



Southern Management Association

2005 Meeting

November 9 -12, 2005
Charleston, SC

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

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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.

Presently, the SMA membership numbers over 750 individuals representing more than 200 colleges, universities and business firms in 40 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 Welcomes...

Our 2005 Meeting Partner

The Academy of International Business, Southeast (USA) Chapter

Our 2005 Meeting Exhibitors

BusinessWeek Magazine	McGraw-Hill/Irwin
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2005 SMA Awards

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David Van Fleet, Arizona State University – West

BEST OVERALL CONFERENCE PAPER – SMA 2005

ABUSED SUBORDINATES' UPWARD MAINTENANCE COMMUNICATION: A COPING PERSPECTIVE

Bennett Tepper, *Georgia State University*
Daniel E. Lockhart, *University of Kentucky*

Presented on Friday, from 8:15am - 9:45am in Carolina Ballroom B

BEST OVERALL DOCTORAL STUDENT PAPER – SMA 2005

SCANDALOUS BEHAVIOR OF MUTUAL FUND MANAGERS:

Justin L. Davis, *University of Texas at Arlington*
G. Tyge Payne, *University of Texas at Arlington*
Gary C. McMahan, *University of Texas at Arlington*

Presented on Thursday, from 10:30am - 12:00pm in Rutledge

BEST TRACK PAPERS

Track 1: Organizational Behavior/Organizational Theory/Organizational Development

ABUSED SUBORDINATES' UPWARD MAINTENANCE COMMUNICATION: A COPING PERSPECTIVE

Bennett Tepper, *Georgia State University*
Daniel E. Lockhart, *University of Kentucky*

Presented on Friday, from 8:15am - 9:45am in Carolina Ballroom B

Track 2: Strategic Management/Entrepreneurship

THE LOGIC OF THE PLURAL SYSTEM MODEL: HOW EVIL CAN WORK FOR GOOD

Roland E. Kidwell, *University of Wyoming*
Arne Nygaard, *Norwegian School of Management*

Presented on Thursday, from 10:30am - 12:00pm in Carolina Ballroom B

Track 3: Human Resources/Careers

EARLY CAREER INTERACTIONS: LEARNING THROUGH INFORMATION ACQUISITION AND RELATIONSHIP BUILDING

Elizabeth W. Weatherly, *University of Alabama, Huntsville*
Christine Marie Riordan, *Texas Christian University*
Lillian T. Eby, *University of Georgia*

Presented on Friday, from 3:15pm - 4:45pm in Pinckney

Track 4: Research Methods

GARBAGE-IN, GARBAGE-OUT: ITEM GENERATION AS A THREAT TO CONSTRUCT VALIDITY

Lucy R. Ford, *Rutgers University*
Terri A. Scandura, *University of Miami*

Presented on Thursday, from 3:15pm - 4:45pm in Pinckney

Track 5: Management History/Management Education/International Management

THE EFFECTS OF TEAMWORK ON STUDENT LEARNING AND COMPARATIVE PERFORMANCE: A COMPARISON OF FACE-TO-FACE AND ONLINE PROJECT ENVIRONMENTS

Ethlyn A. Williams, *Florida Atlantic University*
Stephanie L. Castro, *Florida Atlantic University*

Presented on Friday, from 8:15am - 9:45am in Calhoun

Track 6: Information Technology/Innovation

LEADERSHIP, COLLABORATION AND INNOVATION IN SMALL BUSINESS: A MEDIATING MODEL

Jun Yan, *California State University*

Presented on Thursday, from 3:15pm - 4:45pm in Laurens

Track 7: Ethics/Social Issues/Diversity

INCLUSIVENESS AND DIVERSITY AS CROSS-CUTTING THEMES IN MULTI-STAKEHOLDER COLLABORATION: AN EXAMINATION OF WATER MANAGEMENT IN SRI LANKA

Nancy J. Higginson, *Northern State University*

Presented on Friday, from 8:15am - 9:45am in Laurens

BEST DOCTORAL STUDENT PAPERS BY TRACKS

Track 1: Organizational Behavior/Organizational Theory/Organizational Development

THE EVOLUTION OF LEADER-MEMBER RELATIONS: AN LMX-COMMUNAL FRAMEWORK

Younhee Kim, *SUNY at Binghamton*

Presented on Thursday, from 3:15pm - 4:45pm in Carolina Ballroom B

Track 2: Strategic Management/Entrepreneurship

WHICH FIRMS APPROPRIATE SUPPLY CHAIN RENTS?: THE ROLE OF BARGAINING POWER

Thomas Russell Crook, *Northern Arizona University*

Presented on Friday, from 8:15am - 9:45am in Rutledge

Track 3: Human Resources/Careers

ORGANIZATIONAL WEBSITE RECRUITMENT: THE ROLE OF ORGANIZATIONAL BRAND ON PRE-HIRE OUTCOMES

Raj V. Mahto, *University of Memphis*

David G. Allen, *University of Memphis*

Al S. Lovvorn, *University of Memphis*

Presented on Friday, from 3:15pm - 4:45pm in Pinckney

Track 4: Research Methods

METATRIANGULATION, TRIANGULATION AND ELEPHANTS: TRYING TO UNDERSTAND PHENOMENA

Robert Joseph Duesing, *Oklahoma State University*

Margaret A. White, *Oklahoma State University*

Presented on Thursday, from 3:15pm - 4:45pm in Pinckney

Track 5: Management History/Management Education/International Management

THE EFFECTS OF SELF-MONITORING ON EXPATRIATE JOB SATISFACTION

Kwanghyun Kim, *Texas A&M University*

Presented on Saturday, from 8:00am - 9:25am in Rutledge

Track 6: Information Technology/Innovation

EXPLORING CONTROL THEORY FROM THE VIEWPOINT OF A SMALL IT BUSINESS

Michael L. Harris, *University of South Florida*

Presented on Saturday, from 8:00am - 9:25am in Middleton

Track 7: Ethics/Social Issues/Diversity

SCANDALOUS BEHAVIOR OF MUTUAL FUND MANAGERS:

Justin L. Davis, *University of Texas at Arlington*

G. Tyge Payne, *University of Texas at Arlington*

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

Presented on Thursday, from 10:30am - 12:00pm in Rutledge

BEST REVIEWERS BY TRACK

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Track 4: Research Methods

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Track 7: Ethics/Social Issues/Diversity

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Wednesday, November 9

WEDNESDAY

Conference Registration: From 3:00pm - 7:00pm
in Carolina Ballroom A

Coordinator: **Sharon Topping**, *University of Southern Mississippi*

Registration for SMA Placement Services: From 6:00pm - 7:00pm in Club Level [Above Front Desk] (late registration only; folders will not be available.)

Coordinator: **Frank B. Markham**, *Mesa State College*

7:45am - 4:30pm in Gold Ballroom

16th Annual Doctoral Consortium

Sponsored by:

*Texas Tech University, Area of Management
Wharton Research Data Services*

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

As in years past, the program will feature nationally recognized scholars who will lead sessions discussing research, teaching and professional service. Roundtable sessions will cover career management and related topics. In addition, there will be open discussions focusing on how to maximize the benefits received from one's doctoral training.

Coordinators

Allen C. Amason, *University of Georgia*
Margaret L. Williams, *Virginia Commonwealth*

This workshop requires pre-registration

10:00am - 10:15am in Gold Ballroom

Refreshment Break

Coordinator: **Geralyn McClure Franklin**, *University of Texas-Permian Basin*

12:00pm - 2:45pm in Calhoun

Research Methods Workshop: An Introduction to Hierarchical Linear Modeling

Along with an increased interest in levels research have come developments in analytical approaches appropriate for nested data (individuals in teams, teams in organizations, etc.). Hierarchical linear modeling (HLM) is one such tool. This workshop is designed to provide a basic introduction to HLM for organizational researchers. This workshop will cover the logic and assumptions underlying HLM, develop an example set of hypotheses, specify and run a series of models to test the hypotheses, and work through the interpretation of results. This will include demonstration of the HLM software as the series of models is run and the output is interpreted. We will also cover decisions researchers must make and problems encountered when using HLM.

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

This workshop requires pre-registration

12:00pm - 5:00pm in Pinckney

Faculty Consortium

The objective of the consortium is to enhance the scholarship, teaching and overall career and life experiences of faculty who are in the early stages of their career as well as experienced faculty contemplating job changes or re-orientations of their career priorities. A get-acquainted luncheon will kick off the consortium at 12:00 PM, followed by panel and roundtable discussions from 1:00 to 5:00PM.

The 2005 Consortium Coordinators are **Mark J. Martinko** (*Florida State University*) and **Steve Michael** (*University of Illinois at Urbana-Champaign*). Panel topics will include research and publishing, tenure and promotion, teaching and professional development, opportunities for service and administration, networking, and finding your next job. Speakers will include **Russell S. Cropanzano** (*University of Arizona*), **Kevin B. Lowe** (*University of North Carolina-Greensboro*), **William L. Gardner** (*Texas Tech University*), **Robert C. Ford** (*University of Central Florida*), **Sherry E. Moss** (*Wake Forest*), **Hettie A. Richardson** (*Louisiana State University*) and **Scott Douglas** (*U. of Montana*).

This workshop requires pre-registration

1:30pm - 4:30pm in Carolina Ballroom B

SMA Officers Board Meeting

Presiding: **Christine Marie Riordan**, *Texas Christian University*

2:45pm - 3:15pm in Mezzanine/Exhibition Space

Refreshment Break

Coordinator: **Geralyn McClure Franklin**, *University of Texas-Permian Basin*

3:00pm - 5:30pm in Calhoun

Teaching Workshop: Assessment for Accountability and Results

Increasingly, educational institutions are being held accountable by stakeholders to demonstrate the impact they are having on their students. Accrediting bodies (such as AACSB International), legislatures, and other state and national agencies are demanding evidence of student learning. Assessment provides a way to respond to these challenges. Assessment also has the potential to be a useful tool to help individual faculty, departments, programs and schools refine their mission(s), align their curricula with their missions and improve the educational process and outcomes. This interactive workshop will provide an overview of the assessment process including topics such as (1) what assessment is and how it is similar to and different from what we already do in the classroom, (2) preparing for assessment, (3) developing assessment tools and measures, (4) data collection options, (5) summarizing assessment results, and (6) acting on assessment results.

Presented by **Margaret L. Williams**, *Virginia Commonwealth University*

This workshop requires pre-registration

3:00pm - 5:30pm in Drayton

Journal of Management Research Development Workshop: Converting Good Research into Publishable Articles

The *Journal of Management Research Development Workshop* will offer participants opportunities to learn how to convert good research into publishable articles. In particular, it will address three questions: (1) How can you make your article more theoretically interesting and answer the reviewers' "so what?" question? (2) How can you improve the readability and professionalism of the presentation of your ideas, and (3) How can you negotiate the revision process more successfully? Active participation of attendees is encouraged.

Presented by *Journal of Management Incoming Editors*
Editor-in-Chief: **Russell S. Cropanzano**, *University of Arizona*

Associate Editors: **Terri A. Scandura**, *University of Miami* and **M. Audrey Korsgaard**, *University of South Carolina*

6:00pm - 7:00pm in Carolina Ballroom A

SMA Welcome Reception

Come and gather for some light snacks and conversation with colleagues.

Thursday, November 10

Conference Registration: From 8:00am - 5:00pm in Carolina Ballroom A

Coordinator: Sharon Topping, University of Southern Mississippi

SMA Placement Services: From 8:00am - 5:00pm in Club Level/Above Front Desk (closed for lunch from 12:00 pm to 1:30 pm)

Coordinator: Frank B. Markham, Mesa State College

7:30am - 9:00am in Carolina Ballroom B SMA Networking Breakfast

Coordinator: Gayle Baugh, University of West Florida

All SMA Registrants Are Invited! Come meet everyone!

7:30am - 8:30am in Laurens Journal of Management Board Meeting

Presiding: Russell S. Cropanzano, University of Arizona

9:00am - 10:15am in Colonial Ballroom

“Ethical Challenges of Leadership” - Joanne Ciulla, University of Richmond

Sponsored by:

The Wall College of Business and the Jackson Family Center for Values and Ethics, Coastal Carolina University

Joanne Ciulla (Holder of the Coston Family Chair in Leadership and Ethics at the Jepson School of Leadership Studies, University of Richmond), who will be speaking on the “Ethical Challenges of Leadership”. Professor Ciulla is a prolific author whose most recent books include *The Ethics of Leadership* (2003) and *Honest Work: A Business Ethics Reader* (forthcoming).

ALSO: Presentation of SMA Sustained Outstanding Service Award, Overall Best Paper Award and Best Doctoral Student Paper Award

10:00am - 10:30am in Carolina Ballroom A

Refreshment Break

Coordinator: GERALYN McClure Franklin, University of Texas-Permian Basin

10:30am - 12:00pm in Calhoun

OB/OT/OD: Organizational Justice: Antecedents, Outcomes and the Role of Centralization

Session Chair: **Walter D. Davis**, University of Mississippi

Discussants:

Steve H. Barr, North Carolina State University

K. Michele Kacmar, University of Alabama

Jonathon R. B. Halbesleben, University of Missouri, Columbia

EFFECTS OF PROCEDURAL JUSTICE ON THE RELATIONSHIPS BETWEEN WORK STATUS CONGRUENCE AND ORGANIZATIONAL COMMITMENT OR CITIZENSHIP BEHAVIORS

Jon C. Carr, University of Southern Mississippi

Brian T Gregory, University of Southern Mississippi

Michael Ensley, Rensselaer Polytechnic Institute

Bennett Pepper, Georgia State University

Previous research has shown that an employee's work status congruence (WSC) (i.e. their preferences for particular shifts, schedules, and hours) has important implications for certain organizational attitudes and behaviors. Using existing theory on outcome favorability and procedural fairness, the present study explores the boundary conditions of WSC as a predictor of organizational commitment and citizenship behaviors. Using a dyadic sample of 209 supervisors and their subordinates, we find significant support for the moderating role of procedural justice on these relationships. Theoretical and practical implications are provided.

IMPLICATIONS OF DIRECT AND INDIRECT MEASUREMENT FOR THE STUDY OF ORGANIZATIONAL JUSTICE

Margaret L. Williams, Virginia Commonwealth University

Joy Humphries Karriker, East Carolina University

Larry J. Williams, Virginia Commonwealth University

We examined the role of direct and indirect measurement in the study of organizational justice, and concluded that direct measures represent justice constructs and indirect measures represent justice antecedents. We found that justice constructs mediated the relationships between justice antecedents and relevant outcomes in some situations.

THE INTERACTIVE EFFECTS OF CENTRALIZATION ON THE RELATIONSHIP BETWEEN JUSTICE AND SATISFACTION

Martha C. Andrews, *University of North Carolina Wilmington*
Tom Baker, *University of North Carolina Wilmington*
Tammy G. Hunt, *University of North Carolina Wilmington*

The current study examined the effects of centralization on the relationship between organizational justice and job satisfaction using referent cognitions theory as a theoretical foundation. The sample consisted of 489 members of the National Association of Purchasing Managers. Results indicated that the relationships between procedural, distributive, and interactional justice and job satisfaction were stronger under conditions of high centralization. Directions for future research and manager implications are discussed.

10:30am - 12:00pm in Carolina Ballroom B

Strategy/Ent: Agency Theory: The Role of Asymmetric Information

Session Chair: **Garry Adams**, *Auburn University*

Discussants:

Thomas Russell Crook, *Northern Arizona University*
Alfred Warner, *Penn State University - Erie*
Norma Achieng Juma, *Washburn University*

ALLIANCES AND IPOs AS HAZARD-MITIGATING VEHICLES IN THE ACQUISITIONS OF NEW VENTURES

Jeffrey Reuer, *University of North Carolina*
Roberto Ragozzino, *University of Central Florida*

This paper investigates strategic alliances and initial public offerings (IPOs) as factors that potentially mitigate the risk of adverse selection in acquisitions of new ventures. It is hypothesized that prior alliances between acquirers and targets as well as IPOs undertaken by targets reduce information asymmetries or lessen their effects by offering targets signaling opportunities. Using data on the types of consideration used in M&A transactions to reflect the allocation of overpayment risk across acquirers and targets, we find that targets' prior alliances with acquirers as well as targets' IPOs reduce the risk of adverse selection and substitute for one another.

★BEST PAPER IN TRACK★

THE LOGIC OF THE PLURAL SYSTEM MODEL: HOW EVIL CAN WORK FOR GOOD

Roland E. Kidwell, *University of Wyoming*
Arne Nygaard, *Norwegian School of Management*

Many companies employ both internal and external agents for similar economic transactions. We argue the principal firm cannot properly assess and control post-contract opportunistic behavior without accessing comparative information from such alternative contractual arrangements. Thus, the principal controls agents through a pluralistic set of contracts that produces contrary incentives for opportunism. Diametrically different types of costly shirking and free riding behaviors are curbed by comparative information produced by different inter-organizational or interpersonal relationships. Using social comparison and comparative control perspectives, we advance a model suggesting reasons why the plural system tolerates counterproductive behaviors for the organization's greater good.

WHAT EXECUTIVES REALLY KNOW: AN EXPLORATION OF THE EXTENT OF TOP EXECUTIVE KNOWLEDGE ASYMMETRIES

Jeff Vanevenhoven, *University of Wisconsin at Milwaukee*
Hermann Achidi Ndofor, *University of North Carolina - Charlotte*
Edward Levitas, *University of Wisconsin-Milwaukee*

A result of the separation of ownership and control in modern corporations is the idea that top managers have considerably more knowledge of and intuition about a firm's operations than outsiders such as shareholders. This study examines mechanisms that affect the degree of top manager-shareholder knowledge asymmetry. Specifically, investments in research and development (R&D) increase knowledge asymmetries between top managers and shareholders. However, a top manager's position in the corporate hierarchy moderates the relationship between the knowledge asymmetry and R&D. We also found that the level of capital expenditures moderates the relationship because of the information such expenditures provide shareholders.

THURSDAY

10:30am - 12:00pm in Drayton

MH: Retrospective Examination of Key Management Issues

Session Chair: **Jennie Carter Thomas**, *Belmont University*

Discussants:

Mark P. Brown, *Bradley University*

Regina A. Greenwood, *Kettering University*

Linda Isenhour, *University of Central Florida*

ON ORIGINS, HISTORY, AND VALIDITY OF ASSESSMENT CENTERS: A REVIEW

Gregory G. Manley, *University of Texas San Antonio*

Tommie A. Mobbs, *Presidio Sciences*

Juan Benavidez, *Presidio Sciences*

This paper reviews the origins and history of assessment centers. Starting from the early 1900s in Germany through the World Wars involving governments from Germany, England, the United States, and others, the origins of assessment centers are explained. Also covered is assessment center history from the major industrial applications for selection and management progress with the AT&T Company to the modern day application of managerial development. Finally, the validity of assessment centers is reviewed with special emphasis on threats to construct validity of the method.

THE EMPLOYMENT AND INTEGRATION OF BLACKS IN INDUSTRY: A HISTORICAL MANAGEMENT PERSPECTIVE

Delmonize Antonio Smith, *University of Alabama*

American history is imprinted with defining periods in which economic and social forces helped stimulate occupational advances for black workers. Moreover, convincing evidence shows that significant employment of black workers in industry began as a result of the Civil and World Wars. Along with this shift in employment patterns, came a unique set of labor market and labor relations issues faced by management in an attempt to employ and integrate this growing industrial workforce. A historical look at research studies of the time reveals that management's response to the situation was both practical and objective; using what many would consider tenets of good management.

THE GROWTH AND DEMISE OF THE HOWARD JOHNSON'S RESTAURANT: A SCHUMPETERIAN PERSPECTIVE

William Rick Crandall, *University of North Carolina*

Christopher Ziemnowicz, *Concord University*

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

The Howard Johnson's restaurant chain was one of the first successful franchise operations in the United States. It followed Schumpeter's "creative destruction" concept of innovative entrepreneurship. The chain built on its many successes and climbed in size to over 1000 locations. However, today, the company has spiraled down to nothing. Schumpeter also described the transformations in the business environment. Constant change has become a core factor in business survival. This paper examines the history of the restaurant chain and offers reasons for its success and demise.

10:30am - 12:00pm in Laurens

OB/OT/OD: Interorganizational Linkages, Strategic Leadership, Organizational Learning and Firm Success

Session Chair: **Sean Lux**, *Florida State University*

Discussants:

Jill A. Brown, *University of Georgia*

Shawn M. Carraher, *Cameron University*

Carrie R Leana, *University of Pittsburgh*

Yves Damoiseau, *Louisiana State University*

BRIDGING COMPETITIVE DYNAMICS AND POPULATION ECOLOGY: AN INTEGRATED MODEL OF FIRM SUCCESS

Tim R. Holcomb, *Texas A&M University*

R. Michael Holmes Jr., *Texas A&M University*

Recent conceptualizations of effectiveness and survival offer competing views of firm success. We integrate literature on competitive dynamics and population ecology to examine competing views of firm success. Specifically, we bridge these two approaches to better explain the relationship that exists between effectiveness and survival. We model this relationship along two dimensions: (1) an action-based view that considers the effect of competitive actions among firms designed to secure economic profitability and thus survival, and (2) an ecological view that considers the effect of selection mechanisms on fitness conditioning and survival over time.

CONTINUATION AND TERMINATION OF INTERORGANIZATIONAL LINKAGES WITH PROFESSIONAL SERVICE PROVIDERS

Thongchai Srivardhana, *Louisiana State University*

Andreas Schwab, *Louisiana State University*

James H. Moore, *Louisiana State University*

Yves Damoiseau, *Louisiana State University*

This paper investigates factors that influence a firm's decision to terminate or continue its relationships with a specific professional service partner. Related hypotheses are tested within a sample of interfirm relationships between Fortune 250 companies and major law firms during 1988-1999.

DECISION-MAKING AND ORGANIZATIONAL LEARNING: MAKING THE CONNECTION

Sven Kepes, *University of Arkansas*

Mahendra Joshi, *University of Arkansas*

In this paper, the concepts of organizational learning, decision-making, and absorptive capacity are integrated. The developed model illustrates that the stages of the organizational learning process (e.g., scanning, interpreting, and learning) and phases of the decision-making process (identification, development, and selection) influence and reinforce each other and lead to higher levels of absorptive capacity. In turn, absorptive capacity affects the learning and decision-making capabilities of an organization and may, eventually, create a learning organization and enhances its competitive position.

STRATEGIC LEADERSHIP AND OFFSHORE OUTSOURCING: A RESEARCH FRAMEWORK

Somnath Lahiri, *University of Memphis*
Robert W. Renn, *University of Memphis*
Ben L. Kedia, *University of Memphis*

Although strategic leadership has been described in the literature as important for organizational competitiveness and wealth creation, little work has been done that relates this perspective to offshore outsourcing. This is surprising as offshore outsourcing is an important constituent of the current competitive landscape and many business organizations are using it as a key strategic practice. This paper provides overview of strategic leadership and offshore outsourcing, categorizes strategic leadership capabilities, and relates these to various stages of offshore outsourcing. Propositions are drawn and an integrated framework is developed that depicts the relationships. We conclude by discussing the framework's contributions.

10:30am - 12:00pm in Middleton

HC/HM/PA: Cost and Technology Management in Health Care

Session Chair: **Nancy Borkowski**, *St. Thomas University*

Discussants:

Lester G. Lindley, *Nova Southeastern University*
Sharon Topping, *University of Southern Mississippi*
J. Kay Keels, *Coastal Carolina University*

EXAMINING THE RELATIONSHIP OF INPATIENT COST AND AGING FOR ACUTE ISCHEMIC STROKE PATIENTS

Michael C. Matthews, *Winthrop University*
Nir Menachemi, *Florida State University*
Jamila Porter, *Mercer University*

To determine if ageing is related to the costs of inpatient services for acute ischemic stroke patients. Multiple regression analysis was used to examine the relation of age and cost of inpatient services. Age was negatively correlated with inpatient health services costs. A potential explanation is that the aged receive fewer services. Previous literature has referred to this effect at "ageism". Another potential explanation is this research supports the notion that age alone is not a predictor of health care costs. Health policymakers for Medicare and other health care reform should not ration access for services based on age.

