWLEDGE THROUGH THE TRANSFER OF EXISTING KNOWLEDGE: EXAMINING THE CONUNDRUM OF CREATION AND CONTROL IN ORGANIZATIONAL INNOVATION

Jennifer Sexton, *Florida State University*
Annette Ranft, *University of Tennessee*

Some of the longest running successful firms launch new strategic initiatives that devalue existing knowledge in favor of new, unproven knowledge. How firms create new and unproven knowledge that may actually disrupt current success has not been established. This paper focuses on knowledge transfer and knowledge creation through innovation and begins to integrate the literature between these two relatively disparate streams of research. Building from the theoretical underpinnings of the KBV, we focus specifically on knowledge transfer and creation by integrating research on organizational controls relevant to transferring knowledge with research on innovation.

THE GOOD, THE BAD, AND THE DILEMMA OF CATEGORY DIVERSITY IN TECHNOLOGY FIELDS

Jade Yu-Chieh Lo, *University of California, Los Angeles*

Diversity in expertise and knowledge domains among participants has been viewed as aiding innovation and performance. This thesis, however, contradicts recent research on categories in organization theories, which emphasizes the importance of category coherence and purity. This study addresses these seemingly contradictory stances by developing an integrative framework, proposing that category diversity has a curvilinear effect on both perceived appeal and actual performance of individual projects. Moreover, these effects should be moderated by the newness of a category. Findings from survey data collected by the Advanced Technology Program (ATP), a federally-funded program designed to develop high-risk technologies, support my propositions.

Friday, 3:15pm - 4:45pm in Scarbrough Ballroom 4

OB: Predictive Models of Counterproductive Work Behavior and Social Loafing

Session Chair: **Anna-Katherine Ward**, *University of South Carolina*

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

DOES VIRTUALITY EXPOSE REALITY? EXAMINING THE ROLE OF WORK-FAMILY AND VIRTUALITY IN SOCIAL LOAFING

Sara Jansen Perry, *University of Houston-Downtown*
Natalia M. Lorinkova, *Wayne State University*
Emily M. Hunter, *Baylor University*
Abigail Hubbard, *University of Houston*
J. Timothy McMahon, *University of Houston*

We sought to clarify the relationship between virtuality and social loafing by exploring two work-family moderators - family responsibility and dissimilarity in terms of family responsibility. We expected "busy" teams (comprised of individuals with many family responsibilities) and dissimilar teams would experience increased social loafing, but teams with few family responsibilities would experience decreased social loafing as virtuality increased. In a sample of 148 individuals across 56 teams our hypothesis was partially supported. "Busy" teams experienced increased social loafing whereas teams with few family responsibilities experienced an apparent negative trend. Dissimilar teams were not significantly affected by virtuality.

INVESTIGATING THE ANTECEDENTS OF TIME BANDITRY

Meagan E. Brock, *West Texas A&M University*
Michael R. Buckley, *University of Oklahoma*

Time banditry has recently been introduced as a distinct construct in the counterproductive work behavior literature. An employee is engaged in time banditry when he or she pursues non-task related activities during work time. The present study was conducted to explore situational and dispositional antecedents of time banditry, frequency of time banditry on a daily basis, and cognitive rationalizations for misuse of time. Situational variables such as job stressors were found to explain variance in time banditry scores. Further, dispositional variables were shown to both mediate and moderate the job stressor-time banditry relationship.

PSYCHOLOGICAL ENTITLEMENT AND COUNTERPRODUCTIVE WORK BEHAVIOR: THE MEDIATING EFFECT OF PSYCHOLOGICAL CONTRACT BREACH

Angela Wallace, *University at Buffalo, SUNY*

This paper presents a model of psychological entitlement and counterproductive work behavior operationalized through psychological contract breach. The research suggests that characteristics and the self-serving attribution styles of psychologically entitled individuals will cause them to experience psychological contract breach. It is further suggested that the perception of psychological contract breach will lead to counterproductive work behavior.

Friday, 3:15pm - 4:45pm in Trustees Hall-Percival

Ent/IT/Innov: Knowledge Integration & Governance in Family Firms

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

Discussant: **Matthew James Mazzei**, *Auburn University*

★BEST PAPER IN TRACK★

CAPTURING FAMILY FIRM KNOWLEDGE INTEGRATION: A KEY TO NON-ECONOMIC VALUE CREATION IN FAMILY FIRMS

Jon C. Carr, *Texas Christian University*
J. Kirk Ring, *Wichita State University*

This study empirically examines knowledge integration and its affect on non-economic value creation within family firms. We present a general framework illustrating antecedents and outcomes to the integration of knowledge which was adapted both from the family firm literature and the knowledge based view of the firm. Using a study of 130 family owned businesses, we first test a scale of family firm knowledge integration, and subsequently demonstrate the utility of this measure within our theoretical model. Implications and future research are proposed.

★BEST DOCTORAL PAPER IN TRACK★

CORPORATE GOVERNANCE PROVISIONS ENHANCING CONTROLLING OWNERS' VOTING RIGHTS IN FAMILY FIRMS: A PANEL DATA ANALYSIS

Esra Memili, *UNC Greensboro*
James J. Chrisman, *Mississippi State University*
Kaustav Misra, *Mississippi State University*

We draw on agency theory and corporate governance to examine the differential effects of family ownership and family management on the use of governance provisions enhancing controlling owners' voting rights in publicly traded family firms. We suggest that family ownership affects the use of such provisions. We also suggest that family management moderates this relationship. Using a sample of 386 of SP500 firms, we find support for the moderation effects of family management on the suggested relationship as well as the principal-principal agency theory logic to explain family firm behavior. Finally, we discuss implications for future research and practice.

PERCEPTIONS OF ACCOUNTABILITY IN FAMILY BUSINESS: USING SCHLENKER'S ACCOUNTABILITY PYRAMID TO UNDERSTAND DIFFERENCES BETWEEN FAMILY AND NON-FAMILY EXECUTIVES

Rebecca M. Guidice, *UNC Wilmington*
Neal Mero, *Kennesaw State University*
Torsten M. Pieper, *Kennesaw State University*
Juane V. Greene, *Kennesaw State University*

Success for family businesses rests significantly on implementing a governance system that is both efficient and effective. The purpose of our research is to better understand accountability as a governance mechanism in the family-controlled business. Of specific interest is examining Schlenker's (1986) accountability framework and its necessary component, responsibility, as it relates to the perceptions and behavior of family compared to non-family members of the top management team. We develop a set of testable propositions on perceptual outcomes when family orientation and altruism are contextual conditions affecting the family business. We conclude with a discussion of implications and future research.

Friday, 3:15pm - 4:45pm in Trustees Hall-Verelst

HRM/Careers: Stress & Well Being

Session Chair: **Neil M. Tocher**, *Idaho State University*

Discussants:

Shanan Litchfield, *Mississippi State University*
Jennifer Lee Gibson, *Fors Marsh Group LLC*
Martha C. Andrews, *UNC Wilmington*

BALANCE-FOCUSED ATTITUDE AND JOB STRESS IN A MODERATED MEDIATION MODEL

Chenwei Li, *University of Alabama*
Keke Wu, *Central Washington University*
Diane E. Johnson, *University of Alabama*

This study examined the negative relationship between balance-focused attitude and job stress in a moderated mediation model with family-work conflict as a mediator and gender as a first-stage moderator. Path analytic tests of moderated mediation with four samples across two countries were used for analyses. The results supported our hypotheses that family-work conflict mediated the relationship between balance-focused attitude and job stress, and showed that the relationship between balance-focused attitude and family-work conflict was much stronger for men than for women. These results were consistent across four independent samples from the United States and from China.

DOES THE HOME DOMAIN REDUCE OR ENHANCE SICKNESS ABSENCE?

Lieke L. ten Brummelhuis, *Erasmus University Rotterdam*
Claartje L. ter Hoeven, *University of Amsterdam*
Menno D.T. de Jong, *University of Twente*
Bram Peper, *Erasmus University Rotterdam*

We examined whether the home domain increases or decreases sickness absence via employees' physical and psychological health. For home characteristics, we used employees' home demands and quality time spent at home with family or friends. Using longitudinal data of 1014 employees, we found that home quality time reduced sickness absence in the following year through double mediation of reduced psychological strain and increased job motivation. Employees who perceived their family life as burdensome reported more physical strain, had a worsened health condition, and had a higher absence rate in the consecutive year. Home life thus matters for absence from work.

THE EFFECT OF POLITICAL SKILL ON FIT PERCEPTIONS: ARE THE POLITICALLY SKILLED TRULY SOCIAL CHAMELEONS?

Robyn Brouer, *University at Buffalo, SUNY*
Vickie Coleman Gallagher, *Cleveland State University*
Anthony R. Wheeler, *University of Rhode Island*
Maiyuwai N. Reeves, *University at Buffalo, SUNY*

Grounded in conservation of resources (COR) theory, this research argues that political skill is an internal resource that leads to multidimensional PE fit (e.g., person-organization, person-job, and person-vocation fit), representative of a resource caravan. These caravans translate into an array of benefits for both the individual and the organization. Our hypotheses were supported in three samples such that multidimensional fit mediates the relationship between political skill and workplace outcomes (strain, anxiety, reputation, and organizational citizenship behaviors). Directions for future research and practical implications are discussed.

