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PLACEMENT INFORMATION ..... *Back Inside Cover*

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

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

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Michael Collins, Coastal Carolina University

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Kevin Mossholder, Louisiana State University
Steven Michael, University of Illinois

Best Overall Doctoral Student Paper
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Ann Buchholtz, University Georgia
Chris Shook, Auburn University
John Delery, University of Arkansas

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Jorge Walter, Portland State University

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Mickey Kavanagh, State University of New York, Albany
David Allen, University of Memphis

Track 4: Research Methods
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BEST OVERALL CONFERENCE PAPER

BEYOND AGENCY THEORY: RESOURCE-BASED AND RELATIONAL EXPLANATIONS FOR FRANCHISING

William E. Gillis, *University of South Alabama*
James G. Combs, *Florida State University*

Presented on Friday, 3:15pm - 4:45am in Suite 7A

BEST OVERALL DOCTORAL STUDENT PAPER

WORKPLACE AFFECT AND ANGER: EMOTIONAL LINKS TO INDIVIDUAL PERCEPTIONS AT WORK

Lisa T. Stickney, *Temple University/King's College*
Deanna Geddes, *Temple University*

Presented on Thursday, 8:15am - 9:45am in Suite 4A

BEST TRACK PAPERS

Track 1: Organizational Behavior

MARITAL WORKING STATUS, SOCIAL SUPPORT, WORK-FAMILY CONFLICT, AND EMOTIONAL EXHAUSTION: AN EXAMINATION OF BRAZILIAN SAME-CAREER EMPLOYEES

Jonathon R. B. Halbesleben, *University of Wisconsin - Eau Claire*
Anthony R. Wheeler, *Bradley University*
Ana Maria Rossi, *International Stress Management Association*

Presented on Friday, 8:30am - 10:00am in Suite 4A

Track 2: Strategic Management/Organizational Theory

BEYOND AGENCY THEORY: RESOURCE-BASED AND RELATIONAL EXPLANATIONS FOR FRANCHISING

William E. Gillis, *University of South Alabama*
James G. Combs, *Florida State University*

Presented on Friday, 3:15pm - 4:45pm in Suite 7A

Track 4: Research Methods

THE ROLE OF LATENT VARIABLE MIXTURE MODELING IN A NEW ERA OF COMMITMENT RESEARCH

Laura June Stanley, *University of Georgia*
Robert J. Vandenberg, *University of Georgia*
Christian Vandenberghe, *HEC Montreal*
Kathleen Bentein, *University of Quebec at Montreal*

Presented on Friday, 8:30am - 10:00am in Suite 5B

Track 5: Management History/Management Education/International Management

THE SHORT HAPPY LIFE OF THE WANG WORD PROCESSOR

Steve Michael, *University of Illinois*

Presented on Friday, 8:30am - 10:00am in Suite 6B

Track 6: Entrepreneurship/Information Technology/Innovation

THE DEVELOPMENT OF SUCCESSORS FROM FOLLOWERS TO LEADERS IN THE FAMILY BUSINESS: AN EXPLORATORY STUDY

John James Cater III, *Nicholls State University*

Presented on Friday, 1:15pm - 2:45pm in Suite 7B

Track 7: Ethics/Social Issues/Diversity

THE CHALLENGE OF INCREASING MINORITY-GROUP PROFESSIONAL REPRESENTATION: INTRIGUING FINDINGS

E. Holly Buttner, *University of North Carolina at Greensboro*
Kevin B. Lowe, *University of North Carolina at Greensboro*
Lenora Billings-Harris, *University of North Carolina at Greensboro*

Presented on Friday, 3:15pm - 4:45pm in Suite 6A

BEST DOCTORAL STUDENT PAPERS BY TRACK

Track 1: Organizational Behavior

WORKPLACE AFFECT AND ANGER: EMOTIONAL LINKS TO INDIVIDUAL PERCEPTIONS AT WORK

Lisa T. Stickney, *Temple University/King's College*
Deanna Geddes, *Temple University*

Presented on Thursday, 8:15am - 9:45am in Suite 4A

Track 2: Strategic Management/Organizational Theory

WHY SAY YES: INSIGHT INTO AN OUTSIDE DIRECTOR'S DECISION TO SERVE

Susie S. Cox, *Louisiana Tech University*
Richard H. Lester, *Texas A&M University*

Presented on Thursday, 10:15am - 11:45am in Suite 7A

Track 3: Human Resources/Careers

THE EFFECTS OF AGREEABLENESS AND PERCEIVED ORGANIZATIONAL SUPPORT ON FAMILY-TO-WORK ENRICHMENT

Emily M. David, *University of Houston*
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Presented on Friday, 3:15pm - 4:45pm in Suite 5A

Track 6: Entrepreneurship/Information Technology/Innovation

RESEARCH IN SOCIAL ENTREPRENEURSHIP: AN ANALYSIS AND CRITIQUE

Todd W. Moss, *Texas Tech University*
Jeremy C. Short, *Texas Tech University*
G. T. Lumpkin, *Texas Tech University*

Presented on Saturday, 10:15am - 11:45am in Suite 7B

Track 7: Ethics/Social Issues/Diversity

"YOU'VE GOT TO ACCENTUATE THE POSITIVE:" AN EXPERIMENTAL EXAMINATION OF HOW A STRENGTHS-BASED APPROACH TO DEEP-LEVEL DIVERSITY, PERFORMANCE AND CONFLICT CAN "ELIMINATE THE NEGATIVE"

J. Christian Broberg, *Texas Tech University*
Claudia C. Cogliser, *Texas Tech University*

Presented on Saturday, 8:15am - 9:45am in Suite 4A

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Claudia C. Cogliser, Texas Tech U.
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Alex Avramenko, U. of Salford
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Sharon Topping, U. of Southern Mississippi
John Kirk Ring, Mississippi State U.
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Muthu Subbiah, U. of Texas at Dallas
Kimberly E. O'Brien, U. of South Florida
Heather Shields, Texas Tech U.
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Matt W. Rutherford, Virginia Commonwealth U.
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Alix Valenti, U.eristy of Houston - Clear Lake
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Felecia T. Moore, Argosy U.
John Matthew Amis, U. of Memphis
Bennie Mason, Troy U.

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

SMA extends appreciation to Jeffrey Cornwall of Belmont University for securing entertainment for the Presidential and SMA Membership Reception on Thursday evening as well as securing The Wildhorse Saloon for our Friday evening social event.

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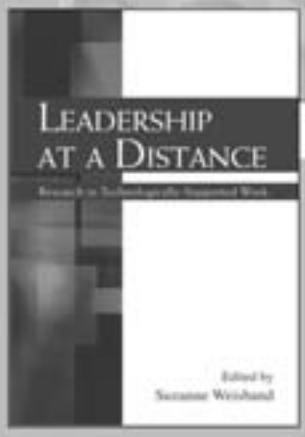

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Tuesday, November 6

Tuesday, 7:00pm - 8:30pm in Suite 4

Doctoral Consortium and SMA Preconference Welcome Reception

Wednesday, November 7

Conference Registration: 3:00pm - 7:00pm in Capitol Ballroom 4

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

Wednesday, 7:45am - 5:00pm in Suite 4

18th Annual Doctoral Student Consortium

Coordinators:
Mark Gavin, *Oklahoma State University*
Chris Shook, *Auburn University*

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

Panelists Include:
Janice A. Black, *New Mexico State University*
Frances H. Fabian, *University of North Carolina at Charlotte*
Melenie J. Lankau, *University of Georgia*
Anson Seers, *Virginia Commonwealth University*
Lucy R. Ford, *Rutgers University*
K. Michele (Micki) Kacmar, *University of Alabama*
Annette Ranft, *Florida State University*
Amy B. Henley, *Kennesaw State University*
Matthew Rutherford, *Virginia Commonwealth University*
Lisa Schurer Lambert, *Georgia State University*
Bruce Lamont, *Florida State University*
Bennett Tepper, *Georgia State University*
Kevin W. Mossholder, *Louisiana State University*
Franz Kellermanns, *Mississippi State University*
Holly Brower, *Wake Forest University*
Garry Adams, *Auburn University*

Sponsored by:
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Wednesday, 8:00am - 10:00am in Suite 6

Teaching Excellence Workshop: The Art of Teaching to "Change the Brain"

Tracey H. Sigler, *Northern Kentucky University*

How does learning occur, physiologically? How does the brain change, and how can we facilitate that change? This session explores these questions and discusses *The Art of Changing the Brain* by James Zull. Through discussion and exercises we will examine the physiological aspects of learning for our students and ourselves.

Wednesday, 9:00am - 12:00pm in Suite 5

Research Methods Workshop: Estimating Interaction/Moderating Effects Using Multiple Regression

Charles A. Pierce, *University of Memphis*

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

Sponsored by:
Center for the Advancement of Research Methods and Analysis (CARMA)

Wednesday, 10:15am - 12:00pm in Suite 6

AACSB Focus: Learning Assurance in Five Steps

Tim O. Peterson (Director of Undergraduate Learning Assurance), *Texas A&M University*

The AACSB is increasingly focused on learning assessment. However, assessment of our students' learning should be an important topic for all educators. When we talk about assessment it is only one part of the bigger picture which is called learning assurance. To truly understand assessment, it is important to understand how assessment fits into the greater scheme. In this session we will look at the five steps to learning assurance. Next we will talk more about assessment and what you as a faculty member should know for your specific class.

Wednesday, 12:00pm - 5:00pm in Suite 7

SMA Faculty Consortium

Coordinators:
Mark J. Martinko, *Florida State University*
Anson Seers, *Virginia Commonwealth University*

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 reorientations of their career priorities. Those wishing to participate should send an e-mail expressing an interest along with their current vita by October 18th, 2007, to Mark Martinko at mmartin@cob.fsu.edu or Anson Seers at aseers@vcu.edu. Accepted applicants will be provided with a $200 travel grant.

Panelists Include:
Mark J. Martinko, *Florida State University*
Russell Cropanzano, *University of Arizona*
Hettie A. Richardson, *Louisiana State University*
Anson Seers, *Virginia Commonwealth University*
Kevin B. Lowe, *University of North Carolina at Greensboro*
William L. Gardner, *Texas Tech University*
Bob Ford, *University of Central Florida*
Sherry E. Moss, *Wake Forest University*
Scott C. Douglas, *University of Montana*

Wednesday, 12:00pm - 1:30pm in Terrace

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

Wednesday, 1:00pm - 4:00pm in Suite 5

Research Methods Workshop: Analysis of Change through Latent Growth Modeling

Robert J. Vandenberg, *University of Georgia*

Though the statistical technique of Latent Growth Modeling (LGM) has been around for 20 years, the technique has increasingly attracted the interest of behavioral and organizational researchers. LGM is a longitudinal statistical technique used in structural equation modeling (SEM) to estimate growth trajectory over time. LGM can estimate both individual and group levels of change, and the model can represent either a linear or a curvilinear trajectory. This workshop will examine the basics of LGM. Examples of research appropriate for use of LGM will be presented, along with detailed analysis procedures and considerations. Some knowledge of SEM is needed.

Wednesday, 1:00pm - 5:00pm in Suite 6

Teaching Excellence Workshop: Demystifying Instructional Technologies--Creating Lessons that Engage Millennial Students

Sommer B. Hamilton, *Texas A&M University*
Cynthia L. Krom, *Mount Saint Mary College*
Claudette M. Peterson, *Texas A&M University*
Roemer M. S. Visser, *Texas A&M University*

Come and explore a variety of instructional technologies that will engage today's students. We will demonstrate high-tech and low-tech tools and invite you to try them out; we will share tips on e-lessons and podcasting; and we will point you in the direction of some low-cost alternatives. Join us!