MANAGED CARE PENETRATION AND HOSPITAL COST FOR MEDICARE FEE-FOR-SERVICE PATIENTS WITH ACUTE ISCHEMIC STROKE

Michael C. Matthews, *Winthrop University*
Jeroan Allison, *University of Alabama at Birmingham*

According to the managed care "spillover effect," cost savings accrue to patients in the fee for service sector as managed care penetration increases. This study examined the association of managed care penetration and inpatient cost for ischemic stroke patients. Multiple regressions were analyzed controlling for illness severity, age, and regional cost/utilization variation. There were significant positive correlations between managed care penetration and cost categories. These results stand in marked contrast to overall market evaluations of managed care penetration. Our findings suggest the need to consider disease specific as well as total cost in policy evaluation of managed care programs.

TECHNOLOGY ACCEPTANCE AMONG PHYSICIANS: A NEW TAKE ON TAM

Amy K. Yarbrough, *University of Alabama at Birmingham*
Todd Brenton Smith, *University of Alabama at Birmingham*
Philip F. Musa, *University of Alabama at Birmingham*

The proliferation of information technology has been a revolutionary force that has increased efficiency and effectiveness in many industries. However, healthcare organizations, particularly physician practices, are noticeably lagging in the adoption of such technologies. This article will review the literature on physician acceptance of information technology. An overview of the technology acceptance model will be discussed and a modified version of this model will be proposed. Finally, ideas for testing this new model in a physician setting will be presented using boutique medical practices as an example of how technology acceptance may differ in these types of physician practices.

THURSDAY

10:30am - 12:00pm in Pinckney

HRM: At the Nexus of Personality, Organizational Culture, and Work Outcomes

Session Chair: **Marcia J. Simmering**, *Louisiana Tech University*

Discussants:

Marcia J. Simmering, *Louisiana Tech University*

Joyce T. Heames, *University of Mississippi*

Raj V. Mahto, *University of Memphis*

INDUSTRY VERSUS ORGANIZATIONAL-LEVEL EFFECTS ON CORPORATE CULTURE

Ling Yuan, *University of Illinois at Chicago*

Anjali Chaudhry, *University of Illinois at Chicago*

Brian Christopher Glibkowski, *University of Illinois at Chicago*

Robert A. Cooke, *University of Illinois at Chicago*

This study examined cultural variation across different firms and industries. The impacts of three industry characteristics—growth rate, research and development intensity and labor intensity—on culture norms were investigated. Using cross-sectional data collected from over 500 units across 12 industries, we found that culture norms varied more across firms than industries. Results indicated strong relationships between industry characteristics and culture norms.

PROACTIVE PERSONALITY AND PUBLIC SELF-CONSCIOUSNESS AS PREDICTORS OF CAREER DEVELOPMENT BEHAVIORS

Dan S. Chiaburu, *WMATA*

Adrian H. Pitariu, *University of South Carolina*

The present paper explores antecedents of career development behaviors such as feedback initiation, job mobility preparedness, and development seeking behaviors. Results indicate that both proactive personality and public self-consciousness predict career development behaviors. In addition, career resilience partially mediates the relationship between these individual factors and the career-related behaviors. Also, proactive personality and public self-consciousness interact in their impact on development seeking behaviors, with the higher level of development sought by individuals who are both proactive and situated at low levels of public self-consciousness. Implications for practice and future research are discussed.

THE INFLUENCE OF PERSONALITY AND ORGANIZATIONAL CULTURE ON PERCEPTIONS OF ORGANIZATIONAL BRAND IMAGE: ANTECEDENTS TO EMPLOYEE RETENTION

Anthony R. Wheeler, *Bradley University*

Robert Glenn Richey, *University of Alabama*

Mert Matt Tokman, *University of Alabama*

Chris J. Sablinski, *California State University, Sacramento*

The present research proposed that need for achievement, self-esteem, and organizational culture would differentially predict employee perceptions of organizational brand image and intent to remain with the organization. One-hundred thirty five full-time employed working adults, who were members of a United States-based professional logistics management society, completed a web-based survey. The principal investigators found that only organizational culture strength predicted perceived organizational brand image but that need for achievement and organizational culture strength predicted intent to remain with the organization. Implications for human resource and management consultants are discussed.

10:30am - 12:00pm in Rutledge

Ethics/Div: Ethics in Capital Management

Session Chair: **Elizabeth W. Weatherly**, *University of Alabama, Huntsville*

Discussant: **David M. Ford**, *University of Alabama*

ETHICAL BEHAVIOUR AND THE COST OF CAPITAL

Jeff Frooman, *University of New Brunswick*

Alyssa Sankey, *University of New Brunswick Saint John*

Audrey J. Murrell, *University of Pittsburgh*

Does the market promote socially responsible behaviour? This paper investigates the link between corporate social performance (CSP) and corporate financial performance (CFP). Specifically, it examines the relationship between a firm's long-term cost-of-capital and its social performance to determine if firms with high social performance receive a discount on their long-term financing in the marketplace. The yield-to-maturity (YTM) on corporate bonds is regressed against CSP ratings from the KLD data-base. CSP rating is not found to be significantly related to YTM. This suggests that at least in regard to long-term performance, the market may not be promoting or discouraging social behaviour.

FOUR MEASURES OF FIRM RISK VS. SOCIAL PERFORMANCE

Jeff Frooman, *University of New Brunswick*
Alyssa Sankey, *University of New Brunswick Saint John*
Audrey J. Murrell, *University of Pittsburgh*

What is the relationship between firm risk--variation in financial performance--and corporate social performance? Is stable financial performance necessary for firms to be able to commit funds to the initiation, maintenance, and growth of social programs? This empirical study compares social performance, as captured by the KLD database, against four measures of risk: a firm's beta, its standard deviation of returns, its current ratio, and default risk rating. A regression model is empirically evaluated and the results indicate that the relationship between risk and CSP is significant, though modest.

★BEST OVERALL DOCTORAL PAPER & BEST DOCTORAL PAPER IN TRACK★ SCANDALOUS BEHAVIOR OF MUTUAL FUND MANAGERS:

Justin L. Davis, *University of Texas at Arlington*
G. Tyge Payne, *University of Texas at Arlington*
Gary C. McMahan, *University of Texas at Arlington*

Recent scandal in the corporate world has intensified the demand for an explanation of the causes of corporate wrongdoing. This study empirically tests the effects of mutual fund management fees and control structures on the likelihood of unethical behavior within mutual fund organizations. Findings provide support for the hypothesized relationship that higher levels of management fees decrease the likelihood of unethical behavior. Additionally, control of the mutual fund by external management was found to have a negative impact on the likelihood of unethical activity while also acting as a moderator of the management fee-unethical behavior relationship.

1:15pm - 2:45pm in Calhoun

OB/OT/OD: Stress and Burnout: The Roles of Marital Status, Conservation of Resources And Personality

Session Chair: **Foard F. Jones**, *University of Central Florida*

Discussants:

Fred J. Dorn, *University of Mississippi*
Aleece Caron, *Louis Stokes Cleveland Department of Veteran Affairs*
Martha C. Andrews, *University of North Carolina Wilmington*

THE INTERACTIVE EFFECTS OF CONSERVATION OF RESOURCES AND HURRICANE-INDUCED JOB STRESS ON WORK OUTCOMES: GENERALIZABLE EVIDENCE IN THREE STUDIES

Mary Dana Laird, *Florida State University*
Robyn Brouer, *Florida State University*
Wayne Hochwarter, *Florida State University*

We examined the interactive effects of hurricane-induced job stress and conservation of resources (COR) on three work outcomes: job satisfaction, job tension and organizational citizenship. We hypothesized that the increased ability to conserve resources would neutralize the adverse effects of hurricane-induced job stress on job tension and job satisfaction. Further, we posited that individuals who are able to conserve resources in environments with high levels of hurricane-induced job stress would be less prone to participate in citizenship. Three studies, with diverse samples, were conducted to test these arguments. Support for each hypothesis was demonstrated across studies.

THERE IS JUST NOT ENOUGH TIME IN THE DAY: RELATIONSHIPS BETWEEN PERSONALITY AND TIME-RELATED STRAINS

Hetty van Emmerik, *Utrecht University*

Using data from a Dutch representative national sample (1249 respondents; 40% women and 60% men, all engaged in paid labor), the relationships between Big Five personality traits and Time-Related Strains (i.e., Time Pressure and Work Pressure) were examined. The results of hierarchical regression analyses showed that Emotional Stability is negatively and Openness is positively related to both types of Time-Related Strains. Emotional Stability and Agreeableness were more strongly negatively associated with (generalized) Time Pressure than in (context-specific) Work Pressure, lending support for the Strong-versus-Weak-Situations Hypothesis.

THURSDAY

WHEN YOUR SPOUSE IS (LIKE) A COWORKER: MARITAL WORKING STATUS, SOCIAL SUPPORT, & BURNOUT

Jonathon R. B. Halbesleben, *University of Missouri, Columbia*
Kelly Lee Zellars, *University of North Carolina-Charlotte*
Dawn S. Carlson, *Baylor University*
Denise M. Rotondo, *Salisbury University*
Pamela L. Perrewe, *Florida State University*

While the nature of work and family roles has become a prominent issue within the literature, researchers have yet to examine social support among couples that work together, termed same-career couples. We argue that such relationships lead to higher levels of spousal social support, particularly in terms of instrumental spouse support, that are associated with lower levels of burnout. We found that same-career spouses perceive higher levels of spousal instrumental support and experience lower levels of emotional exhaustion. Moreover, we found that this relationship is moderated by gender, whereby women benefit more from support from their spouse.

1:15pm - 2:45pm in Carolina Ballroom B
MH/ME/IM: SYMPOSIUM: Assuring Online Success: Teaching Issues in Cyberspace

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

This symposium consists of four presentations by faculty and administrators who are very involved and experienced in delivering online business classes. Dana Tesone presents "Twenty Points of Comparison between Onground and Online Courses: An Instructor's Perspective," followed by Jane Gibson's "The Importance of Faculty and Student Protocols to Online Success." Next Bahaudin Mujtaba discusses "Faculty Training to Facilitate Online Classes," and Julia Teahen concludes with "Measuring Learning Outcomes of Online Students." Discussant Regina Greenwood will tie together the many teaching issues found in cyberspace and offer her own perspective.

1:15pm - 2:45pm in Drayton
HRM: The Complexity of Social Support and Interpersonal Resource Exchange

Session Chair: **Gayle Baugh**, *University of West Florida*
 Discussants:
Jason D. Shaw, *University of Kentucky*
Dail Fields, *Regent University*
Nhung T. Nguyen, *Towson University*

INDIVIDUAL DIFFERENCES IN MENTORING: AN ATTACHMENT THEORY APPROACH

Stacy McIlraith Campbell, *University of Georgia*
 Past research has highlighted the benefits (e.g., higher levels of career satisfaction, organizational commitment, and lower levels of turnover) as well as negative outcomes (e.g., dysfunctional relationships) associated with mentoring. Given these mixed findings, researchers have focused on understanding individual differences in mentoring. It has been suggested that attachment theory (Bowlby, 1969) may provide a unifying framework (Noe, Greenberger, & Wang, 2002) from which to explain these differences. Preliminary findings suggest that protégé attachment style is related to differential rating of mentors depending on functions (i.e., career development or psychosocial) provided. Implications and suggestions for future research are discussed.

ORGANIZATIONAL SUPPORT FOR MENTORING: A MULTIPLE PERSPECTIVES APPROACH

Lillian T. Eby, *University of Georgia*
Angie Lynn Lockwood, *University of Georgia*
Marcus M. Butts, *University of Georgia*
 Two studies were conducted to examine how perceptions of support for mentoring relate to mentoring attitudes and outcomes, over and above established predictors. In study 1, protégés' perceptions of management support were positively related to career-related and psychosocial support; and perceived mentor accountability was negatively related to mentoring problems. In study 2 we examined the mentor's perspective and found that perceptions of management support were positively related to their belief that mentoring relationships were mutually beneficial. However, as mentors' perceptions of their own accountability in the relationship increased, their willingness to mentor others in the future decreased.

RESOURCE EXCHANGE AS COMPETENCE: A SOCIAL EXCHANGE PERSPECTIVE TO CREATE COOPERATIVE ADVANTAGE

Ashish Mahajan, *New Mexico State University*

This paper explores the impact of resource exchange as a source of cooperative advantage. The basic premise is that social exchange impacts the ability of an individual in exchanging meaningful resources. An individual integrates meaning derived from the exchange of resources with his own knowledge and skills to generate competence – a set of superior performance. This competency of an individual is strongly associated with different dimensions of social capital. Further, cultivating appropriate exchange relationships, fosters innovation, promotes learning, cultivates trust and breeds tolerance, all of which are key towards building cooperative advantage for the organization.

1:15pm - 2:45pm in Laurens

Strategy/Ent: Consequences of Corporate Strategy

Session Chair: **Edward Francis Murphy Jr.**, *Embry Riddle*

Discussant: **Barbara A. Spencer**, *Mississippi State University*

CEO COMPENSATION AND PERFORMANCE EVALUATION IN DIVERSIFIED FIRMS

Wayne Grossman, *Hofstra University*

The relationship between executive compensation, corporate-level strategy, and alternative measures of firm performance is examined. Theory is developed that hypothesizes executive compensation will be more positively associated with accounting performance among firms that pursue unrelated diversification. Among firms pursuing related diversification, it is hypothesized that executive compensation will be more sensitive to market measures (e.g., stock returns) of firm performance. Results reveal accounting performance and unrelated diversification interact positively to influence executive compensation. Market performance and related diversification did not appear to affect executive compensation.

MANAGERIAL DISCRETION: A FRAMEWORK FOR UNDERSTANDING LONG TERM TOP MANAGEMENT CHANGES IN ACQUIRED FIRMS

Jeffrey A. Krug, *Appalachian State University*

Steve Michael, *University of Illinois*

Peter Wright, *University of Memphis*

Mark Kroll, *Louisiana Tech University*

This study uses managerial discretion to explain why high turnover among incumbent executives shortly after an acquisition leads to high turnover among executives who join the firm several years later. We used a longitudinal repeated measures model to examine turnover among more than 4,000 incumbent and new-hire executives in 89 merged and 90 non-merged firms during a fifteen-year period surrounding the acquisition. Results showed that, contrary to prevailing research, executives who joined firms after an acquisition also departed more quickly than normal. So acquisitions have significant effects that extend far beyond executives in place at the time of the acquisition.

MONTANA POWER COMPANY – WHEN POWER BEGETS POWER

Paul A. Leonard, *University at Albany, State University of New York (SUNY-Albany)*

Paul Miesing, *University at Albany, State University of New York (SUNY-Albany)*

Raymond Kenneth Van Ness, *University at Albany, State University of New York (SUNY-Albany)*

The central theme of this case demonstrates the importance of keeping the best interest of multiple stakeholders at the center of the decision-making process. Decisions that ignore these interests lack ethical components and are capable of inflicting emotional and financial pain on employees, investors, customers, the community, and other stakeholders. This case demonstrates how irresponsible behavior fueled by raging self-interest resulted in irreparable harm to many people.

1:15pm - 2:45pm in Middleton

OB/OT/OD: Emotional Labor and Emotional Intelligence

Session Chair: **Scott Douglas**, *University of Montana*

Discussant: **Neal M. Ashkanasy**, *University of Queensland*

DEALING WITH THE OUTCOMES OF EMOTIONAL LABOR: WHAT IS THE ROLE OF SOCIAL EFFECTIVENESS?

Erin R Holmes, *University of Mississippi*

Despite our increased understanding of emotional labor, the effect of social effectiveness constructs on emotional labor has received little attention. This paper offers propositions that delineate the role of social effectiveness constructs on emotional labor and its outcomes. Specifically, it is proposed that emotionally intelligent employees will be less likely to experience emotional labor as a result of emotional events, politically skilled employees will be less likely to experience burnout as a result of emotional labor, and employees who utilize surface acting (modifying emotional display to meet organizational expectations) will be perceived as authentic if they are politically skilled.

EGO DEPLETION IN EMOTIONAL LABOR: THE ROLE OF HUMOR AND METHODS OF ACTING

Xin Yao, *Wichita State University*

Based on the psychological resource model developed by Baumeister and colleagues (Baumeister, 1998, 2001), this study examined the psychological resource depletion experienced by service workers (customer service representatives) engaged in emotional labor in service transactions. The results of a laboratory experiment with a work simulation of face-to-face service transactions showed that acting methods (surface vs. deep acting) had a main effect on depletion, while acting methods and exposure to humor interacted to affect service performance after prior engagement in emotional labor. These findings have direct practical implications for stress and service performance management.

LEADERSHIP EMERGENCE AS A PROCESS: THE ROLE OF EMOTIONS & EMOTIONAL INTELLIGENCE

Sukumarakurup Krishnakumar, *Virginia Polytechnic Institute & State University*

Leadership Emergence (LE) has been found to be a particularly relevant construct to study because of the increasing use of leaderless groups in today's organizations. Research in this area has focused on understanding variables like cognitive ability, personality and physical characteristics to predict LE. In this paper, LE is conceptualized as a dynamic process. Two trends are derived using this framework: An increasingly individual-centric trend & the increasing role of affect. Using these trends, a model integrating a relevant individual difference variable such as Emotional Intelligence, group emotions and LE is presented. Potential implications to organizations are also discussed.

1:15pm - 2:45pm in Pinckney
IT/Innov: Virtual Teams and IS Leadership

Session Chair: **Betty Hubschman**, *Barry University*
 Discussant: **Travis Maynard**, *University of Connecticut*

HERE IS HOW I SEE IT: IMPACT OF TEMPORAL FRAMES ON VIRTUAL PROJECT TEAM IDENTITY

Tanvi Gautam, *University of Pittsburgh*
Klarissa Chang, *Carnegie Mellon University*

Distributed virtual team members bring to the collaboration a variety of identities. Creating a positive group identity by harnessing the potential of diversity is central to the effectiveness of the team. Building on social categorization research in virtual teams and research on temporal frames of individuals, we feel that member's time perspective, could moderate the type of categorization made in the team . This approach requires a shift from the conceptualization of time from an objective and static phenomena, to one that is a relative and dynamic. The paper also explores the idea of re-categorization in positive team identity creation.

IMPACT OF TIME, TASK AND COMMUNICATION MEDIUM ON COMPUTER-MEDIATED WORK TEAM EFFECTIVENESS: A META-ANALYSIS

Sheila Simsarian Webber, *University of Massachusetts Lowell*

The present study meta-analytically reviews the research on computer-mediated work teams across the psychology, management information systems and organizational behavior disciplines. The purpose of the study is to examine the impact of time, task and communication mediums on the effectiveness of computer-mediated teams. The results show that working together over time, and having less complex tasks positively impacts the effectiveness of computer-mediated teams. Implications of these findings are discussed.

THE IMPACT OF SITUATIONAL FACTORS ON INFORMATION SYSTEM (IS) MANAGERIAL LEADER BEHAVIORS: WHAT INFORMATION SYSTEM EMPLOYEES WANT

Tim O. Peterson, *Texas A&M University*
Sonya R. Brewster, *Oklahoma State University*
Jon W. Beard, *Purdue University*
David D. Van Fleet, *Arizona State University*

When thinking of crises in relationship to information systems, it is easy to think only of viruses, the theft of information, and the loss of critical information. Information systems crises can come from any of seven categories identified by Mitroff (2001). Information systems managerial leaders must be prepared to deal with these situations when they occur. However, the managerial leadership behaviors required in an IS environment may differ from those required in other organizations. This study found that while there are a few managerial leadership behaviors desired by all three subjects groups, there are also differences and shifts in priorities.

1:15pm - 2:45pm in Rutledge
Ethics/Div: Demographic Affects on Leadership and Performance

Session Chair: **Karen Paul**, *Florida International University*
 Discussant: **Angela Miles**, *North Carolina A&T State*

FEMALE STIGMA AND UNDERREPRESENTATION OF WOMEN IN HIGHER LEVELS OF MANAGEMENT

Kay J. Bunch, *Georgia State University*

Despite considerable societal and legal changes over the last four decades, sex discrimination in the workplace remains a serious concern. Although women hold nearly 51% of management and professional positions in the United States, most remain in lower levels of management. This paper examines the association between the stigma of being female and the underrepresentation of women in management based on a conceptualization of the stigma process comprised of five interrelated components: labeling, stereotyping, separation, status loss, and discrimination (Link & Phelan, 2001).

RELATIONAL DEMOGRAPHY AND THE NEGOTIATION OF JOINT GAINS

Edward W. Miles, *Georgia State University*
Margaret M. LaSalle, *Georgia State University*

This study examines the relationship between demographic similarity in negotiating dyads and the joint gain created by the dyad. Results from a sample of 402 negotiating dyads indicate that similarity on gender and age did not significantly influence joint gain, but that similarity in nationality significantly increased negotiated joint gain. Analyses revealed no interaction effects among the independent variables and no mediation effect of language on the similarity effect found for nationality.

RELATIONAL DEMOGRAPHY IN SUPERVISOR-SUBORDINATE DYADS: AN EXAMINATION OF DISCRIMINATION AND EXCLUSIONARY TREATMENT

Bryan S. Schaffer, *University of North Carolina-Asheville*
Christine Marie Riordan, *Texas Christian University*

This study addresses how dissimilarity between subordinates and their supervisors contributes to perceptions of discrimination and exclusionary treatment. Using a sample of 1,059 employees from a large Southeastern insurance company, age, race, and gender dissimilarity were examined together as predictors of perceived discrimination, supervisory support, and leader-member exchange. In addition, supervisor liking/attraction was examined as an intervening variable. Results showed that race dissimilarity was related to perceptions of discrimination and exclusionary treatment, and that supervisor liking mediated this relationship. Effects for age and gender dissimilarity were nonsignificant. This study has important implications for understanding dyadic relationships at work.

2:45pm - 3:15pm in Carolina Ballroom A

Refreshment Break

Coordinator: **Geralyn McClure Franklin**, *University of Texas-Permian Basin*

3:15pm - 4:45pm in Calhoun

MH/ME/IM: SYMPOSIUM: The Global Automobile Industry in High Gear -- Fuel to Rev Up Your Business Strategy Classes

Kunal Banerji, *Eastern Michigan University*
William Rick Crandall, *University of North Carolina*
John E. Spillan, *Pennsylvania State University*
Christopher Ziemnowicz, *Concord University*

Over the last one hundred years, automobiles have significantly changed socio-economic conditions all over the world. The automobile industry is highly competitive and global markets are rapidly changing. This symposium uses automobile manufacturers as a teaching vehicle. The panelists provide examples of historic and contemporary perspectives on the strategy making approaches of the automobile makers in the United States, Europe, Asia, as well as in developing areas such as India, China, and Latin America. These active teaching methods have been proven effective in the classroom for the last ten years. Supplemental materials and computer presentations will be provided.

3:15pm - 4:45pm in Carolina Ballroom B

OB/OT/OD: The Evolution of Leader-Member Relations: Determinants and Outcomes

Session Chair: **James K. Summers**, *Florida State University*

Discussant: **Mark J. Martinko**, *Florida State University*

FULFILLMENT OF EMPLOYEE EXPECTATIONS: MEDIATIONAL ROLE OF LEADER-MEMBER EXCHANGE AND PERCEIVED ORGANIZATIONAL SUPPORT

Anjali Chaudhry, *University of Illinois at Chicago*

A model is proposed that extends psychological contract literature in three ways. One, an argument is presented to broaden the conceptualization of psychological contract to incorporate expectations that are not promised. Two, majority of the psychological contract research has examined outcomes associated with deficiencies in the perceptions of what has been promised and what has been provided. Current work explicates outcomes associated with fulfillment. Finally, the paper examines effects of fulfillment attributed to different organizational sources and mediational roles of Leader Member Exchange (LMX) and Perceived Organizational Support in the relationship between effects of fulfillment perceptions and employee citizenship behaviors.