Friday, 3:15pm - 4:45pm in Trustees Hall-Vernon

OB: Multiple Perspectives on Detrimental Work Behavior

Session Chair: **Angela Miles**, *North Carolina A&T State University*

Discussants:

Papers 1 & 3: **Chaudhary Imran Sarwar**, *Creative Researcher*
Paper 2: **Jessica Rodell**, *University of Georgia*

INCIVILITY IN ACADEME: WHAT IF THE INSTIGATOR IS A HIGH PERFORMER?

Feruzan Irani Williams, *Georgia Southern University*
Constance Campbell, *Georgia Southern University*
Luther Denton Sr., *Georgia Southern University*

This study is a qualitative analysis of a type of workplace incivility in which certain workers can be identified as "High-Performing Instigators (HPIs)," or high performers who have a negative effect on unit morale. Manifestations, antecedents, and consequences of this type of incivility are explored.

SELF-CONSTRUAL AND UNETHICAL BEHAVIOR

Irina Cojuharenco, *U. Catolica Portuguesa*
Garry Shteynberg, *Northwestern University*
Michele Gelfand, *University of Maryland*
Marshall Schminke, *University of Central Florida*

Understanding ethics involves understanding how people view themselves and their relationships with others, a concept known as self-construal. Self-construal describes how central one's relationships with others are to one's self-definition. In two studies, we show the extent to which the self is construed as independent from others relates positively to unethical behavior, whereas the extent to which the self is construed as relational or collective relates negatively to unethical behavior. Self-construal also helps to explain gender differences in unethical behavior among undergraduates, as well as cheating on a paid survey, and unethical and deviant behavior at work, among adults.

SELF-DEFEATING WORK BEHAVIOR: CONSTRUCT DEFINITION AND RESEARCH TYPOLOGY

Robert W. Renn, *University of Memphis*
Robert Steinbauer, *University of Memphis*
Kulraj Singh, *University of Memphis*
Jonathan Biggane, *University of Memphis*

Studies highlight the need for a definition of self-defeating work behavior and for a typology of SDWB to guide future research. We provide a new definition of SDWB, clarify the meaning of SDWB, and propose a typology that accounts for multiple SDWBs using four types of self-regulation failure. We provide a brief review of previous research on SDWB within the typology. In the discussion, we use the new definition and typology to better distinguish SDWB from deviant work behavior and counterproductive work behavior. We also demonstrate how the proposed typology may facilitate development of mid range theories of SDWB.

Friday, 5:00pm - 6:15pm in Regency F

Multi-Track: Interactive Discussion Session

A CORRELATIONAL STUDY OF GENDER BARRIERS OF WOMEN STRIVING FOR A CORPORATE OFFICER POSITION

Heidi Joy Gregory-Mina, *University of Massachusetts Boston*

This study investigated the relationships between gender, biological sex, age, ethnicity, self-esteem, and the characteristics of corporate officers of 205 current MBA students at a university in Boston, MA. Research question one demonstrated a significant relationship between the characteristics of corporate officers and gender. Research question two demonstrated that there was no significant relationship between any of the intervening variables and gender. Research question three demonstrated that there is a significant relationship between the characteristics of corporate officers and all of the intervening variables. Future research will analyze different variables, geographic locations, and psychological and sociological barriers.

AVERSIVE RACISM: EFFECTIVE COPING STRATEGIES AND POSITIVE OUTCOMES FOR A DETRIMENTAL PHENOMENON

Terry A. Nelson, *University of Memphis*

The twenty-first century has produced contemporary forms of racism that are ambiguous, subtle, and at times so vague and difficult to detect that even the instigators are oblivious to its occurrence and the targets are uncertain as to its reality. This article extends the current knowledge on contemporary racism, more specifically the most subtle form, aversive racism, by suggesting effective coping strategies for stress induced by these acts. Furthermore, we introduce the perspective that typical negative outcomes that result from racial interactions (i.e., turnover) are not always characteristic of these encounters, and that positive outcomes (i.e. organizational citizenship) can occur.

CORPORATE ENTREPRENEURSHIP AND BUSINESS PERFORMANCE: A META-ANALYTIC EXAMINATION

Tao (Jennifer) Ma, *University of Connecticut*

Research on corporate entrepreneurship (CE) has grown rapidly over the past decade. Findings from different empirical studies provided somewhat different results in terms of different CE activities on different performance outcomes. This meta-analysis evaluates the magnitude of the CE-performance relationship and assess the potential moderators affecting the relationship. Analyses of 19 samples from 17 studies with 2,793 firms indicated that CE has a significant positive relationship with performance ($r = .10$). Such relationship was different in terms of performance type and firm sizes. Specific CE activities on performance indicated the possibility of treating CE as a unified construct.

CYBERLOAFING AND THE BIG FIVE PERSONALITY TRAITS: AN EXPLORATORY STUDY

Heather Jia, *Eastern Illinois University*
Ronnie Jia, *Southern Illinois University*
Steven Karau, *Southern Illinois University*

While the Internet can make a major contribution to organizational effectiveness and efficiency, it also provides workers with a new way to loaf on the job, called "cyberloafing." While prior research on this phenomenon has focused on situational predictors, this study explores the role that individual characteristics, such as the Big Five personality traits, play in cyberloafing. Initial results from a sample of working adults are reported. Implications of the findings are discussed.

DYNAMIC LEADERSHIP ROLE CONFIGURATIONS IN RESPONSE TO CONTEXTUAL DEMANDS: THE CASE OF NEHEMIAH

Christopher H. Thomas, *University of Mississippi*
Andrew Scott Hebdon, *University of Mississippi*
Milorad Novicevic, *University of Mississippi*

Transformational leadership and employee engagement have both been touted as means to bring about positive change and improved organizational performance by positively influencing motivation, job-related attitudes, and employee effort. To date, though, most investigations have assessed these constructs and their relation with business outcomes in a piecemeal fashion. Using structural equation modeling and data obtained from employees of a large retail organization, we investigate a process model in which transformational leadership is posited to influence service and psychological safety climates, which in turn influence employee attitudes, individual performance, and customer satisfaction. Implications for practice and future research are discussed.

INVESTIGATING TRANSFORMATIONAL LEADERSHIP: ITS IMPACT ON UNIT-LEVEL CLIMATE, EMPLOYEE ENGAGEMENT, INDIVIDUAL PERFORMANCE, AND CUSTOMER SATISFACTION

Christopher H. Thomas, *University of Mississippi*
Melenie J. Lankau, *Wake Forest University*
Julie Holliday Wayne, *Wake Forest University*

Transformational leadership and employee engagement have both been touted as means to bring about positive change and improved organizational performance by positively influencing motivation, job-related attitudes, and employee effort. To date, though, most investigations have assessed these constructs and their relation with business outcomes in a piecemeal fashion. Using structural equation modeling and data obtained from employees of a large retail organization, we investigate a process model in which transformational leadership is posited to influence service and psychological safety climates, which in turn influence employee attitudes, individual performance, and customer satisfaction. Implications for practice and future research are discussed.

JOB PLACEMENT AS A MEASURE OF ORGANIZATIONAL QUALITY: THE CASE OF NCAA FOOTBALL CONFERENCES

Scott Geiger, *University of South Florida St. Petersburg*
Dan Marlin, *University of South Florida St. Petersburg*

This study examines the differences between perceived and objective data utilizing NFL draft data. Managerial and theoretical implications are discussed.

JOINT CORPORATE ENTREPRENEURSHIP BY ASYMMETRICAL ALLIANCES UNDER COOPETITION

Tao (Jennifer) Ma, *University of Connecticut*

Corporate entrepreneurship (CE) brings positive outcomes to strategic alliances; however, such benefits are not clear for the asymmetrical alliances, especially when the alliances are in simultaneous competition and cooperation. A process-context-outcome model is proposed to explain how the entrepreneurial activities initiated by a large firm will influence its small partners' engagement in joint CE activities. This paper suggests that large firm's initial position in pursuing CE will move the alliances into different coopetition conditions, which will influence the joint efforts by the alliances in pursuing CE. A typology of coopetition alliance conditions is provided and environmental moderating factors are proposed.

MEASURING BENEFIT AVAILABILITY: THE ERROR IN PERCEPTIONS OF WHAT IS OFFERED AND ITS EFFECT ON CONCLUSIONS

Camela M. Steinke, *University at Albany, SUNY*
Alysa Dawn Lambert, *Indiana University Southeast*

Research on benefit availability has had mixed results. One reason may be the way researchers are measuring benefit availability. This article postulates that, in many cases, researchers are measuring benefit awareness instead of availability, and that the difference between these two concepts has important implications for researchers and employers. Using a new sample, benefit awareness and availability were collected from employees and the employer; estimates of the error rate between benefit awareness and availability were calculated. These error rates were used to adjust correlations from previous research to demonstrate potential differences in results when measuring benefit awareness instead of availability.

ORGANIZATIONAL CITIZENSHIP BEHAVIORS OF PHARMACY FACULTY: MODELING INFLUENCES OF EQUITY SENSITIVITY, PSYCHOLOGICAL CONTRACT BREACH, AND PROFESSIONAL IDENTITY

Leigh Ann Bynum, *Belmont University*
John Paul Bentley, *University of Mississippi*
Erin R. Holmes, *University of Mississippi*
Alicia Bouldin, *University of Mississippi*

The purpose of this paper is to model the impact of psychological contract breach, identity salience, and equity sensitivity on organizational citizenship behavior of pharmacy faculty. Using social exchange and social identity theories, we develop a formal model and propose the potential relationships among the model constructs. Our theory-based model posits that equity sensitivity will moderate the relationships between contract breach, identity salience, and the performance of OCB. This paper provides university and pharmacy school leadership teams insight into the latent influences on job performance of pharmacy faculty members. References and the model schematic are available upon request.