Wednesday, 2:00pm - 4:30pm in Pinnacle

SMA Officers & Board Meeting

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

Wednesday, 3:00pm - 3:30pm in Capitol Ballroom 4

Networking Break

Coordinator: **Geralyn McClure Franklin**, *University of South Florida St. Petersburg*

Registration for SMA Placement Services: 5:00pm - 6:00pm in Capitol Ballroom 4
(late registration only; folders will not be available)

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

Wednesday, 5:00pm - 6:00pm in Suite 5

SMA New Member Orientation

Come learn about SMA, meet the SMA leadership, and learn how SMA functions.

Wednesday, 6:00pm - 7:00pm in Capitol Ballrooms 3&4

SMA & AIB-SE Joint Networking Welcome Reception

Come and gather for light snacks and conversation with colleagues.

Sponsored by:
Academy of International Business-Southeast USA Chapter

Thursday, November 8

Conference Registration: 8:00am - 5:00pm in Capitol Ballroom 4
(closed for lunch from 12:00pm to 1:30pm)

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

SMA Placement Services: 8:00am - 5:00pm in Capitol Ballroom 4
(closed for lunch from 12:00pm to 1:30pm)

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

Thursday, 7:00am - 8:30am in Capitol Ballroom 1

SMA Networking Breakfast

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

All SMA registrants are invited. Come meet everyone!

Thursday, 8:15am - 9:45am in Suite 4A

OB: I Feel so Emotional: Emotions, Emotional Labor, and Emotional Intelligence

Session Chair: **Allison Duke**, *Lipscomb University*

Discussants:
Steven M. Elias, *Auburn University Montgomery*
Gergana T. Markova, *Wichita State University*
Christian Kiewitz, *University of Dayton*

SELF-REPORTED MEASURES OF EMOTIONAL INTELLIGENCE: THE IMPACT OF SOCIAL DESIRABILITY AND FAKING

Sungwon Choi, *Louisiana State University*
Don H. Kluemper, *Louisiana State University*

We questioned whether self-report measures of EI are valid in a context in which socially desirable responding may take place. With an undergraduate sample of 128, with half intentionally faking and half responding honestly, we measured 3 self-report EI scales as well as social desirability, Big-5, CSE, and self-report intelligence. Results indicate that social desirability is moderately correlated with self-report EI and that EI is approximately as fakeable as the Big-5. Also, in situations where faking exist, the magnitude of the correlations between EI and the Big-5 increase dramatically, calling into question the discriminant validity of self-report measures of EI.

THE ROLE OF IDENTITY AND PERCEIVED ROLE OVERLOAD ON PROFESSIONALS' EMOTIONAL LABOR PROCESS

Erin R. Holmes, *University of Mississippi*
John Paul Bentley, *University of Mississippi*
Alicia Bouldin, *University of Mississippi*
Darren C. Treadway, *SUNY - University at Buffalo*

A conceptual framework has been created to understand how an affective state of emotional dissonance is measured and is related to emotional labor, how professionals respond to their organization's and profession's emotional display requirements, how an employee's identity with their organization and profession affects their emotional labor process, and how an employee's perceived role overload affects their emotional labor process. Emotional dissonance is hypothesized to mediate the relationship between identity with a profession or organization and emotional labor. Perceived role overload is hypothesized to moderate the emotional dissonance-emotional labor relationship. This framework is currently being tested in retail chain pharmacists.

★BEST OVERALL DOCTORAL PAPER & BEST DOCTORAL PAPER IN TRACK★ WORKPLACE AFFECT AND ANGER: EMOTIONAL LINKS TO INDIVIDUAL PERCEPTIONS AT WORK

Lisa T. Stickney, *Temple University/King's College*
Deanna Geddes, *Temple University*

This study examined the relationship of trait positive and negative affectivity (PA/NA) with suppressed and expressed emotion following an anger-provoking incident at work. In addition, we tested how predictive these traits and responses were regarding organizational commitment, emotional exhaustion, and climate perceptions. We offer alternative conceptualizations of expressed and suppressed anger than the traditional anger-in and anger-out operationalizations. Survey results indicate that expressed anger was positively related to PA and negatively related to NA. Expressed anger predicted perceptions of a supportive work climate, but suppressed anger did not predict outcomes. PA and NA were both strong predictors of affect-relevant outcomes.

Thursday, 8:15am - 9:45am in Suite 5A

HRM/Careers: Coaching and Mentoring

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

Discussants:
Heather S. McMillan, *University of Tennessee*
Sidika Nihal Colakoglu, *Norfolk State University*
Marie-Line Germain, *St. Thomas University*

GENERATIONAL DIFFERENCES IN THE DESIRE AND PREFERENCES FOR A COACHING RELATIONSHIP

William A. Gentry, *Center for Creative Leadership*
Jennifer J. Deal, *Center for Creative Leadership*
Tracy Lambert Griggs, *University of North Carolina at Asheville*
Scott Mondore, *Maersk, Inc.*

This study surveyed 770 library workers to assess the differences between older and younger workers regarding their perceived need for developmental coaching and their preferences in a coaching relationship. Theories about generational cohorts and careers suggest that differences exist between older and younger workers in their desire for developmental coaching, the desired focus of the developmental relationship and other aspects of the coaching relationship. Results reveal that all generational groups wanted coaches. However, among the generational cohorts in this study, different preferences were expressed regarding the focus of the coaching relationship. Practical implications and directions for future research are discussed.

THE COMBINED INFLUENCES OF MENTORING ANDTEAM-LEVEL SUPPORT ON JOB PERFORMANCE

Hetty Van Emmerik, *Utrecht University*

Following social exchange theory and group social capital theory, we predicted positive relationships between (informal) mentoring and team-level support with job performance. Hypotheses were tested using data from 480 teachers working in 64 teams. Multilevel analyses showed that after controlling for having a mentor, those teachers with more team-level support resources scored higher on self-reported job performance and perception of team performance. In line with our expectations, we found that the association between mentoring and individual job performance is stronger for teachers scoring high on team-level support (i.e., support from informal networks and support from team orientation).

THE EFFECTS OF MENTOR CHARACTERISTICS AND DYADIC CHARACTERISTICS ON THE OUTPUT OF MENTORING FUNCTIONS

Frankie Jason Weinberg, *University of Georgia*
Melenie J. Lankau, *University of Georgia*

Formal mentoring programs are becoming more popular as organizations attempt to reap the benefits that have been associated with informal mentoring. The present study adds to the small number of studies which have focused on the characteristics of the mentor, and provides suggestions regarding selection of appropriate mentors and matching of mentors with protégés in formal mentoring programs. Findings suggest that the mentor's level of organizational commitment, the cross-gender characteristics of the dyad, and total time spent mentoring significantly impact the mentor's output of mentoring functions. Study limitations are discussed, and implications for future research and for practice are suggested.

Thursday, 8:15am - 9:45am in Suite 5B

MH/ME/IM: Influences on measures of student evaluation: Appearances may be deceiving

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

Discussant: **Nhung T. Nguyen**, *Towson University*

DO ORGANIZATIONAL SUPPORT AND ORGANIZATIONAL JUSTICE INFLUENCE STUDENT EVALUATION OF TEACHING? AN EXPLORATORY STUDY

Curtis Francis Matherne III, *Mississippi State University*
Zachary Williams, *Mississippi State University*
Brian Engelland, *Mississippi State University*

Perceived organizational support and organizational justice are two important constructs that have been found useful in addressing how employees and their supervisors interact. These same constructs are also prevalent in classrooms where students and instructors interact, and where students form impressions regarding the quality of teaching provided by their instructors. The authors of this paper propose and test a model that incorporates these variables. Results indicate that higher levels of perceived instructor support and classroom justice correlate with higher levels of teaching quality. Supplementary research also indicates that teaching quality correlates highly with perceived instructor support and informational justice.

STUDENT EVALUATIONS OF TEACHING: IS NORMALITY THE CORRECT ASSUMPTION?

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

A five year longitudinal study of the results from student evaluations of teaching (SETs) was accomplished within the business school of a small southwestern state university. Based upon the findings of the study, the authors argue that prior practices in applying the results of SETs for summative purposes have not been based upon a sound statistical foundation. The use of means to measure and compare instructor effectiveness requires assumptions of normality which the data does not meet. Results from both instructor samples and populations are compared.

THE INFLUENCE OF LEARNING STYLE ON SATISFACTION AND PERFORMANCE IN AN E-LEARNING ENVIRONMENT

Lisa M. Russell, *University of North Texas*
Nancy G. Boyd, *University of North Texas*

In recent years, learners have shown a preference for flexible e-learning environments. Emphasizing one dominant learning mode within these environments, however, can undermine learning opportunities for students lacking flexibility in that mode. Attention must be paid to the development of the learner's adaptive flexibility as well as curricula design to balance various learning orientations. Recognizing and understanding students' learning styles is one way to address these concerns. Several propositions are made regarding Assimilating, Diverging, Converging and Accommodating learning styles (Kolb, 1971), and a theoretical model is proposed to assist in future research of the propositions outlined in this paper.

Thursday, 8:15am - 9:45am in Suite 6

OB Symposium: How Emotional Labor and Affective Events Influence Authentic Leadership and Network Ties

Ronald H. Humphrey, *Virginia Commonwealth University*
Dawn J. Fischer, *Texas Tech University*
William L. Gardner, *Texas Tech University*
James Hunt, *Texas Tech University*
Yongmei Liu, *University of Texas at Arlington*
Weichun Zhu, *Harvard University*
Pamela L. Perrewe III, *Florida State University*
Paul Johnson, *Oklahoma State University*
Marie T. Dasborough, *Oklahoma State University*
K. Michele Kacmar, *University of Alabama*

The four papers in this symposium deal with emotions as well as leadership. Three of them explicitly relate emotional processes to authentic leadership theory, while the fourth paper deals with friendship ties, trust, and other variables that would certainly fit in well with authentic leadership theory. Second, two of the papers focus on leading with emotional labor. Despite the large volume of research that has been done in the past 15 years on emotional labor, none of this research has examined whether leaders perform emotional labor, or specifically related emotional labor to leadership theories.

Thursday, 8:15am - 9:45am in Suite 7A

Strategy/OT: Understanding Organizational Change

Session Chair: **Kevin Kennedy**, *Ohio University*

Discussants:
Thomas Russell Crook, *University of Tennessee*
Jon C. Carr, *University of Southern Mississippi*
Alexa Perryman, *Florida State University*

MAKING SENSE OF RADICAL CHANGE: TOWARDS AN ACTIVITY-BASED VIEW

James Michael Vardaman, *University of Memphis*
John Matthew Amis, *University of Memphis*

Organizational change has been a central topic among organizational theorists for decades. However, the role of individual action in implementing change has been largely undeveloped in the change literature. Drawing upon an activity-based approach, we put forth a conceptual framework of change enactment that provides insight into how individual members of the organization interpret and effectuate change initiatives. The key theme posited is that individual social networks, sensemaking, and activity shape the interpretations and actions of individuals during imposed organizational shifts. This framework has practical applications and can be used to study change enactment across a variety of organizational settings.

THE INTERACTION OF ORGANIZATIONAL IDENTITY AND DOMINANT LOGIC: PATTERNS OF ORGANIZATIONAL COHERENCE

Frances H. Fabian, *University of North Carolina at Charlotte*
Janice A. Black, *New Mexico State University*

The adoption of an organizational identity may be a critical process for organizations faced with radical or non-routine change. Similarly, dominant logic has been thought to filter the alternative ways of doing an organization can pursue. By integrating these two perspectives into patterns of organizational coherence, we conclude with their potential for uncovering different organizational forms. Based on the consistency and multiplicity of identity and logic, we introduce the ideas of mimicry, symphony, medley, and cacophony. We argue these forms are manifested in patterns of organizational discourse, stressing the role of iterations of organizational stories and vignettes.