REVEALING OR CONCEALING? THE EFFECTS OF LMX QUALITY ON

Sherry E. Moss, *Wake Forest University*
Juan I. Sanchez, *Florida International University*

The relationships between leader-member relationship quality and two types of feedback management behavior were examined. Results indicated that high perceived relationship quality by members was associated with feedback mitigating behavior (FMB) while low perceived relationship quality was associated with feedback avoidance behavior (FAB). Using a multi-dimensional measure of LMX, most of the variance in these relationships could be attributed to perceived contribution. The relationships between member perceptions of contribution and FAB or FMB were moderated by leader perceptions of LMX. The moderating influence of leader LMX operated differently for FAB and FMB, making the case the leader LMX matters.

★BEST DOCTORAL PAPER IN TRACK★ THE EVOLUTION OF LEADER-MEMBER RELATIONS: AN LMX-COMMUNAL FRAMEWORK

Younhee Kim, *SUNY at Binghamton*

In this paper, I develop a framework for studying the evolution of leader-member relationships. Specifically, I propose that LMX relationships evolve from exchange-only relationships to exchange-communal relationships.

THURSDAY

3:15pm - 4:45pm in Drayton

Strategy/Ent: Characteristics of Entrepreneurs and Entrepreneurial Outcomes

Session Chair: **Xin Yao**, *Wichita State University*

Discussant: **George S. Vozikis**, *University of Tulsa*

AN EMPIRICAL STUDY OF THE EFFECT OF NETWORK TIES AND SELF-EFFICACY ON ENTREPRENEURIAL INTENTIONS AND NASCENT BEHAVIOR

Jennifer M. Sequeira, *University of Southern Mississippi*

Jeffrey McGee, *University of Texas, Arlington*

Stephen L. Mueller, *Northern Kentucky University*

Theoretical models of entrepreneurship suggest that an individual's intention to start an enterprise is a strong predictor of eventual entrepreneurial action. Less understood are factors that influence the likelihood of entrepreneurial intentions and nascent behavior. In this study we develop and test several hypotheses about how network ties and self-efficacy affect entrepreneurial intentions and nascent behavior. Consistent with our hypotheses, we found that weak ties and high entrepreneurial self-efficacy increase the likelihood of intentions and nascent behavior while strong ties actually decrease their likelihood. Implications for future research are discussed.

AN EXPLORATION OF THE HIERARCHICAL RELATIONSHIP AMONG ENTREPRENEURSHIP ORIENTATION DIMENSIONS

Zhi Tang, *University of Alabama*

Lou Marino, *University of Alabama*

Jintong Tang, *University of Alabama*

Kenneth Mark Weaver, *Rowan University*

Entrepreneurship orientation (EO) dimensions have been believed to be interdependent with each other. Furthermore, this research proposes a hierarchical relationship among these dimensions. Specifically, innovativeness and risk-taking mediate the relationship between proactiveness and uncertainty divergence, while uncertainty divergence mediates the relationship between the hierarchical EO dimensions and firm performance. The study conducted in a small- and medium-sized enterprises sample across countries and industries supports the hypotheses.

THE IMPACT OF CULTURE ON THE INTERNATIONALIZATION RATES OF WOMEN AND MINORITY BUSINESS OWNERS

Eva Dodd-Walker, *University of Texas at Arlington*

This paper discusses the consequences of cultural differences on the internationalization rates of women (WBOs) and minority business owners (MBOs) relative to nonminority business owners (NMBOs). This is an important research area because of the current focus on national competitiveness, Thurow's (1994) contention that national competitiveness is contingent upon successful global competition, and the growth rate of WBOs and MBOs relative to NMBOs. The findings of this study—WBOs and MBOs approach internationalization differently than NMBOs initially with these differences disappearing over time due to occupational socialization—have important ramifications for national competitiveness.

3:15pm - 4:45pm in Laurens

IT/Innov: Innovation

Session Chair: **Julie Stella Lyon**, *University of Maryland*

Discussant: **Diane Bandow**, *Troy University*

BEST PRACTICES: HOW DO DECISION-MAKING BIASES AND AFFECT IMPACT INNOVATION DECISIONS?

Thomas H. Stone, *Oklahoma State University*

Faye L. Smith, *Emporia State University*

Mitch L. McCoy, *Tulsa Public Schools*

Jennifer Lynn Kisamore, *University of Oklahoma in Tulsa*

Adoption of and failure of best practices is examined from the perspective of various decision-making heuristics including anchoring, representativeness, framing, availability, overconfidence and sunk costs biases. The effects of affect and heuristics on adoption and implementation decisions are examined based on the Affect Infusion Model (Forgas, 1995) and Rogers' (1995) stages of innovation adoption and diffusion.

★BEST PAPER IN TRACK★

LEADERSHIP, COLLABORATION AND INNOVATION IN SMALL BUSINESS: A MEDIATING MODEL

Jun Yan, *California State University*

This study proposed and tested a theoretical model that examined the mediating effect of collaboration between leadership styles and small business innovation. Using a sample of 227 small businesses, our analyses provided support to two of the three proposed mediating relationships. The task-oriented and participative leadership styles of a small business owner were found to be positively linked to the collaboration among members of the small business, and the collaboration was found to be positively associated with the innovation performance of the small business. Relations-oriented leadership style was found to be unrelated to both collaboration and small business innovation.

SUCCESES AND FAILURES IN DEVELOPING A REPUTATION FOR INNOVATION

Jill A. Brown, *University of Georgia*
Jeffrey Norris Street, *University of Georgia*

This paper explores the construct of organizational reputation in the context of product innovation. Specifically, we address the question: how does a company fail to achieve the strategic goal of building a strong reputation for innovation? We extend prospect theory, signaling theory and organizational identity theory into the domain of organizational reputation to identify seven factors that can assist in the development of a reputation for innovation; however, their successes or failures are seen to be contingent upon the substantive versus symbolic nature of the innovation and the use of signaling devices to accurately portray the image of the organization.

TOWARDS A SOCIAL-COGNITIVE VIEW OF INNOVATION

Yang XU, *Penn State New Kensington*

This paper proposed a social-cognitive view to reveal the social and cognitive sources of firm innovation. Empirically testable propositions are developed to link managerial cognitions, social capital and firm innovation. By distinguishing between individual cognitive patterns as well as social capital characteristics and by investigating their independent and interactive effects on firm innovations, this paper contributes to a richer understanding of the sources and process of firm innovation.

3:15pm - 4:45pm in Middleton

IM: Entry Mode Issues

Session Chair: **Mourad Dakhli**, *Georgia State University*

Discussants:

John Michael Mankelwicz, *Troy University*
Velma E. McCuiston, *University of Tampa*
Daniel Rottig, *Florida Atlantic University*

THE IMPACT OF CULTURE ON MERGERS AND ACQUISITIONS: 25 YEARS OF RESEARCH

Daniel Rottig, *Florida Atlantic University*
Taco Reus, *Florida Atlantic University*

This paper aims to make sense of the growing research that examines the role of culture in mergers and acquisitions. We provide a detailed review of the many related but distinct constructs that have been introduced to the literature. While each construct has contributed to our understanding of the role of culture, the lack of connections made among constructs has limited the consolidation of contributions. The review shows what these constructs mean for mergers and acquisitions, what major findings have been discovered, and, most importantly, how constructs interrelate. Our discussion provides opportunities to foster the needed consolidation of this research.

THE ROLE OF SEARCH, EXPERIENCE, AND CREDENCE GOODS ON EXPORT PERFORMANCE: A WEB-BASED ENTRY MODE PERSPECTIVE

Adrian Gil, *University of Texas at El Paso*

Based on a framework that classifies goods, more specifically the attributes of goods, firm export performance using a web-based approach is explored. Search, experience, and credence type goods are investigated, and propositions are developed as to whether these goods, sold primarily using the Internet, will lead to satisfaction with export performance. The framework is derived from the literature on the principles of economic information. Implications for research and practice are discussed.

WHAT ABOUT THE 'OTHER FIRM?': BARGAINING POWER IN STRATEGIC ALLIANCES IN EMERGING MARKETS FROM THE PERSPECTIVE OF THE HOST FIRM

R. Michael Holmes, *Texas A&M University*
Tim R. Holcomb, *Texas A&M University*

We examine bargaining power in strategic alliances between emerging market firms and developed markets firms. Specifically, we integrate literature on emerging markets with literature on bargaining power to offer a model that examines the host firm's ability to appropriate value created in alliances with foreign firms. We suggest two sources of bargaining power for the host are its centrality with local firms and its ties with government authorities. This association is strengthened by the extent to which such relationships provide resources considered critical to value-creating activities of the alliance and by the host's absorptive capacity relative to the foreign firm.

3:15pm - 4:45pm in Pinckney

Methods: Raising the Bar: Advancements in Research Methodology

Session Chair: **Mary Edie Mobley**, *Louisiana State University*

Discussants:

Marcia J. Simmering, *Louisiana Tech University*
Melissa G. Hartman, *Capella University*
Manuel J Tejada, *Barry University*

★BEST PAPER IN TRACK★

GARBAGE-IN, GARBAGE-OUT: ITEM GENERATION AS A THREAT TO CONSTRUCT VALIDITY

Lucy R. Ford, *Rutgers University*
Terri A. Scandura, *University of Miami*

Item generation has received only cursory attention in the research literature, despite the fact that it seems obvious that poorly written items will result in poor psychometric properties of measures. In this paper, we review the literature on item generation, develop a typology of threats to construct validity, and evaluate five commonly used organizational research measures with respect to typology. Our results demonstrate that the sampled measures have significant problems that may represent threats to construct validity. Recommendations for improved item generation practice are offered.

IMPROVING SELF-REPORT DATA: AN INTEGRATION OF IMPLICIT GOAL PRIMING AND THE UNMATCHED COUNT TECHNIQUE

T. Nichole Phillips, *University of Central Florida*
Robert G. Folger, *University of Central Florida*

Sensitive behavior research presents special challenges for both researchers and participants. Two methods that have been developed to address these challenges are implicit goal priming and the unmatched count technique. A 2x2 experimental design was employed in order to assess the benefits of using these methods in combination when relying on self-reports of academic cheating behavior. Calculation of base rates indicates that honesty goal priming results in participants reporting higher engagement in academic dishonesty in the UCT techniques. However, neither of the UCT experimental groups resulted in higher admissions of academic cheating behaviors than the direct self-report method.

★BEST DOCTORAL PAPER IN TRACK★ METATRIANGULATION, TRIANGULATION AND ELEPHANTS: TRYING TO UNDERSTAND PHENOMENA

Robert Joseph Duesing, *Oklahoma State University*
Margaret A. White, *Oklahoma State University*

The six blind men who studied the elephant have many characteristics of social science researchers today. While all are right in their description of the phenomenon under study, they have not correctly identified the elephant for what it actually is. While it may be difficult for social scientists to overcome the social reality of our realm of study, there are ways to help build bridges within the process of trying to understand different phenomena. This paper discusses using metatriangulation to identify where bridges have been built and then, triangulation as a way to look for other places to bridge schisms.

3:15pm - 4:45pm in Rutledge

OB/OT/OD: Prosocial Behavior and Enacted Versus Espoused Values in Organizations

Session Chair: **Michelle K. Duffy**, *University of Kentucky*

Discussants:

Ron Humphrey, *Virginia Commonwealth University*
Millicent F. Nelson, *Middle Tennessee State University*
Walter D. Davis, *University of Mississippi*

LOOKING FOR SOCIAL CAUSES OF PRO-SOCIAL BEHAVIOR

Thomas D. Taber, *University of Albany, SUNY*
John W. Michel, *University of Albany, SUNY*

Pro-social behaviors are actions intended to benefit an organization, group, individual, or job. Researchers have sought the causes of pro-social behaviors in affective states such as job satisfaction and mood, in personality characteristics such as conscientiousness, and in organizational variables such as procedural justice. The current project regressed ratings of pro-social behaviors onto commonly used affective and organizational predictors. In addition, it added three social predictors: normative expectations, perceived social impact, and appreciation for the behaviors. The three social variables explained substantial additional variance in each pro-social behavior over and above the variance explained by affective states and organizational characteristics.

NOT WALKING THE TALK: ESPOUSED AND ENACTED VALUES IN ORGANIZATIONS

Elizabeth C. Ravlin, *University of South Carolina*
Michael Ritchie, *University of South Carolina, Aiken*

Consistency has long been a hallmark in theorizing on human behavior (Festinger, 1957). Only occasionally has the influence of inconsistency been emphasized (Jansen & Von Glinow, 1985). Given the primacy assigned to organizational values statements in guiding employee behavior, such value systems should be powerful forces for consistency; however, organizations do not always act as they publicly state they will. We address why organizations purposefully act in inconsistent ways, in particular, how espoused values come to differ from enacted values. We focus on multilevel processes that produce this effect, and resultant outcomes.

THE MODERATING EFFECT OF NETWORK CENTRALITY ON MOTIVE TO PERFORM INTERPERSONAL CITIZENSHIP

Wm. Matthew Bowler, *University of North Texas*

This study integrated social network analysis (SNA) techniques along with psychological measures to examine the interactive relationships of social network centrality and individual motive on the performance of interpersonal citizenship behavior (ICB). Consistent with a social exchange perspective, positive pro-social and organizational concern motives were not moderated by an employee's centrality in organizational networks. Conversely, a hypothesized interaction was supported between impression management motives and network centrality on performance of ICB. Results suggested that both motive types operate on the performance of ICB, but under different conditions.

5:00pm - 7:00pm in Colonial Ballroom

SMA Roaring Twenties Party

Sponsored by:

*Oklahoma State University, Spears School of Business,
Department of Management*

Florida State University, Department of Management

North Carolina State University, College of Management

*Come and join your SMA colleagues for an evening of
fun! Heavy hors d'oeuvres will be served.*

Friday, November 11

Conference Registration: From 8:00am - 3:00pm
in Carolina Ballroom A

Coordinator: **Sharon Topping**, *University of Southern Mississippi*

SMA Placement Services: From 8:00am - 4:00pm
in Carolina Ballroom A (closed for lunch from 12:00 pm
to 1:30 pm)

Coordinator: **Frank B. Markham**, *Mesa State College*

7:30am - 9:00am in Middleton

SMA Officers Board Meeting

Presiding: **Anson Seers**, *Virginia Commonwealth University*

8:15am - 9:45am in Calhoun

ME: Pedagogical Issues in Internet Use

Session Chair: **Jane Whitney Gibson**, *Nova Southeastern Univ*

Discussants:

Cherie E. Fretwell, *Troy University*

Marie-Line Germain, *Barry University & City College*

Nageshwar R Jayanthi, *Vanderbilt University*

★BEST PAPER IN TRACK★

THE EFFECTS OF TEAMWORK ON STUDENT LEARNING AND COMPARATIVE PERFORMANCE: A COMPARISON OF FACE-TO-FACE AND ONLINE PROJECT ENVIRONMENTS

Ethlyn A. Williams, *Florida Atlantic University*
Stephanie L. Castro, *Florida Atlantic University*

Members of face-to-face and online student teams in Organizational Behavior courses in an MBA program were surveyed to examine the impact of teamwork on team-source learning and comparative performance. The type of team moderated the relationship between teamwork orientation and team-source learning and also moderated the relationship between team social interaction and team-source learning. Stronger positive results were reported for online teams compared with face-to-face teams. Further analysis revealed a moderating effect of the type of team on the relationship between cohesiveness and comparative performance, with a stronger positive effect reported for face-to-face teams.

THE DARK SIDE OF INTERNET USAGE IN THE CLASSROOM: PROBLEMS, CHALLENGES, AND POTENTIAL LESSONS

Kevin D. Clark, *Villanova University*

Louis Chin, *Bentley College*

The Internet makes substantially more data available to students than traditional hard copy resources, and in ways that students may find natural and easy-to-use. Yet, students are poorly trained on how best to sift through the volume of information, and are often drawn in to an extended period of "open search". We identify several shortcomings associated with the increased use of Internet research for case analysis and other management research tasks. We conclude with a framework for responding to these challenges.

TRANSITIONING TO ONLINE COURSE OFFERINGS: TACTICAL AND STRATEGIC POINTS TO CONSIDER

Lisa A Burke, *LSU in Shreveport*

Much has been written about operational issues such as the effectiveness of face-to-face (F2F) versus online (OL) courses, and comparisons of learning and retention across both media, but less has been targeted toward important tactical and strategic considerations. Having little formal guidance to manage the transition to offering a portion of their university courses and programs online, both administrators and universities appear inadequately positioned to execute their OL foray effectively. This paper outlines strategic and tactical points to help administrators better manage the transition to offering university courses online.

8:15am - 9:45am in Carolina Ballroom B

OB/OT/OD: The Quality of Leader-Member Relations and Subordinate Health

Session Chair: **Jonathon R. B. Halbesleben**, *University of Missouri, Columbia*

Discussant: **Sherry E. Moss**, *Wake Forest University*

★BEST OVERALL PAPER & BEST PAPER IN TRACK★

ABUSED SUBORDINATES' UPWARD MAINTENANCE COMMUNICATION: A COPING PERSPECTIVE

Bennett Tepper, *Georgia State University*
Daniel E. Lockhart, *University of Kentucky*

We develop and test predictions regarding the moderating effects of upward maintenance communication on the relationship between abusive supervision and subordinates' psychological distress. Data collected from two samples of supervised employees provide support for the predictions that the use of direct tactics buffers and that the use of regulative tactics exacerbates the relationship between abusive supervision and subordinates' psychological distress. We discuss the study's implications for theory and research regarding abused subordinates' coping behavior.

LMX, DEPRESSION AND CARDIOVASCULAR HEALTH? A CORRELATIONAL STUDY IN A SAMPLE OF NURSES

Manuel J Tejeda, *Barry University*

Over the past decades, medical evidence has accumulated that psychological consequences of work behavior can mount to impact physical health. Despite leaders being able to mitigate the assignment of stressful tasks, the connection between the leader-follower relationship and its impact on subordinate health remains understudied. This study reports correlational findings in a sample of 47 nurses suggesting that Leader-Member Exchange may be a covariate of depression and cardiovascular risk. Respondents in the low-LMX condition reported significantly more depression, cardiac risk and blood pressure than respondents in the high-LMX condition. Limitations of the study and directions for future research are discussed.

THE INTERACTIVE AFFECT OF ABUSIVE SUPERVISION AND FIT ON STRESS

Paul Harvey, *Florida State University*
Jason S. Stoner, *Florida State University*

This study examines the influence of person-organization fit on the relationship between abusive supervision and job-induced stress. Based on previous theories of job stress, it is suggested that high levels of perceived fit can exacerbate this relationship. Data gathered from individuals representing a wide array of work environments supported this notion, indicating that abusive supervision is especially harmful for employees that perceive a high degree of organizational fit.

8:15am - 9:45am in Drayton

OB/OT/OD: Impression Management and Identity Reparation

Session Chair: **Ron Humphrey**, *Virginia Commonwealth University*

Discussants:

Jintong Tang, *University of Alabama*
Bryan S. Schaffer, *UN Carolina-Asheville*
Travis Maynard, *University of Connecticut*

DECEPTIVE IMPRESSION MANAGEMENT: DOES IT PAY?

John Carlson, *Baylor University*
K. Michele Kacmar, *University of Alabama*
Dawn S. Carlson, *Baylor University*

We examined the mediating role that supervisor's recognition of deception has on the ability of deceptive impression management strategies to impact promotability ratings and supervisor's rating of relationship quality (i.e., LMX). Data collected from a matched sample of 183 public sector employees and their supervisors indicated that recognition fully mediated the relationship between deceptive impression management and promotability ratings and deceptive impression management and supervisor's relationship quality ratings.

ORGANIZATIONAL EMBARRASSMENT AND THE REPARATION OF RELATIONSHIPS THROUGH REBUILDING IMAGE AND IDENTITY

Jill A. Brown, *University of Georgia*
Andrew J. Ward, *University of Georgia*
Sigal Goland Barsade, *Wharton*

This paper assesses how organizations respond to being publicly embarrassed by an outside party, and how this motivates the CEO to repair the damaged relationship. We focus on financially underperforming firms that are publicly embarrassed by a shareholder group, and we provide insight into the organization's orientation towards repairing the shareholder/organization relationship. We offer an integrative model of relationship reparation to develop a new construct of organizational embarrassment. We posit that CEO reactions that exhibit impression management techniques for image building will be effective short-term in repairing shareholder relationships, while proactive identity building techniques will be effective long-term.

THE PRESSURE OF SUCCESS: INSTITUTIONAL OWNERSHIP, PERFORMANCE, AND IMPRESSION MANAGEMENT

Kenneth Wm. Kury, *Boston College*

The study utilizes the principles of agency theory and impression management in gaining a better understanding of ownership structure's role in earnings management as an image enhancing activity. Results of logistical regression show a higher degree of institutional ownership increases the likelihood of engaging in earnings management. Additionally, the relationship is moderated by prior successful organizational performance, suggesting that investor capitalism creates an environment where agents aware of principal expectations, engage in earnings management to enhance their image. The findings make contributions to agency theory, impression management, earnings management, and practice. Avenues of future research are discussed.

8:15am - 9:45am in Laurens

Ethics/Div: An International View of Social Responsibility

Session Chair: **Mitchell A. Sherr**, *Purdue University*

Discussant: **William Randy Evans**, *University of Mississippi*

COPING WITH NEGATIVE SOCIAL IDENTITY: THE CASE OF MEXICAN IMMIGRANTS

Rachel Sheli Shinnar, *Appalachian State University*

Social identity theory predicts individual responses to inter-group social status differences. When inter-group comparisons result in an unfavorable status for one's in-group, the individual may perceive negative social identity. This study examines the ways in which Mexican immigrants cope with negative social identity. The three coping mechanisms identified in past studies—individual mobility, social creativity, and social action—were examined. Through face-to-face interviews with Mexican immigrants, perceptions of holding negative social identity and the use of different coping mechanisms were identified.

CULTURE AND HUMAN DEVELOPMENT AS PREDICTORS OF NATIONAL CORRUPTION

Randi L. Sims, *Nova Southeastern University*

The issue of corruption has received increasingly greater coverage by the media, business journals, educators, and researchers. The purpose of this paper is to offer background information on national corruption, as well as to provide a statistical model to aid in understanding the potential influences on corruption. Secondary data was gathered for 55 countries located on six continents of the world, representing nearly 56% of the world's population. The results of the structural equation model suggest that National Corruption can be explained by both the Human Development index and three of the four dimensions of National Culture proposed by Hofstede.

★**BEST PAPER IN TRACK**★

INCLUSIVENESS AND DIVERSITY AS CROSS-CUTTING THEMES IN MULTI-STAKEHOLDER COLLABORATION: AN EXAMINATION OF WATER MANAGEMENT IN SRI LANKA

Nancy J. Higginson, *Northern State University*

Public sector managers frequently oversee the allocation of natural resources; water is often considered to be the most critical resource of all. Integrating stakeholders into this function has become pervasive in managerial decision-making. In the early 2000s, in response to scientific evidence of a rapidly-depleting freshwater supply, the Government of Sri Lanka introduced legislative and institutional reforms to support a comprehensive water management policy based on sustainability principles. Using a participant observer research method, this paper presents the collaborative model that emerged from the GOSL's managerial process for allocating water amongst the oft-times conflicting resource demands throughout the country.

8:15am - 9:45am in Pinckney

HRM: Factors Affecting Job Performance Ratings and Actual Performance

Session Chair: **Thomas H. Stone**, *Oklahoma State University*

Discussants:

Christine Brown Mahoney, *Carlson School; University of MN*

Patricia Lanier, *University of Louisiana Lafayette*

Jessica R. Mesmer-Magnus, *University of North Carolina - Wilmington*

LINKING PAY COMPRESSION TO PAY EQUITY: FACTORS INFLUENCING PERCEPTIONS OF PAY JUSTICE

Amy B. Henley, *University of Texas at Arlington*

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

Kenneth H. Price, *University of Texas at Arlington*

We propose that pay compression leads to varying perceptions of pay equity. It is not simply the extent of compression that is present in the compensation system; rather it is both contextual and individual difference factors that influence an employee's reactions to the degree of compression. We offer a model examining the relationship between pay compression and pay equity that specifies five factors from the procedural and distributive justice literatures that may change the nature of this relationship. We conclude with a discussion of outcome factors and additional contextual variables that may also alter the nature of this relationship.