OUTCOMES OF WORKPLACE INJURIES: THE INFLUENCE OF JOB AND FINANCIAL INSECURITY ON WORK-FAMILY CONFLICT

Ericka Ruggs Lawrence, *University of Alabama*

Research examining the outcomes of workplace injuries has focused on high costs to the organization. In this study, I utilize conservation of resources theory to develop and test a model that explains how and under what circumstances workplace injuries impact the injured employees family. Results from a sample of 311 licensed nurse anesthetists, using path analytic tests of moderated mediation, provide support for the prediction that the mediated effect of workplace injury on work-family conflict (through job and financial insecurity) is weaker when employees perceive high levels of supervisor support. Implications, limitations and directions for future research are also presented.

POTENTIAL OF NEURAL NETWORKS IN ORGANIZATIONAL BEHAVIOR

Dong Ha Kim, *State University of New York at Binghamton*

Neural networks have been implemented in prediction and classification problems with accuracy and efficiency for decades. Moreover, in studies that compare the performance of traditional statistical tools with those of neural networks, the majority conclude that neural networks' performance is comparable or better than the performance of traditional statistical tools. Furthermore, neural networks could add theoretical value to organizational behavior research. Despite numerous indications of success, in organizational behavior, neural networks have been seldom used. This paper tries to capture the potential of neural networks being applied to research in organizational behavior by suggesting how they integrate into traditional theory.

TEAM MENTAL MODEL ACCURACY: WHAT IT IS AND WHY IT MATTERS

Alejandra Marin Melo, *Texas Tech University*
Robert Edward Robinson, *Texas Tech University*
Angela French, *Texas Tech University*
Amanda Sophia Hinojosa, *Texas Tech University*
Brandon Randolph-Seng, *Texas Tech University*

We present a theoretical model of team mental model (TMM) accuracy and predict a direct link with team performance. By introducing two new constructs to the team literature—level of goal contagion and accuracy of goal inference—gaps in theory and research about the relationship between team interdependence, TMM constructs, and team performance are filled. We propose that TMM accuracy emerges from the interplay between level of goal contagion, accuracy of goal inferences, and TMM similarity. Our model also helps clarify when groupthink-like behavior and accurate cross-understandings may or may not surface in team processes.

THE IMPACT OF LEADERSHIP STYLES IN CREATING SOCIAL CAPITAL

Saima Naseer, *International Islamic University*
Amber Jamil, *International Islamic University*
Hameeda Akhtar, *International Islamic University*

The purpose of this paper is to examine the role of leadership (Transactional, Transformational and LMX) in determining social capital. We propose that transactional leadership style will be positively related to structural and cognitive dimensions of social capital whereas negatively related to relational social capital. Moreover, we contend that transformational leadership and high quality LMX will be positively related to structural, cognitive and relational dimensions of social capital. This research paper addresses an important gap in the existing literature on leadership and social capital by integrating these two cross-discipline constructs and by proposing leadership styles as an antecedent of social capital.

Friday, 6:30pm - 9:30pm in Harborside

SMA Networking Social and Party

Enjoy an evening in Cinema Savannah, where over 85 movies have been filmed since 1915 (including 10 Academy Award winners). Tonight, *p* = paparazzi and our members are the stars!

Saturday, 8:30am - 10:00am in Regency D

OB: Negative Affectivity Distance, Moral Identity Symbolization, and Work-Family Conflict

Session Chair: **Julita Haber**, *SUNY College At Old Westbury*

Discussants:

Papers 1 & 3: **Chia-Yen Chiu**, *University at Buffalo, SUNY*

Paper 2: **Anna-Katherine Ward**, *University of South Carolina*

CROSS-CULTURAL FRAMEWORK FOR WORK-FAMILY CONFLICT: A MULTINATIONAL STUDY

Tejinder K. Billing, *Rowan University*

Ajit Shukla, *Independent*

Rabi S. Bhagat, *University of Memphis*

We develop a theoretical framework using cultural dimensions of vertical-horizontal individualism and collectivism conceptualized at individual level to predict work-family conflict. The theoretical model also conceptualizes a positive relationship between work-family conflict and turnover intentions. This model is empirically tested in four dissimilar national contexts. The findings of our multinational study emphasize the importance of understanding the role cultural values as antecedents of work-family conflict.

SOCIAL CONSEQUENCES OF MORAL IDENTITY SYMBOLIZATIONS

Luke (Lei) Zhu, *University of British Columbia*

Stefan Thau, *London Business School*

Karl Aquino, *University of British Columbia*

Keith Leavitt, *Oregon State University*

Michelle Duffy, *University of Minnesota*

Mo Wang, *University of Maryland*

Le Zhou, *University of Maryland*

This paper tested a signaling model of moral identity symbolization (MIS) wherein MIS was predicted to promote cooperation among exchange partners. Study 1a showed that a moral symbolizer leads people to believe that the symbolizer would initiate and reciprocate cooperative exchanges. Study 1b showed that the moral symbolizer also leads people to perceive others (not the symbolizers) as being more cooperative. Study 2 demonstrated that the presence of the moral symbolizer inhibits cheating in a group task. Study 3 found that greater levels of MIS in work groups was negatively the likelihood of antisocial work behaviors indirectly through intrateam trust.

STRESS AND EMOTIONAL INTELLIGENCE IN AFFECTIVITY DISTANCE-INDUCED INDIVIDUAL OUTCOMES IN TEAMS

Jeffrey Bentley, *University at Buffalo, SUNY*

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

Garry Adams, *Auburn University*

Allison Duke, *Lipscomb University*

The impact of deep-level psychological difference in negative affectivity between team members on performance and outcomes is examined. Most research on individual distance explains outcomes through social categorization, however the present study hypothesizes and tests a personal resource regulation and stress perspective on distance and examines how team members cope with such stress. Results in two separate samples replicate findings that negative affectivity distance leads to increased resource depletion over time, and that fewer resources will lead to less emotional exhaustion among emotionally intelligent members than those lower in emotional intelligence. Emotional exhaustion then impacted individual performance in the team.

Saturday, 8:30am - 10:00am in Regency E

Ent/IT/Innov: Crisis, Industry Emergence & Networks

Session Chair: **Shuk M. Wong**, *TUI University*

Discussants:

Chanelle D. James, *UNC Greensboro*

Izabela Szymanska, *UNC Charlotte*

Talia Esnard, *University of Trinidad and Tobago*

A BALANCING ACT: BLENDING AND BRIDGING IN FIELD FORMATION

Jade Yu-Chieh Lo, *University of California, Los Angeles*

Compared to the literature on the effects of organizational fields, much less is known about how early pioneers struggle for recognition and resources during the course of field formation. This paper addresses these issues and develops the argument that successful formation of a new organizational field requires a delicate balancing act. Fields form when field entrepreneurs get the right mix of blending and bridging, two complementary processes for assembling, recognizing, and mobilizing support for a new type of activity. Proper balances between blending and bridging enable field pioneers to manage the trade-offs associated with various field-construction strategies.

CREATIVITY AND EMERGENCY MANAGEMENT: EVALUATING THE UNIQUE CONDITION OF CREATIVITY DURING A CRISIS

Tamara Friedrich, *Savannah State University*

Samuel T. Hunter, *Penn State University*

Ethan P. Waples, *University of Central Oklahoma*

In the present effort we review the literature on creativity and emergency management to determine how multi-level factors known to influence creativity (e.g., time pressure, leadership, culture and climate), may play out differently when the creative performance in question is focused on resolving a crisis. Given the unique social and logistical characteristics of responding to a crisis, it is believed that the relationship between many of these factors and creativity will be moderated by the crisis context. Propositions for the effect of the crisis context on these multi-level factors are presented along with implications for theory and practice.

SOCIAL AND COMMERCIAL ENTREPRENEURSHIP: INSTITUTIONAL PERSPECTIVES

Jason Lortie, *Florida Atlantic University*

The purpose of this paper is to explain why some entrepreneurs start social ventures while others start commercial ventures. Institutional theory is used as a lens to help show that entrepreneurs are aligned with either a social or commercial venture due to the institutional environment that they are embedded in. Muhammad Yunus is examined as an example of a social entrepreneur that created a venture due to the multiple contradicting institutions that he was embedded in at the time he discovered his entrepreneurial opportunity.

Saturday, 8:30am - 10:00am in Scarbrough Ballroom 1

Ethics/Soc/Div: Ethical Decisions and Behaviors

Session Chair: **Thomas Glenn DeLaughter**, *Flagler College*

Discussants:

Thomas Glenn DeLaughter, *Flagler College*

Stephen P. Preacher, *Liberty University*

Nicholas W. Twigg Jr., *Coastal Carolina University*

★BEST DOCTORAL PAPER IN TRACK★

ETHICAL LEADERSHIP: PATHWAYS THROUGH SELF-LEADERSHIP AND NEUROCOGNITIVE DECISION MAKING

Robert Steinbauer, *University of Memphis*

Robert W. Renn, *University of Memphis*

We propose a two stage self-leadership based ethical decision making model. Stage one links super-leaders who emphasize ethical behavior to followers' adoption of self-leadership skills that support ethical behavior and incorporates the moderating and mediating roles of followers' personality traits, role identity, and perceived accountability for making ethical decisions. Stage two explains how followers' self-leadership strategies that focus on ethics lead to ethical behavior using a neurocognitive approach to ethical decision making. The model offers several research propositions, and we discuss the theoretical and practical implications of the model.