THE LOGIC OF DELIBERATE STRUCTURAL INERTIA

Gavin Schwarz, *University of New South Wales*

Many organizational change discussions frequently either underplay the significance of structural inertia or focus on testing Hannan and Freeman's inertia (1984) theory. I present a three-layered stratified model explaining why some organizations purposely encourage structural inertia when undertaking change, contextualized by information technology (IT) change. The model describes the way that organizational members initially imbue and then enact structural inertia features. It redirects debate on organizational change and failure by showing the social context of structural inertia choices

Thursday, 9:45am - 10:15am in Capitol Ballroom 4

Networking Break

Coordinator: **Geralyn McClure Franklin**, *University of South Florida St. Petersburg*

Sponsored by:
University of Tennessee

Thursday, 10:15am - 11:45am in Suite 4A

OB: Undesirable Employee Behaviors: Dementors, Counterproductivity, and Demoralization

Session Chair: **Lynn Marie Kendrick**, *St. Thomas University/City College*

Discussants:
Curtis Francis Matherne III, *Mississippi State University*
Denise Marie Breaux, *Florida State University*
Vickie Coleman Gallagher, *Northern Kentucky University*

COUNTERPRODUCTIVE WORK BEHAVIOR: BIODATA PERSONALITY MEASURES, SOCIAL INFLUENCE AND JUSTICE

Lauren V. Blackwell, *University of Oklahoma*
Lori Anderson Snyder, *University of Oklahoma*
Gregory G. Manley, *University of Texas at San Antonio*

Counterproductive work behavior negatively impacts many different aspects of an organization and its workers. By assessing personality using biodata measures, it may be possible to predict an individual's likelihood of engaging in CWB based on past behavior. The present study examines the role of conscientiousness and locus of control on CWB directly as well as possible person-situation interactions dependent on justice and social influence. Results indicate that biodata measures of conscientiousness and locus of control are related to CWB. Conscientiousness was also found to interact with both situational factors of justice and social influence in the prediction of CWB.

DEMENTORS IN OUR MIDST: THE HIGHLY PRODUCTIVE BUT MORALE-KILLING EMPLOYEE

Luther Denton Sr., *Georgia Southern University*
Constance Campbell, *Georgia Southern University*

While most discussions of incivility in the workplace focus exclusively on deviant behavior and its negative impact, in this paper we discuss the behavior of a particular type of employee who has a powerful negative impact on morale, yet remains highly productive on measures of task performance. This employee type is labeled a dementor. Our analysis offers an overview of dementor behavior, poses possible individual and organizational antecedents, describes the impact on the organization and individuals within the organization, proposes directions for future research, and offers strategies for dealing with the dementor in the workplace.

THE EFFECTS OF MONTARY INCENTIVE TYPES, GOAL INSTRUCTIONS, AND GENDER ON DEMORALIZATION: A LABORATORY EXPERIMENT

Faten Moussa, *SUNY - Plattsburgh State*

The present research is designed to examine the main effects of monetary incentive types (piece-rate, differential piece-rate with goal attainment step bonus, and hourly flat-rate plans), self-set goal level instructions (an instruction to set hard, easy, and any goals), and gender on demoralization. The results showed that the main effects of monetary incentives and self-set goal level instructions are significant in influencing demoralization. Demoralization was significantly higher under the monetary incentive plans than under the hourly plans and significantly higher under the hard goal instruction than under the easy and no goal instructions. Gender showed no effect on demoralization.

Thursday, 10:15am - 11:45am in Suite 4B

OB: Take Me to Your Leader: Research in Transformational and Transactional Leadership

Session Chair: **Carol R. Young**, *Memorial Hermann Healthcare System*

Discussants:
Stephan Belding, *Marylhurst University*
Joseph Heinzman Jr., *Hodges University*
Sandra Renee Bryant, *Regent University*

AN EXAMINATION OF OMISSION AND EXTINCTION AS TRANSACTIONAL LEADER BEHAVIORS

Timothy R. Hinkin, *Cornell University*
Chester A. Schriesheim, *University of Miami*

Laissez-faire leadership has received little attention in studies of the Multifactor Leadership Questionnaire. This is despite its having shown strong negative relationships with various leadership criteria. We refine the concept of laissez-faire leadership to develop measures and examine the effects of the lack of performance-contingent reinforcement in two forms: omission (leader non-reinforcement of good subordinate performance) and extinction (leader non-reinforcement of poor subordinate performance). We find strong supportive construct validity evidence and also that omission and extinction augment the effects of transactional leadership and laissez faire leadership on follower satisfaction with the leader, rated leader effectiveness, and perceived role clarity.

THE APPLE DOESN'T FALL FAR FROM THE TREE: THE CASCADING EFFECT OF CHARISMATIC LEADERSHIP

Mary Bardes, *University of Central Florida*
Ronald F. Piccolo, *University of Central Florida*

Drawing on social learning theory (Bandura, 1977), the current paper takes a social learning perspective on leader effectiveness to suggest that charismatic leaders obtain their desired effects when valuable aspects of the charismatic process 'cascade' to willing followers. Bass (1990) argues that a 'cascading effect' occurs when leadership styles 'cascade' from one management level to another. Hence, we posit that if a manager acts in a charismatic manner, their followers will be likely to act in similar ways. In addition, we introduce contextual factors (e.g., environmental uncertainty and organic structures) as boundary conditions for the transference of charisma across levels.

THE ROLE OF SELF-MONITORING ON TRANSFORMATIONAL-TRANSACTIONAL LEADER BEHAVIORS AND PERCEPTIONS OF EFFECTIVENESS

Marla Baskerville, *Tulane University*
Alexis Smith, *Tulane University*
Damon Bryant, *Tulane University*

We investigated the relations among transformational-transactional leadership, self-monitoring, gender, and perceptions of leadership effectiveness. We argued that high self-monitors engage in more transformational and transactional leader behaviors than low self-monitors. We also posited that self-monitoring would enhance the perceived effectiveness of female rather than male leaders above the effects of transformational-transactional leader behaviors such that high self-monitoring women would be rated as more effective than low self-monitoring women. Results obtained from a sample of ninety-one business students supported our predictions. Implications are discussed.

Thursday, 10:15am - 11:45am in Suite 5A

HRM/Careers: Career Change and Success

Session Chair: **David G. Allen**, *University of Memphis*

Discussants:
Marc D. Street, *Salisbury University*
Mary Jo Jackson, *University of South Florida St. Petersburg*
Thomas H. Stone, *Oklahoma State University*

IT'S NOT JUST A JOB ANYMORE: A TYPOLOGY OF CAREER CHANGE

Stacy McIlraith Campbell, *Kennesaw State University*
Andrew J. Ward, *University of Georgia*

While there has been much attention focused on the ability of today's employee to make career changes, there is little consensus on what that entails. In developing a typology of career changes, we distinguish between the "extent of newness" required across three dimensions: 1) changes in environment; 2) changes in human and social capital; and 3) change in personal identity. These dimensions lead us to distinguish four different types of career changes: job change, organization change, "boundaryless" career change, and "radical" career change. We suggest that integrating the typology presented here with the career literature will help guide future research.

PROACTIVE PERSONALITY AND INTENT TO REMAIN: IS CAREER FUTURE A MODERATOR OR MEDIATOR?

Veena Prabhu, *California State University, Los Angeles*
Charlotte D. Sutton, *Auburn University*
William I. Sauser Jr., *Auburn University*
Howard Clayton, *Auburn University*

Individuals vary in their tendency to take action to control their environment. Proactive individuals actively create environmental change, while less proactive people take a more reactive approach toward their jobs. In the change context career future plays a vital role in affecting a proactive employee's decision to remain with the organization. The purpose of the present study was to empirically test the mechanism by which proactive personality is related to intent to remain with the organization through career future. The results supported both the mediating and moderating role of career future. Implications for organizations and future research are discussed.

THE IMPACT OF CAREER BOUNDARYLESSNESS ON SUBJECTIVE CAREER SUCCESS: A CONTINGENCY APPROACH

Sidika Nihal Colakoglu, *Norfolk State University*

This study examined the mechanism by which career boundarylessness affected subjective career success through its effect on career autonomy in the positive link and through its effect on career insecurity in the negative link. The study also introduced three career competencies-knowing-why, knowing-how, and knowing-whom-that moderate the relationship between career boundarylessness and subjective career success. The results provided empirical support for the positive link in that the pursuit of a boundaryless career contributed positively to career autonomy that in turn helps career actors attain subjective career success. The implications of these findings were discussed and directions for future research were presented.

Thursday, 10:15am - 11:45am in Suite 5B

Ethics/Soc/Div: Balancing Work and Family: Choices, Policies, and Ethnic Differences

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

Discussants:
Linda Isenhour, *Eastern Michigan University*
Jocelyn Louise Steward, *University of Alabama at Birmingham*
Sally Sledge, *Troy University*

ETHNIC DIFFERENCES AND THE MEDIATING EFFECT OF JOB-FOCUSED SELF-EFFICACY: THE IMPACT OF WORK STRESS ON WORK FAMILY CONFLICT

Christopher J. Mathis, *Jackson State University*
Ulysses James Brown III, *Savannah State University*
Natasha Wilkins Randle, *Mississippi State University - Meridian*
Kristena Payne Gaylor, *Belhaven College*

This research examines ethnic differences that are likely to influence the relationship between work stress (i.e., work-role conflict, work-role ambiguity, and work-role overload) and work-family conflict (WFC) as mediated by job-focused self-efficacy. Using a comparative sample and a path analysis model, our findings explain individual group differences between Blacks and Whites regarding work stress and WFC, thus underscoring the important role of subgroup analysis.

FAMILY-FRIENDLY LEAVE POLICIES, WORK-FAMILY CONFLICT, AND EMPLOYEES' WELL-BEING

Ying Chen, *Vanderbilt University*

Using gender role theory as a conceptual framework, this study investigates relationships among usability of family-friendly leave policies, work-family conflict and employees' well-being. Analyzing data from the 2002 US General Social Survey, we find that usability of family-friendly leave policies (such as: employees feel free to take time off for family issues) can reduce conflict arising from both work interfering with family (WIF) and family interfering with work (FIW). Women benefit more from family-friendly leave policies than men do in terms of reducing both WIF and FIW. It is FIW, not WIF, that has more negative effects on women' well-being.

WHEN EMPLOYEES MUST CHOOSE BETWEEN WORK AND FAMILY: APPLICATION OF CONSERVATION OF RESOURCES THEORY

Dawn S. Carlson, *Baylor University*
Julie Holliday Wayne, *Wake Forest University*
Ericka Ruggs Lawrence, *University of Alabama*

Using conservation of resources theory this study examined three factors that play a role when faced with competing demands: pressure, salience, and importance. Both work and family salience, family pressure and family importance were significant predictors of the choice of activity. Depending on the activity chosen individuals were then asked about work-family conflict, the degree engagement in the role chosen and perceived jeopardy to the other role. For family to work conflict perceptions of jeopardizing family played a role however for work to family conflict the more engaged they were in the family activity the less conflict they experienced.