THE MODERATING ROLE OF SUBORDINATE POLITICAL SKILL ON SUPERVISOR'S IMPRESSIONS OF INFLUENCE TACTICS AND SUBSEQUENT PERFORMANCE RATINGS

Darren Treadway, *University of Mississippi*

Gerald R. Ferris, *Florida State University*

Allison Burgess Duke, *University of Mississippi*

Garry Adams, *Auburn University*

Jason B. Thatcher, *Clemson University*

The current study utilizes balance theory to explain the moderating effect of political skill on the relationships between self- and other-reported ingratiation and assertiveness in the performance appraisal context. Results from a combined sample of two retail service organizations provided evidence that subordinates with high political skill are less likely to be detected when using ingratiation behaviors, and therefore are rated more positively on interpersonal facilitation than low politically skilled subordinates using ingratiation tactics. Additionally, political skill had no significant effect on subordinate use of assertive behavior, which was negatively related to contextual job performance.

TOWARD A MULTI-PREDICTOR MODEL OF PERFORMANCE

James Arthur Meurs, *Florida State University*

The present study proposes that a multidimensional model is necessary to predict job performance accurately. General mental ability has shown relatively modest correlations with performance. Recent research has attempted to account for the unexplained variance through constructs such as practical intelligence, situational judgment tests, and political skill, which appear to sample from a larger domain referred to in this study as social and situational effectiveness. Therefore, it is recommended that social and situational effectiveness be included with mental ability and job knowledge in a multidimensional model to predict performance. Implications of the model and directions for future research are discussed.

8:15am - 9:45am in Rutledge

Strategy/Ent: Advances in Resource-based Theory

Session Chair: **LeJon Poole**, *University of Alabama at Birmingham*

Discussant: **Marguerite Schneider**, *New Jersey Institute of Technology*

BEST PRACTICES: A MISLEADING PROXY FOR DYNAMIC CAPABILITIES

Jeffrey Norris Street, *University of Georgia*

'Best practices' of leading companies has been a topic of interest for businessmen and scholars since the 1980s. However, the use of a best practice by a firm as the foundation for a sustainable competitive advantage may be problematic. Perhaps of similar significance to scholars, the use of 'best practice' as a construct in research may also be problematic. Best practice has become a common label for numerous organizational routines identified as constructs for the dynamic capabilities view of competitive advantage. This paper sets forth to further the understanding of the distinction between a best practice and a dynamic capability.

UNDERSTANDING THE LINKS BETWEEN TECHNICAL, SOCIAL, COMMERCIAL CAPITAL AND ALLIANCE GOVERNANCE STRUCTURE

Shanthi Gopalakrishnan, *New Jersey Institute of Technology*
Danielle Detor Dunne, *Rutgers University*

The paper explains the links between firm resources and the governance structure of the alliances that the firm participates in. We explore three types of firm resources: technical, commercial, and social capital. The governance structure influences the interactions that occur over the course of the alliance. We found that the amount of a firm's technical capital is positively associated with equity alliances, and this relationship is moderated by the stage of the alliance. Commercial capital did not impact the type of governance structure. Of the social capital variables, credibility of the biotechnology firm influenced the type of governance structure.

★BEST DOCTORAL PAPER IN TRACK★

WHICH FIRMS APPROPRIATE SUPPLY CHAIN RENTS?: THE ROLE OF BARGAINING POWER

Thomas Russell Crook, *Northern Arizona University*

Supply chain management helps members leverage their complementary resources to generate unique rents. Yet chain members not only cooperate to leverage their collective resources to generate rents, but they also compete for shares of the rents. We consider how rents are distributed among members and contend that members that: 1) control critical resources, 2) are in concentrated industries, and/or 3) buy substantial volumes from a supplier have more bargaining power, which is used to appropriate rents from less powerful members. Thus, although supply chain management can improve a chain's collective performance, unique rents are not equally shared among chain members.

9:45am - 10:15am in Carolina Ballroom A

Refreshment Break

Coordinator: **Geralyn McClure Franklin**, *University of Texas-Permian Basin*

10:15am - 11:45am in Calhoun

OB/OT/OD: SYMPOSIUM: Positive Psychological Capital

Janaki Gooty, *Oklahoma State University*
Larry Hughes, *Fort Lewis College*
William L. Gardner, *Texas Tech University*
Laura McAndrews Little, *Oklahoma State University*
Debra L. Nelson, *Oklahoma State University*
Mark B. Gavin, *Oklahoma State University*
Neal M. Ashkanasy, *University of Queensland*
Marie T. Dasborough, *Oklahoma State University*
Claudia C. Cogliser, *Texas Tech University*
Timothy G. DeGroot, *Oklahoma State University*

This symposium presents results from four studies examining the effect of positive psychological capacities (PPC) on work outcomes. The outcome variables of interest are: creative performance, helping behaviors, individual performance and subjective well-being. Discussion will revolve around questions such as: Are the measures for PPC reliable and valid? What are the most promising avenues for future research? What kind of organizational interventions might be designed to reap the benefits of positive psychological capacities? This symposium holds relevance to at least three divisions at the SMA meetings: Organizational behavior, Human resources and Research methods.

FRIDAY

10:15am - 11:45am in Carolina Ballroom B

ME: Business School Mission Statements, Culture, and Ethics

Session Chair: **Ethlyn A. Williams**, *Florida Atlantic University*

Discussants:

Enrique M. Perez, *Florida Atlantic University*

Patricia Lanier, *University of Louisiana Lafayette*

Fred J. Dorn, *University of Mississippi*

A REVIEW OF ETHICS CONTENT IN STRATEGIC MANAGEMENT TEXTBOOKS

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

Dan Marlin, *University of South Florida - St Petersburg*

The purpose of this study is to examine the prevalence of ethics content in strategic management textbooks. The importance of ethical behavior within organizations has been highlighted in the recent past by the downfall of organizations such as Enron, WorldCom, and Arthur Andersen to name a few. The data collected from eleven strategic management texts suggest that ethical content within these texts is on average low. These results suggest a closer look is needed at what is included in strategy books with regards to the subject of business ethics. Implications for both authors and instructors are discussed.

ARE WE PRACTICING WHAT WE'RE PREACHING? THE CONTENT AND PERFORMANCE IMPLICATIONS OF MISSION STATEMENTS IN U.S. COLLEGES OF BUSINESS

Timothy B. Palmer, *Western Michigan University*

Jeremy C. Short, *Utah State University*

Missions are important statements of identity and values that articulate an organization's purpose and strategic objectives. This study examines the content of mission statements in U.S. business schools. Using content analysis, we analyzed missions from 408 AACSB schools and tested their linkages to several measures of school characteristics, including performance. Overall, business school missions were more articulate than corporate missions, but less articulate than academic scholars recommend. Regarding performance, our analysis revealed a number of significant differences between schools having clearly articulated certain mission components and those that do not.

ETHICAL BELIEFS IN THE CATHOLIC BUSINESS SCHOOL: THE IMPACT OF CATHOLIC SOCIAL TEACHING ON CLASSROOM REALITY

Roland E. Kidwell, *University of Wyoming*

Linda A Kidwell, *University of Wyoming*

This study measured faculty knowledge and use of Catholic social teaching (CST) principles in undergraduate business classes at Catholic and non-Catholic AACSB-accredited institutions, and among Catholic and non-Catholic faculty. The results reveal both professional bureaucracy and cultural influences on ethical perspectives: Both Catholic and non-Catholic faculty at AACSB schools have similar views regarding the ethics of professional interactions with students, but faculty with a connection to Catholicism are more likely to be familiar with and to use CST. Focusing on a student's moral development through CST principles appears analogous to the prominent role of ethics education at AACSB business schools.

10:15am - 11:45am in Colonial Ballroom

Ask the Editors

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

Panelists

Neal M. Ashkanasy, *University of Queensland* (Associate Editor - *Academy of Management Learning and Education*, Consulting Editor - *Journal of Organizational Behavior*)

Russell S. Cropanzano, *University of Arizona* (Editor - *Journal of Management*)

Gordon E. Dehler, *College of Charleston* (Associate Editor - *Management Learning*)

Bradley Kirkman, *Georgia Tech University* (Associate Editor - *Academy of Management Journal*)

Robert J. Vandenberg, *University of Georgia* (Associate Editor - *Organizational Research Methods*)

10:15am - 11:45am in Drayton

Strategy/Ent: Behavioral Approaches to Leadership and Governance

Session Chair: **Kevin D. Clark**, *Villanova University*

Discussant: **Kevin D. Clark**, *Villanova University*

DEMOGRAPHIC ALLIES VERSUS DEMOGRAPHIC FOES: AN ALTERNATIVE BEHAVIORAL APPROACH TO CEO DISMISSAL

Debra K. Rankin, *University of Western Ontario*
W. Glenn Rowe, *University of Western Ontario*

How do CEOs avoid dismissal? Rather than focusing on socio-political forces, we offer an alternative behavioral model in which socio-cognitive and social psychological forces provide allies for CEOs in the boardroom. By integrating upper echelons and social psychological perspectives, we explain how such forces promote director biases in or against a CEO's favor. Specifically, we explore the effect of CEO-board similarity on CEO dismissal. We then discuss how this effect varies for homogeneous and heterogeneous boards as the effect of CEO-board similarity on CEO dismissal is conditional upon the degree of diversity among board members themselves, excluding the CEO.

MANAGING RESOURCES TO CREATE VALUE: THE ROLE OF TOP LEADERS REVISITED

Tim R. Holcomb, *Texas A&M University*

Although research in strategy has generally ascribed a key role for the firm's leaders, evidence on the impact of firm leadership on performance is mixed. We integrate literature on leadership and resource management with research on team productivity to investigate the influence of resource production on the leadership-performance relationship. Specifically, we examine whether able and experienced leaders affect organizational outcomes by their influence over resource production. Consistent with this hypothesis, resource production partially mediates the relationship between leadership and performance. Results suggest that future studies of leadership effects on performance should consider the influence of leaders on resource production.

PERVASIVE STRATEGIC LEADERSHIP

John R. Phillips, *University of Western Ontario*
W. Glenn Rowe, *University of Western Ontario*

We conceptualize strategic leadership as a firm-wide capability comprised of two dimensions. The componential dimension addresses the effective management of human, social, and moral capital. The distributional dimension addresses the extent to which strategic leadership is practiced throughout the firm. Exercised by employees, managers, and executives, pervasive strategic leadership is the effective management of human, social and moral capital at all hierarchical levels of the firm. We employ the resource-based view to formulate two propositions. First, strategic leadership is positively related to firm performance. Second, the distribution of strategic leadership practice positively moderates that relationship.

10:15am - 11:45am in Laurens

HRM: Crossing Career Boundaries: Transitions, Transfers, and Turnover

Session Chair: **Melenie J. Lankau**, *University of Georgia*

Discussants:

Joseph M. Goodman, *University of Mississippi*
Amy B. Henley, *University of Texas at Arlington*
Nathan S. Hartman, *John Carroll University*

AN APPLICATION OF THE UNFOLDING MODEL TO PREDICT TURNOVER DECISIONS OF MILITARY PERSONNEL

Daniel T. Holt, *Air Force Institute of Technology*
Michael Rehg, *Air Force Institute of Technology*
Jeffrey H. S. Lin, *Aviano Air Base, Italy*
Jennifer Kulick, *Patrick Air Force Base, Florida*

Questionnaire data from a 182 officers that had voluntarily separated from the service were used to further test Lee and Mitchell's (1999) unfolding model of voluntary turnover, which captures the sequence of deliberations individuals make as they choose to leave organizations. Results indicated that 47% of the participants fell into the categories originally predicted by Lee and Mitchell. In addition, model modifications that reflected the unique nature of military service captured an additional 36% to explain 83% of the turnover decisions. The implications of these findings were addressed

BOUNDARYLESS CAREER TRANSITIONS: THE ROLE OF VALUE ATTAINMENT

Allison Burgess Duke, *University of Mississippi*

Boundaryless career theory has offered a new perspective on the traditional models of career development. Unfortunately, little research has examined the individual-level reasons for the career transitions characteristic of boundaryless careers or the resources necessary to make effective career changes. The current study proposes that differences in personal and organizational values are related to career transitions and that personal and career resources moderate that relationship. Additionally, the current study examines the role of gender in the accessibility of resources required for career transitions.

INTERNAL TRANSFERS: A TALE OF HUMAN CAPITAL, SOCIAL CAPITAL, AND THE MANAGER AS AGENT OR STEWARD

Juan Ling, *University of Kentucky*
Brian Dineen, *University of Kentucky*

Internal transfers are an understudied human resource practice. We integrate human capital, social capital, agency, and stewardship theories to reconcile inconsistencies between human capital predictions in internal- versus external-recruitment contexts. Whereas a positive relationship between human capital and selection likelihood is thought to exist when considering external selection, we argue that when internal transfers are considered, managers standing to lose valued employees act as either agents or stewards in attempting to either hinder or assist the transfer of high-human capital employees. We further argue that the success of these attempts depends on the level of social capital a transferee possesses.

FRIDAY

10:15am - 11:45am in Pinckney

IM: Top Management Team Issues

Session Chair: **Joseph Heinzman Sr.**, *International College*

Discussants:

Dail Fields, *Regent University*

Anne-Katrin Neyer, *London Business School*

Daniel Rottig, *Florida Atlantic University*

GLOBAL PERSPECTIVES ON THE ANTECEDENTS AND CONSEQUENCES OF TOP MANAGEMENT TEAM PAY STRUCTURES

Mark P. Brown, *Bradley University*

This manuscript investigates the relation between countries' values of individualism/collectivism and organizations' top management team pay structures. Individualistic countries are expected to prefer more hierarchical top management team pay structures and collectivist countries are expected to prefer more egalitarian top management team pay structures. The manuscript also investigates the international implications of the relation between top management team pay structures and organizational performance. While support is found for a preference for more hierarchical top management team pay structures in individualistic countries, the moderating relation is not supported.

IMPLEMENTING A GERMAN MANAGEMENT STYLE IN THE SOUTHERN UNITED STATES – A SURVEY BASED CASE STUDY OF A GERMAN SUBSIDIARY

Jarek Barc, *UNC, Greensboro*

Kevin B Lowe, *UNC, Greensboro*

German foreign-direct investment (FDI) in the US was 204 billion in 2001 or approximately 33% of all German FDI (US Embassy et. al, 2004). Characteristics of the workforce, labor laws and wielding of financial incentives have made make the US South an increasingly attractive location for German manufacturers. In this paper we review literature to highlight expected cultural similarities and differences between Germany and U. S. culture generally and Southern U.S. culture specifically. We report findings from a case study, employing interview and survey data in an established U.S. subsidiary, lending support to our literature based expectations. (98)

IS INTERNATIONALIZATION THE OUTCOME OR THE ANTECEDENT OF TMT CHARACTERISTICS? THE ROLE OF TMT CHARACTERISTICS AS AN ORGANIZATIONAL OUTCOME

Jun- Shiu Chen, *University of Memphis*

The purpose of this study was to examine whether the internationalization of the firm has an impact on Top management team characteristics. The present study argues that when firm has a higher international presence, the firm is more likely to have diverse TMTs – these teams will exhibit heterogeneity in terms of the breadth of their international experience, tenure, age, education, and functional experience.

10:15am - 11:45am in Rutledge

OB/OT/OD: Individual Differences: Personality, Attitudes, Cognitive Abilities and Masculinity

Session Chair: **Merideth J. Ferguson**, *Vanderbilt University*

Discussants:

Paul Harvey, *Florida State University*

L. A. Witt, *University of New Orleans*

Kay J. Bunch, *Georgia State University*

A MODEL OF INDIVIDUAL CREATIVE POTENTIAL

Jennifer M. Bowers, *Florida Atlantic University*

This paper reviews and integrates theoretical research that proposes the interaction of personal and contextual factors in the creative action process. Based on this review, this paper proposes a model of creative potential, that conceptualizes the sources of individual creative potential as the integration of personality traits and cognitive abilities. The model put forth in this paper outlines the antecedent conditions, outcomes and moderating factors that are essential for understanding the sources of individual creative potential.

DO EMPLOYEE ATTITUDES REALLY MATTER? A META-ANALYSIS OF THE RELATIONSHIP BETWEEN EMPLOYEE ATTITUDES AND JOB PERFORMANCE

Thomas W. H. Ng, *University of Georgia*

Marcus M. Butts, *University of Georgia*

Robert J. Vandenberg, *University of Georgia*

The current study is a meta-analysis of the effect of employee attitudes on job performance. After deriving five theoretically-driven categorizations for employee attitudes (organizational-related, job-related, people-related, self-evaluative, and career-related) and two possible moderators of the relationship (source of performance rating and positive vs. negative affective valence), we performed Hunter and Schmidt's (1990) meta-analysis technique on 80 relevant articles. Results suggest that all proposed categories of employee attitudes have a significant, though generally modest, influence on job performance. Further, some of these effects vary by the positive/negative affective valence of job attitudes but not source of performance ratings.

EFFECTS OF MASCLINITY ON RISK ACCEPTANCE AND ATTITUDES TOWARDS SAFETY TRAINING

Heather L. Lord, *Auburn University*

Feruzan Syrus Irani, *Auburn University*

Using a social constructionist framework and drawing from qualitative research exploring masculinity and workplace safety behaviors, this article explores the role of masculinity in determining men's risk acceptance and safety training receptivity and in lessening the expected impact of accident experience on risk acceptance. Safety climate is also proposed to attenuate the relationships between accident experience and risk acceptance and masculinity and risk acceptance, and to augment the relationship between masculinity and safety training receptivity.

UNDERSTANDING THE COGNITIVE ABILITY DEBATE IN SELECTION: SUGGESTIONS FOR ADVERSE IMPACT THEORY AND PRACTICE

Julie Stella Lyon, *University of Maryland*

I describe the scientific evidence that supports the use of cognitive ability tests in selection. Then I describe the negative consequences of using intelligence tests in selection and the negative consequences of not using intelligence tests in selection. I also describe the options that exist for reducing those negative consequences. Finally, I provide some specific guidelines to develop better selection systems and generate better applicant pools to minimize the negative consequences of cognitive ability testing.

12:00pm - 1:00pm in Middleton

SMA Incoming Track Chairs Luncheon (by invitation)

Coordinator: **Charlotte D. Sutton**, *Auburn University*

1:15pm - 2:45pm in Calhoun

**OB/OT/OD: Contemporary Leadership:
Wholistic, Authentic and Servant Leadership**

Session Chair: **Amy B. Henley**, *University of Texas at Arlington*

Discussants:

Charles D. White, *University of Alabama*

Anthony R. Wheeler, *Bradley University*

Anjali Chaudhry, *University of Illinois at Chicago*

DEVELOPMENT OF A MULTIDIMENSIONAL MEASURE OF SERVANT LEADERSHIP

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

Sandy J. Wayne, *University of Illinois at Chicago*

Hao Zhao, *University of Illinois at Chicago*

David J. Henderson, *University of Illinois at Chicago*

Servant leadership stresses personal integrity and serving others including employees, customers, and communities. We developed a multidimensional measure of servant leadership. First, we identified 9 dimensions of servant leadership; then, we developed items and subjected them to factor analyses with a student sample, which revealed a 7-factor solution. We confirmed the model using CFA within an organizational sample. We further validated our servant leadership scale by regressing outcomes on our servant leadership dimensions, controlling for transformational leadership and LMX. The results suggest that servant leadership is a multidimensional construct and uniquely contributes to explaining several outcome variables.

ON THE JOURNEY TOWARD WHOLENESS IN LEADER THEORIES

Constance Campbell, *Georgia Southern University*

This paper presents a wholistic intra-individual perspective on leaders. The suggested framework focuses primarily upon four components of the inner person of the leader; Being, Cognition, Spirituality, and Emotion, and their relationships with each other and with the observable components of leader Behavior and Relationships. Interactions among the components are explored, and an illustrative leadership theory which supports the inclusion of each component is presented.

PROMOTING AUTHENTIC BEHAVIOR IN ORGANIZATIONS: AN ATTRIBUTIONAL PERSPECTIVE

Paul Harvey, *Florida State University*

Mark J. Martinko, *Florida State University*

William L. Gardner, *Texas Tech University*

Building on recent theories of authentic leadership, we introduce an attributional framework for understanding authenticity. It is proposed that authenticity implies an accurate and balanced attribution style - a relationship that we argue has been overlooked in past research on authentic leadership. We also suggest that organizations can take an active role in the development of authentic leaders by making members aware of the factors that might promote inaccurate attributions. Several techniques for accomplishing this goal are described in the full version of this manuscript.

1:15pm - 2:45pm in Carolina Ballroom B

Strategy/Ent & IT/Innov: SYMPOSIUM: Getting From Here to Innovation: A Multi-Disciplinary Symposium of Ways in Which Managers Can Foster Organizational Innovation

Kevin D. Clark, *Villanova University*

Patrick G Maggitti, *St. Joseph's University*

Hun Lee, *George Mason University*

Long Jiang, *University of Maryland, College Park*

Dax Basdeo, *Cayman Islands Investment Bureau*

Abhishek Srivastava, *West Virginia University*

This symposium is intended to create dialogue between organizational innovation researchers from a variety of perspectives including strategy, organization theory, organizational behavior, and cognitive psychology. In addition to this cross-disciplinary approach, multiple levels of analysis and a variety of conceptual, qualitative, and quantitative methodologies are represented. The purpose of this cross-disciplinary dialogue is two-fold. The first goal is to provide insight into various ways that innovation is conceptualized. Second, by integrating these perspectives we aim to provide a more robust understanding of innovation, generating ideas about how researchers can better study, and managers can better facilitate, innovation.

1:15pm - 2:45pm in Drayton

OB/OT/OD: Team Effectiveness: Selection and Measurement

Session Chair: **Kay J. Bunch**, *Georgia State University*

Discussants:

Paper 1: **Sonya R. Brewster**, *Oklahoma State University*

Papers 2 & 3: **Lucy L. Gilson**, *University of Connecticut*

DEVELOPMENT OF A THEORY-BASED ASSESSMENT OF TEAM MEMBER EFFECTIVENESS

Misty L. Loughry, *Clemson University*

Matthew W. Ohland, *Clemson University*

DeWayne Moore, *Clemson University*

This paper describes the development of the Comprehensive Assessment of Team Member Effectiveness, which can be used for self or peer evaluation of team members' contributions and to train individuals to be more effective team members. It measures team member contributions in five categories (contributing to the team's work, interacting with teammates, keeping the team on track, expecting quality, and having relevant knowledge, skills, and abilities). Items were created based on a review of the teamwork literature, and selected for retention based on two surveys of college students (N = 2,777 and 1,157).

ORGANIZATIONAL LEARNING AND SMALL GROUP/TEAM PERFORMANCE

Thomas E. Holubik, *Texas Tech University*

Employees and students are often assigned to various teams. However, as important and common as teams are, we know little about selecting the best mix of members to achieve high/top performance. This paper addresses organizational learning in small competitive teams in a setting more like a field study than a lab experiment. It argues that if a select complementary mix of teammates, based on individual demographics and cognitive ability can out-learn and out-perform similar groups by discovering opportunities and taking actions in a competitive environment, then we may be able to purposefully select numerous teams to achieve such high performance.