INVESTIGATING THE RELATIONSHIP BETWEEN AFFECTIVE COMMITMENT AND UNETHICAL PRO-ORGANIZATIONAL BEHAVIORS: THE ROLE OF MORAL IDENTITY

Curtis Francis Matherne III, *East Tennessee State University*

Shanan Litchfield, *Mississippi State University*

In this study, we investigate the relationship between affective commitment and unethical pro-organizational behaviors (UPBs), which are unethical behaviors conducted by employees meant to potentially benefit the organization (Umphress, Bingham, & Mitchell, 2010). We predicted that affective commitment would be positively related to UPBs and that moral identity would moderate and weaken this relationship. The results support our hypotheses, indicating that individuals with high levels of affective organizational commitment are more likely to engage in UPBs when they hold a lower level of moral identity. Theoretical and practical implications are discussed.

WHISTLE BLOWING IN THE CLASSROOM?

Thomas H. Stone, *Oklahoma State University*

Jennifer Lynn Kisamore, *University of Oklahoma-Tulsa*

Don H. Kluemper, *Northern Illinois University*

Jim Jawahar, *Illinois State University*

Although a large body of research has examined academic cheating, very little attention has been devoted to student reporting of academic misconduct. We argue academic integrity violations are similar to but different in some ways from whistle-blowing. Data from 131 business students show a set of demographic, personality, attitudinal and contextual factors combine in hierarchical regression yielding an adjusted R squared of .49. Implications for future research and practice are discussed.

Saturday, 8:30am - 10:00am in Scarbrough Ballroom 2

Strategy/OT/IM: Strategic Groups and Organizational Clusters

Session Chair: **Anja Tuschke**, *University of Munich*

Discussants:

Paper 1: **Anja Tuschke**, *University of Munich*

Papers 2 & 3: **Carla D. Jones**, *University of Houston*

BEING AND BECOMING IN MANAGEMENT RESEARCH

Aaron Francis McKenny, *University of Oklahoma*

Management research has placed significant emphasis on grouping organizations through typologies, configurations, and dichotomous classifications (e.g., family business, social venture, etc.); however, much of this research has centered on the current classification of these organizations. In this paper I draw from organizational identity and organizational ecology theories to show how incorporating classification changes in management research can help explain heterogeneity in a sample of organizations with the same current classification. I demonstrate the value of this approach by developing a Being and Becoming Matrix for the family business classification and examining how previous classifications drive heterogeneity in risk taking propensity.

DYNAMICS OF CLUSTER FIRMS' IDENTITY ORIENTATIONS AND THE EMERGENCE OF CLUSTER MACROCULTURES

Andac Arikian, *Florida Atlantic University*

I conceptualize cluster macrocultures as the manifestations of the extent to which identity orientations of the firms inside a cluster are convergent, and offer a conceptual model that outlines the process by which they emerge and transform. Specifically, I focus on the dyadic exchange relationships inside clusters as the nexus of cluster macrocultures, and outline the process by which cluster firms' identity orientations transform as cluster firms collect social proof as to the appropriate ways of approaching negotiation situations during relational practices. I explore the implications of these dynamics for the emergence and transformation of cluster macrocultures and discuss implications.

THE ROLE OF RESOURCE PROFILES IN CREATING COMPETITIVE HETEROGENEITY WITHIN STRATEGIC GROUPS

Peter Foreman, *Illinois State University*
Randy Westgren, *University of Missouri*

This paper draws on both the strategic group concept and the resource-based view to posit an integrated view of intra-industry competition, in which an individual firm's competitive advantage is gained and sustained through a combination of mobility barriers, from their competitive positioning in the product-market space, and inimitable core competencies, from their unique profile of resources. We examine this by analyzing both product-market-based and resource-based configurations within an industry. The two groupings are found to be nearly orthogonal, supporting our contention and suggesting that intra-industry competition can be depicted as an integration of these two key firm strategy decisions.

Saturday, 8:30am - 10:00am in Scarbrough Ballroom 3

Strategy/OT/IM: Organizational Learning: Exploration and Exploitation

Session Chair: **Birton Cowden**, *Saint Louis University*

Discussants:

Papers 1 & 2: **Maziar Raz**, *University of Western Ontario*

Paper 3: **Rachida Aissaoui**, *University of Memphis*

HOW MIDDLE MANAGERS MANAGE KNOWLEDGE INFLOWS FOR ORGANIZATIONAL AMBIDEXTERITY

Jie Xiong, *EMLYON Business School*

Organizations successfully addressing exploiting existing competencies and exploring new ones are ambidextrous. However, there is little conceptual synthesis of how organizations can use both structural mechanisms (differentiation and integration) and contextual systems (processes of discipline, stretch, trust and support) to reach ambidexterity from knowledge inflows management perspective. Middle managers are important to manage vertical (top-down and bottom-up) and horizontal knowledge inflows, but how they manage has not been well studied. I conceptualize knowledge inflows management by middle managers and show how middle managers implement different extents of structural mechanisms and contextual processes to manage knowledge inflows for ambidexterity.

REDEFINING THE BEHAVIORAL ANTECEDENTS OF ORGANIZATIONAL EXPLORATION

Murad A. Mithani, *Rensselaer Polytechnic Institute*
Jonathan P. O'Brien, *Rensselaer Polytechnic Institute*

The paper frames organizational decision makers as adaptive economizing agents whose experiences affect and are in turn affected by organizational decisions that reinforce existing knowledge. Using a sample of 659 firms across 87 industries, we show that the findings of behavioral and prospect theory coincide as firms switch between exploration and exploitation irrespective of organizational position relative to the aspiration level. We find that organizations only seek new knowledge to overcome impending threats, and slack increases the potential for current experimentation but decreases the need for future exploration.

THE IMPACT OF CONTROL ON LEARNING: MECHANISMS OF CONTROL AS DRIVERS OF EXPLORATION AND EXPLOITATION

Andrew Schnackenberg, *Case Western Reserve University*

Scholars increasingly acknowledge the importance of both control and learning to successful organizing, yet no framework has emerged to describe the association between the two. This paper theorizes about the association between control and learning by building a framework of control that describes its impact on organizational routines. Separate modes of control are argued to free or fix organizational routines to generate explorative and exploitative learning. Propositions are drawn based on analysis of the strategies available to organizations to balance exploration and exploitation through mechanisms of control.

Saturday, 8:30am - 10:00am in Scarbrough Ballroom 4

OB: Supervisor Burnout and Derailment

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

Discussants:

Papers 1 & 2: **Jase R. Ramsey**, *University of Alabama*

Paper 3: **Tish Matuszek**, *Troy University*

A COMPARISON OF THE MANAGERIAL DERAILMENT TENDENCIES OF MANAGERS FROM LATIN AMERICA AND THE UNITED STATES

Sarah Stawiski, *Center for Creative Leadership*
William Allen Gentry, *Center for Creative Leadership*

Because of the costly outcomes of managerial derailment, knowing whether managers are displaying behaviors associated with derailment can be beneficial to organizations, and the managers themselves. Previous research on derailment has yet to examine whether or not Latin American managers are displaying certain derailment behaviors from the perspective of different rater perspectives. This study examines similarities and differences in how bosses, direct reports, and peers rate managers on derailment tendencies along with the managers own self-ratings. In addition, this research compares the derailment tendencies of Latin American managers against managers from the United States.

BURNOUT IN SUPERVISOR-SUBORDINATE DYADS

Cody Logan Chullen, *East Carolina University*

Burnout can be described as a psychological response to work-related stress wherein employees experience emotional exhaustion, depersonalization, and reduced personal accomplishment. Although an accumulation of research has linked burnout to an array of both personal and organizational concerns, burnout within a leadership context has received limited attention. This article discusses burnout within the leadership domain and provides a conceptual framework designed to improve the understanding of how burnout operates in supervisor-subordinate dyads. Propositions are presented that are aimed at clarifying the dynamics of burnout within a leadership context, including mediating and moderating mechanisms.

SUPERVISOR BURNOUT & EMPLOYEE JOB PERFORMANCE

Cody Logan Chullen, *East Carolina University*

Although an accumulation of research has linked burnout to an array of both personal and organizational concerns, the literature concerning the relationship between burnout and performance has led researchers to raise questions about the extent to which the variables are related. This article discusses burnout within the leadership domain and provides a conceptual framework designed to improve the understanding of how burnout operates in supervisor-subordinate dyads to affect performance. Propositions are presented that are aimed at clarifying the dynamics of burnout within a leadership context and its effects on performance, including mediating and moderating mechanisms.

Saturday, 8:30am - 10:00am in Trustees Hall-Percival

HRM/Careers: Challenges with Employee Development & Growth

Session Chair: **Joyce Thompson Heames**, *West Virginia University*

Discussants:

Kristen Madison Day, *University of Tennessee*

Hanqing Fang, *Mississippi State University*

Yongmei Liu, *Illinois State University*

EXAMINING THE RELATIONSHIP BETWEEN WORK/LIFE CONFLICT AND LIFE SATISFACTION IN EXECUTIVES: THE ROLE OF PROBLEM-SOLVING COPING

Heather S. McMillan, *Southeast Missouri State University*

Michael Lane Morris, *University of Tennessee*

Determining not only what makes people, but also how people are, satisfied personally and with work has become an ongoing stream of research for both academics and practitioners. This study goes beyond current research by examining how coping resources are used to ameliorate the negative relationship between work/life conflict and life satisfaction.