Thursday, 10:15am - 11:45am in Suite 6

MH/ME/IM + HC/HM/PA: Entrepreneurial Education and Administrative Innovations

Session Chair: **Alysa Dawn Lambert**, *SUNY - University at Albany*

Discussants:
Cherie E. Fretwell, *Troy University*
Jennifer P. Pitts, *Columbus State University*

ENTREPRENEURIAL EDUCATION AND ASSISTANCE FOR FACILITATING NEW BUSINESS GROWTH AND DEVELOPMENT

John Kirk Ring, *Mississippi State University*
James J. Chrisman, *Mississippi State University*
W. E. McMullan, *University of Calgary*

One of the main objectives of entrepreneurial counseling assistance and entrepreneurship education programs is to develop growth ventures. A variety of different programs, both long-fuse educational and short-fuse educational or assistance programs appear to affect longer-term entrepreneurial performance, although research currently tends to favor short-fuse programming. This study attempts to test the separate and combined impact of counseling and education through a research design that allows comparison of differing degrees of entrepreneurial assistance with those of differing degrees of entrepreneurial education on business growth. The findings suggest that counseling assistance has a larger impact on venture growth than entrepreneurship.

ENVIRONMENTAL AND ORGANIZATIONAL FACTORS INFLUENCING THE ADOPTION OF ADMINISTRATIVE INNOVATIONS

Tom J. Sanders, *University of Montevallo*
Thomas Powers, *University of Alabama at Birmingham*

This study investigated the influence of selected environmental and organizational factors on adoption of the magnet hospital concept in order to better understand strategic adaptation by organizations. It was found that environmental and organizational factors singularly and jointly influenced adoption and that organizational influences were more salient than environmental influences. Scholarly and practice implications and directions for future research are given.

Thursday, 10:15am - 11:45am in Suite 7A

Strategy/OT: A Fresh Look at Governance and Agency

Session Chair: **John F. Veiga**, *University of Connecticut*

Discussants:
Ahmad M. Hassan, *Morehead State University*
Craig Armstrong, *University of Alabama*
Bart Jan Debicki, *Mississippi State University*

MANAGERIAL GOAL ORIENTATION AND OUTSOURCING: AN EXTENSION TO THE AGENCY THEORY PERSPECTIVE

Rong Ma, *University of Memphis*

I incorporate goal orientation into agency theory through recognizing individual difference in risk aversion within the context of outsourcing. I propose that mastery-oriented managers are more likely to choose transformational outsourcing to enhance their ability, which aligns the goals of agents and principals. Managers with performance-avoid goal orientation are more likely to be involved in transactional outsourcing which can offer them higher probability of success yet lower value for the firms, which produces a goal conflict between agents and principals. In addition, managers will also have different performance based on different goal orientations thus exhibiting different levels of agency problem.

THE INFLUENCE OF CORPORATE GOVERNANCE ON EMPLOYMENT STABILITY IN ORGANIZATIONS

Wayne Grossman, *CUNY - College of Staten Island*

This study examines the relationship between corporate governance and employment stability in large, public corporations. Although certain corporate governance mechanisms might make managers more accountable to shareholders, they might also create a short-term bias with respect to managers' strategic decision-making. Under such conditions, managers may be less willing to maintain stable, long-term employment relations. The effect of independent directors, CEOs who also chair the board of directors, large, external blockholders, and CEO 'at-risk' compensation on employment stability was investigated. Results show that boards comprised of a greater proportion of outside, independent directors are associated with lower levels of employment stability.

★BEST DOCTORAL PAPER IN TRACK★ WHY SAY YES: INSIGHT INTO AN OUTSIDE DIRECTOR'S DECISION TO SERVE

Susie S. Cox, *Louisiana Tech University*
Richard H. Lester, *Texas A&M University*

Given the widespread appeal of board research, it is surprising how most research is aimed at individuals who make up the outside directorship ranks in terms of the firms they join, organizations to which they are aligned, and categories in which they belong; social elites, politicians, and the like. Rather than assume outside directors simply support the wishes of influential interests in the firm, we examine directors as individuals, with values, goals, and plans of their own. We explore the forces that compel individuals to serve as outside directors; examining the perceived fit that attracts individuals to board service.

Thursday, 10:15am - 11:45am in Suite 7B

Entrep/Innov/IT: International Entrepreneurship & Innovation

Session Chair: **Todd W. Moss**, *Texas Tech University*

Discussants:
Jeffrey Mathew Pollack, *Virginia Commonwealth University*
Sheryllynn Roberts, *University of Texas at Arlington*
Min Zhang, *Bentley College*

AN EMPIRICAL ANALYSIS OF ENTREPRENEURIAL MOTIVATIONS IN TURKEY

Serkan Yalcin, *Saint Louis University*
Husnu Kapu, *Kafkas University*

The purpose of study is to analyze venture creation behavior of entrepreneurs in Turkey. An empirical analysis of 263 entrepreneurs from nine cities of Turkey was undertaken by factor analyzing 24 motivations. Five factors namely getting a prestigious place in society, realizing self-actualization, contributing to society, imitating nearby entrepreneurs, and getting increased financial gain were found to be salient entrepreneurial motives. The results indicate that the new venture establishment behavior of the entrepreneurs is of intrinsic type and related to pull factors, which is mainly explained by the need to get increased social status quo.

ENTREPRENEURIAL INTENT IN A TRANSITIONAL ECONOMY: AN APPLICATION OF THE THEORY OF PLANNED BEHAVIOR TO ROMANIAN STUDENTS

Christopher Shook, *Auburn University*
Constantin Bratianu, *Academy of Economic Studies*

This study examines entrepreneurial intent in Romanian students using the Theory of Planned Behavior (Azjen, 1987). Using multiple regression analyses to test for mediation, we analyzed survey data from 324 Romanian students. Some of our findings were consistent with the Theory of Planned Behavior, while others were not. As expected, we found that self-efficacy and the desirabilities associated with creating a venture were positively related to entrepreneurial intent. However, surprisingly, we found that the more supportive the students' referents were, the less likely the students were to have intentions of starting a business. A discussion of these findings concludes the paper.

NATIONAL INFLUENCES ON ENTREPRENEURIAL ACTIVITY: A MULTI-COUNTRY EXAMINATION

J. Christian Broberg, *Texas Tech University*
Jeremy C. Short, *Texas Tech University*
Dave Ketchen, *Auburn University*
William P. Wan, *Texas Tech University*

Debate surrounds to what extent different national settings facilitate entrepreneurial activity, but empirical findings that clarify this issue are scant. We examine three measures of entrepreneurial activity across a sample of 126 countries over two decades. We find that national settings explain most of the cross-border differences in entrepreneurial activity, while year to year fluctuations within countries are relatively minimal. We also examine the influence of government structures and determinants of national advantage based on Porter's (1990) framework. We find political structures have no effect on entrepreneurial activity, but elements of national advantage are influential.

Lunch Break (on your own): 11:45am - 1:15pm

Thursday, 11:45am - 1:15pm in Third Floor Executive Board Room

SMA Incoming Track Chair Luncheon
(*by invitation only)*

Coordinator: **Margaret (Peg) Williams**, *Virginia Commonwealth University*

Thursday, 1:15pm - 2:45pm in Suite 4A

OB: Bad Apples at Work: Abusive Supervisors and Deviant Coworkers

Session Chair: **Yongmei Liu**, *University of Texas at Arlington*

Discussants:
Jonathon R. B. Halbesleben, *University of Wisconsin - Eau Claire*
Erin R. Holmes, *University of Mississippi*
Kevin B. Lowe, *University of North Carolina at Greensboro*

ABUSIVE SUPERVISION ACROSS ORGANIZATIONAL LEVELS: AN EMOTIONAL AND SOCIAL CONTAGION PERSPECTIVE

Kenneth J. Harris, *Indiana University Southeast*
Paul Harvey, *University of New Hampshire*

This study extends existing research on abusive supervision by exploring the extent to which victims of abusive supervision become abusive supervisors themselves. Results of a study of 146 leader-member dyads support the notion that victims of abuse are likely to become abusive themselves when they interact with their subordinates frequently, and that victims of this abuse demonstrate diminished levels of task-related and contextual performance. Unexpectedly, supervisors who were not victims of abusive supervision were more likely to abuse their own subordinates when interaction with them was infrequent. Implications for preventing abusive supervision and for future research are summarized.

ABUSIVE SUPERVISION AND ITS DYSFUNCTIONAL CONSEQUENCES

Denise Marie Breaux, *Florida State University*
Art D. Martinez, *Florida State University*

Abusive supervision can lead to dysfunctional consequences for organizations such as increased turnover intent and political behaviors. Psychological strain was shown to partially mediate the abusive supervision-turnover intent and abusive supervision-political behavior relationships. We used the Transactional Model of Stress as a theoretical perspective to guide our hypotheses. Implications of this research are discussed, as are directions for future research.

INDIVIDUAL AND LEARNING EFFECTS IN THE PRESENCE OF DEVIANT COWORKERS

Gergana T. Markova, *Wichita State University*

The purpose of this study is to empirically investigate the reactions to a coworker perceived as deviant, dysfunctional, or negative. Consistent with the labeling perspective of deviance, we argue that such employee presents a favorable target for downward comparison and allow other employees to draw positive conclusions about themselves. A "bad apple" can also inform and alert others about organizational norms, thereby improving role clarity. Social comparison orientation and job interdependence are expected to intensify these relationships. The results support the positive relationship between a deviant's presence and self-evaluation; but only employees with more interdependent jobs, reported better role clarity.

Thursday, 1:15pm - 2:45pm in Suite 4B

OB: A Look Inside the Black Box between Transformational Leadership and its Outcomes

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

Discussants:
Sungwon Choi, *Louisiana State University*
Timothy Munyon, *Florida State University*
Melissa K. Carsten, *University of Nebraska - Lincoln*

HAVE ALL QUESTIONS BEEN ANSWRED? A MODERATED MEDIATION EXAMININATION OF THE EFFECT OF TRANSFORMATIONAL LEADERSHIP ON INDIVIDUAL JOB PERFORMANCE

Fred Walumbwa, *Arizona State University*

We investigated whether the interactive effect of individual identification with one's work unit and means efficacy mediated the relationship between follower rated transformational leadership and supervisory rated performance. Our sample included 437 employees from six Midwest banking organizations. Results from moderated mediation analyses revealed a moderated mediation role of identification and means efficacy in the relationship between transformational leadership and supervisor rated performance. Implications for research, theory and practice are discussed.

THE ROLE OF LEADERS IN KNOWLEDGE-BASED ORGANIZATIONS: ORGANIZATIONAL KNOWLEDGE STRUCTURE AS A MEDIATOR

Jung Hwan Kim, *SUNY - Binghamton University*
Yong Jin Kim, *Sogang University*
Kim Jaussi, *SUNY - Binghamton University*

Leadership and knowledge management have been regarded as substantial drivers in knowledge-based economy. However, relatively few studies have emphasized the relationship between leadership and knowledge management. Bridging two important subjects - leadership and knowledge management, this study builds on the extant literature to suggest three propositions about how transformational leaders play a significant role in knowledge-based organizations through their leadership and knowledge management activities. Transformational leaders coordinate individual knowledge and affect individual learning processes. Also, based on the structuration theory, organizational knowledge structure that leaders create mediates the relationship between leadership and individual learning processes.

TRANSFORMATIONAL LEADERSHIP AND FOLLOWERS' CREATIVE THINKING: THE MEDIATING EFFECTS OF POSITIVE AND NEGATIVE AFFECTIVE STATES

Mary Bardes, *University of Central Florida*
Ronald F. Piccolo, *University of Central Florida*

The study examines affective mechanisms in the leadership process by considering state positive and negative affect among followers as mediators of a leader's effect. Drawing on Affective Events Theory and on central tenets of Social Learning Theory, we hypothesized that transformational leadership behaviors 1) encourage creative thinking and 2) influence positive and negative affective reactions among followers. We used an experimental manipulation of transformational leadership. Results, in general, were supportive of the study's hypotheses and indicate that transformational leaders have the ability to evoke positive affective states, diminish negative affective states, and enhance creative thinking among followers.