REEVALUATING THE GROUP COHESION CONSTRUCT: DEFINITION, DIMENSIONALITY, AND MEASUREMENT

Erich B. Bergiel, *Mississippi State University*

Current research supports the multidimensional conceptualization of cohesion, consisting of three theoretically identified dimensions, social, task, and group pride cohesion. However there is no current measurement scale to reflect this view. Bollen and Hoyle's (1990) multidimensional Perceived Cohesion Scale is adapted to include the dimension of task cohesion, thus providing a complete, multidimensional measure of cohesion. A sample of 282 college students was used to examine the initial construct validity of the adapted scale and its ability to predict organizational commitment. Fit indices indicate that the 3 dimensions of cohesion can be measured simultaneously with the adapted Perceived Cohesion Scale.

1:15pm - 2:45pm in Laurens

HC/HM/PA: Organizational Behavioral Issues in Health Care

Session Chair: **Alice M. Adams**, *Armstrong Atlantic State University*

Discussants:

Tommy J. Sanders, *University of Alabama at Birmingham*

Louis Chin, *Bentley College*

Erin R. Holmes, *University of Mississippi*

AN EMPIRICAL STUDY ON ORGANIZATIONAL COMMITMENT IN THE NURSING PROFESSION BETWEEN GENERATIONAL GROUPS

Joseph Robert Michalski, *Nova Southeastern University*

The intent of this study is to expand existing research on the effects of organizational commitment (that is, the bond between employees and their organizations). The subject of employee organizational commitment encompasses many valuable outcomes that may be utilized to help address the nursing shortage. In the nursing profession, it would be reasonable to rationalize that a high level of commitment may provide medical organizations with a more secure and stable workforce. The scope of this research will be to examine the concept of organizational commitment, as viewed by different generational groups in the nursing profession.

AN ORGANIZATIONAL ANALYSIS OF INVOLUNTARY TURNOVER: THE IMPACT OF DISCIPLINE ON STATE GOVERNMENT'S USE AND RAPIDITY OF EMPLOYEE DISCHARGE

Sally Selden, *Lynchburg College*

Studies of discipline and termination processes and outcomes at the organizational level are relatively scarce in contemporary studies of public personnel systems. This paper shows that states vary in their use of discharge, but states as whole fire employees less frequently than in private sector. It also demonstrates that a state's discipline system has a significant influence on a state's willingness to use discharge and the length of time it takes to terminate an employee for performance or behavioral problems.

CONSEQUENCES OF TRAUMATIC STRESSFUL EVENTS: WHY SHOULD ORGANIZATIONS CARE?

Karen R. Moffitt, *University of Memphis*

Pamela K. Steverson, *University of Memphis*

Research has been done in the area of stress in the workplace. However, there is very little research involving how traumatic stress affects individuals and why it should be important to organizations. Many employees have the responsibility of some type of short-term or long-term caregiving, while having to continue a full-time job. In this paper, I propose a model explaining how traumatic stressful events (e.g., traumatic brain injury, stroke, and other disabilities in the immediate family) cause a caregiver to suffer physical and emotional consequences of stress that affect performance and what organizations can do to support them.

1:15pm - 2:45pm in Pinckney

IT/Innov: Information Technology (IT) in the Workplace

Session Chair: **Darren Treadway**, *University of Mississippi*

Discussant: **Edward Francis Murphy Jr.**, *Embry Riddle*

A PILOT STUDY OF VERBAL DOCUMENTATION AND THE EFFECTIVENESS OF DIFFERENT APPROACHES TO THE DOCUMENTATION OF COMPUTER PROGRAMS

Brian J. Reithel, *University of Mississippi*

Tiphany L. Baker, *University of Mississippi*

This study investigates the impact of different approaches to documentation of computer programs with a particular emphasis on a new approach: verbal program documentation. Also, we explore the possibilities of using a new program comment quality weighting scheme to measure the quality of internal program documentation. Previous researchers have suggested that improved documentation within computer programs facilitates software maintenance. The current pilot study uses an experiment to introduce new methods of prompting and capturing programmer's comments. The study found that prompting played a far more significant role in boosting comment quality when compared to other factors.

CONTRACTING JOBS: SHOULD IT STAY OR SHOULD IT GO?

Tammy Yates Arthur, *Mississippi College*

Kevin P. Pauli, *Millsaps College*

This paper examines the issue of contracting jobs that were previously performed internally. The practice is increasingly widespread especially in the IT arena, although little research has been done to understand the various job dimensions which affect its likelihood. In this paper we argue that there are certain job characteristics that lead a job to be contracted. Additionally, we argue that there is increasing evidence to show that there are two distinct categories of jobs that are contracted and that they can be distinguished from each other using two main job characteristics.

INTRA-ORGANIZATIONAL SURVEY RESPONSE RATES: AN EMPLOYEE TRUST ISSUE

Joyce T. Heames, *University of Mississippi*

Response rate is one of the critical variables in assessing the cost-benefit of intra-organizational surveys. While web-based surveys typically cost less to administer than mail surveys, the research literature indicates response rates are lower for web-based. Drawing upon research findings that suggest that employee trust in management is correlated with response rates, we present a model that examines the relationship between three plausible antecedents of employee trust and intra-organizational survey response rates. The type of survey (mail, web-based) is included as a moderating variable. We conclude with a description of a proposed study to test the applicability of the model.

1:15pm - 2:45pm in Rutledge

HRM: Exploring the Dark Sides of Employment

Session Chair: **Robert J. Vandenberg**, *University of Georgia*

Discussants:

Dail Fields, *Regent University*

Liviu Florea, *University of Missouri - Columbia*

Danielle Beu, *West Virginia University*

SEXUAL HARASSMENT IN WORKPLACE: AN INSTITUTIONAL PERSPECTIVE

Lu Zhang, *George Washington University*

This article links institutionalism in organizational theory with research on sexual harassment. I examined the institutional environments both on the societal level in the form of federal courts and state statutes and appellate court system and on the organizational field level in the form of occupational traditionalism. The regulative, normative, and cultural-cognitive aspects of institutions were discussed respectively. I conclude with implications of the institutional theory for contemporary sexual harassment research.

THE EXPERIENCE OF ALIENATION AMONG TEMPORARY WORKERS IN HIGH-SKILL JOBS: A QUALITATIVE ANALYSIS OF TEMPORARY FIREFIGHTERS

Jonathon R. B. Halbesleben, *University of Missouri, Columbia*

Despite widespread increases in the utilization of temporary workers, little research exists on the experiences of high-skill temporary workers (e.g., those in health care or information technology). We conducted observations and semi-structured interviews with temporary firefighters, their permanent counterparts, and their supervisors to assess the nature of their alienation from work, others, and themselves. We found that despite working in high skill positions, the temporary firefighters experienced alienation similarly to lower-skill workers (e.g., clerical workers). Moreover, we found that while supervisors seemed unaware of the alienation, coworkers observed the alienation but did not act upon it.

WORKPLACE DEVIANCE AS CONTAGION: THE SPREAD OF BAD BEHAVIOR WITHIN ORGANIZATIONS

Merideth J Ferguson, *Vanderbilt University*

Workplace deviance research has burgeoned recently, resulting in greater understanding of the phenomenon. However, few studies investigate its dynamics, particularly in relation to its potential to spread through entire organizations. Contagion research has grown in psychological and sociological literature since the 1950s but rarely makes its way into the management literature. This paper extends and synthesizes both streams of research – workplace deviance and social contagion -- by proposing a contagion model of workplace. The author seeks to expand our understanding of the dynamic nature of workplace deviance and whether one bad apple may spoil other apples in the barrel.

FRIDAY

2:45pm - 3:15pm in Carolina Ballroom A

Refreshment Break

Coordinator: **Geralyn McClure Franklin**, *University of Texas-Permian Basin*

3:15pm - 4:45pm in Calhoun

OB/OT/OD: Charismatic and Transformational Leadership

Session Chair: **Kevin B. Lowe**, *University of North Carolina, Greensboro*

Discussant: **Constance Campbell**, *Georgia Southern University*

CRISIS, CHARISMA, VALUES, AND VOTING BEHAVIOR IN THE 2004 PRESIDENTIAL ELECTION

Ethlyn A. Williams, *Florida Atlantic University*
Rajnandini Pillai, *Cal State University San Marcos*
Don Jung, *San Diego State University*
David Herst, *Florida Atlantic University*

This study was conducted in the context of the 2004 U.S. presidential election. Results indicate that for both Bush and Kerry, respondents' perception of crisis was related to charismatic and transformational leadership. For Bush, the relationship between crisis and voting behavior was mediated by charismatic leadership. For Bush and Kerry the relationship between leadership and voting behavior was mediated by value congruence. For Bush, decisiveness was related to charismatic and transformational leadership, which in turn predicted voting behavior. For Kerry, decisiveness and leadership predicted voting behavior. Implications of the findings for leadership research are discussed.

EMPATHY, EMOTIONAL EXPRESSIVENESS, AND LEADERSHIP

Ron Humphrey, *Virginia Commonwealth University*

Whether a leader feels empathy or not is likely to play a large role in whether the leader becomes a pseudo transformational leader, or a true transformational leader who acts more ethically. Although both types of leaders may be emotionally expressive, only true transformational leaders demonstrate transparency. They also differ in the types of emotions they express and the emotional reactions they create in followers.

IMPLICIT MOTIVES, LEADERSHIP, AND SUBORDINATE OUTCOMES

Andre Delbecq, *Santa Clara University*
Robert J. House, *University of Pennsylvania*
Mary F. Sully de Luque, *Thunderbird, Garvin School of International Management*
Narda Roxanne Quigley, *Villanova University*

We examine nonconscious antecedents of leader behavior and the effects of leader behavior on subordinates. We consider relationships between (a) power, achievement, and affiliation motives, and (b) charismatic, instrumental, and participative leadership. We then examine the influence leader behaviors have on subordinate motivation, performance, and teamwork. We found that only charismatic leadership was positively to all three outcomes. Also, the power motive was negatively related to charismatic and instrumental leadership; need for affiliation was negatively related to charismatic leadership; and need for achievement was positively related to instrumental and participative leadership.

3:15pm - 4:45pm in Carolina Ballroom B

MH/ME/IM: SYMPOSIUM: Teaching in Collective Cultures: Lessons from the Field

Stephanie E. Newell, *Eastern Michigan University*
Dianna L. Stone, *University of Central Florida*
Linda Isenhour, *University of Central Florida*
Fraya Wagner-Marsh, *Eastern Michigan University*
Enrique G. Melon, *University of Central Florida*
Edwin V. Castaneda, *University of Central Florida*
Diana S. Navas, *University of Central Florida*
Deborah Diaz-Granados, *University of Central Florida*
Viola Fernandez, *University of Central Florida*

In a roundtable format this symposium explores the experiences of US management faculty teaching in China and in programs designed for Hispanic immigrants. We first present some findings from an ongoing research study of international student learning styles. We go on to consider specific issues of concern to faculty, and with the audience develop some strategies for adapting teaching styles to students with different cultural learning norms and expectation.

3:15pm - 4:45pm in Drayton

Strategy/Ent: Strategic and Organizational Responses to Crises

Session Chair: **David M. Ford**, *University of Alabama*

Discussant: **John E. Logan**, *University of South Carolina*

STRATEGIES IN A DECLINING INDUSTRY: THE ENTREPRENEURIAL ALTERNATIVE

Sally W. Fowler, *American University*
William Burpitt, *Elon University*

This study explores the strategies of small firms in the North Carolina furniture industry, which has suffered significant job loss due to foreign competition. In case studies of 17 firms, managers identified strategies that they believed would be most effective in confronting the threats of global competition. Entrepreneurial strategies involving development of new products and entry into new markets ranked highest, but most firms were employing strategies that emphasized efficiency and focused on existing products and markets. Firms that employed more entrepreneurial strategies reported superior financial performance, suggesting that entrepreneurial strategies were in fact more effective in this declining industry.

TURNAROUND STRATEGY IN THE FAMILY BUSINESS: AN EXPLORATORY INVESTIGATION

John James Cater, *Louisiana State University*
Andreas Schwab, *Louisiana State University*

This study employs an inductive case study approach to explore how the implementation of standard turnaround strategies, like top-management change, outside assistance, and organizational retrenchment, is moderated by the unique characteristics of family firms. Based on our qualitative data, we propose a contingency model accounting for relevant unique family firm characteristics, like strong internal ties, transactive memory systems, altruistic tendencies, and long-term goal orientation. This framework contributes to a better understanding of the unique challenges faced by family firms implementing standard turnaround strategies. A topic also of substantial practitioner interest considering the high failure rates of family firms.

WEATHERING THE STORM: SLACK, CAPABILITIES AND ADVERSE EVENTS IN TECHNOLOGY VENTURES

Donna De Carolis, *Drexel University*
Yi Yang, *Drexel University*
David L. Deeds, *University of Texas at Dallas*
Edward Nelling, *Drexel University*

Analogous to captains that prepare their vessels for tumultuous waters, managers establish the organizational characteristics to enable the survival of the initial shock of an adverse event. We address two research questions in this article. First, what is the market response or what happens to value when an adverse event occurs? Second, what firm characteristics mitigate this impact? We extend theory from the organizational slack literature and resource-based perspective to address the management of adverse events in the biotechnology industry. Our findings point to the importance of building capabilities to enable organizational survival..

3:15pm - 4:45pm in Laurens

Strategy/Ent: Venture Capital and Venture Management

Session Chair: **Corinne L. Nicholson**, *St. Andrews Presbyterian College*

Discussant: **Frank Christopher Butler**, *Florida State University*

CAN TOO MUCH VENTURE CAPITAL IN A REGION CREATE NEGATIVE OUTCOMES FOR THE REGION

Andac Arikan, *Florida Atlantic University*

Extant literature suggests that higher availability of venture capital (VC) in a region results in better entrepreneurial outcomes. In contrast, a case study shows that a large flow of VC into a region influences the quality of local entrepreneurship and the effectiveness of financing arrangements negatively. Using simulation methodology, I explore how the amount of VC, the quality of entrepreneurship and the effectiveness of financing arrangements collectively determine the entrepreneurial outcomes of a region. Sensitivity, scenario and regression analyses reveal an inverted U shaped relationship between the availability of VC and the quality distribution of businesses in the region.

CORPORATE VENTURING: THE ROLE OF THE VENTURE MANAGEMENT TEAM AND CORPORATE CONTROL

Dilene R. Crockett, *Northeastern State University*
Jeffrey McGee, *University of Texas, Arlington*
G. Tyge Payne, *University of Texas, Arlington*

This study examines venture management team (VMT) characteristics, corporate control, and their interactions as they relate to successful corporate venturing. Venture managers of 78 daily metropolitan newspaper websites provide the data for this study. Major findings show VMT characteristics, such as a shared vision, extensive experience, and a high degree of collective efficacy, have a positive relationship with either strategic or accounting-based measures of venture performance. Additionally, corporate control, measured by the level of decision autonomy given the VMT, is found to moderate different aspects of the VMT-performance relationship.

VENTURE CAPITAL IN CHINA, JAPAN, AND SOUTH KOREA: AN INSTITUTIONAL THEORY PERSPECTIVE

Hyunsung Kang, *University of Alabama*
Franz T. Lohrke, *University of Alabama*

We examine how differing institutional environments in different Asian countries should affect local VC firms within those countries. In doing so, we focus on three countries, China, Japan, and South Korea, because of their growing VC sectors. We begin by providing background information about the VC industries in these countries. Next, drawing from institutional theory, we develop propositions about how different types of isomorphism within their respective institutional environment may differentially affect VCs within these three countries. We conclude by discussing future research opportunities examining institutional effects on VCs.

FRIDAY

3:15pm - 4:45pm in Middleton

OB/OT/OD: Dysfunctional Workplace Behavior: Consequences and Benefits?

Session Chair: **Paul Harvey**, *Florida State University*

Discussant: **Christian Kiewitz**, *University of Dayton*

DYSFUNCTIONAL AND ULTRA CITIZENSHIP BEHAVIORS: A THEORETICAL MODEL FOR EMPLOYEE INTERVENTIONS

Nathan S. Hartman, *John Carroll University*

Edward C. Tomilson III, *John Carroll University*

Sujay Dutta, *John Carroll University*

Employees are supposed to be assets to an organization. Not all employees, however, display “the good soldier syndrome” (Organ, 1988). Frequently, organizations are damaged by dysfunctional behaviors. (Robinson & Greenberg, 1998). To date substantial research has been conducted on the brighter side of employee behaviors (i.e., organizational citizenship behaviors; Podsakoff, MacKenzie, Paine and Bachrach, 2000). The present article attempts to utilize this insight and combine it with social exchange theory as an antecedent to both dysfunctional behaviors and ultra citizenship behaviors defined as the voluntary employee actions that prevent a coworker from engaging in dysfunctional behaviors.

EVERY CLOUD HAS A SILVER LINING: EXPLORING THE POSITIVE EFFECTS OF DEVIANTS IN ORGANIZATIONS

Gergana T. Markova, *University of Central Florida*

Drawing on the labeling perspective of deviance and results of previous experiments, this paper suggests positive effects of deviant individuals in the workplace. First, employees can enhance their self-evaluation by engaging in downward comparison with a deviant coworker. Second, non-deviant employees can unite against the “common threat” that the deviant may constitute, and thus increase cohesion in work units. Third, a “bad apple” can also alert other employees about local norms and expectations, allowing observers to learn what “not to do” on the job. Boundary conditions and managerial implications are also discussed.

TURNING TO THE DARK SIDE: A STUDY OF PERCEIVED ORGANIZATIONAL OBSTRUCTION, ORGANIZATIONAL CYNICISM AND DISIDENTIFICATION

Ray Gibney, *University of Pittsburgh*

Thomas J. Zagenczyk, *University of Pittsburgh*

Iryna Shevchuk, *University of Pittsburgh*

Audrey J. Murrell, *University of Pittsburgh*

Existing conceptualizations of the employer-employee relationship do not capture employees’ beliefs that result from repeated exposure to perceived negative events by the organization, and therefore are limited in their ability to explain negative employee responses. Therefore, we define perceived organizational obstruction as employees’ global beliefs that the organization makes attainment of their goals more difficult and acts in a manner that is detrimental to their well-being. In an initial study, we found that organizational cynicism and organizational disidentification were positively related to perceived organizational obstruction. In addition, organizational cynicism partially mediated the relationship between perceived organizational obstruction and organizational cynicism

3:15pm - 4:45pm in Pinckney

HRM: Starting to Work: Job Seeking, Recruitment and Early Career Interactions

Session Chair: **Faye L. Smith Sr.**, *Emporia State University*

Discussants:

Theresa Domagalski, *Florida Institute of Technology*

Walter D. Davis, *University of Mississippi*

William Randy Evans, *University of Mississippi*

★BEST PAPER IN TRACK★

EARLY CAREER INTERACTIONS: LEARNING THROUGH INFORMATION ACQUISITION AND RELATIONSHIP BUILDING

Elizabeth W. Weatherly, *University of Alabama, Huntsville*

Christine Marie Riordan, *Texas Christian University*

Lillian T. Eby, *University of Georgia*

This study examined the role of information acquisition and relationship building interactions, personality, and socialization tactics on learning for early career job entrants. Data were collected over three time periods from 114 recent graduates. Results revealed that relationship building interactions with supervisors, and to a lesser extent, co-workers, were positively associated with learning. Interestingly, information acquisition interactions did not affect learning. We also found that extraversion and conscientiousness had positive relationships with information acquisition and relationship building interactions and learning. Finally, we found that only the serial tactic consistently predicted information acquisition and relationship building interactions and learning.

★BEST DOCTORAL PAPER IN TRACK★

ORGANIZATIONAL WEBSITE RECRUITMENT: THE ROLE OF ORGANIZATIONAL BRAND ON PRE-HIRE OUTCOMES

Raj V. Mahto, *University of Memphis*
David G. Allen, *University of Memphis*
Al S. Lovvorn, *University of Memphis*

Research in the areas of organization website recruitment does not mirror the phenomenal growth of this medium in recruitment process. In this study we draw upon the brand equity theory to propose a model of organization website recruitment process. We test this model against a sample of 814 potential job seekers. Results of an experiment employing structural equation modeling demonstrate the importance of organizational image in attracting candidates to apply for a job in the context of organizational website recruitment

THE EFFECTS OF INFORMATIONAL ASYMMETRIES ON JOB SEEKERS' RATINGS OF ORGANIZATION CREDIBILITY

Raina Marie Rutti, *University of South Carolina*

The purpose of this study is to focus on how job previews, in the context outside additional information, impact people's decision on credibility ratings of a company. This study tests a model for predicting the moderation of additional information on the relationship between the use of realistic job previews and perceived credibility of the company. The hypotheses were partially supported. The findings indicate that additional information does moderate the relationship between job previews and corporate credibility such that subjects provided with consistent information from the job preview and the additional information rated companies higher than subjects who received inconsistent information.

3:15pm - 4:45pm in Rutledge

Ethics/Div: Ethical Organizational Behavior

Session Chair: **Lucy L. Gilson**, *University of Connecticut*

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

CORPORATE SOCIAL REPORTING IN MEXICO

Karen Paul, *Florida International University*

This study reports on corporate social reporting in Mexico from 2000 to 2003. From an initial set of 75 companies, ten were identified with sufficient social reporting to demonstrate an awareness of corporate social responsibility (CSR). Only one company used the Global Reporting Initiative framework, although one other has adopted it since. Most companies use the stakeholder concept. Most conceptualize CSR in terms of philanthropy and publicize CSR mainly in Spanish. Many global corporations are failing to communicate the concept of CSR to their Mexican affiliates.

CULTURAL EFFECTS ON ETHICAL ORGANIZATIONAL BEHAVIOR: AN INITIAL FRAMEWORK

Karen Moustafa, *Indiana Univ-Purdue Univ, Fort Wayne*
John F. Wellington, *Indiana Univ-Purdue Univ, Fort Wayne*

Ethical organizational behavior has become a key element of the current business environment, given the spectacular problems arising from the problems of companies such as Enron, Tyco, WorldCom, and HealthSouth. We propose that the issues inherent in ethical organizational behavior are a result of many forces, internal and external to the organization, including societal culture. In developing a framework of effects, we identify a societal level variable, particularly individualism versus collectivism, on the development of ethical values in organizational culture. Future research directions are also proposed.

JUDGING RESPONSIBILITY FOR ETHICAL BEHAVIOR: AN ATTRIBUTIONAL APPROACH

Mark J. Martinko, *Florida State University*
James K. Summers, *Florida State University*

This paper describes the role of attributional processes in judgments of ethical responsibility. The first part of the paper describes how Kelley's dimensions of information (i.e., consensus, consistency, and distinctiveness) are related to the attributional dimensions of locus of causality, stability, and globality. A model is then proposed that describes how the informational components and dimensions of attributions are used to form judgments of ethical responsibility.

5:00pm - 6:00pm in Carolina Ballroom B

SMA Business Meeting

Presiding: **Christine Marie Riordan**, *Texas Christian University*

ALSO: Presentation of Awards for Best Papers, Best Doctoral Papers, and Best Reviewers in Each Track.

6:30pm - 7:30pm in Colonial Ballroom

SMA Reception

Sponsored by:
University of Mississippi, School of Business Administration

Come and gather for hors d'oeuvres and conversation with colleagues

FRIDAY

Saturday, November 12

8:00am - 9:25am in Calhoun

OB/OT/OD: Empowerment, Organizational Citizenship and Proactive Behavior

Session Chair: **Danielle Beu**, *West Virginia University*

Discussant: **Nancy H. Leonard**, *West Virginia University*

ATTITUDINAL AND BEHAVIORAL OUTCOMES OF PSYCHOLOGICAL EMPOWERMENT: A STRUCTURAL EQUATION MODEL APPROACH

Yuen Hung Chan, *University of Central Arkansas*

Robert R. Taylor, *University of Memphis*

Michael J. Rubach, *University of Central Arkansas*

This study examined the relationship between psychological empowerment with job satisfaction, affective, normative and continuance commitment and organizational citizenship behaviors (OCB). Results indicated that psychological empowerment is both directly and indirectly related to OCB through job satisfaction, normative and affective commitment.