Based on a sample of 491 executives, SEM used to test the mediational ability of problem-solving coping. Problem-solving coping was found to partially mediate the negative relationship between work/life conflict and life satisfaction. Research implications and future directions are also discussed.

PROFESSIONAL PLATEAUS: HEALTH AND NONWORK OUTCOMES AND IMPACT OF COMPETENCE AND CONTROL PERCEPTIONS

Carrie S. Hurst, *Tennessee State University*

Marcus M. Butts, *University of Texas at Arlington*

Lillian Eby, *University of Georgia*

Results of this study expanded the definition of a professional plateau to consider three career situations indicating a plateau (employment plateau, occupational plateau, and promotions). We examined the impact of professional plateaus on several health-related and nonwork outcomes. Occupational plateaus were negatively related to health satisfaction and nonwork satisfaction and promotions were positively related to emotional exhaustion. We also examined the moderating impact of perceived competence and perceived control. Results generally supported expected moderated relationships and demonstrated the benefits of perceived competence and perceived control. Implications of these results for research and practice are also discussed.

THE IMPACT OF MENTORSHIP QUALITY ON MENTORS' PERSONAL LEARNING AND WORK-TO-FAMILY INTERFACE

Ho Kwong Kwan, *Drexel University*

Yina Mao, *Chinese University of Hong Kong*

Dong Liu, *Georgia Institute of Technology*

This study investigates the impact of mentorship quality perceived by mentors on their personal learning (relational job learning and personal skill development) and work-to-family interface (work-to-family conflict [WFC] and work-to-family enrichment [WFE]). Results from a two-wave survey of 117 mentors in China indicate that mentorship quality is positively associated with relational job learning but not personal skill development. Relational job learning was found to be positively related to WFE and negatively related to WFC; it also mediates the relationships of mentorship quality with WFC and WFE. Meanwhile, personal skill development positively relates to WFE, but does not relate to WFC.

Saturday, 8:30am - 10:00am in Trustees Hall-Verelst

HC/HM/PA: Research on Nursing Homes and Specialized Care Delivery

Session Chair: **Eric W. Ford**, *UNC Greensboro*

Discussants:

Warren G. McDonald Jr., *Methodist University*

Olena Mazurenko, *University of Alabama at Birmingham*

Bertrand Pauget, *European Business School Paris*

IS NURSING HOME PROFIT STATUS ASSOCIATED WITH INNOVATIONS IN ADVANCE DIRECTIVES? EVIDENCE FROM THE NATIONAL NURSING HOME SURVEY

Juliet Davis, *University of Alabama*

End-of-life (EoL) service providers continuously seek improved instruments for individuals to convey their last wishes. Three such instruments that have increased in prominence are Five Wishes, Physician Order for Life-Sustaining Treatment, and Last Acts. The purpose of this project is to explore the relationship of profit status to advance directives. Data for this project come from the 2004 National Nursing Home Survey. The results revealed that nursing homes with medical directors who had EoL training, those that offered in-house hospice, for profit/independent, and nonprofit/affiliated were more likely to offer EoL innovations. Thus, nursing home ownership is associated with EoL innovation.

SPECIALIZED HEALTH CARE DELIVERY ORGANIZATIONS AND MARKET CONDITIONS

Mona Al-Amin, *University of Florida*

Michael D. Rosko, *Widener University*

Matt Kukla, *University of Florida*

This study examines the market factors that influence the number of long-term care hospitals, specialty hospitals and ambulatory surgery centers. We use the resource partitioning theory to examine the effect of general hospitals competition on these emerging specialized health care delivery organizations. Our findings indicate that population size and average inpatient days per Medicare enrollee seem to affect the proliferation of all the specialized forms examined. Competition in the general hospital population seems to have a positive effect on the number of LTCHs and ASCs and no effect SSHs.

VILLAIN OR VILIFIED? PRIVATE EQUITY OWNERSHIP AND NURSING HOME PERFORMANCE

Rohit Pradhan, *University of Alabama at Birmingham*
Robert Weech-Maldonado, *University of Alabama at Birmingham*
Jeffrey S. Harman, *University of Florida*
Kathryn Hyer, *University of South Florida*

Despite wide-spread public concern, the empirical evidence on the purported impact of private equity ownership on nursing home performance remains limited; ergo this study. Multiple secondary datasets (OSCAR, MDS, Long-Term care Focus dataset, ARF) were combined to create a longitudinal dataset (2000-2007) for the state of Florida. Results suggest troubling shifts in nurse staffing particularly in case of Registered Nurses in private equity nursing homes though quality is broadly similar to the control group. However, private equity nursing homes deliver superior performance compared to the control group. Implications for policy are discussed and the need for transparency and accountability emphasized

Saturday, 10:30am - 12:00pm in Regency D

OB: Competence Issues at Work

Session Chair: **Kimberly K. Merriman**, *Penn State University*

Discussants:

Papers 1 & 2: **Sandra Renee Bryant**, *University Of Phoenix*

Paper 3: **Kimberly K. Merriman**, *Penn State University*

AM I A GOOD NEGOTIATOR? THE IMPACT OF FEAR OF APPEARING INCOMPETENT ON NEGOTIATION TACTICS AND OUTCOMES

Julita Haber, *SUNY College At Old Westbury*
Jennifer Parlamis, *University of San Francisco*
Robyn Brouer, *University at Buffalo, SUNY*
Rebecca Lee Badawy, *University at Buffalo, SUNY*

This study examines the fear of appearing incompetent and competency pressures in a dyadic negotiation experiment. Using Structural Equation Modeling, results indicate that those with a higher fear of appearing incompetent perceive more competency pressures, which in turn predict preferences for different negotiation tactics. Specifically, those with higher perceptions of competency pressures used more competitive tactics and relied less on cooperative tactics. Further, those who felt more pressured to appear competent were also less satisfied with the negotiation overall. We discuss practical implications and provide suggestions for future research in this unexplored, yet important, aspect of organizational life.

Saturday, 8:30am - 10:00am in Trustees Hall-Vernon

MH/ME: Workshop - Using Teams in Class

Janice A. Black, *Coastal Carolina University*
Darla J. Domke-Damonte, *Coastal Carolina University*
J. Kay Keels, *Coastal Carolina University*

Bolton's 1999 study found that 75% of senior level courses had some teamwork component yet only 20% provided any instruction on team processes. This workshop provides a thorough overview on the use of teams as a pedagogy tool. Participants at this workshop will receive handouts of an innovative team formation exercise, training in effective team processes, a structured team feedback system, and a way to remove the inadvertent perceived inequities of awarding one team grade to all team members. The exercises and processes will work well for a freshman introduction course through to a senior capstone experience course.

INFLUENCE IN A FOREIGN ENVIRONMENT: THE EFFECTS OF CULTURAL DISTANCE ON PERCEPTIONS OF STATUS

Anna-Katherine Ward, *University of South Carolina*
Elizabeth C. Ravlin, *University of South Carolina*

We present a unique conceptualization of status based on social identity, status characteristics, and social network theories and examine the effects of cultural distance on each of the three hypothesized status facets (namely, similarity, technical competence, and social capital). In a sample of 196 graduate business students, we found that perceptions of a target individual's technical competence and similarity to oneself mediate a negative relationship between the target's cultural distance from the perceiver and the target's perceived status. Limitations and implications are discussed.

Saturday, 10:00am - 10:30am in Pre-Function

Networking Break

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

THE DEVELOPMENT AND VALIDATION OF THE PERFORMANCE MANAGEMENT COMPETENCY SCALE

Suzanne J. Peterson, *Arizona State University*
Angelo Joseph Kinicki, *Arizona State University*
Kathryn J. L. Jacobson, *University of New Mexico*
Gregory E. Prussia, *Seattle University*

The present study integrates literature on performance management and organizational behavior with input from managers to develop a measure of performance management behavior in managers. Results from a series of four studies using diverse samples and multisource data revealed a reliable scale supporting the behaviors of goal setting, communication, feedback, coaching, providing consequences, and establishing/monitoring performance expectations. The scale demonstrated convergent, discriminant, and criterion-related validity through the scale's relation with measures of managerial effectiveness and positive job attitudes. Overall, the present study suggests that the Performance Management Competency Scale (PMCS) is a reliable and valid measure.

Ent/IT/Innov: Technology and Innovation

Session Chair: **Blake Mathias**, *University of Tennessee*

Discussants:

Talia Esnard, *University of Trinidad and Tobago*

Aaron Francis McKenny, *University of Oklahoma*

Carla D. Jones, *University of Houston*

INTERNAL R&D VERSUS IN-LICENSING: COMPLEMENTS OR SUBSTITUTES?

Marco Ceccagnoli, *Georgia Institute of Technology*

Matthew Higgins, *Georgia Institute of Technology*

Vincenzo Palermo, *Georgia Institute of Technology*

This paper analyzes the role of technology in-licensing and internal R&D either as substitute or complementary strategies. We test a nonlinear CES-Translog innovation production function to estimate the proper functional form among Cobb-Douglas, CES and Translog. We use the estimated specification in a profit maximization model to measure the degree of complementarity or substitutability. The empirics are based on 94 pharmaceutical firms active between 1997 and 2005. Our results suggest that internal R&D and in-licensing are complements. The degree of complementarity increases over time and is associated with higher level of absorptive capacity, economies of scope and past licensing experience.