Thursday, 1:15pm - 2:45pm in Suite 5A

HRM/Careers: Training and Development

Session Chair: **Michael Schuster**, *United States Coast Guard Academy*

Discussants:
Lee P. Stepina, *Florida State University*
Pamela L. Perrewe III, *Florida State University*
Charles M. Carson, *Samford University*

A COMPARATIVE STUDY OF FACTORS AFFECTING TRAINING TRANSFER

Michael Rehg, *Air Force Institute of Technology*
Daniel T. Holt, *Air Force Institute of Technology*
Robert Paul Toney, *Air Force Institute of Technology*

A meta-analysis of 28 studies was performed to investigate the extent to which the work environment influenced training transfer including support from supervisors, subordinates, peers, the organization, relapse prevention, goal setting, continuous learning culture, task constraints, and frequency of use. We also examined how these environmental elements influence transfer differently for management and non-management training. Results revealed that relapse prevention (d = .84) and supervisor support (d = .73) most influenced training transfer and there were differences depending on whether it was management or non-management training. Limitations and future research are discussed.

EXAMINING THE RELATIONSHIPS BETWEEN NEW EMPLOYEE DEVELOPMENT PRACTICES, ROLE STRESSORS, AND WORK-RELATED ATTITUDES FOR TEMPORARY EMPLOYEES

Jeffrey Paul Slattery, *Northeastern State University - Broken Arrow*
T. T. Rajan Selvarajan, *University of Houston - Victoria*
John E. Anderson, *East Carolina University*

We examined relationships between new employee development practices, role stressors, and attitudes of temporary employees. Since temporary employees receive NED practices at both the client organization and the temporary agency, the relationships were hypothesized to exist for both types of organizations. Data was collected from temporary employees across the U.S. Results indicate that for both types of organization, NED practices were negatively related to role ambiguity and role conflict which in turn were positively related to turnover intention and negatively related to job satisfaction and organizational commitment. Theoretical implications for managing temporary employees are discussed.

TRAINING EFFECTIVENESS: EXPLORING THE ROLE OF GOAL ORIENTATION, SELF-REGULATION, AND PRE-TRAINING MESSAGE

Anju Mehta, *Auburn University*

Although previous research has suggested that goal orientation might influence training outcomes, the mechanisms of this relationship are still not clearly understood. In this paper, I propose a mediated and moderated relationship between goal orientation and training effectiveness. Drawing from past theory and research, I suggest that an individual's goal orientation prior to training will influence his/her subsequent training effectiveness through the mediation of self-regulation activities. I further propose that pre-training message will moderate the relationship of goal orientation and self-regulation. A conceptual model is derived and implications for future research and practice are discussed.

Thursday, 1:15pm - 2:45pm in Suite 5B

Methods: Measuring Up: Item Analysis and Scale Development

Session Chair: **Sandra Renee Bryant**, *Regent University*

Discussants:
Rebecca J. Bennett, *Louisiana Tech University*
Arlise P. McKinney, *University of North Carolina at Greensboro*
Daniel Rottig, *Florida Atlantic University*

A TWO-STUDY INVESTIGATION OF ITEM WORDING EFFECTS ON LEADER-FOLLOWER AGREEMENT IN DESCRIPTIONS OF THE LEADER-MEMBER EXCHANGE (LMX) RELATIONSHIP

Chester A. Schriesheim, *University of Miami*
Joshua B. Wu, *University of Miami*
Cecily Cooper, *University of Miami*

Meader-member exchange (LMX) theory focuses on the quality of the relationship between leaders and subordinates and LMX measures are designed to assess relationship quality. Since leaders and subordinates are jointly embedded in their relationships, it is reasonable to assume that their LMX ratings will agree to at least a modest extent. However, LMX agreement has historically been low. To address this, we conduct two studies on whether item content and wording might be a cause of poor agreement and conclude that wording is, in fact, introducing attributional and social desirability biases into the rating process. Implications for research are discussed.

ITEM GENERATION: A REVIEW OF COMMONLY-USED MEASURES AND RECOMMENDATIONS FOR FUTURE PRACTICE

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

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 present the results of a comprehensive review of published measures. Our results demonstrate that many existing measures have significant problems that may represent threats to construct validity. Recommendations for improved item generation practice are offered.

PRELIMINARY DEVELOPMENT OF A MACRO MEASURE OF ORGANIZATIONAL CULTURE: TOWARD A SYTHEISIS OF CULTURE-PERFORMANCE RESEARCH

Larry Weinzimmer, *Bradley University*
Anthony R. Wheeler, *Bradley University*
Audie J. Brown, *Bradley University*
Jennifer L. Franczak, *Bradley University*

This research presents the results from two studies that seek to demonstrate the construct validity of a macro measure of organizational culture. In study 1 of the present research, we establish preliminary content validity of our measure; and in study 2 we establish preliminary criterion validity of our measure. Moreover, in study 2, we establish discriminant validity between our measure at the macro and micro levels of analysis from the organizational culture profile (OCP), the most utilized micro measure of culture. Implications for future research are discussed.

Thursday, 1:15pm - 2:45pm in Suite 6

MH/ME/IM: Service, strategy, and storytelling: Three provisions of a well-prepared business graduate

Session Chair: **Cherie E. Fretwell**, *Troy University*

Discussants:
William T. Jackson, *University of South Florida St. Petersburg*
Mary Jo Jackson, *University of South Florida St. Petersburg*
John Michael Mankelwicz, *Troy University*

ANALYSIS OF VIRTUAL TEAMS: A STORYTELLERS EXERCISE

Maria J. Mendez Rodriguez, *New Mexico State University*
Yue Cai-Hillon, *University of Central Missouri*

Virtual teamwork is becoming more prevalent in contemporary organizations, yet it poses many challenges. To better prepare students for the challenges ahead, an exercise was developed using storytelling technique, which allows students to develop skills and knowledge that are necessary to effectively manage virtual teams. This exercise builds on students' virtual team experience within WebCT. Results suggest that students develop a higher level of critical thinking in virtual team management by storytelling and are able to relate their experiences to the theory learnt in the course.

COMMUNITY SERVICE AS A HIRING PREREQUISITE?

Norma Jean Dexter, *Florida State University at Panama City*

Should university business curricula include community service/service learning? While incorporating community service into business classes requires extra work for professors, the added résumés enhancement might be beneficial to students. A brief review of community service and business curriculum literature shows primarily the benefits of service inclusion in curriculum. In addition, obstacles to community service are reviewed. Finally, a survey of the Dow Top 30 companies is included; the majority state community service is a factor in the hiring process.

TEACHING STUDENTS A PROCESS OF CREATIVE STRATEGY: AN INNOVATIVE PEDAGOGY FOR THE CAPSTONE BUSINESS COURSE

Michael G. Goldsby, *Ball State University*
Min Basadur, *McMaster University*
Gene Recker, *Basadur Applied Creativity*

It is imperative that business students today graduate with an awareness and appreciation for innovation, creativity, analysis, and planning. The strategic management course is considered the undergraduate capstone business class in AACSB schools for achieving this end. The authors of this paper have selected a process grounded in creativity for integration into the strategic management capstone course. The process has been supported by scholarly research and application in the business world. This paper documents why the approach was used, how it was utilized in the classroom, and the results from the new pedagogical approach.

Thursday, 1:15pm - 2:45pm in Suite 7A

Strategy/OT: Adapting to Changing Environments

Session Chair: **Brian Nagy**, *University of Alabama*

Discussants:
Fatma Ahmed Mohamed, *Morehead State University*
John Kirk Ring, *Mississippi State University*

CLIMATE CHANGE STRATEGIES AND FIRM PERFORMANCE: AN EMPIRICAL INVESTIGATION OF THE NATURAL RESOURCE-BASED VIEW OF THE FIRM

Bryan Stinchfield, *Southern Illinois University at Carbondale*
Michalisin David Michalisin, *Southern Illinois University at Carbondale*

Changes in the Earth's climate over the last 200 years have been dramatic and are likely to threaten our quality of life should the trend continue. Human activity has had a significant impact on global climatic patterns and some businesses have responded by incorporating climate change strategies into their strategic planning process. The Natural Resource-Based View of the Firm (NRBV) suggests that firms pursuing climate strategies should outperform firms that do not. Unfortunately, empirical testing of the NRBV is still in the embryonic stages. This study shows that firms pursuing climate change initiatives financially outperformed a matched pair control group.

DOES CORPORATE SOCIAL PERFORMANCE IMPROVE FINANCIAL PERFORMANCE? EVIDENCE FROM US FIRMS

Punit Arora, *Syracuse University*

Previous research on corporate social- financial performance link has yielded mixed results. Some studies found strong positive association, other its opposite. This study used a comprehensive framework and rigorous methodology, with a sample of 565 firms, and found a significant relationship between corporate social performance (CSP) and financial performance (FP). However, when CSP index is disaggregated, this relationship is found to be primarily driven by its employee relations component. There is some evidence for a positive relationship between the consumer relations component and FP as well. Other components of CSP were found to have an insignificant relationship with FP.

Thursday, 1:15pm - 2:45pm in Suite 7B

Entrep/Innov/IT: Regional Influences on Entrepreneurship

Session Chair: **Rebecca Stimson**, *none*

Discussants:
Papers 1 & 2: **Craig Armstrong**, *University of Alabama*
Paper 3: **G. Tyge Payne**, *Texas Tech University*

IMPLEMENTING NEW TECHNOLOGIES INTERNATIONALLY: THE MODERATING INFLUENCE OF GEOGRAPHIC PROXIMITY ON PERCEIVED USEFULNESS AND INTENTIONS TO USE

Peirce Eben Andrews, *Florida Gulf Coast University*
John Carter, *Florida Gulf Coast University*
William Ritchie, *Florida Gulf Coast University*

Drawing upon data collected from a large technology services firm, the current study examines the moderating influence of geographic proximity, as measured by domestic versus international locations, on the Technology Acceptance Model (TAM). Results indicated that the relationship between perceived ease of use and perceived usefulness is moderated by geographic proximity. Contrary to expectations, the relationship between perceived usefulness and behavioral intention to use is not moderated by geographic proximity.

REGIONAL ENTREPRENEURIAL TRANSFORMATION: A COMPLEX SYSTEMS PERSPECTIVE

Andac Arikan, *Florida Atlantic University*

I develop a descriptive process model of regional entrepreneurial transformation based on a conceptualization of regional economies as self-organizing complex systems that consist of interdependent sub-systems as represented by heterogeneous actor groups. It is proposed that a change in a region's entrepreneurial profile requires shifts in collectively shared sub-system level schemata that cause actors to behave in ways that prevent emergent entrepreneurship. The model highlights factors that contribute to the initiation of a positive feedback loop through which simultaneous schemata changes and consequently a regional entrepreneurial shift occurs.

THE DETERMINANTS OF ENTREPRENEURSHIP IN U.S. COUNTIES

Erick Paulo Cesar Chang, *Arkansas State University*
James J. Chrisman, *Mississippi State University*
Franz Kellermanns, *Mississippi State University*

Minnitti and Bygrave (1999) and Bygrave and Minnitti (2000) suggest that initial personal endowments, a community's economic circumstances and a level of entrepreneurial activity determine an individual's decision for entrepreneurship. We apply this framework to study the determinants of entrepreneurship between 2000 and 2004 in U.S. counties. Our results suggest that new venture creation is determined by demographic and economic factors. More importantly, our results confirm their hypotheses that prior entrepreneurship not only influences the amount of future entrepreneurship but also increases the rate of subsequent entrepreneurial activity in a community. Future implications for research and practice are discussed.