PROMOTING FELT RESPONSIBILITY FOR CONSTRUCTIVE CHANGE AND VOICE BEHAVIOR

Laura Elizabeth Marler, *Louisiana Tech University*

Jerry Bryan Fuller, *Louisiana Tech University*

Leslie Kim Hester, *Arkansas State University*

Because little is known about the cognitive/motivational forces that drive proactive behavior, we examine the extent to which feelings of responsibility for constructive change (FRFCC) are positively related to constructive, change-oriented communication (i.e., voice). We also examine job autonomy, hierarchical position, access to resources, access to strategy-related information, and role ambiguity as antecedents to FRFCC. Results indicate that hierarchical position and access to resources are positively related to FRFCC and that FRFCC is positively related to voice behavior. Results also indicate that proactive personality moderates the relationship between two antecedents (i.e., access to resources and access to information) and FRFCC.

WORKGROUP MEMBER PERSONALITY, LEADER BEHAVIOR AND TEAM EMPOWERMENT

Marcus Stewart, *Bentley College*

Olenda E. Johnson, *North Carolina A&T State University*

In response to calls from the team empowerment and diversity literatures, we examined diversity in workgroup member proactivity and group leader empowerment behavior as antecedents of team empowerment. Hypotheses were tested with data collected during a military simulation consisting of 289 officers assigned to 76 teams. Results revealed main effects for workgroup proactivity and leader behavior such that both variables were positively associated with workgroup empowerment ratings. In addition, an interaction was found such that among workgroups low in member proactivity, those with leaders who exhibited greater empowerment behavior reported empowerment perceptions equivalent to workgroups comprised of members high in proactivity.

8:00am - 9:25am in Carolina Ballroom B

OB/OT/OD: Organizational Politics: Perceptions, Antecedents and Outcomes

Session Chair: **Margaret L. Williams**, *Virginia Commonwealth University*

Discussants:

Jason S. Stoner, *Florida State University*

Robyn Brouer, *Florida State University*

Fred J. Dorn, *University of Mississippi*

INTERACTIVE EFFECTS OF PERCEIVED ACCOUNTABILITY AND PERCEIVED ORGANIZATIONAL POLITICS ON JOB STRESS

Joseph M. Goodman, *University of Mississippi*

William Randy Evans, *University of Mississippi*

The current paper investigates the interaction of perceived accountability on the politics perceptions-job stress relationship. From a sample of working adults, findings indicate that (1) individuals perceiving organizational politics and high levels of accountability reported more quality concern stress and job vs. nonjob conflict, and (2) individuals perceiving organizational politics and low levels of accountability reported less quality concern stress and job vs. nonjob conflict. Analysis failed to support two of the four interactive hypotheses. Theoretical implications and future research directions are discussed.

PERCEPTIONS OF POSITIVE AND NEGATIVE ORGANIZATIONAL POLITICS: ROLES OF THE FREQUENCY AND DISTANCE OF POLITICAL BEHAVIOR

John M. Maslyn, *Belmont University*

Donald B. Fedor, *Georgia Tech*

Steven M. Farmer, *Wichita State University*

Kenneth Lee Bettenhausen, *University of Colorado at Denver & Health Sciences Center*

This study examined factors that contribute to an understanding of both a positive and a negative side of perceptions of politics. Participants were asked to rate the positive or negative nature of political practices within organizations, the frequency of those practices, and the effect on them personally. For both positive and negative political behavior frequency of occurrence was associated with a positive evaluation of the behavior. Proximity to the respondent marginally predicted only positive politics. An interaction of proximity and frequency of occurrence added variance in the prediction of how positively both positive and negative political behavior were seen.

THE EFFECTS OF NEGATIVE PERFORMANCE APPRAISALS ON PERCEPTIONS OF ORGANIZATIONAL POLITICS: AN ATTRIBUTIONAL PERSPECTIVE

Mary Dana Laird, *Florida State University*

This paper proposes that there is a causal relationship between negative performance appraisals and perceptions of organizational politics. Specifically, it is predicted that individual factors such as perceptual biases, attribution styles, gender, age, and Machiavellianism will have a direct effect on the causal reasoning process, thus enabling some individuals to inaccurately attribute the cause of their poor performance to organizational politics.

8:00am - 9:25am in Drayton

Strategy/Ent: Multi-point Competition and Competitive Dynamics

Session Chair: **Daniel E. Lockhart**, *University of Kentucky*

Discussant: **Thomas Russell Crook**, *Northern Arizona University*

BEYOND THE COMPETITIVE INTENSITY CONSTRUCT: A MODEL OF LONG-TERM STRATEGIC AS WELL AS SHORT-TERM TACTICAL OUTCOMES OF MULTIMARKET COMPETITION

Thomas E. Will, *University of Georgia*

The multimarket competition (MMC) literature focuses on mutual forbearance outcomes at the firm-market level. While research pertaining to the relationship between competitive breadth across markets and competitive intensity within a given market has proven informative, empirical research is in need of a theoretical basis for examining relationships between MMC and outcomes beyond single-market intensity of rivalry. In response to the need for a broader understanding of the implications of multimarket competition, we develop a theoretical model incorporating long-term, strategic concerns and costs pertaining to firm-level flexibility, opportunity costs, competency development, innovativeness, and efficiency.

EXPLORING FOR EVIDENCE OF HYPERCOMPETITION: THE POTENTIAL FOR A COMPLEXITY-BASED MEASURE OF THE ENVIRONMENT

Hermann Achidi Ndofor, *University of North Carolina at Charlotte*

Frances H. Fabian, *University of North Carolina at Charlotte*

John G. Michel, *University of North Carolina at Charlotte*

A frequent refrain among strategy researchers and practitioners is the increasing dynamism and unpredictability of environmental change, often referred to as hypercompetition. Previous attempts to measure the unpredictability of industry environments utilized archival industry measures of sales or profitability. This paper proposes a new measure of environmental dynamism based on stock market industry indices. Using recent advances in non-linear dynamics, we examine the unpredictability of 14 key industry sectors. Findings over a 13 year period point to variation in dynamism across industries and a slight increase in dynamism over time, although generally less than that alluded to in the literature.

RESOURCE BASED VIEW AND GEOGRAPHY

Andac Arikian, *Florida Atlantic University*

I argue that current treatment of geography in the resource based view literature is limited such that the influence of "place" on firm outcomes is mostly undermined and the discussion of "space" does not reflect advances in economic geography. I develop propositions that relate place and space to firms' resource positions and competitive advantage. The paper provides a more thorough and up to date view of how geography influences firms' resource positions and competitive advantage.

8:00am - 9:25am in Laurens

Ethics/Div: Social responsibility and Compliance IssuesSession Chair: **Jill A. Brown**, *University of Georgia*Discussant: **John E. Logan**, *University of South Carolina***ANTECEDENTS AND CORRELATES OF ORGANIZATIONAL RETALIATION AGAINST WHISTLEBLOWERS****Jessica R. Mesmer-Magnus**, *University of North Carolina - Wilmington***Chockalingam Viswesvaran**, *Florida International University*

Whistleblowing on organizational wrongdoing is becoming increasingly prevalent. What aspects of the person, the context, and the transgression relate to retaliation against whistleblowers? A review of the literature conducted in concert with a meta-analytic culmination of 46 correlations from 8 independent studies (total N = 3,114) reveals small to medium effect of eleven potential predictors on retaliation against whistleblowers. Results suggest that retaliation might best be predicted using contextual variables. Implications for research and practice are discussed.

INVESTORS' REACTION TO ENVIRONMENTAL COMPLIANCE: A PROSPECT THEORY ANALYSIS**Kareem Mahmoud Shabana**, *University of Georgia*

This paper draws from prospect theory to predict investors' reactions towards firms' environmental compliance. Prospect theory suggests that investors have a reference point when making social investment decisions and that it will affect investment decisions in the following ways: (1) For levels of return on investment that are above the reference point, the higher the return on investment, the more the investor is willing to sacrifice for environmental compliance, and (2) For levels of return on investment that are below the reference point, the lower the return on investment, the more the investor is willing to sacrifice for environmental compliance.

THE FAILURE OF THE ADA: WHY INDIVIDUALS WITH DISABILITIES FAIL TO REQUEST NEEDED ACCOMMODATIONS**H. Kristl Davison**, *University of Mississippi***Brian Joseph O'Leary**, *University of Tennessee at Chattanooga***Jennifer A. Schlosberg**, *University of Hartford***Mark N. Bing**, *University of Mississippi*

Although the Americans with Disabilities Act was enacted over a decade ago, it has not had the intended impact on increasing employment of individuals with disabilities, and it appears that reluctance to request accommodations is part of the problem (Baldrige & Veiga, 2001). In a recent article, Baldrige and Veiga (2001) provided a framework for examining reasons why individuals with disabilities might fail to request needed accommodations. The current study utilized this framework in the development and examination of a survey designed to investigate these reasons.

8:00am - 9:25am in Middleton

IT/Innov: Structure and Control in Information Technology (IT)Session Chair: **Lucy L. Gilson**, *University of Connecticut*Discussant: **Garry Adams**, *Auburn University***COSO AND COBIT: FRAMEWORKS FOR EVALUATING INTERNAL CONTROLS****Annette King Pridgen**, *University of Mississippi*

In the aftermath of a number of high-profile corporate accounting scandals, Congress passed the Sarbanes-Oxley Act. Section 404 of the Act requires the management of publicly traded companies to identify the framework used by management to evaluate the company's internal controls. Various frameworks are available. This paper discusses the leading business control models, contrasts the Committee of Sponsoring Organizations (COSO) and Control Objectives for Information and Related Technology (COBIT) frameworks and presents a model for determining the appropriate internal control framework for various business environments to comply with the Act.

**★BEST DOCTORAL PAPER IN TRACK★
EXPLORING CONTROL THEORY FROM THE
VIEWPOINT OF A SMALL IT BUSINESS****Michael L. Harris**, *University of South Florida*

This is an exploratory study concentrating on the development practices of three small IT businesses that develop software products. While the development activities appear chaotic, a comparison across the businesses revealed a surprising amount of similarity and structure. The results were compared with the enfolding literature in control theory. As a result, the study proposes that outcome controls could be reconceptualized to encompass emergent outcomes, and that behavior controls could also encompass activities that shape behaviors.

MECHANISTIC VS. ORGANIC ORGANIZATIONAL STRUCTURE: HYBRIDIZATION AND THE IMPLEMENTATION OF TQM**Loren R. Dyck**, *Case Western Reserve University*

This paper attempts to reconcile the intersection of two older yet prominent organizational innovation theories with more current literature on organizational innovation. The former points to a mechanistic organizational structure over an organic one while the latter leads to a hybrid model. The paper suggests examining Total Quality Management (TQM) as an organizational innovation and focuses on how organizational factors relate to the degree and time of TQM implementation. The central questions are "What configuration of organizational factors facilitates organizational innovativeness?" and "What is the best characterization of this configuration; mechanistic, organic, or a hybrid of the two?"

8:00am - 9:25am in Pinckney

HRM: SYMPOSIUM: Situational Judgement Tests and Their Construct Validity

Nhung T. Nguyen, *Towson University*
Larry Allen, *Lamar University*
Nathan S. Hartman, *John Carroll University*
Walter Lee Grubb, *East Carolina University*
Michael A. McDaniel, *Virginia Commonwealth University*

Situational Judgment Tests have become an important and useful selection tool in personnel selection. However, research remains mixed regarding why such tests are valid predictors of both work and academic performance. This symposium seeks to explain the construct validity of situational judgment tests and discuss their usage in high-stakes testing programs.

8:00am - 9:25am in Rutledge

IM: Expatriate Assessment and Management Issues

Session Chair: **Bahaudin G. Mujtaba**, *Nova Southeastern University*

Discussants:

Sandralee Moynihan, *No current affiliation*
Stephanie E. Newell, *Eastern Michigan University*
Philip G. Benson, *New Mexico State University*

★BEST DOCTORAL PAPER IN TRACK★ THE EFFECTS OF SELF-MONITORING ON EXPATRIATE JOB SATISFACTION

Kwanghyun Kim, *Texas A&M University*

This paper examines the effect of a self-monitoring personality on expatriate job satisfaction. It is proposed that high self-monitors better adjust to new work and nonwork environments, by being sensitive to the demands of social institutions in host countries and shaping their behaviors accordingly. Cultural differences are treated as a moderator here. It is also proposed that the adjustment will positively influence job satisfaction. In addition, I argue that job characteristics and social information moderate the relationship between expatriate adjustment and job satisfaction.

THE ROLE OF OTHER ORIENTATION ON THE RELATIONSHIP BETWEEN INSTITUTIONAL DISTANCE AND

Jase Ramsey, *University of South Carolina*

Drawing upon institutional and self categorization theories, this manuscript argues that the institutional distance between home country and host country groups exerts influence over expatriate adjustment. In addition, the individual difference of other orientation plays both a direct role on the adjustment process as well as a moderating role on the relationship between institutional distance and adjustment. Propositions regarding these relationships are formed for future empirical test, and implications and directions for future research are provided.

TO GO OR NOT TO GO? ASSESSING BUSINESS STUDENTS INTERESTS IN WORKING ABROAD

John A. Parnell, *University of North Carolina - Pembroke*
William Rick Crandall, *University of North Carolina*
Donald L. Lester, *Middle Tennessee State University*
Shawn M. Carraher, *Cameron University*

This study examines American business student perceptions concerning job assignments in other nations and regions of the world. In general, interest in an assignment increased when knowledge about a region or nation increased. Although multiple language proficiency was not found to influence interest in an assignment abroad, the number of countries visited did. Interest in working abroad was also associated with one's perception about safety abroad. Prospects for future research are discussed.

9:15am - 9:45am in Prefunction B

Refreshment Break

Coordinator: **Geralyn McClure Franklin**, *University of Texas-Permian Basin*

9:35am - 11:00am in Calhoun

OB/OT/OD: Adapting to Change: The Roles of Personality and Goal Congruence

Session Chair: **Karen Bishop**, *University of Louisville*

Discussants:

Kevin B. Lowe, *University of North Carolina, Greensboro*
Diane E. Johnson, *University of Alabama*
Jennifer M. Bowers, *Florida Atlantic University*

A TEST OF THE INTERACTION BETWEEN THE PROCESS USED TO INTRODUCE CHANGE AND THE PERSONALITY OF ORGANIZATIONAL MEMBERS

Daniel T. Holt, *Air Force Institute of Technology*
Summer Bartczak, *Air Force Institute of Technology*
Sonia Leach, *Air Force Institute of Technology*
Terry Riddle, *Air Force Institute of Technology*

Drawing from literature in the areas of organizational change and personality characteristics, questionnaire data from two Korean organizations were used to explore the moderating effects personality has on the relationship between the process used to induce change and readiness for change. Using moderated multiple regression, results indicated that there were meaningful relationships between the process used to induce change, personality, and an individual's readiness for change. The implications of these findings are discussed.

SATURDAY

ACHIEVEMENT MOTIVATION AND ADAPTIVE PERFORMANCE

L. A. Witt, *University of New Orleans*

K. Michele Kacmar, *University of Alabama*

Adaptive performance reflects the proficiency with which workers adjust their behavior to meet changing demands. Because of the rapidity and frequency with which organizational change occurs, this is an increasingly important dimension of job performance. The present study of 103 software engineers examined the joint effects of achievement motivation and goal congruence in explaining levels of adaptive performance. Hierarchical moderated multiple regression analysis tested the hypothesis that goal congruence moderates the achievement motivation-adaptive performance relationship. The data confirmed that the relationship was stronger among workers in situations of low goal congruence than among workers in situations of high goal congruence.

THE MODERATING ROLES OF THE CHANGE SITUATION REGARDING THE EFFECTS OF CONSCIENTIOUSNESS AND OPENNESS TO EXPERIENCE ON EMPLOYEE SATISFACTION ADAPTATION

Steven D. Caldwell, *University of South Carolina Upstate*

Donald B. Fedor, *Georgia Tech*

David Herold, *Georgia Institute of Technology*

Research has found that openness to experience relates positively to achievement in adaptive situations, whereas conscientiousness positively influences performance only in stable situations. This study extends research in this field by investigating the influences of these two global personality traits on employee satisfaction, in addition to exploring the interaction of personality traits with the change situation. Results suggest that influences of personality on employee satisfaction are complex and should be viewed in conjunction with aspects of the change situation. Moreover, conscientiousness appears to play a greater positive role in affect-related adaptations to organizational change than openness to experience.

9:35am - 11:00am in Carolina Ballroom B

HRM: Developing the Essentials of Leadership

Session Chair: **Marie-Line Germain**, *Barry University & City College*

Discussants:

Michael A. McDaniel, *Virginia Commonwealth University*

Gregory G. Manley, *University of Texas San Antonio*

Merideth J. Ferguson, *Vanderbilt University*

DEVELOPING MANAGERS FOR THE 21ST CENTURY: SUBSTITUTING EMOTIONAL INTELLIGENCE FOR LEADERSHIP

Danielle Beu, *West Virginia University*

Anthony R. Wheeler, *Bradley University*

Jonathon R. B. Halbesleben, *University of Missouri, Columbia*

Michael R. Buckley, *University of Oklahoma*

The present research develops a model for understanding how managers utilize emotional intelligence as a substitute for leadership. It is argued that managers with higher emotional intelligence create a social environment that allows for higher employee task motivation while reducing environmental barriers that may decrease employee performance. The authors of the present research define the components of emotional intelligence, connect emotional intelligence to the substitutes for leadership literature, and discuss why emotional intelligence development is essential in modern, globalized organizations.

INVESTIGATION OF THE LINKS BETWEEN HUMAN RESOURCE MANAGEMENT, LEADERSHIP, AND RECENT BUSINESS SCANDALS

John Todd, *University of Arkansas*

A set of interacting factors appeared to facilitate the deviant behaviors and collective wrongdoing of companies involved in recent business scandals. The companies' recruitment and selection practices often targeted ambitious, inexperienced individuals who were susceptible to the influence of the senior leaders. The performance appraisal and rewards systems were built around extremely aggressive goals and performance-based incentives, which provided significant motivation for the employees to do whatever was necessary to reach the goals. Strong leaders were also instrumental in inspiring and directing the companies' work forces toward deviant behaviors that were required to meet the companies' overly aggressive goals.

MAKING SENSE OF HOW MULTIPLE RATINGS OF LEADERSHIP ARE RELATED

Dean Alan Porr, *Kent State University*
Dail Fields, *Regent University*

This study investigated the relationship of subordinate, superior and self ratings of leadership behaviors with profit center performance indicators. The focal leaders were store managers of sixty convenience stores. The performance indicators were based on company records and ratings of persons independent of those describing leader behaviors. Nearly all subordinate ratings of leader behaviors were significantly related with performance of internal processes, while nearly all leader ratings provided by superiors were related with performance in store merchandizing. The pattern of relationships between leadership ratings and performance indicators may reflect the implicit leadership theories held by each group rather than observations.

9:35am - 11:00am in Drayton

OB/OT/OD: Political Skill, Political Decision-Making and the Use of Ingratiation

Session Chair: **Darren Treadway**, *University of Mississippi*

Discussants:

Travis Maynard, *University of Connecticut*
William A. Carden, *North Carolina A&T University*
Mary Uhl-Bien, *University of Central Florida*

CONSERVATION OF RESOURCES AS A MOTIVATION TO INGRATIATE

Vickie Coleman Gallagher, *Florida State University*

This paper advocates a positive OB perspective and illustrates how Conservation of Resources Theory (COR), traditionally utilized to explain stress resulting from resource loss, can account for positive outcomes resulting from resource acquisitions. It is proposed that individuals ingratiate based on needs (Need for Affiliation, Need for Achievement, etc.) and needs are different manifestations of COR. Ingratiation is a method of obtaining valued resources and targets of ingratiation (superior, subordinate or peer) are unique to one's needs. Positive outcomes of ingratiation are moderated by political skill such that persons who are politically skilled are more likely to obtain desired resources.

THE INTERACTION OF POLITICAL SKILL AND POLITICAL DECISION-MAKING ON JOB SATISFACTION

Vickie Coleman Gallagher, *Florida State University*
Mary Dana Laird, *Florida State University*
Horace L. Melton, *Florida State University*

The current study examined the interactive effects of political decision-making (PDM) and political skill on job satisfaction. Specifically, we predicted that as perceptions of PDM increase, satisfaction of individuals low in political skill would decrease. Conversely, individuals high in political skill would maintain a constant level of job satisfaction despite increases in PDM. Support for the hypothesis was provided from a sample of 104 employees from a financial management firm. Social cognitive theory, and the interaction of behavior, cognition, and environment, is proposed for its explanatory power of these phenomena. Suggestions for future research, implications, strengths, and limitations are discussed.

THE ROLE OF MEMBER POLITICAL SKILL AND THE DEVELOPMENT OF LEADER-MEMBER EXCHANGE

Robyn Brouer, *Florida State University*

The purpose of this paper is to examine the role of member political skill in the development of LMX quality. Specifically, this model suggests that member ingratiation tactics, and the style in which they are executed (i.e., political skill), will lead to increased perceived similarity and liking as indicated by the supervisor, in turn, garnering higher quality LMX relationships. Implications of this conceptualization are discussed, as are directions for future research.

9:35am - 11:00am in Laurens

Strategy/Ent: The Role of Risk in Strategic Decision Making

Session Chair: **Robert Greg Bell**, *University of Texas at Arlington*

Discussant: **G. Tyge Payne**, *University of Texas at Arlington*

ARE FIRMS ESCALATING COMMITMENT TO FAIL OR SUSTAINING COMMITMENT TO SUCCEED?

Stacy McIlraith Campbell, *University of Georgia*
Gideon D. Markman, *University of Georgia*

Escalation of commitment (EOC) theory has been a widely studied topic among researchers in various disciplines. While it has demonstrated its explanatory potential for why decision makers persist with courses of action, its reliance on failed outcomes to label as escalation of commitment limits its predictive capability. The current paper extends EOC—or what we call “sustained commitment” to an uncertain course of action—to contexts in which commitment is not only unavoidable, but also strategically necessary. Propositions are formulated to extend our understanding of the phenomenon and encourage future research.

HEALTHY RISK? ASSESSING THE EFFECTS OF PRIOR PERFORMANCE ON STRATEGIC RISK BEHAVIORS OF HOSPITALS

Joel Arne Ryman, *East Tennessee State University*
Craig Alan Turner, *East Tennessee State University*

Using the Behavioral Agency Model proposed by Wiseman & Gomez-Mejia and supplemented by elements of prospect theory, this empirical study of 488 hospitals assessed the impacts of prior performance on their strategic risk decisions. Two elements of prior performance are tested, relative prior performance and the trend in prior performance. We used two measures of risk evasive behavior, contractual mechanisms and credit risk, as well as two performance measures, return on assets and revenue per bed. Findings supported a direct relationship between both prior performance and the trend in prior performance, as well as an interactive effect.

THE IMPACT OF MANAGERIAL INCENTIVES ON FOREIGN MARKET ENTRY MODE SELECTION: THE CHOICE BETWEEN JOINT VENTURE AND WHOLLY OWNED SUBSIDIARY

Mohamed Feras Salama, *University of Texas at EL Paso*
Yan Gao, *University of Texas at El Paso*

Entry mode selection is a critical strategic decision made by the firm. Transaction cost theory suggests that a firm should select the entry mode which will maximize return given the rate of risk. Several studies have employed TCE variables to explain firm behavior in relation to entry modes. The results have been mixed. This study uses agency theory as a framework to explain firm entry mode selection. We argue that CEOs stock holdings impact their propensity to make risk-enhancing decisions, and as a result, they influence entry mode selections. We test our hypotheses using a sample of 200 U.S. manufacturing firms.