TECHNOLOGICAL SPILLOVERS AND FINANCIAL RETURNS IN CORPORATE VENTURE CAPITAL

Hyunsung Kang, *Georgia Institute of Technology*

Vikram Nanda, *Georgia Institute of Technology*

Corporate investors (CVCs) seek returns in the form of technological benefits, in addition to financial return. We develop a simple model to argue that the CVC structure may be best suited to a situation in which the technological spillover that a corporation receives is balanced by financial returns accruing to the portfolio firm that is conducting the R&D. The financial returns are necessary to provide the portfolio firm with the incentive to put in costly effort. We evaluate the technological and financial returns created from 796 CVC investments made in the bio-pharmaceutical industry and find empirical support for our arguments.

UPPER ECHELON RESEARCH AND ENTREPRENEURSHIP: EXPLORING THE ROLE OF CEO AS TECHNOLOGY LEADER

David Preston, *Texas Christian University*

Curt Moore, *Texas Christian University*

Daniel Chen, *Texas Christian University*

This study bridges the extant gaps in the literature by developing and testing an integrated model that seeks to understand what factors influence the chief executive officer's (CEO) choice to act as a champion of information technology (IT). Specifically we leverage modern upper echelons theory to examine how the environment, the organization, and individual attributes influence the top executive's choice to act as a technology champion. Furthermore, we examine how technology championship influences the performance of the organization.

HRM/Careers: Should I Stay or Should I Go? Issues with Turnover and Retention

Session Chair: **Serge Pires da Motta Veiga**, *University of Missouri*

Discussants:

Papers 1 & 3: **Vickie Coleman Gallagher**, *Cleveland State University*

Paper 2: **Laci Rogers**, *Florida State University*

A PSYCHOLOGICAL PERSPECTIVE ON THE UNEMPLOYMENT RATE DURING JOB APPLICATION: AN EXAMPLE USING ENLISTMENT DECISIONS

Joseph N. Luchman, *Fors Marsh Group LLC & George Mason University*

Richard Hermida, *George Mason University*

Brian K. Griepentrog, *Fors Marsh Group, LLC*

Jennifer Lee Gibson, *Fors Marsh Group LLC*

The unemployment rate has well-defined effects on job application behavior according to macroeconomic research, however management science understands precious little about the psychological processes which underlie the unemployment-application relationship. We provide a psychological interpretation of the unemployment rate as a "strong situation" that accentuates the relationships between application behavior and psychological antecedents to job application. We find evidence that subjective norms and self-efficacy are stronger predictors of application behavior when the unemployment rate is high than when it is low. Our research then demonstrates the importance of accounting for the local labor market in vocational behavior research.

AFFECTIVE AND BEHAVIORAL REACTIONS TO UNDEREMPLOYMENT: AN ATTRIBUTIONAL PERSPECTIVE

Katina Thompson, *Florida State University*

Economic indicators demonstrate that underemployment is rising and increasingly important. Yet, underemployment is sparsely researched in organizational science (Fine & Nevo, 2008). Within the existing literature, the most common theoretical explanation for underemployment is relative deprivation theory which suggests that individuals experience deprivation when they fail to secure adequate employment. The paper integrates the relative deprivation and attribution theories by explicating how the attributions individuals make for their underemployment affect their emotions and actions (e.g., job search and organizational citizenship behaviors). Testable propositions are offered to guide future research. The theoretical and practical contributions of this conceptualization are also discussed.

ORGANIZATIONAL ANTECEDENTS OF JOB EMBEDDEDNESS: THE CASE OF VIETNAM

Vinh Q. Nguyen, *Coe College*

Steve Taylor, *Mississippi State University*

A recent major development in the turnover literature is the introduction of the Job Embeddedness (JE) construct. However, there is very limited research on how JE develops, especially across cultures. This study, therefore, investigated a range of presumed organizational antecedents of JE in the context of Vietnam. The results indicated that organizational rewards, growth opportunities, and procedural justice directly influence JE. In addition, perceived organizational support (POS) was found to mediate the relationships between these organizational factors and JE. Implications and contributions of the study are discussed.

**Strategy/OT/IM: The Performance Criterion:
Perspectives on Measurement**

Session Chair: **Alim J. Beveridge**, *Case Western Reserve University*

Discussants:

Paper 1: **Alim J. Beveridge**, *Case Western Reserve University*

Papers 2 & 3: **Justin L. Davis**, *Ohio University*

**BALANCED SCORE CARD (BSC) ON TOP PERFORMING
INDIAN FIRMS**

Sanjay Dhir, *Indian Institute of Management, Lucknow*
Swati Chaurasia, *Indian Institute of Management, Lucknow*

This paper aims to contribute towards the understanding of Balanced Scorecard (BSC) on top performing Indian firms. The paper empirically examines the extent to which there exists a cause-and-effect relationship among the four areas of BSC measurement. The Structured Equation Modeling (SEM) analysis show that the BSC model fits well with the Indian firm. The results also suggest that the learning-growth perspective positively affects the internal processes and internal processes positively affect the customer perspective. On the other hand customer perspective negatively affects the financial performance of Indian firms. We also discuss the scope of future study in the area.

**MEASURING CORPORATE SUSTAINABILITY WITH
RELATIONAL FOOTPRINTING**

Henk Hadders, *University Groningen*
Bertrand Pauget, *European Business School Paris*

Organizational sustainability is driven by effectiveness and adaptation. In this paper, we conceptualize and operationalize sustainability in terms of relationships. We propose to use Corporate Relational Footprinting to measure the sustainability performance outcome of organizational stakeholder relationships. This is our contribution to the dialogue about an emerging transformation of business thinking. We focus on the impacts of organizational operations on vital capitals (human, social, manufactured and natural capital). We advocate the use of a quotient-based Footprint Method (McElroy, 2008) as a non-monetary impact measurement tool.

**STRATEGIC ORIENTATION, MARKET ORIENTATION,
AND FIRM PERFORMANCE: MEASUREMENT AND
VALIDITY**

Larry Weinzimmer, *Bradley University*
Jennifer Robin, *Bradley University*
Eric J. Michel, *Christopher Newport University*
Jennifer L. Franczak, *Southern Illinois University*

While previous research has investigated the link between organizational culture and firm performance, two cultural variables have emerged as the most common: strategic orientation and market orientation. Even though these constructs are conceptually different, researchers utilize these variables interchangeably to operationalize both strategic orientation and market orientation. This study attempts to delineate between strategic orientation and market orientation by operationalizing each construct, developing measures of strategic orientation and market orientation to establish construct validity, and employing a sample of 857 respondents from 22 companies to empirically triangulate the unique characteristics of each construct and their respective relationships to firm performance.

**Strategy/OT/IM: Technology, Top Management
Teams, and Innovation**

Session Chair: **Shuk M. Wong**, *TUI University*

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

**AN EXAMINATION OF THE DETERMINANTS OF TOP
MANAGEMENT SUPPORT OF INFORMATION
TECHNOLOGY PROJECTS**

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

IT (IT) projects are becoming increasingly important for organizational performance and growth. The problem is that many IT projects fail. In this study, we examine one of the few factors consistently found to promote IT project success – the support of top management. Specifically, we integrate the information systems and top management literatures and propose a model that includes the most salient factors likely to influence a top manager's motivation to support a given IT project. We also discuss the broader implications of our model and review opportunities for future research.

**THE STRATEGIC USE OF SOFTWARE TO PROMOTE
CREATIVITY AND INNOVATION IN ORGANIZATIONS**

Angela Mattia, *Jacksonville University*

This research expands the research on creativity and proposes a relationship with organizational innovation. In addition, it is argued that it is not enough to just enhance the software tools with features that support creativity. There is a need for managers to strategically encourage the use of software in ways that not only get the job done, but promote evolutionary creativity and the innovative process.

**TOP MANAGEMENT TEAM AND INNOVATION-BASED
COLLECTIVE ACTIONS**

Mark Anthony Tribbitt, *Drexel University*
Tianxu Chen, *Drexel University*
Yi Yang, *University of Massachusetts Lowell*

The formulation of innovation-based collective actions represents a key competitive factor to obtain leadership in technology intensive industries. However, leading technological firms demonstrate heterogeneity in facilitating such collective innovations. In this paper, we investigate this heterogeneity with a focus on the role of the top management team. With longitudinal data of 48 leading technological firms, we find that the structural characteristics of the firm's top management team interact with corporate governance mechanisms to influence the firm's rate of innovation-based collective actions. We find strong support for our hypotheses by testing both the fixed effects and random effects models.

OB: New Insights on Groups and Teams

Session Chair: **Jim Lavelle**, *University of Texas at Arlington*

Discussants:

Papers 1 & 3: **Julia Herchen**, *University of North Texas*

Paper 2: **Aycan Kara**, *Florida Atlantic University*

CORE SELF-EVALUATIONS, TEAM-MEMBER EXCHANGE, AND TEAM PERFORMANCE: MAIN AND INTERACTIVE EFFECTS

Jeffrey Joseph Haynie, *Auburn University*

Using 63 senior business student teams engaged in a management simulation exercise, I examined the main and interactive effects of mean core self-evaluations and team-member exchange with objective team performance. The results only produced partial support for the incremental validity of core self-evaluations at the team-level above the main effect of the Big 5. However, there was strong support for trait activation theory at the team-level and mean CSE was found to positively relate to team performance only when team-member exchange was high. The discussion details these results and future directions for research.