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

Networking Break

Coordinator: **Geralyn McClure Franklin**, *University of South Florida St. Petersburg*

Sponsored by:
University of Memphis

Thursday, 3:15pm - 4:45pm in Suite 4A

OB: Social and Decision-Making Processes in Groups/Teams

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

Discussants:
Brian J. Collins, *University of Alabama*
Nicole Younghye Kim, *Virginia Commonwealth University*
Norma Jean Dexter, *Florida State University at Panama City*

DISTINGUISHING THE IMPACT OF SOCIAL AND COGNITIVE PROCESSES ON TEAM PERFORMANCE

Stephanie Thomas Solansky, *University of Houston - Victoria*

Development frameworks are used to account for systematic differences between teams. This paper provides a brief discussion of development models and how these models are inconsistent. One explanation of differences is the processes associated with team development. This research examines the cognitive/social development of teams by distinguishing the affects of collective mind and team identity on performance. A laboratory and field study are used to demonstrate that teams perform best when they achieve a high level of cognitive and social capability, but collective mind has a greater impact on performance than identity.

PARTICIPATION, MAJORITY RULE VOTING, AND GROUP COHESION

David D. Van Fleet, *Arizona State University*

This paper discusses the use of majority rule voting as a group decision technique in academic organizations. Individual preferences and group cohesiveness are considered in evaluating alternatives. The example cited is the familiar problem of selecting new faculty members from a short list of candidates and disciplines. Alternatives are evaluated in terms of their ability to achieve a high quality consensus which also overcomes the problem of inverted preferences.

THE INFLUENCE OF PRIMING AND FRAMING ON TEAM DECISION MAKING AND EFFECTIVENESS

Kevin D. Clark, *Villanova University*
Narda R. Quigley, *Villanova University*
Stephen A. Stumpf, *Villanova University*

The effects of issue framing and the priming of issue attributes on individual decision making are well-documented in the psychology and organizational behavior literatures. Despite their conceptual links, framing and priming have been studied separately. The purpose of this study is to investigate both influences in a team context to determine how they might affect team effectiveness. We test three conditions against the control to determine whether effects are complementary or in conflict. The results reveal interesting patterns of effects on how teams approach the task and on its performance. Future research directions and implications for management practice are discussed.

Thursday, 3:15pm - 4:45pm in Suite 4B

OB: Not your Father`s Leadership Research: Fresh Perspectives on Leaders and Followers

Session Chair: **Michael Lance Frazier**, *Oklahoma State University*

Discussants:
Maria J. Mendez Rodriguez, *New Mexico State University*
Brian Christopher Glibkowski, *University of Illinois at Chicago*
Robert Wheatley, *Troy University*

AUTHENTIC STORYTELLING FOR AUTHENTIC LEADERSHIP IDENTITY: WHAT ARE WE MISSING?

Khadija Al Arkoubi, *New Mexico State University*

This article suggests that authentic storying of authentic leadership identity is a missing paradigm in leadership Research. While some storytelling consulting practices in leadership are paradoxical and simplistic, the paper contends that authentic stories have specific characteristics that go in line with the complexity of authentic leaders' identities. It also concludes that the storying of authentic leadership identity is a special spiritual journey and a mystic act that brings about leaders' enlightenment and illumination. This article draws from a study based on qualitative inquiry and leaders' life stories.

LEADERSHIP STYLE, ORGANIZATIONAL JUSTICE, TURNOVER, AND FIRM CELEBRITY: DOING GOOD WHILE LOOKING GOOD

Alexa Perryman, *Florida State University*

The concept of celebrity is an emerging topic of interest in the organizational sciences. In this paper, firm celebrity is juxtaposed alongside two streams of research: organizational justice and the previously abandoned classic behavioral model of leadership. In sum, it is proposed that one way for firms to continue "looking good" in the public eye is simply by "doing good."

PASSIVE FOLLOWERS OR PROACTIVE LEADERS: INVESTIGATING SOCIAL CONSTRUCTIONS OF FOLLOWERSHIP

Melissa K. Carsten, *University of Nebraska - Lincoln*
Mary Uhl-Bien, *University of Nebraska*
Bradley J. West, *University of Nebraska*
Jaime Lea Patera, *University of Nebraska - Lincoln*

The leadership literature has effectively placed subordinates in a position to passively receive and act on directives from above; paying little attention to the unique characteristics of followers. This study investigates social constructions of followership, and the personal qualities and behaviors that reportedly lead to effectiveness in a follower role. Analysis of qualitative interviews suggests that social constructions of followership exist on a continuum from passivity to activity. Followers who emphasized passive social constructions reported deferring responsibility and following orders, whereas those with proactive social constructions emphasized initiative and proactive problem solving. Implications and future directions are also discussed.

Thursday, 3:15pm - 4:45pm in Suite 5A

HC/HM/PA: Satisfaction Guaranteed: Health Care and Hospitality Research

Session Chair: **Sharon Topping**, *University of Southern Mississippi*

Discussants:
Jennifer P. Pitts, *Columbus State University*
Qian Xiao, *University of Alabama*
Sharon Topping, *University of Southern Mississippi*

A LOOK AT JOB SATISFACTION IN THE HOTEL INDUSTRY: SOME INSIGHTS FROM A CROSS-CULTURAL STUDY

Sally Sledge, *Troy University*
Angela Miles, *North Carolina A&T State University*
Samuel Coppage, *Old Dominion University*

With the globalization of tourism and the hotel industry, the topic of job satisfaction has become a relevant issue for hospitality managers and workers, and thus has caught the attention of academics. However, the factors that promote satisfaction among these workers vary and are likely influenced by culture. Job satisfaction is a desirable outcome for employees and firms, yet the factors associated with job satisfaction are not clear cut. This study utilizes Hackman and Oldham's Job Diagnostic Survey to assess job satisfaction among employees in the global hotel industry. Results support the model. Cross-cultural insights related to Hofstede are given.

THE EFFECT OF PHYSICIANS' COMMUNICATION SATISFACTION ON THEIR PERCEPTIONS OF EMPOWERMENT AND LIKELIHOOD TO RECOMMEND A HOSPITAL TO THEIR PEERS:

Thomas Loughman, *Columbus State University*
Robin L. Snipes, *Columbus State University*
Jennifer P. Pitts, *Columbus State University*

Recent trends in the health care industry have lead to significant changes in the work environment of physicians. Hospitals are increasingly being challenged to respond to growing physician dissatisfaction, turnover, and higher competition for qualified physicians. Using a mixed method research design, this research investigates factors that may contribute to physicians' satisfaction with their work environment, and subsequently, their likelihood to recommend the hospital to their peers. Results of the study have implications for service quality management, organizational communication research, and organizational studies involving the healthcare industry.

WORKAROUNDS IN HEALTH CARE SETTINGS: LITERATURE REVIEW AND RESEARCH AGENDA

Jonathon R. B. Halbesleben, *University of Wisconsin - Eau Claire*
Douglas S. Wakefield, *University of Missouri - Columbia*
Bonnie J. Wakefield, *Harry S. Truman Memorial Veterans' Hospital*

While perhaps most familiar to those working in information technology and computer science, the notion of a workaround is becoming increasing recognizable to health care professionals as the nature of their work becomes more complex. In this paper we review the dearth of literature concerning workarounds, focusing on how workarounds differ from related concepts (e.g., errors) and what conditions lead to workarounds. We conclude the paper with a variety of future research suggestions to spark further work on this emerging topic.

Thursday, 3:15pm - 4:45pm in Suite 5B

Ethics/Soc/Div: Corporate Social Performance

Session Chair: **Umar Sadiq Ghuman**, *Florida Atlantic University*

Discussants:
Arthur Meiners Jr., *Marymount University*
Stephan Belding, *Marylhurst University*
John Michael Mankelwicz, *Troy University*

ANTECEDENTS TO PROACTIVE ENVIRONMENTAL STRATEGY: AN UPPER ECHELONS PERSPECTIVE

Marko Horn, *Florida State University*

Proactive corporate environmental strategies are gaining increasing application in industry and government. Nevertheless, given the importance of the preservation of planetary resources for future generations, one wonders why proactive corporate environmental strategies are not common business practice. This paper examines potential antecedents that influence the creation and implementation of these strategies. Specifically I outline the importance of the top management team characteristics grounded in upper echelon theory and describing moderating factors. A supporting model and propositions are developed.

CORPORATE SOCIAL PERFORMANCE AS MEDIATOR OF FINANCIAL PERFORMANCE AND REPUTATION:

Timothy Munyon, *Florida State University*
Marko Horn, *Florida State University*
Jimmy S. Kow, *Florida State University*

This paper developed a meta-analytic structural equation model to evaluate the relationships between firm financial performance, corporate social performance, and firm reputation. The results indicate that corporate social performance fully mediates the relationship between firm financial performance and firm reputation. Study implications, limitations, and suggestions for future research are provided.

THE EFFECT OF CORPORATE SOCIAL PERFORMANCE ON CORPORATE FINANCIAL PERFORMANCE: A MODEL FOR FUTURE RESEARCH

Mark O'Donnell, *SUNY - University at Albany*

The present work provides a model to guide future research on the relationship between corporate social performance (CSP) and corporate financial performance (CFP). Recommendations include a more focused examination of the individual CSP categories, including an examination of the positive and negative CSP categories as separate and distinct constructs, an examination of potential non-linear relationships between the individual CSP categories and CFP, and a more thorough examination of likely moderators of the CSP-CFP relationship. Communication of CSP activity is posited as a key moderator of the CSP-CFP relationship.

Thursday, 3:15pm - 4:45pm in Suite 6

MH/ME/IM Symposium: The changing landscape of soft money

Benjamin Wayne Rockmore, *University of Central Florida*
Ronald F. Green, *The Citadel*
Foard F. Jones, *University of Central Florida*
Neal P. Mero, *AACSB International*
James Paxton, *Miami University*

Symposium will be a roundtable format exploring the funding dilemmas experienced by university business programs. In addressing this challenge, a 360° Beneficiary Framework is presented to enable College of Business programs to general soft-funding opportunities to ensure and sustain a quality education and providing its graduates a career advantage. Attempting to simulate business environment and acumen in classroom instruction is by no means a novel concept. However, we attempt to demonstrate the need for new approaches with discussions on the State of Higher Education Funding, Challenges of Higher Education concluding with recommendations for generating soft-money and preparing in-demand graduates.

Thursday, 3:15pm - 4:45pm in Suite 7A

Strategy/OT + MH/ME/IM: From 1906 to Present Day: A Potpourri

Session Chair: **Shawn M. Carraher**, *Cameron University*

Discussants:
Esra Memili, *Mississippi State University*
Paul Louis Drnevich, *University of Alabama*
Enrique M. Perez, *Florida Atlantic University*

ALEXANDRIA CARBON BLACK -GLOBAL STRATEGIES FOR GLOBAL MARKETS

Harold Dennis Harlow, *The American University in Cairo*

Alexandria Carbon Black examines initial and continuing investment in petrochemical manufacturing facilities in Egypt by an Indian multinational. The case brings together the various aspects of global strategy, cultural issues, social responsibility and developing world companies' success in displacing current producers with operational strategies that include new plants, adherence to ISO standards, increased response to customer needs and attention to just in time warehousing close to customers. It also shows how corporate, SBU and functional strategies at newly global Indian companies like Aditya Birla are having a huge impact on entrenched producers providing huge new opportunities in low growth businesses.