9:35am - 11:00am in Middleton

IM: International Strategic Management Issues

Session Chair: **Jeremy C. Short**, *Utah State University*

Discussants:

Joseph Heinzman Sr., *International College*
Dan Marlin, *University of South Florida - St Petersburg*
Emmanuel A. Abegunrin, *Capella University*

ORGANIZATIONAL UNIT INNOVATION: A CROSS-CULTURAL PROCESS VIEW

Mourad Dakhli, *Georgia State University*

Arzu Ilsev

Wade M Danis, *Georgia State University*

We build on the work of Tsai and Ghoshal and take an internal approach to innovation. We offer a complementary view by proposing that innovation is a function of the underlying processes within organizational units. We advance trust and organizational commitment as critical factors that determine the nature of exchange processes within MNE units. These processes then underlie innovation at the unit level differently across different cultural contexts. Our theory contributes to innovation research by considering the multilevel nature of innovation, and by identifying the role of culture in affecting these processes. Implications for corporate entrepreneurship are also discussed.

PRODUCT RELATEDNESS AND FOREIGN SUBSIDIARY PROFITABILITY: THE MODERATING EFFECT OF OWNERSHIP LEVEL

Jianyun Tang, *University of Western Ontario*

W. Glenn Rowe, *University of Western Ontario*

The dominant view in the literature is that product relatedness, defined as the extent to which a subsidiary is related to its foreign parent's main business, has a monotonic, positive effect on subsidiary profitability. However, using a behavioral perspective of the organization, we hypothesize an inverted U-shaped relationship between these two constructs. Further, we hypothesize that this relationship is moderated by the foreign parent's ownership level in the subsidiary. The empirical findings in a sample of Japanese firm subsidiaries in China indicate support for our hypotheses.

WOULD INTERNATIONAL BENCHMARKING IN SERVICES PROVIDE A COMPETITIVE ADVANTAGE?

Pamel Zelbst, *Sam Houston State University*

Traditional benchmarking methodology has been constrained by subjective measures. This paper examines international benchmarking of services in a more defined and objective manor through the use of Data Envelopment Analysis (DEA). In addition, rationale for using benchmarking and levels of benchmarking are discussed in terms of creating a competitive advantage for service organizations.

9:35am - 11:00am in Pinckney

HC/HM/PA: Theory Extension in Health Care and Public Administration

Session Chair: **Michael Latta**, *Coastal Carolina University*

Discussants:

Robert Zinko, *Florida State University*

J. Kay Keels, *Coastal Carolina University*

Joseph Robert Michalski, *Nova Southeastern University*

COLLABORATION & COMMUNICATION: SERVING CHILDREN AND YOUTH WITH SED USING INTERAGENCY TEAMS

Sharon Topping, *University of Southern Mississippi*

Jacob W. Breland, *University of Mississippi*

Although used increasingly in service delivery, little is known about how multidisciplinary, interagency teams operate and what makes them effective. Following from this was a three-year exploratory study* focusing on structure and process by which people from different agencies (interagency) and disciplines (multidisciplinary) come together and become a team capable of effectively coordinating the delivery of services. This research focuses on teams used to coordinate services to children and youth who are severely emotionally disturbed. This paper reports on preliminary findings, including an analysis of the interaction process, description of team characteristics, and an evaluation of team performance.

GENDER DIMENSIONS OF PUBLIC SERVICE MOTIVATION

Leisha DeHart-Davis, *University of Kansas*

Justin J. Marlowe, *University of Kansas*

Sanjay K. Pandey, *Rutgers University, Camden*

Feminist scholars have lamented the dominance of masculine imagery in public administration theory and practice. This paper asserts that public service motivation is one area of public administration discourse that contains masculine and feminine imagery. We argue that three of these motives – attraction to policymaking, compassion, and commitment to the public interest – have distinct gender dimensions. Survey data from state health and human service agencies nationwide are used to test these hypotheses. Statistical modeling indicates that female managers score lower on attraction to policymaking, higher on compassion, and no differently on public interest commitment than their male counterparts.

INTENTIONAL CHANGE THEORY'S POTENTIAL FOR IMPROVING DIABETES SELF-MANAGEMENT

Loren R. Dyck, *Case Western Reserve University*

Aleece Caron, *Louis Stokes Cleveland Department of Veteran Affairs*

David C. Aron, *Weatherhead School of Management, Case Western Reserve University*

Diabetes has become a national problem that has reached epidemic proportions. Intentional Change Theory (ICT) could offer hope to patients with diabetes who make a conscious and voluntary choice to move toward their ideal self. This paper considers the potential of using ICT to improve diabetes self-management outcomes of self-efficacy, self-care skills, and knowledge. Intentional Change Theory is reviewed in the context of diabetes and a conceptual model is offered along with five propositions.

9:35am - 11:00am in Rutledge

MH: Early Contributors and Contemporary Applications

Session Chair: **Christopher Ziemnowicz**, *Concord University*

Discussants:

Brian J Collins, *University of Alabama*

Joyce T. Heames, *University of Mississippi*

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

FROM BARNARD'S EXECUTIVE TO THE 21ST CENTURY GLOBAL EXECUTIVE: A TRANSITION IN THE MANAGEMENT ENVIRONMENT

Joyce T. Heames, *University of Mississippi*

The purpose of this paper is twofold: 1) provide a brief historical review and draw a parallel of some of the prominent changes in the management environment between 1938 and 2002, and 2) develop a comparative analysis of Chester Barnard's executive of the early 20th Century with the McCall and Hollenbeck 'global executive' of the 21st Century. The use of this framework will help to link almost seventy years of change and development in the management environment with new precepts about developing executives to meet the challenges in leading companies in the global marketplace.

SATURDAY

HOW QUICKLY WE FORGET: SEMINAL MANAGEMENT LESSONS FOR MODERN MANAGEMENT PROBLEMS

Stephen W. Vault, *University of Alabama at Birmingham*
Lee Wilson Bewley, *U.S. Army-Baylor University*
Todd Brenton Smith, *University of Alabama at Birmingham*
Amy K. Yarbrough, *University of Alabama at Birmingham*

The research stream generated by administration and management theorists in America spans more than one century ranging from the Scientific Management Era to Strategic Enterprise Management and includes both a strong theoretical and practical basis. Despite this estimable foundation, modern research, education, and practitioner communities often fail to properly utilize this rich body of knowledge. This article reviews the context and content of eminent administration and management theorists and proposes modern applications to better utilize this body of knowledge.

NYU'S EARLY CONTRIBUTORS TO THE FIELD OF MANAGEMENT

David D. Van Fleet, *Arizona State University*

Often overlooked in the history of the field of management are those who, while not making long lasting scholarly impressions, nevertheless served "in the trenches" by being teachers and scholars at emerging schools. Among those unsung colleagues are William Bouck Cornell and John George Glover both of whom taught in New York University's School of Commerce, Accounts and Finance during the early part of the twentieth century. This is a brief sketch of their contributions.

11:10am - 12:35pm in Calhoun

OB/OT/OD: The Role of Trust in Organizational Life

Session Chair: **Laura Elizabeth Marler**, *Louisiana Tech University*

Discussants:

Robert J. Vandenberg, *University of Georgia*
Darren Treadway, *University of Mississippi*
Steve H. Barr, *North Carolina State University*

ARE BROADER SPANS OF CONTROL DESIRABLE? THE EFFECT OF SPAN OF CONTROL ON SUPERVISORY MONITORING, TRUST, AND EMPLOYEE OUTCOMES

Mary Uhl-Bien, *University of Central Florida*
Ronald J. Deluga, *Bryant University*
Marie S. Mitchell, *University of Central Florida*
Gergana T. Markova, *University of Central Florida*

In this study, we test the effects of span of control on supervisory monitoring (observation and informal discussions) relative to employee perceptions of trust in the manager, and subsequently to commitment, performance and citizenship behaviors. The findings show broader spans of control are positively related to observation and negatively related to informal discussions. Informal discussions are positively related to trust and work outcomes, whereas observation is negatively related. The results suggest broader spans of control have detrimental effects on trust because supervisors are unable to rely on more informal behaviors that are beneficial to building trust and employee outcomes.

IN WHOM WE TRUST: AN ATTACHMENT THEORY PERSPECTIVE AND EMPIRICAL EVIDENCE ACROSS TWO STUDIES

Janaki Gooty, *Oklahoma State University*
Debra L. Nelson, *Oklahoma State University*
Bret L. Simmons, *North Dakota State University*

This paper presents the results of two studies conducted in the care giving profession. A model incorporating trust in the supervisor as a mediator between an employee's attachment style and work outcomes was developed and tested. Structural equation modeling analyses revealed that trust in the supervisor serves as a critical social resource in helping translate an individual's interdependence into better work outcomes such as job satisfaction, performance and organizational commitment.

THE ROLE OF RAPPORT MANAGEMENT AND TRUST IN LEADER-MEMBER RELATIONSHIPS

Charles D. White, *University of Alabama*

Gina W. Simpson, *University of Alabama*

Kim Sydow Campbell, *University of Alabama*

In this paper, we test three hypotheses about the relationships among rapport management, LMX quality, and subordinate trust of leaders. Results of a survey of 251 students indicated that the development of trust toward a supervisor mediated the relationship between rapport management behaviors by the supervisor and the leader-member exchange. These results indicate that rapport-tending behavior by a leader must be interpreted as sincere (leading to trust) in order to positively affect the leader-member exchange.

11:10am - 12:35pm in Carolina Ballroom B

Ethics/Div: Diversity's Affect on Leadership and Selection

Session Chair: **Belinda Johnson White**, *Morehouse College*

Discussant: **Fred J. Dorn**, *University of Mississippi*

AN EXPLORATORY FIELD TEST OF GROUP DEMOGRAPHY EFFECTS ON GROUP PERFORMANCE: THE MODERATING INFLUENCE OF LEADER CHARACTERISTICS

Marcus Stewart, *Bentley College*

Melenie J. Lankau, *University of Georgia*

Timothy W. Sackett, *Central Michigan University*

The present study examined workgroup demography and group leader demographic characteristics as determinants of operational performance among a sample of 224 retail stores. Results indicated a negative main effect for employee age diversity on store performance and interaction effects between workgroup and store leader marital status, and workgroup and store leader tenure. Stores with married store leaders and greater diversity in marital status among employees exhibited better performance than stores with single store leaders and less diversity. Stores with more tenured store leaders performed better than stores with less tenured leaders, except when employees share tenure status.

COLORISM IN THE JOB SELECTION PROCESS: ARE THERE PREFERENTIAL DIFFERENCES WITHIN THE BLACK RACE?

Matthew Scott Harrison, *University of Georgia*

Kecia Monique Thomas, *University of Georgia*

In this era of affirmative action, racial discrimination is a widely studied topic by many researchers. A common negligence of these researchers is that they often ignore the subject of skin tone stratification. Instead, they analyze discrimination based upon treatment of Blacks and Whites (both as collective units), and thereby, overlook a prevalent issue that has long existed in western culture—colorism. This proposal examines the influence of colorism on job selection, and more specifically, looks to discover a preferential distinction by differentiating Blacks based on their skin complexion. I expect to find that lighter-skinned Blacks will be more favored.

EXPLORING CULTURAL INTELLIGENCE: MOVING TOWARD A COMPETENCY MODEL OF LEADERSHIP SKILLS FOR PROFESSIONALS OF COLOR

Belinda Johnson White, *Morehouse College*

Keith Hollingsworth, *Morehouse College*

Traditional leadership research has identified hundreds of skills, traits, and behaviors that are needed in order for a leader to be successful. This study raises a new question, "Are their additional skills, traits, behaviors, habits and knowledge the professional of color must possess in order to be successful?" Qualitative data collected over the past 10 years from 25 African American senior level executives provide an affirmative answer to this question. Their experiences in corporate America and the strategies used to combat the differences they encountered based on race, gender and ethnicity are discussed.

11:10am - 12:35pm in Drayton

IM: Cross-Cultural Management Issues

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

Discussants:

Ying Chen, *Owen Business School, Vanderbilt University*

Jo Ann E. Brown, *Radford University*

Karen Moustafa, *Indiana Univ-Purdue Univ Fort Wayne*

CULTURAL INTELLIGENCE AND CROSS-CULTURAL KNOWLEDGE TRANSFER: INTEGRATION AND FUTURE DIRECTIONS FOR RESEARCH

Pamela K. Steverson, *University of Memphis*

Karen R Moffitt, *University of Memphis*

Brian Janz, *University of Memphis*

Research on knowledge transfer has become very important for organizational communication processes. There are several factors that can either facilitate or impede knowledge transfer, e.g., communication quality, the nature and frequency of visits and meetings, the type of knowledge to be transferred, and the elapsed time. Effective knowledge transfer is crucial for organizations today, especially with the growing number of expatriates and the globalization of markets. Specifically, dissimilar cultures can impact effective knowledge transfer. We propose a model suggesting a moderating effect where the factors that determine knowledge transfer effectiveness are dependent upon an individual's degree of cultural intelligence.

THE CULTURAL STANDARDS RESEARCH AND ITS IMPLICATIONS FOR MULTINATIONAL TEAM MANAGEMENT: EXPERIENCES FROM GERMAN AND AUSTRIAN MANAGERS

Gerhard Fink, *WU-Wien*

Anne-Katrin Neyer, *London Business School*

Understanding cross-cultural irritations in multinational teams requires understanding of (i) culturally determined differences in behavior of individual team members and (ii) how these differences are perceived by team members. We propose 'cultural standard research' as a tool to generate management relevant knowledge about conflicting cultural standards (i.e. norms of behavior in a broader sense) and their perceptions by members of multinational teams. We suggest that managers devote specific attention to team implementation processes and to the establishment of team specific norms.

THE IMPACT OF CULTURE ON THE TYPE OF PREFERRED DISPUTE RESOLUTION METHOD

Carole L. Cangioni, *University of Texas at El Paso*

This study intends to conceptually explore the potential influence of culture on preferences in the type of dispute resolution methods used in business cases. Applying the concepts of expectancy theory, this manuscript illustrates how culture can create a filter through which a party in a dispute makes decisions. These decisions might be based on different expectations of the desired outcome of a dispute resolution. The integration of national culture and cultural distance into the model allows us to propose variations in the dispute resolution method preferred by a plaintiff and defendant when their cultures differ.

11:10am - 12:35pm in Laurens

HRM: Team Membership and Understanding of Workplace Dynamics

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

Discussants:

Charles M. Carson, *Samford University*

Stacy McIlraith Campbell, *University of Georgia*

Jennifer M. Bowers, *Florida Atlantic University*

MATCHING PERSONALITY AND ORGANIZATIONAL CULTURE: COMPETING VALUES, THE FIVE FACTOR MODEL, AND PERSON-ORGANIZATION FIT

William L. Gardner, *Texas Tech University*

Brian J. Reithel, *University of Mississippi*

Richard T. Foley, *Penn State Beaver*

Claudia C. Coglisier, *Texas Tech University*

Fred Walumbwa, *Arizona State University*

We explored the relationship between the Big Five Model of personality and the competing values model of organizational culture. Using the Internet as a recruitment medium, 234 students indicated their level of person-organizational fit with the clan, market, hierarchy, and adhocracy cultures. Results revealed that: 1) more agreeable and extraverted persons perceive greater fit with the clan culture; 2) more conscientious and less open to experience persons perceive a better fit with a hierarchy culture; 3) less agreeable persons see a better fit with a market culture; and 4) more open individuals perceive a better fit with an adhocracy culture.

SOCIAL IDENTITY AND STATUS CHARACTERISTICS IN TEAM-BASED DISCIPLINE: A THEORETICAL FRAMEWORK

Elizabeth C. Ravlin, *University of South Carolina*

Daniel L. Morrell, *University of South Carolina*

Judy Fitch, *Augusta State University*

In keeping with the increasing popularity of team-based structures in organizations, we examine team-based disciplinary practices by incorporating social identity (e.g., Turner, 1999) and status characteristics perspectives (e.g., Berger, Cohen, & Zelditch, 1972) in our understanding of peer decisions to discipline teammates. We propose that the form of disciplinary action chosen, and its subsequent team-level outcomes, are dependent on the relative importance of these motives, and status differentiations perceived to exist between members.

TOP MANAGEMENT TEAM COMPENSATION IN NEW VENTURES

David B. Balkin, *University of Colorado at Boulder*
Michele L. Swift, *University of Colorado at Boulder*

We examine the key compensation issues that occur during the early stages of growth in new ventures, specifically ventures anticipating rapid growth such as those in technology-intensive markets. These ventures are often founded by a team of entrepreneurs, experience rapid growth, and receive venture capitalist funding, creating compensation issues that differ from other small businesses and larger organizations. Drawing from the motivation, compensation, and entrepreneurship literature, this paper develops a set of propositions predicting compensation strategies for the founders and non-founder executives of these ventures. Directions for future research are also discussed.

11:10am - 12:35pm in Middleton

OB/OT/OD: Psychological Contract Violation: Antecedents and Outcomes

Session Chair: **Christian Kiewitz**, *University of Dayton*

Discussants:

Karen Bishop, *University of Louisville*
Jerry Bryan Fuller, *Louisiana Tech University*

BROKEN PROMISES AND POS: EFFECTS ON ORGANIZATIONAL CYNICISM AND DISIDENTIFICATION

Thomas J. Zagenczyk, *University of Pittsburgh*
Ray Gibney, *University of Pittsburgh*

We explore the mediating role of perceived organizational support in the psychological contract breach-outcomes relationship. Our basic argument is that breach is related to negative outcomes because it signals to employees that the organization doesn't value the contributions that they make or care about their well-being. Consistent with expectations, we found that perceived organizational support mediated the relationship between psychological contract breach and organizational disidentification, organizational cynicism and turnover intentions. Implications for research and practice are discussed, and future research directions are offered.

INVESTIGATING MULTIPLE MODERATORS: THE INTERACTIVE EFFECTS OF EMOTIONAL FAMILY SUPPORT AND SUPERVISOR SUPPORT ON THE PSYCHOLOGICAL CONTRACT VIOLATION – TURNOVER RELATIONSHIP

Jason S. Stoner, *Florida State University*
Vickie Coleman Gallagher, *Florida State University*

Psychological contract violation occurs when employees perceive their employing organization as not upholding its part of the mutual exchange relationship. Investigating the interactive moderating effects of multiple support systems on the psychological contract violation – turnover relationship, we hypothesize that, in the occurrence of psychological contract violation, turnover intentions will be lowest if supervisor and emotional family support are present. Data from the working population supports our hypothesis that both forms of support are necessary to moderate the relationship between psychological contract violation and turnover. A discussion of the results is provided, along with a discussion of practical implications.

IS YOUR ORGANIZATION OUT TO GET YOU? AN INTRODUCTION OF THE PERCEIVED ORGANIZATIONAL OBSTRUCTION CONSTRUCT

Thomas J. Zagenczyk, *University of Pittsburgh*
Ray Gibney, *University of Pittsburgh*
Oran Alston, *West Virginia University*
Audrey J. Murrell, *University of Pittsburgh*

In order to better explain the adversarial nature of employer-organization exchange relationships, we introduce perceived organizational obstruction. Perceived organizational obstruction is defined as an employee's belief that their organization makes the accomplishment of their goals and objectives more difficult or acts in a way that is detrimental to their well-being. It is based on social exchange theory and the organizational frustration literature. Perceived organizational obstruction is contrasted to perceived organizational support, psychological contract breach and organizational politics. Finally, a research agenda is proposed for perceived organizational obstruction.

11:10am - 12:35pm in Pinckney

OB/OT/OD: Sensemaking, Shared Mental Models and Deriving Trust in OrganizationsSession Chair: **Scott Douglas**, *University of Montana*Discussant: **Scott Douglas**, *University of Montana***DEVELOPMENT OF INTERORGANIZATIONAL TRUST IN VIRTUAL ORGANIZATIONS: AN INTEGRATIVE FRAMEWORK****Debmalya Mukherjee**, *University of Memphis***Robert W. Renn**, *University of Memphis***Ben L. Kedia**, *University of Memphis***Somnath Lahiri**, *University of Memphis*

This paper explains trust development in partner organizations of a virtual organization. A virtual organization (VO) is a set of geographically dispersed and functionally diverse organizational entities interconnected by electronic forms of communication who cooperate with one another for a valued outcome. We propose an integrative framework for how social exchange factors in a virtual context relate to factors of organizational trustworthiness of the trustee organization. The framework acknowledges the role of individual boundary spanners of trustor organization in the trust development process. The framework sheds light on the overall interorganizational trust building process and cooperative behavior in a VO.

GOING TO SEA: THE AESTHETIC DIMENSION OF A SEAFARER'S ORGANIZATIONAL LIFE**Kathy S. Mack**, *Winston-Salem State University*

Aesthetic studies seek to enrich understanding of everyday 'sensible' organizational life. The multi-sensory perceptions and multi-categorical aesthetic judgments that form an 'aesthetic dimension' are rarely evoked, analyzed and represented within a single scholarly voyage. With close connections to the natural environment, a seafarer's quotidian highlights multiple aesthetic categories such as the agogic, the sacred, and the sublime rendered through multiple sensory experiences of shipboard life. The present case study contributes to a growing stream of aesthetic scholarship in organization studies. Reflections along this journey explore collaboration in the aesthetic project. Possibilities for future research are also considered.

SHARED MENTAL MODEL DEVELOPMENT IN VIRTUAL TEAMS: A CONCEPTUAL FRAMEWORK AND COGNITIVE BRIDGE**Travis Maynard**, *University of Connecticut***Lucy L. Gilson**, *University of Connecticut*

This paper proposes a conceptual framework that specifies how characteristics of team virtualness influence the development of shared mental models through their relationship with communication. Shared mental models allow team members to coordinate activities and have been empirically linked to enhanced team performance. However, these findings have been confined to face-to-face teams. Accordingly, we explore how factors inherent to virtual teams may influence the development of shared mental models. Specifically, we propose that in virtual teams, communication characteristics can have both positive and negative relationships with mental model convergence.

11:10am - 12:35pm in Rutledge

Strategy/Ent: Knowledge and Intellectual Property in Organizations and UniversitiesSession Chair: **Frances H. Fabian**, *University of North Carolina, Charlotte*Discussant: **Frances H. Fabian**, *University of North Carolina, Charlotte***A MESO-LEVEL THEORY OF SCIENTIFIC DISCLOSURE: THE CASE OF UNIVERSITY FACULTY****Peter Theodore Gianiodis**, *University of Georgia*

We extend the literature on specialized knowledge discovery within the context of university-based technology commercialization, by tracing the process to its source—university scientists. We build a meso-level model to explain the many factors, which affect a scientists' choice to disclose commercially viable discoveries. Our core argument is that technology commercialization involves multiple parties and hence is a multi-level phenomenon. Therefore, researchers should apply a multi-level theoretical lens, which starts with the disclosure of discoveries made by scientists in their labs. We advance an agenda for future empirical research by developing specific propositions about the key constructs and their relationships.

CROSSING DEATH VALLEY TOGETHER: CULTURAL DYNAMICS OF INDUSTRY-UNIVERSITY IP**Mariann Jelinek**, *William and Mary*

The "Valley of Death" universities and industry is really a gap between lab results and the commercial success that both parties want. Drawing on results of interviews with industry and university sources, the cultural, cognitive and perceptual roots of the gap are described, along with possible perspectives to bridge it.

INTRA-ORGANIZATIONAL INFORMATION FLOW: THE ROLE OF ORGANIZATIONAL HIERARCHY**Raj V. Mahto**, *University of Memphis***Peter S. Davis**, *University of Memphis***Edith C. Busija**, *University of Memphis*

This study investigates strategic consensus in organizations. Previous studies have examined consensus in the top management team and between the top management team and middle managers. In our study we propose the importance of considering consensus among lower level employees. We argue that the intra-organizational flow of information influences the development of consensus at the middle and lower levels of the organizational hierarchy. We also argue that the hierarchical level of the information source plays a crucial role in developing consensus. We analyze these relationships with data collected from a large service organization over two time periods.

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CALL FOR PAPERS

Southern Management Association 2006 Meeting

Wednesday, October 25 – Saturday, October 29, 2006
Hilton Clearwater Beach Resort in Clearwater Beach, Florida

Submission Deadline: April 14, 2006

Program Chair: Charlotte D. Sutton, suttocd@auburn.edu

The Southern Management Association invites submissions for possible presentation at its 2006 Annual Meeting to be held Wed., Oct. 25 – Sat., Oct. 29, in Clearwater Beach, Florida. Submissions will be reviewed on the basis of originality, rigor, and relevance of content. Submissions can take the form of regular papers, case studies, symposia or workshops. All submissions must be submitted to one of the tracks listed below.