FOLLOW THE LEADER? POWER-DEPENDENCE RELATIONSHIPS IN WORK-TEAMS

Cody Logan Chullen, *East Carolina University*

One of the key arguments presented in this paper is how the leadership literature has insufficiently addressed power. It has implicitly treated power as though it were permanently embedded within the context of organizational hierarchy rather than being a characteristic of the individuals in the social relationship. An examination of leadership and power in a rotational leadership design is provided along with an alternate framework for conceptualizing power through the Leadership Distortion Model.

IMPACT OF GROUP PERFORMANCE INCENTIVES AND PLANNING QUALITY ON GROUP AND INDIVIDUAL OUTCOMES

Ghadir Ishqaidef, *University of Kansas*

James Guthrie, *University of Kansas*

Elaine Hollensbe, *University of Cincinnati*

In this experimental study, we explored the effect of group-based pay condition (variable vs. fixed) and its interaction with group task planning quality on performance. We also explored the impact of intrinsic motivation and planning on pay satisfaction. Results indicate that planning quality is particularly helpful for groups under the fixed pay condition. While groups under variable pay condition performed significantly better than groups under fixed pay condition, planning quality did not enhance their performance. On the individual level, intrinsic motivation and planning quality each contributed to explaining variance in satisfaction with pay. Findings, limitations and implications are discussed.

Ethics/Soc/Div: Diversity Issues, Challenges, and Opportunities

Session Chair: **Stephen P. Preacher**, *Liberty University*

Discussants:

Papers 1 & 2: **Kristen Madison Day**, *University of Tennessee*

Paper 3: **Nicholas W. Twigg Jr.**, *Coastal Carolina University*

Paper 4: **Hadi Alhorr**, *Saint Louis University*

CULTURAL VALUE ORIENTATION: MEASUREMENT INVARIANCE IN A MULTI-COUNTRY SAMPLE

Suman Niranjana, *Savannah State University*

Ayse Goktan Bilhan, *University of North Texas at Dallas*

Ashish Pareek, *Maharshi Dayanand Saraswati University, Ajmer*

Gonca Gunay, *Izmir University of Economics*

Yu Ha Cheung, *Hong Kong Baptist University*

The use of western-based theory and measures of cultural values is widespread in international research in psychological and organizational studies. This study examines cross-national invariance of a scale designed to measure four core cultural values- power distance, uncertainty avoidance, individualism, and masculinity. Issues related to configural invariance and metric invariance were examined using paired comparisons of United States with Hong Kong, India, and Turkey. Structural equation modeling was used to analyze data. Findings reveal substantial problems with invariance across countries. Implications for international research using culture theory are discussed.

FITTING IN OR STANDING OUT? UNDERSTANDING MINORITY PATTERNS OF ASSIMILATION OR DISTINCTIVENESS

Al-Karim Samnani, *York University*

Janet Boekhorst, *York University*

Jennifer A. Harrison, *York University*

This paper explores the role of contextual factors on culture. When culture is viewed as malleable, this introduces a new direction in culture research and has important implications for work and organizations. Contextual factors such as one's social networks, organizational values, and the salience of one's identity suggest that an individual's decision to alter or retain cultural values may be a largely idiosyncratic process. We explore the role that these factors play in influencing an individual to alter or retain his/her cultural values and advance propositions that can be tested in future empirical research.

WHAT IS BEAUTIFUL IS GOOD...UNLESS YOU ARE A WOMAN APPLYING FOR A MALE-TYPED JOB: UNDERSTANDING HOW PHYSICAL ATTRACTIVENESS CAN BE DETRIMENTAL TO SOME WOMEN'S CAREER SUCCESS

Samantha Paustian-Underdahl, *UNC Charlotte*

Lisa Slattery Walker, *UNC Charlotte*

We contribute to the body of literature on the 'what is beautiful is good' heuristic and the 'beauty is beastly' effect. The first part of this quasi-experimental study examines the influence of applicant's gender and attractiveness, and job sex-type and hierarchical level of the job on perceived job suitability ratings. The second part of this study applies the Lack of Fit theory by testing a moderated mediation model. We provide partial support for a model showing that attractiveness is related to job suitability through the indirect effect of perceived agency, which is moderated by gender.

WHO NEEDS SECURITY? ENTREPRENEURIAL MINORITIES, SECURITY VALUES, AND FIRM PERFORMANCE

Marshall Pattie, *James Madison University*
Laura Parks, *James Madison University*
William Wales, *James Madison University*

In this study we seek to enhance our understanding of why minority and majority entrepreneurs succeed at different rates, by going beyond surface-level demographic variables and investigating deep-level differences between these groups. The present research suggests that minorities exhibit differences in security values. This helps explain previous evidence that minority-owned small businesses perform worse than their majority-owned counterparts. Results suggest that security values fully mediate the relationship between ethnicity and firm performance. Additionally, our analysis suggests that access to capital helps explain the influence of security values on firm performance. An explanatory model is proposed.

Saturday, 10:30am - 12:00pm in Trustees Hall-Verelst

HC/HM/PA: Strategic and Leadership Issues in Health Care

Session Chair: **Rohit Pradhan**, *University of Alabama at Birmingham*

Discussants:

Terrie C. Reeves, *UNC Greensboro*
Deshia Ann Leonhirth, *University of South Carolina*
Juliet Davis, *University of Alabama*

SUBSTANCE ABUSE TREATMENT: EFFECTS OF LEADER SOCIALIZATION AND FUNDING SOURCE ON MEDICAL INNOVATION

Terry C. Blum, *Georgia Institute of Technology*
Carolyn Davis Denise Davis, *Morehouse College*
Paul Roman, *University of Georgia*

This paper examines organizational adoption of medical treatments for substance use disorders in a sample of 632 US for-profit and not-for-profit treatment centers. The study uses sociological and resource dependency frameworks to examine factors related to organizational adoption of pharmaceutical treatments in an institutionally contested environment that traditionally has valued treatment using behavioral interventions. The findings suggest that socialization of leadership, measured by formal clinical education, is related to the adoption of medications. Also the proportion of funding that comes from public and private sources affect innovation adoption, with lower levels of adoption associated with higher proportions of public funding.

THE HOSPITAL FOUNDATION STRATEGY AND PERFORMANCE RELATIONSHIP

Dan Marlin, *University of South Florida St. Petersburg*
Scott Geiger, *University of South Florida St. Petersburg*
William J. Ritchie III, *James Madison University*

Attracting philanthropic donations has become a strategic imperative for many hospitals. The most effective way for a hospital to manage the giving process is likely through the development and effective management of a hospital foundation. The purpose of this study is to examine the hospital foundation strategy and performance relationship. More specifically, we were interested in (1) the identification of different hospital foundation strategies and (2) whether performance differences existed between them. Using a sample of 279 hospital foundations our results suggest the existence of different hospital foundation strategies and of significant performance differences between them.

THE IMPACT OF PHYSICIAN JOB SATISFACTION ON THE SUSTAINED COMPETITIVE ADVANTAGE OF HEALTH CARE ORGANIZATIONS

Olena Mazurenko, *University of Alabama at Birmingham*
Stephen O'Connor, *University of Alabama at Birmingham*

This paper employs the resource-based theory of the firm to explain the influence of human resources on the sustained competitive advantage of an organization. Based on previous conceptual and empirical literature, we posit that the presence of a high potential employee workforce, coupled with adequate human resource management policies, can result in improved profit generating potential. We developed a conceptual framework with several propositions that illustrate the associations between job satisfaction and organizational productivity. We apply this concept in the health care field, suggesting that the satisfaction of physicians' needs leads to greater organizational productivity and sustained competitive advantage.

Saturday, 10:30am - 12:00pm in Trustees Hall-Vernon

MH/ME: Business Schools and their Students

Session Chair: **Jeffrey Muldoon**, *Louisiana State University*

Discussants:

Diane Bandow, *Troy University*
Devi Akella, *Albany State University*
Matthew Scott Fleisher, *Human Resources Research Organization*

CROSS-NATIONAL ASSESSMENT OF MEASUREMENT EQUIVALENCE OF NARCISSISTIC PERSONALITY INVENTORY AMONG BUSINESS STUDENTS

Irina Cozma, *University of Tennessee*
Mario Duarte Canever, *Universidade Federal de Pelotas*
Vishal K. Gupta, *Binghamton University, SUNY*

Narcissism has emerged as an important topic, with several comparisons drawn between levels of narcissism of young people in the United States with other countries. In the present research, we examined measurement equivalence of a popular narcissism measure across business students in two countries. Specifically, we assessed the extent to which business students from Brazil and US interpret a measure of narcissism (NPI-16) in a conceptually similar manner. Our findings indicate that NPI does not demonstrate the satisfactory levels of equivalence across these two countries. Therefore, scholars should be cautious to use this narcissism measure in cross-cultural studies.