ATTITUDES TOWARDS BENEFITS AMONG SME OWNERS IN LATVIA: A 12-MONTH STUDY

Shawn M. Carraher, *Cameron University*
Charles Carraher, *Florida Atlantic University*
Sarah Carraher, *Consolidation Enterprises*
Jane Whitney Gibson, *Nova Southeastern University*

The dimensionality of a multi-dimensional questionnaire - the Attitudes Towards Benefits Scale (ATBS) was examined using a principal components analysis with an orthogonal rotation for a sample of 243 owners of Small to Medium sized Enterprises in Latvia. While previous research with employees had found support for a three-dimensional structure (Hart & Carraher, 1995; Carraher, Hart, & Carraher, 2003) in the sample of business owners only two dimensions was found. The two dimensions are then correlated with job performance, facets of job satisfaction, income, and closing down their business.

CONTRADICTION OF DOMINANT LOGICS, STRUGGLE FOR RESOURCES, AND COLLEGE CLOSURES IN THE UNITED STATES DURING 1906-1950

Wei Chen, *Texas Tech University*
Marvin Washington, *University of Alberta*

This paper examines organizational failure from a perspective combining institutional theory and resource based view. The match between the institutional dominant logic in the environment and the logic in the organization is theorized to predict survival or failure of organizations. The closure of colleges in the United States is selected as the empirical setting of this study. This paper contributes to the study of organizational failure from theoretical perspectives beyond the explanation of organizational failure by population ecology.

Thursday, 3:15pm - 4:45pm in Suite 7B

Entrep/Innov/IT: Predicting New Venture Performance

Session Chair: **Thomas Hawver**, *Virginia Commonwealth University*

Discussants:
William R. Meek, *University of Louisville*
George H. (Jody) Tompson, *University of Tampa*
Rebecca Stimson, *none*

A META-ANALYTIC INVESTIGATION OF MODERATORS AND MEASURES OF THE ENTREPRENEURIAL ORIENTATION-FIRM PERFORMANCE RELATIONSHIP

Justin L. Davis, *Ohio University*
G. Tyge Payne, *Texas Tech University*
Jeffrey McGee, *University of Texas at Arlington*

The current study proposes a theoretical and empirical summary of research in the area of entrepreneurial orientation (EO), with primary emphasis placed on moderators of the entrepreneurial orientation-firm performance relationship. Empirical analyses focus on the dimensionality of the EO construct and the impact of environmental munificence, dynamism and hostility on the EO-performance relationship. Analyses will also offer a new methodological approach to the analysis of moderating variables in meta-analytic study, providing insight into the examination of study-level moderators (as opposed to the traditional analysis of study-characteristics). Suggestions for future research in this growing body of literature are provided.

PREDICTING ENTREPRENEURIAL SUCCESS - A CONCEPTUAL SOCIAL-COGNITIVE MODEL

Jeffrey Mathew Pollack, *Virginia Commonwealth University*
Thomas Hawver, *Virginia Commonwealth University*

This conceptual paper develops a social-cognitive model to inform researchers and practitioners about how to increase the propensity of entrepreneurs to succeed. We expand past research related to 1) cognitive ability (Schmidt, 2002), 2), entrepreneurial self-efficacy (Chen, Greene & Crick, 1998), and 3) implicit theories (Dweck and Leggett, 1988). By blending a trait-based perspective of entrepreneurial success with a behavioral approach we propose a model and typologies in order to 1) better understand why individuals engage in entrepreneurial behaviors and 2) identify ways to increase the propensity of entrepreneurs to succeed.

THE IMPACT OF ENTREPRENEURIAL ORIENTATION ON FIRM PERFORMANCE: THE ROLE OF CEO POSITION TENURE AND INDUSTRY TENURE

Orlando C. Richard, *University of Texas at Dallas*
Ping Wu, *University of Texas at Austin*
Ken H. Chadwick, *Nicholls State University*

The performance effect of firm level entrepreneurial behavior is inconclusive. We investigate how chief executive officer (CEO) characteristics impact the relationship between entrepreneurial orientation (EO) and firm performance within a sample of 579 U.S. banks. As predicted, we find some support that EO positively impacts firm performance. However, robust findings reveal that CEO industry tenure positively moderates while CEO position tenure negatively moderates the EO to performance relationship for both return on equity and return on assets. We also find evidence that supports a configuration perspective above and beyond the aforementioned results.

Thursday, 5:00pm - 6:15pm in Suite 6

SMA Business Meeting

Presiding: **William L. Gardner**, SMA President

Thursday, 6:15pm - 8:00pm in Capitol Ballroom 1

SMA Presidential and Annual Membership Reception

Come and honor outgoing SMA President William Gardner at our annual membership reception

Sponsored by:
Texas Tech University
Oklahoma State University

Friday, November 9

Conference Registration: 8:00am - 3:00pm in Capitol Ballroom 4
(closed for lunch from 12:00pm to 1:30pm)

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

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

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

Friday, 7:30am - 9:15am in Pinnacle

SMA Officer Breakfast
(by invitation only)

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

Friday, 8:30am - 10:00am in Suite 4A

OB: Stop Stressing Me Out! Stress, Job Tension, and Burnout

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

Discussants:
Gayle Baugh, *University of West Florida*
Kevin W. Mossholder, *Louisiana State University*
Enrique M. Perez, *Florida Atlantic University*

HOW BAD CAN IT GET? CROSSOVER SPECIFICITY OF TEAM-LEVEL STRESSORS TO INDIVIDUAL-LEVEL WORK-FAMILY CONFLICT

Hetty Van Emmerik, *Utrecht University*
Maria Peeters, *Utrecht University*

This study investigated the crossover of team-level stressors to individual-level work-family conflicts of 428 employees of a Dutch municipality working in 49 teams. Results of multilevel analyses supported the expected crossover specificity of different types of work-family conflicts. Team level work interfering with family conflict crossed over to individual level work interfering whereas team-level family interfering with work crossed over to individual family interfering with work.

★BEST PAPER IN TRACK★ MARITAL WORKING STATUS, SOCIAL SUPPORT, WORK-FAMILY CONFLICT, AND EMOTIONAL EXHAUSTION: AN EXAMINATION OF BRAZILIAN SAME-CAREER EMPLOYEES

Jonathon R. B. Halbesleben, *University of Wisconsin - Eau Claire*
Anthony R. Wheeler, *Bradley University*
Ana Maria Rossi, *International Stress Management Association*

While the prevalence of employees working within the same workplace or occupation with their spouse or partner has increased, relatively little research has examined their experiences. Of interest is the manner in which their relationship offers resources to reduce strain and manage the work-family interface. From a sample of Brazilian workers, we found that employees in same-career relationships experienced higher spousal social support, lower time-based work-family conflict, and lower behavior-based work-family conflict. Moreover, these variables were related to lower strain. We discuss the implications of these findings in the context of resources and same-career relationships providing directions for future research.

STRESS, AFFECT, AND INTIMIDATION IN THE WORKPLACE

Vickie Coleman Gallagher, *Northern Kentucky University*
Matthew Valle, *Elon University*
Kenneth J. Harris, *Indiana University Southeast*

In this study, we examined the moderating effects of two individual difference attributes on the job stress-outcome relationship. Specifically, we examined the moderating role of positive and negative affectivity on the relationship between perceived job tension and the use of intimidation as a behavioral influence tactic. We tested our hypotheses with a sample of 146 employees from a wide range of occupations and industries and found support for negative affectivity as a moderator, such that the high levels of intimidation occurred when job tension and negative affectivity were both high. Practical implications and directions for future research are discussed.

Friday, 8:30am - 10:00am in Suite 4B

OB: Organizational Support and Social Exchange

Session Chair: **Darren C. Treadway**, *SUNY - University at Buffalo*

Discussants:
Joy H. Karriker, *East Carolina University*
Jean Gordon, *Capella University*
Claudia Ferrante, *United States Air Force Academy*

GENERAL EXCHANGE THEORY (GET): A BRIDGE BETWEEN NEGOTIATION THEORY AND SOCIAL EXCHANGE THEORY

Brian Christopher Glibkowski, *University of Illinois at Chicago*
Sandy J. Wayne, *University of Illinois at Chicago*

Negotiation exchange theory (NET) and social exchange theory (SET) have developed separately. The purpose of the proposed research is to develop general exchange theory (GET) as a bridge or transformational theory of NET and SET. A transformational theory "causes preexisting theories to be reevaluated in a new light" (Bacharach, 1989:511). NET and SET are integrated and extended under GET, a common framework of exchange antecedents (trust and supportive climate, motivation, and information and language) and exchange (integrative negotiation, transactions, and resources provided).

PERCEIVED ORGANIZATIONAL SUPPORT AS A MEDIATOR OF THE RELATIONSHIP OF LEADER-MEMBER EXCHANGE, HUMAN RESOURCE PRACTICES AND ORGANIZATIONAL JUSTICE TO ORGANIZATIONAL COMMITMENT: A STUDY OF PUBLIC SECTOR UNIVERSITY OF PAKISTAN

Khurram Shahzad, *University of the Punjab*
Sobia Khurram, *University of the Punjab*

This study was aimed at examining the role of university teachers' perceived organizational support which is employees' "global beliefs concerning the extent to which the organization values their contributions and cares about their well-being" as a mediator of the relationship between its antecedents and consequence. A sample of 171 university teachers showed that POS partially mediates the relationship between antecedents of leader member exchange, procedural justice, distributive justice and human resource practices with organizational commitment. In addition to recommendations and limitations of the study, directions for future research are also suggested at the end of the study.

THE RELATIONSHIP BETWEEN CHALLENGE STRESS AND PERFORMANCE: THE MODERATING ROLE OF PERCEIVED ORGANIZATIONAL SUPPORT

Michael Lance Frazier, *Oklahoma State University*
Craig Wallace, *Oklahoma State University*
Bryan D. Edwards, *Auburn University*
Todd J. Arnold, *Oklahoma State University*

In this study of 214 employees in an office of motor vehicles, the authors found that challenge stress had no relationship with three performance dimensions utilized in the study. However, perceived organizational support moderated the relationships between challenge stress and the performance dimensions such that high levels of challenge stress and high levels of perceived organizational support led to higher levels of performance across all dimensions. These results suggest that employees who perceived greater levels of support from the organization performed better when faced with challenge stress than did employees who perceived lower levels of organizational support.

Friday, 8:30am - 10:00am in Suite 5A

Methods: Ethics, Entrepreneurship, and Equations: Current Practices and New Applications in Research Methods

Session Chair: **Sungwon Choi**, *Louisiana State University*

Discussants:
Marie-Line Germain, *St. Thomas University*
Paul Johnson, *Oklahoma State University*
Mark P. Brown, *Bradley University*

A REVIEW OF CURRENT PRACTICES IN STRUCTURAL EQUATION MODELING IN OBHRM

Ernest O'Boyle Jr., *Virginia Commonwealth University*
Larry J. Williams, *Virginia Commonwealth University*

Structural equation modeling continues to be a rapidly growing methodology in OBHRM. Its robustness and, with the advent of new software, ease of use, has made SEM techniques available to even the most novice researchers. Increased availability has not only raised the profile of SEM, but also the likelihood of its misuse. This paper reviews the rise of SEM in the literature, as well as reviews the most recent years of research in four of the top OBHRM journals, and compares its findings with those of past reviews (i.e. James & James, 1989; Medsker, Williams, & Holahan, 1994).