SUBMISSION TRACKS

- 1. Organizational Behavior/Organizational Theory/Organizational Development**
Chair: Neal M. Ashkanasy, The University of Queensland (n.ashkanasy@uq.edu.au)
- 2. Strategic Management/Entrepreneurship**
Chair: Tammy Hunt, University of North Carolina-Wilmington (huntt@uncw.edu)
- 3. Human Resources/Careers**
Chair: Amy B. Henley, The University of Texas at Arlington, (henley@uta.edu)
- 4. Research Methods**
Chair: James Bishop, New Mexico State University (jbishop@nmsu.edu)
- 5. Management History/Management Education/International Management**
Chair: Bahman Paul Ebrahimi, University of Denver (ebrahimi@du.edu)
- 6. Information Technology/Innovation**
Chair: Darren C. Treadway, University of Mississippi (dtreadway@bus.olemiss.edu)
- 7. Ethics/Social Issues/Diversity**
Chair: Lucy L. Gilson, University of Connecticut (lucy.gilson@business.uconn.edu)
- 8. Health Care/Hospitality Mgmt/Public Administration**
Chair: Michael Matthews, Winthrop University (MatthewsM@winthrop.edu)

OUTSTANDING PAPER AND DOCTORAL STUDENT PAPER AWARDS

Each track will have an Outstanding Paper Award and an Outstanding Doctoral Student Paper Award, (provided there are a sufficient number of quality papers for consideration). Additionally, one faculty/ practitioner and one doctoral student paper will be designated as the “Outstanding Paper: All Tracks” and the “Outstanding Doctoral Student Paper: All Tracks”, respectively. Doctoral award winners will have their conference registration and annual dues waived for one year. Doctoral student papers may be single or multiple authored, but the first author must be enrolled as a doctoral student and be without degree at the time of submission.

Visit www.southernmanagement.org/meetings/2006/ for complete submission information

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SERVICES AVAILABLE IN THE PLACEMENT CENTER:

- Applicant listings
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- Interview tables
- Photocopy support (\$0.25 per page)
- Message Distribution Center
- Requests for post-conference mailings

HOURS OF OPERATION: The Placement Services Center will be available to conference attendees on the following days:

- Nov. 9 (Wed.) 6:00-7:00 p.m. – for late registration only
- Nov. 10 (Thu.) 8:00 a.m. - Noon & 1:30 p.m. - 5:00 p.m. – all services available
- Nov. 11 (Fri.) 8:00 a.m. - Noon & 1:30 p.m. - 4:00 p.m. – all services available

Folders containing copies of completed applicant and position announcements will be available for review. Each form has a reference number that may be used to request photocopies. Please do not remove forms from the folders.

PLACEMENT REGISTRATION AT THE CONVENTION: Late registration for Placement Services will be available on Wednesday, November 9 from 6 - 7 p.m. and any time the Placement Center is open on Thursday or Friday. Blank forms will be available.

PAYMENT RESTRICTIONS: We do not provide vouchers or invoices; therefore, if your school requires such a document, please remit a personal check and use your returned check as a receipt for reimbursement. Our tax-exempt number is 58-1295483.



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At the conference:

1. Come to Placement Services on Wednesday evening **only** if you are submitting a packet. **This time is not for review of positions or applicant files.**
2. On Thursday and Friday, visit Placement Services and review the position and applicant files. Historically over half of the entries are submitted at the conference. The pre-conference entries are usually on colored paper and conference entries are on white paper.
3. Any representative or applicant you wish to meet with may be contacted by leaving a note in the message center. Place your note in the appropriate box according to the individual's last initial. Be sure to indicate how they are to contact you. Typically a cell or room phone number is best. Often times an individual may not wish to release his/her room number to a stranger, in this case, determine a range of meeting times (i.e., Thursday afternoon, Friday morning), or invite the person to respond with their room number or a meeting time and location.

Do not try to place résumés in the message center, there is insufficient room in the boxes and if laid loose on the tables, they are seldom read and rapidly become litter. Save your résumés for your interviews. However, single-page position announcements are welcome on the message center tables.

4. Placement Services provides a meeting area on a first-come, first-service basis. This area is separate from the file reviewing area. Please do not use the large tables in the review area for interviews. The interview area may be a separate room but will always have small two to four person tables for your use. Please do not set up "permanent shop" in the interview area or use the tables for socializing.
5. Follow the standard rules for interviews just as if the meeting is being conducted at an organization's location. "Dress for success" whether you are an applicant or an interviewer. First impressions may be critical for either party.

Post-conference:

1. Whether you collect names and forms at the conference or receive a post-conference listing, you should make contact after the conference for a "thank you" if you interviewed with them or if you missed them at the conference and wish to pursue a position or applicant further. Sometimes, conferences are the primary, and sometimes only, method a school uses to seek out applicants.
2. Additional position listings may be found through the *Chronicle of Higher Education* web site:

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Thursday, November 10, 2005 GOLD BALLROOM

7:45 – 8:00 Welcome Cheryl Van Deusen, Chair, AIB-SE USA
Coffee/Pastries

8:00 – 9:20 FDI and Exporting

Session Chair: Cheryl Van Deusen

Foreign direct investment from Latin America and the Caribbean

John D. Daniels, University of Miami

Jeffrey A. Krug, Appalachian State University

Len Trevino, Washington State University

Discussant: Fuming Jiang

The Importance of the Export of Services for The Economy: the Case of Puerto Rico

Luz Leyda Vega-Rosado, Interamerican University of Puerto Rico at San Germán

Discussant: Narendra C. Bhandari

The U. S. exports to India: Its competitive weaknesses and strategies for building its competitive strengths

Narendra C. Bhandari, Pace University

Discussant: Luz Leyda Vega-Rosado,

Determinants of FDI into China: Does Timing of Entry Matter?

Fuming Jiang, The Australian National University

Discussant: Jeffrey A. Krug

9:20 – 9:30 Break

9:30 – 10:50 Transitioning and Emerging Economies

Session Chair: Carolyn Mueller

India: A Crisis of Identity, a Model for Transition

Narendra C. Bhandari, Pace University

Discussant: John R. Patton

Corporate Governance and Innovation in Emerging Economies: Evidence from Korean Listed Companies

Suk Bong Choi, University of London

Discussant: Irina Naoumova

The Role of Managerial Education in SME Development in Transition Economies

Irina Naoumova, University of Tennessee

William Judge, University of Tennessee

Discussant: Suk Bong Choi

Petrodollars and Economic Development in the Persian Gulf Region

John R. Patton, Florida Institute of Technology

Discussant: Narendra C. Bhandari

10:50 – 11:00 Break

11:00 – 12:00 CSR and Ethics

Session Chair: Fuming Jiang

The Impact of Corporate Codes of Conduct and Ethical Training on Managerial Decision Making: An Exploratory Comparative Investigation between Germany and the United States

Daniel Rottig, Florida Atlantic University

Kenneth A. Heischmidt, Southeast Missouri State University

Imad Khamis, Southeast Missouri State University

Discussant: Robert Engle



Fair Shares: A Framework for Analyzing the Ethics of Offshoring

Cameron Gordon, College of Staten Island

Alan Zimmerman, College of Staten Island

Discussant: Neil Slough

How Important is it for Multinational Corporations to Address the Elements of Corporate Social Responsibility on Host Countries?

Robert Engle, Quinnipiac University

Discussant: Daniel Rottig

12:00 – 1:00 Lunch (on your own)

1:00 – 2:20 Culture

Session Chair: George Nakos

Religion: A Cultural Determinate of International Entrepreneurial Activity.

Carolyn B. Mueller, Stetson University

Alexa Perryman, Florida State University

Cheryl A. Van Deusen, University of North Florida

Steven Williamson, University of North Florida

Discussant: Barbara Riederer Dastoor

Task Versus Relationship and Masculinity Versus Femininity: One Dimension or Two?

John Rushing, Barry University

Carolyn B. Mueller, Stetson University

Discussant: Carolyn B. Mueller

Immigrant Entrepreneurs and National Cultures

Neil Slough, Milwaukee Area Technical College

Discussant: Erica Tomney

Cultural Factors Associated with Terrorism

Robert M. Wiedenhaefer, Nova Southeastern University

Barbara Riederer Dastoor, Nova Southeastern University

Discussant: John Rushing

2:20 – 2:30 Break

2:30 – 3:30 Issues in Education

Session Chair: Robert Engle

Business Faculty Compensation in Africa

Jokull Johannesson, Liverpool John Moors University

George Nakos, Clayton State University

Discussant: Cindy T. Fox

Student, Institutional, and Environmental Factors and First Year International Students' Persistence

Margaret A. Thompson, Clayton State University

Discussant: Jeanie M. Welch

Internationalization and Foreign Market Entry of US Graduate Schools: An Empirical Study

David A. Grossman, Florida Southern College

Discussant: George Nakos

Starting with the Basics: Collaborative Design of a Beginning International Marketing Research Project

Cindy T. Fox, University of North Carolina at Charlotte

Jeanie M. Welch, University of North Carolina at Charlotte

Discussant: David A. Grossman

3:30 – 3:40 Break

3:40 – 5:00 Marketing in a Global Economy

Session Chair: Mohamad Sepehri

The Emerging Black Middle Class of South Africa A Challenge to Global Marketers.

Discussant: Susan H. Godar

Michael Sithole, Globe Institute of Technology

G. Ippolito, Globe Institute of Technology

Barbara Dastoor, Nova Southeastern University

Worldwide Word-of-Mouth Communication: Impact of a Paradigm Shifts

Discussant: Youngtae Choi

Susan H. Godar, William Paterson University

Standardization /Adaptation Strategies of U.S. Food Companies Marketing Their Products Overseas: Some Disconcerting Results and Recommendations for Future Research

Discussant: G. Ippolito

Richard T. Hise, Texas A&M University-College Station

Youngtae Choi, University of North Florida

**6:00 – 7:00 Student Reception – Best Reviewer Award
AIB SE 2005 William Ziegler Scholarship Recipient**

GOLD BALLROOM

Friday, November 11, 2005

GOLD BALLROOM

7:45 – 8:00 Coffee and Pastries

8:00 – 9:20 International HR Issues

Session Chair: Nikki Finlay

Affirmative Action in South Africa: A Panacea for Addressing Imbalances of the Past?

Discussant: Philip G. Benson

Michael Sithole, Globe Institute of Technology

Barbara Dastoor, Nova Southeastern University

G. Ippolito, Globe Institute of Technology

Gender Disparities in Information Technology: The Role of Life Stages and Institutional Gender Bias

Discussant: Khadija Al Arkoubi

Susan K. Key, University of Alabama at Birmingham

Dr. Philip F. Musa, University of Alabama at Birmingham

LeJon Poole, University of Alabama at Birmingham

International Pay, National Culture and Firm Performance: A Resource-Based Perspective to Sustain Competitive Advantage.

Discussant: Barbara Dastoor

Ashish Mahajan, New Mexico State University

Philip G. Benson, New Mexico State University

Offshoring and Globalization: Where is the Wave Heading?

Discussant: LeJon Poole

Khadija Al Arkoubi, New Mexico State University

9:20 -9:30 Break

9:30 – 10:30 Emerging Issues in Global Marketing

Session Chair: John Rushing



Multinational Marketing: Twenty-first Century Strategies for Positioning Multinational Companies' Brands in the Global Marketplace

Ann Langlois, Palm Beach Atlantic University
Ed Langlois, Palm Beach Atlantic University

Discussant: Nikki McIntyre Finlay

Preference for Foreign Products: A Proposal for a New Marketing Construct

George Nakos, Clayton State College
Jokull Johannesson, University of Liverpool
Nikki Finlay, Clayton State University

Discussant: Ann Langlois

Regular and Irregular Markets: Two Research Proposals

Nikki McIntyre Finlay, Clayton State University
Victoria Lynn Miller, Morgan State University

Discussant: Nikki Finlay

10:30 -10:40 Break

10:40 – 11:00 Leadership

Session Chair: Bob Goddard

What Makes an Effective Business Leader? A Cross-Cultural Study of Emotional Intelligence

Kristen Turlis, Quinnipiac University

Discussant: William D. Schulte

An Exploration of the Effects of Knowledge Management on Global Leadership

Juan Pablo Giraldo, IBM Global Services
William D. Schulte Shenandoah University

Discussant: Kristen Turlis

A Cross-Cultural study on the beliefs of males and females regarding effective business leadership

Erica Tomney, Quinnipiac University

Discussant: Cheryl Van Deusen

11:40 – 1:00 AIB Luncheon

1:00 – 1:30 AIB Annual Business Meeting and Elections

1:30 -2:30 Panel

The International Business Major: Four Perspectives

Mary Ann Watson, University of Tampa
Carolyn Mueller, Stetson University
Cheryl Van Deusen, University of North Florida
Bob Goddard, Appalachian State University

2:30 – 3:50 Finance

Session Chair: Margaret A. Thompson

Harmonizing International Accounting Standards What does it mean for Small and Medium Enterprises (SME's)?

Tara H. Saracina, Nova Southeastern University

Discussant: Mohamad Sepehri

Islamic Banking Meets "Conventional" Banking: A Survey of Recent Developments in Banking in Pakistan

Isobel Lobo, Benedictine University
Frank J. Bonello, University of Notre Dame

*Discussant: Arul
Thirunavukkarasu*



Monetary Policy and Implications for Currency Devaluation: The Case for Dollar and Global Economy

Mohamad Sepehri, Jacksonville University

Discussant: Tara H. Saracina

Currency Crisis and Return Characteristics of EMNCs

Arul Thirunavukkarasu, Southern New Hampshire University

Discussant: Isobel Lobo

Mohana Rajamanickam, Southern New Hampshire University

3:50 – 4:00 Break

4:00 – 5:00 Decision Making and Cognition

Session Chair: Irina Naoumova

Interorganizational Alliances: Analysis of Cognitive and Affective Trust on Trusting Intentions

Abiola O. Fanimokun, Florida Atlantic University

Discussant: Morris Samit

Cultural Effects on Entrepreneurial Decision-Making: Why Every Society Can't Be Entrepreneurial

Morris Samit, Florida Atlantic University

Discussant: Harry "Trippy" Knoche

The Role of National Culture, Cognition and Situation in Negotiating Integrative Agreements

Harry "Trippy" Knoche, Florida Atlantic University

Discussant: Abiola O. Fanimokun

5:00 Closing Comments

Incoming Chair – Welcome to Clearwater, 2006

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The Team Learning Assistant



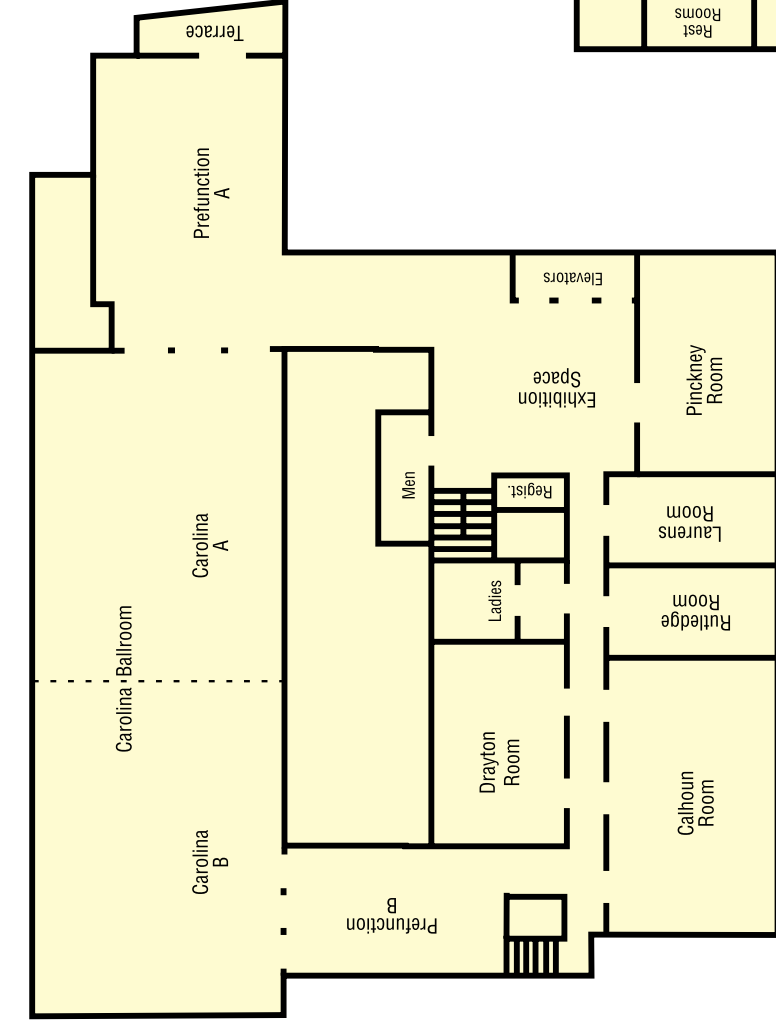
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This web-based system facilitates team learning for all courses. Developed at Boston University's Center for Team Learning with a grant from The General Electric Fund, TLA has been tested and implemented for 6 years by over 50 instructors and 2,000 students in over 60 business and engineering courses.

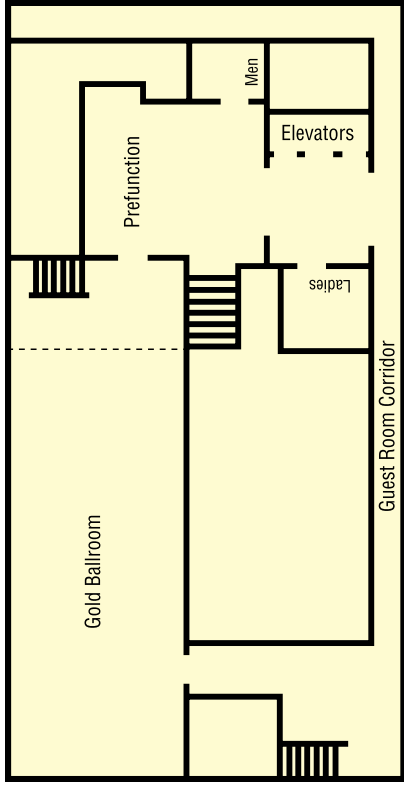
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- Provides a secure and reliable process of monitoring and maintaining team outcome data through a system of web-based toolboxes for students, faculty and program administrators.

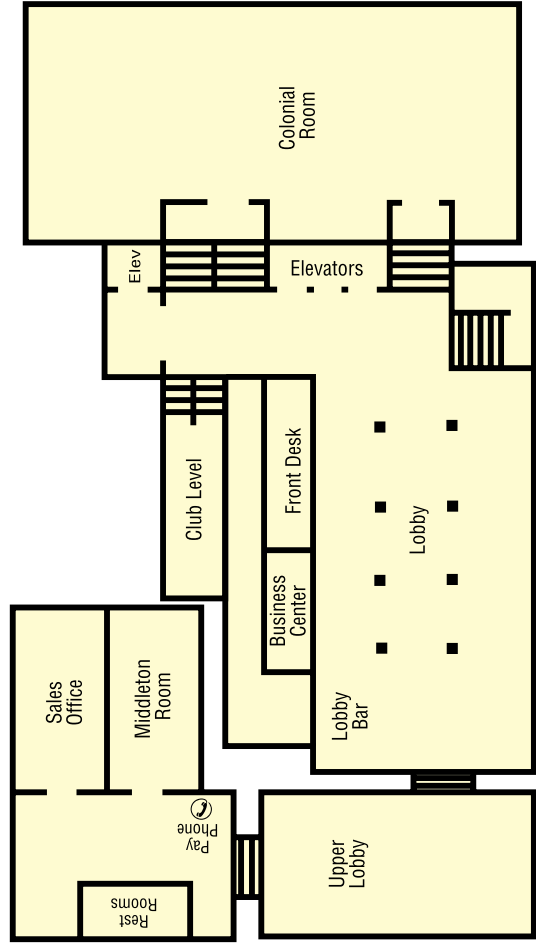
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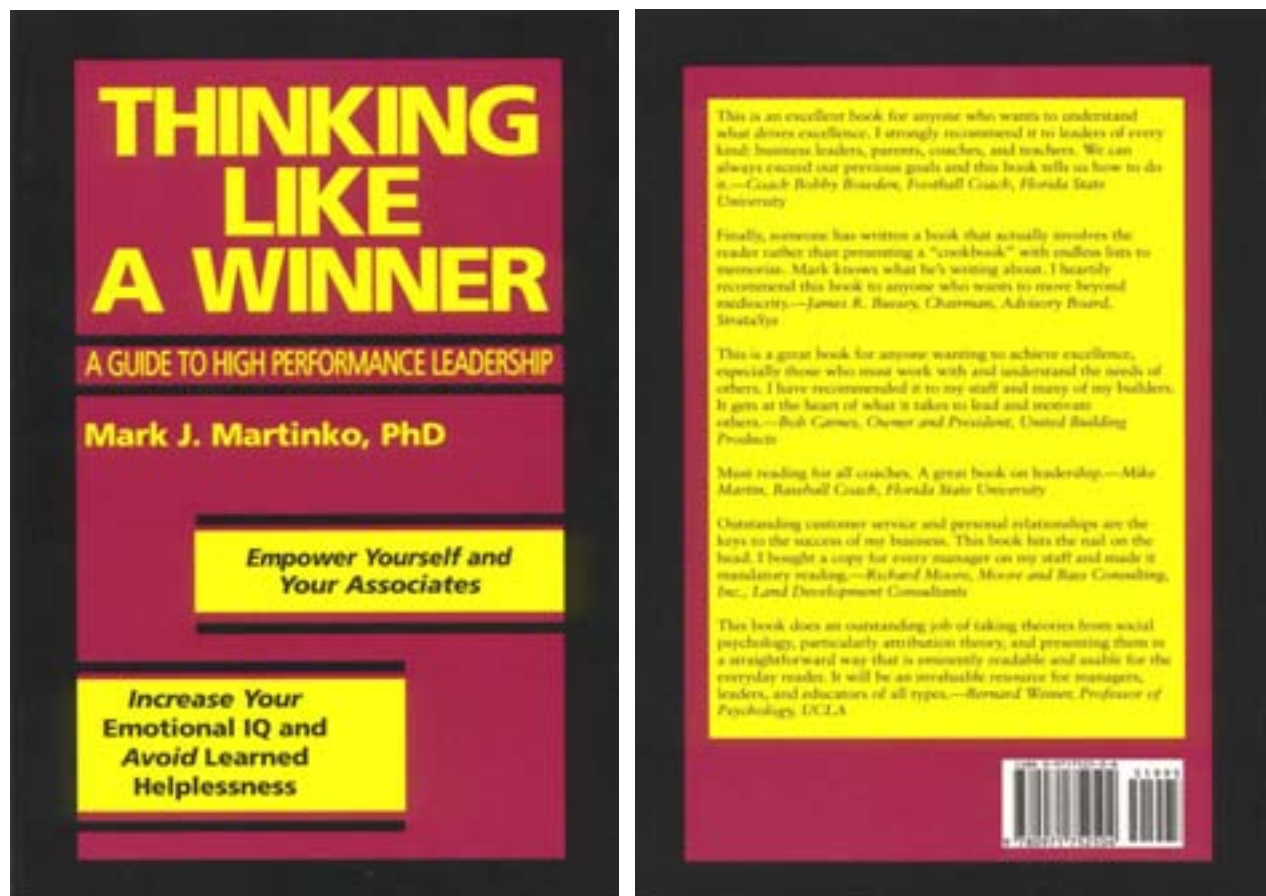
The Gold Ballroom/Second Floor



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Michael J. McCormick, Assistant Professor
I/O Psychology
University of Houston-Clear Lake



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