EXPLORING THE GENDER AND OCCUPATIONAL SOCIALIZATION GAP IN THE MEASUREMENT OF INNOVATIVE COGNITIVE STYLE IN UNDERGRADUATE BUSINESS STUDENTS

Nicole C. Jackson, *University of California, Berkeley*

Popular measures of innovative cognitive style including Kirton's (1976) Adaptor-Innovator Inventory have historically contained limitations in the construct definition of innovative cognitive style and specifically as one of high rule disobedience. Limitations in this construct definition may bias measures of innovative cognitive style against certain demographic populations. Among a small sample of undergraduate students, this exploratory study tests for this bias in a measure similar to Kirton's and along two dimensions: 1) that of gender and 2) differences in entrepreneurial vs. non-entrepreneurial occupational exposure. The study combines both an IRT Rasch Analysis and qualitative investigation of items further construct refinement.

MIRROR...MIRROR...ON THE WALL!! WHO AM I & WHY?

Devi Akella, *Albany State University*

Sherryl W. Johnson, *Albany State University*

Melissa Jordan, *Albany State University*

Extensive research has been undertaken on the effectiveness and usefulness of Culturally Relevant Teaching (CRT), curriculum and pedagogy. But the perspective of the teacher, his/her mental framework and value system still remains relatively unexplored. Yet an insight into the mind, schema and perspective of the educators' would prove to be invaluable in understanding and improving CRT. This paper allows a close "look" at the teachers by focusing on three self reflexive and introspective accounts of instructors of African American student population.

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CALL FOR PAPERS: Southern Management Association 2012 Meeting

October 30–November 3, 2012 Westin Beach Resort and Spa in Ft Lauderdale, Florida

Submission Deadline: April 8, 2012

Program Chair: Christopher Shook, Auburn University (shookcl@auburn.edu)

The Southern Management Association invites submissions for its 2012 Annual Meeting. All submissions will be reviewed on the basis of originality, rigor, and relevance. Submissions may take the form of papers, case studies, symposia, panel discussions, workshops, or another form not mentioned here. The Program Committee would especially like to encourage the submission of innovative sessions of all types. More details regarding innovative sessions will be available on the SMA website in 2012. All accepted submissions will be presented at the meeting, and all accepted papers will be published in the Annual Meeting Proceedings. In addition, authors of accepted papers will have the opportunity to apply to participate in the Paper Development Workshop to be held at the 2012 meeting. The purpose of the Paper Development Workshop is for authors to receive feedback on their papers from experienced scholars to enhance their papers' publication potential. Again, more information will be available on the SMA website in 2012.

SUBMISSION TRACKS & TRACK CHAIRS

1. Organizational Behavior
Chair: Matt Bowler, Oklahoma State University
(matt.bowler@okstate.edu)
2. Strategic Management / Organizational Theory / International Management
Chair: Michael Holmes, Florida State University
(mholmes@cob.fsu.edu)
3. Human Resources / Careers
Chair: Jack Walker, Texas Tech University
(jack.walker@ttu.edu)
4. Research Methods
Chair: Timothy Munyon, West Virginia University
(tpmunyon@mail.wvu.edu)
5. Management History / Management Education
Chair: Shannon Taylor, Northern Illinois University
(sgtaylor@niu.edu)
6. Entrepreneurship / Information Technology / Innovation
Chair: Justin Davis, Ohio University
(justinleedavis@gmail.com)
7. Ethics / Social Issues / Diversity
Chair: Cyndy Cycyota, United States Air Force Academy
(Cynthia.cycyota@usafa.edu)
8. Health Care / Hospitality Management / Public Admin.
Chair: Kathleen Voges, Texas A&M University – San Antonio (kvoges@tamusa.tamus.edu)

OUTSTANDING PAPER AND DOCTORAL STUDENT PAPER AWARDS

Subject to review, Outstanding Paper and Outstanding Doctoral Student Paper Awards will be given in each track. There will also be overall Outstanding Paper and Outstanding Doctoral Student Paper Awards. Doctoral student papers may have multiple authors but the first author must be a doctoral student at the time of submission. Doctoral students who author an Outstanding Doctoral Student Paper will have their conference registration and annual dues waived for one year.

SUBMISSION GUIDELINES

- All submissions must be made online at www.southernmanagement.org/meetings/2012/ no later than April 8, 2012 at 11:59 pm Central Standard Time. The deadline is firm and no extensions will be granted.
- Only complete papers should be submitted. Proposals for and/or undeveloped papers will be returned without review.
- Authors are expected to abide by the SMA Code of Ethics, available at www.southernmanagement.org/ethics/.
- Papers should not have been previously accepted, published, presented, or be under review for another meeting or journal. Subsequent publication, with proper acknowledgement, is encouraged.
- If a paper/case study is accepted, at least one author (for other formats, every author) must register and present their work at the conference.
- No participant is allowed to be included as an author, presenter, session chair, discussant, etc. in more than three program sessions.
- The maximum length of paper submissions is 8500 words. This limit includes the body of the text, notes, and appendices. It excludes the abstract, references, tables and figures.
- Paper format should follow the *Academy of Management Journal's* Style Guide (see http://journals.aomonline.org/amj/style_guide.pdf). Nonconforming submissions will be returned without review.
- Manuscripts should be double spaced with 1 inch margins on all four sides. The page setup should be for standard U.S. Letter size (8.5 x 11 inches). Manuscripts should be prepared in Times New Roman font, size 12.
- The entire paper must be in a single document created in Microsoft Word.
- Paper submissions will be blind reviewed; thus, no author names or other identifying information should appear anywhere in the manuscript (not even on the title page). Symposia, workshops, panel discussions or other formats can contain author information, as these are not blind-reviewed.
- A sample of a correctly formatted paper can be found at www.southernmanagement.org/meetings/2012/sample.

Symposium Submissions

- A symposium can be in either a panel format or a presenter format. A panel symposium engages a group of panelists in a formal, interactive discussion around a particular topic. A presenter symposium involves a collection of authored papers revolving around a common theme. Symposia are NOT blind reviewed and will be judged on overall quality, interest to SMA members, relevance to the track to which they were submitted, and innovation and contribution.
- If a symposium is accepted, all participants must register and present their portion of the symposium at the conference.
- A symposium submission must include:
 - A title page with the title of the symposium, the complete formal name and contact information for all participants, an abstract (100 word maximum), and 3 key words identifying the major subject of the symposium.
 - A 3-5 page overview of the symposium.
 - An explanation of why the symposium should be of interest to the track to which it is being submitted.
 - A 2-5 page synopsis of each presentation (for presenter symposia only).
 - A summary of the panelists' discussion (for panel symposia only).
 - A description of the symposium's format (e.g., who will be presenting first, whether there will a Q & A, etc.)
 - A statement from the organizer declaring: "I have received signed statements from all intended participants agreeing to participate in the entire symposium, and they are not in violation of the rule of three."
- Nonconforming submissions will be returned without review.

NEED ASSISTANCE? Please email our support team at support@southernmanagement.org or call us at 1.201.633.3208.

Submit papers and volunteer to review at www.southernmanagement.org/meetings/2012/

MISSION: The primary purpose of Placement Services is to provide a conduit between qualified teaching and research professionals who are seeking career opportunities and academic and research institutions that are seeking qualified faculty or field specialists.

OPERATION: The Placement Services Center will be available to conference attendees on the following days:

- Wednesday: 4:00 p.m. - 7:00 p.m. – Site viewing and posting only.
- Thursday: 8:00 a.m. - Noon & 1:30 p.m. - 5:00 p.m. – all services available.
- Friday: 8:00 a.m. - Noon & 1:30 p.m. - 3:00 p.m. – all services available.

Placement Services are now online and available for use at <http://southernmanagement.org/placements/>. All applicant and position postings will be handled via the SMA web site. The placement web site can be reached from the SMA main web page as well as from the 2011 conference page.

Several netbooks will be available during the above times for posting and viewing both applicants and positions.

There will also be a designated area within the conference center for conducting interviews.

Contact Information

If you have any questions concerning Placement Services, you may contact the directors during the conference at the email addresses or phone numbers below:

Patricia A. Lanier, University of Louisiana at Lafayette
Email: planier@louisiana.edu
Phone: (337) 482-5386

Lee Grubb, East Carolina University
Email: GRUBBW@ecu.edu
Phone: (252) 737-1103

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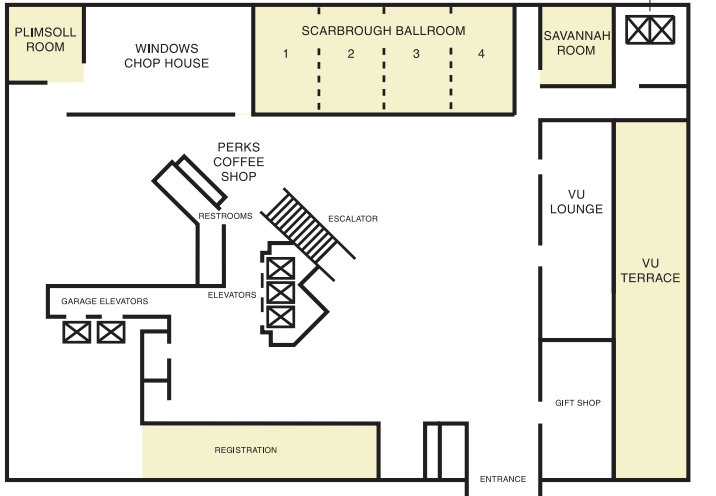
- Applicant listings
- Position listings
- Interview tables
- Photocopy support

Please note that, due to the public posting and dissemination of submitted forms, this process is not confidential – no assumption of privacy should be made.

NOTES

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