CREATING RICH GROUP DIALOGUE IN WOMEN'S ENTREPRENEURSHIP RESEARCH

Sammie L. Robinson, *Prairie View A&M University*
Laquita C. Blockson, *College of Charleston*
Jeffrey A. Robinson, *New York University*

This paper describes the use of qualitative methods for conducting entrepreneurship research. Data collection for an investigation of African-American Women Entrepreneurs (AAWE) illustrates the usefulness of naturalistic methods, emphasizing context, voice and social interaction among study participants. This paper describes an approach which seeks to include an important group by explaining the research activities undertaken to generate first hand accounts of entrepreneurs' lived experience. We explain how participants' social interaction yields accounts that can be characterized as rich group dialog. We conclude by suggesting how these materials can be used to formulate themes on which to base ongoing research.

STUDYING ETHICAL JUDGMENTS AND BEHAVIORAL INTENTIONS USING STRUCTURAL EQUATIONS: EVIDENCE FROM THE MULTIDIMENSIONAL ETHICS SCALE

Nhung T. Nguyen, *Towson University*
Michael David Biderman, *University of Tennessee at Chattanooga*

In this study, the linkage between ethical judgment and ethical behavioral intention was investigated using the Multidimensional Ethics Scale (MES). Confirmatory factor analysis on a sample of two hundred and sixty-two undergraduate business students showed a model with three latent variables representing three correlated ethics dimensions of moral equity, relativism, and contractualism, three correlated scenario factors, and correlated residuals presented a good fit to the data. Further, structural models of the ethical judgment and behavioral intentions relationship on the MES revealed that behavioral intentions were more highly related to the scenario factors than to the ethical dimensions across three scenarios.

Friday, 8:30am - 10:00am in Suite 5B

OB + Methods: Old Dogs and New Tricks: Tactile Interaction, Profile Assessment, and New Approaches to Commitment

Session Chair: **Joshua B. Wu**, *University of Miami*

Discussants:
Alexa Perryman, *Florida State University*
Angela Gordon, *The College of St. Rose*
Narda R. Quigley, *Villanova University*

PROFILE ASSESSMENTS INCORPORATE FALSE ASSUMPTIONS OF CURVILINEARITY

Michael A. McDaniel, *Virginia Commonwealth University*
Nicole Younghye Kim, *Virginia Commonwealth University*
Amy Yost, *Capital One*

Employment test vendors offer profile assessments in which an applicant's scores are compared to a profile. Many profile assessments have an implicit assumption of a curvilinear (inverted U) relationship between a test score and job performance. Both existing literature and primary data analyses show that this assumption is usually false.

TACTILE INTERACTION AT WORK: VALIDATING MEASURES OF TOUCH SELF-EFFICACY AND TOUCH ANXIETY

Jerry Bryan Fuller, *Louisiana Tech University*
Laura E. Marler, *Louisiana Tech University*
Susie S. Cox, *Louisiana Tech University*
Rebecca J. Bennett, *Louisiana Tech University*

Because research examining the psychology of positive tactile interaction in organizations is virtually nonexistent, two studies are conducted to advance the notion that touch can be a constructive workplace behavior. The studies were designed to evaluate the construct validity of instruments developed by Simmering et al. (2006) to measure touch self-efficacy and touch anxiety. The first study replicates and refines the results of the initial scale development by confirming the factor structure and demonstrating content validity and reliability of the touch self-efficacy and touch anxiety scales, while the second study provides evidence of the concurrent/discriminant validity of these scales.

★BEST PAPER IN TRACK (METHODS)★ THE ROLE OF LATENT VARIABLE MIXTURE MODELING IN A NEW ERA OF COMMITMENT RESEARCH

Laura June Stanley, *University of Georgia*
Robert J. Vandenberg, *University of Georgia*
Christian Vandenberghe, *HEC Montreal*
Kathleen Bentein, *University of Quebec at Montreal*

The current paper provides an overview of how latent variable mixture modeling can be used to examine new conceptualizations of commitment. We review recent definitions of commitment and illustrate how latent variable mixture models are useful in capturing complex combinations of commitment variables. Using a sample of University alumni, we provide an example of latent profile analysis, a type of latent variable mixture modeling. Next, we illustrate how latent profiles can be used in structural equation models to predict behavioral outcomes. Last, we discuss the methodological implications of new conceptualizations of commitment.

Friday, 8:30am - 10:00am in Suite 6A

HRM/Careers Workshop: HR Teaching and Curriculum: Future Focus

Debra J. Cohen, *Society for Human Resource Management*
Nancy A. Woolever, *Society for Human Resource Management*
Joyce Thompson Heames, *West Virginia University*
Judy Tansky, *Ohio State University*
Michael Lane Morris, *University of Tennessee*

HR Teaching and Curriculum: Future Focus
Deb Cohen, Ph.D., SPHR, chief knowledge officer at the Society for Human Resource Management, leads a panel discussion surrounding the topic of HR teaching and curriculum. Discussion will cover standards in HR education, the future of curriculum development in HR, how to effectively involved an HR practitioner advisory council, and how competition for students all drive curriculum design. The related topics of teaching theory, innovations in teaching practice and the challenges of using effective classroom tools that best prepare students for the world of work will also be a focal point of discussion.

Friday, 8:30am - 10:00am in Suite 6B

MH/ME/IM: Lincoln, Wang, and the CWA: A union of men and machines

Session Chair: **Regina A. Greenwood**, *Nova Southeastern University*

Discussants:
Jane Whitney Gibson, *Nova Southeastern University*
Alysa Dawn Lambert, *SUNY - University at Albany*
Regina A. Greenwood, *Nova Southeastern University*

ABRAHAM LINCOLN AND THE GREAT TURNAROUND

Franz T. Lohrke, *Samford University*
David Ahlstrom, *The Chinese University of Hong Kong*
Garry Bruton, *Texas Christian University*

Although research has made progress in building our understanding of effective turnaround strategies, gaps remain in our knowledge about organizational turnaround processes. One particularly insightful setting where business scholars and practitioners can glean knowledge of turnaround is the U.S. Civil War. Early in the War, the U.S. faced several threats to its survival. Through dramatic actions by its leadership, however, U.S. (Union) forces surmounted these threats and reunited the country. Based on this historical example, we derive important findings for turnaround research.

★BEST PAPER IN TRACK★ THE SHORT HAPPY LIFE OF THE WANG WORD PROCESSOR

Steve Michael, *University of Illinois*

Before the personal computer, a number of firms tried to automate the typewriter. The most successful of these firms, Wang Laboratories, created a desktop computer that only performed word processing. At its peak in the early 1980's, Wang had a market capitalization of over $2 billion dollars and accounts with virtually every major corporation. Wang did not, however, succeed in the personal computer market; by the mid 1990's the firm had filed for bankruptcy. By reviewing the short happy life of the word processor, we hope to generate insight into the dynamics of technology and market competition.

THE UNION FOR THE INFORMATION AGE: AN ANALYSIS OF THE COMMUNICATIONS WORKERS OF AMERICA AND ITS STRATEGIES FOR ADAPTATION

Eric Gresch, *Auburn University*

The purpose of this paper is to provide an overview of the Communications Workers of America, including the nature and goals of the CWA today, as well as a review of important recent and historical events that shaped CWA's formation and development. Special focus is given to analyzing strategic initiatives implemented by CWA in adapting to the changing environment over the past twenty-five years.

Friday, 8:30am - 10:00am in Suite 7A

Strategy/OT: Intra- and Inter-Firm Relationships

Session Chair: **Arthur Meiners Jr.**, *Marymount University*

Discussants:
Martha Perryman, *Florida A&M University*
Erich B. Bergiel, *University of West Georgia*

COOPERATIVE BEHAVIOR AND INDUSTRY STRUCTURE: A FIRST LOOK

Daniel Elfenbein, *Washington University in St. Louis*
Peng Zhao, *Washington University in St. Louis*

Using data from the SDC on the announcement of cooperative agreements, the NBER Manufacturing Productivity Database, and the 1992 Census of US Manufactures, we begin to investigate the relationship between cooperative behavior and industry structure. We identify some empirical regularities about how the level and type of cooperative activity corresponds to industry characteristics. Additionally, we look at the impact of prior years' cooperative activity on industry profits and productivity. Our initial analysis suggests that, controlling for industry differences, joint ventures and strategic alliances have positive (but different) impacts on industry profitability; their impact on productivity growth, however, is inconclusive.

THE TRIAD: ORGANIZATIONAL CULTURE, SOCIAL INTRA-FIRM NETWORKS AND PERFORMANCE

Faiza Moazzam Khoja, *University of Houston - Downtown*

The purpose of this research paper is to extend existing literature on social intra-firm networks by studying the facilitators and repercussions and to understand the inter-relationships between cultural practices and cultural norms. It is hypothesized that cultural practices of collective rewards and open communication directly promulgate social intra-firm networks and that this relationship is mediated by cultural norms of cooperation and task orientation. Intra-firm networks, in turn, improve unit effectiveness and efficiency. The results support the hypothesis of the inner model with the exception of partial mediation by task-orientation. However, small effect size is observed for the structural model.

Friday, 8:30am - 10:00am in Suite 7B

Entrep/Innov/IT: New Views of the Entrepreneur

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

Discussants:
Juan Ling, *University of Kentucky*
Erick Paulo Cesar Chang, *Arkansas State University*
Daniel E. Lockhart, *University of Kentucky*

DO CAREER REASONS HAVE AN IMPACT ON NASCENT ENTREPRENEURS: EFFECT OF CAREER REASONS ON ENTREPRENEURIAL INTENSITY

William R. Meek, *University of Louisville*

This study examines how entrepreneurial intensity, a measure of how focused or committed a nascent entrepreneur is to their start-up endeavor, is affected by career motives. This study explores entrepreneurial intensity using the Panel Study of Entrepreneurial Dynamics – a national random sample of nascent entrepreneurs. Results indicate desire for financial success and drive toward self-realization have an effect on the entrepreneurial intensity of nascent entrepreneurs. The gender of the entrepreneur and whether or not the entrepreneur has entrepreneurial parents made no significant difference in the level of entrepreneurial intensity displayed by nascent entrepreneurs. Implications and future research are discussed.

IMPACT OF FEAR OF FAILURE ON INTENTION TO CREATE AN INDEPENDENT OR FRANCHISE BUSINESS

William R. Meek, *University of Louisville*
Cheryl Mitteness, *University of Louisville*
Melissa Baucus, *University of Louisville*
Reginald A. Bruce, *University of Louisville*

This paper enhances our understanding of the reasons individuals choose to buy a franchise versus create an independent business. A model that integrates the antecedents of intentions proposed by different authors to predict the mode of exploitation chosen by an entrepreneur is developed. Some entrepreneurs allow fear of failure to impact their assessment of the perceived feasibility of a venture and their intention to start a franchise versus independent business. Therefore, fear of failure is incorporated in our intentions model. Research propositions presented in the paper can be tested using the research design described at the end of the paper.

TO ACT OR NOT TO ACT? COMPETING RISKS IN THE DECISION TO LAUNCH NEW VENTURES

Craig Armstrong, *University of Alabama*

This study extends the literature on entrepreneurial decision-making by dealing with two risks commonly associated with the launch of new ventures: missing-the-boat risk and sinking-the-boat risk. While the bulk of research on risk in entrepreneurship focuses on new venture failure, adding the dimension of missing-the-boat risk explains why individuals choose to act or not to act on potentially attractive opportunities. The extent to which prospective entrepreneurs use heuristics and biases in their decision making skews perceptions of missing-the-boat and sinking-the-boat risk and thus the decision to act or not on entrepreneurial opportunities.

Friday, 10:00am - 10:30am in Capitol Ballroom 4

Networking Break

Coordinator: **Geralyn McClure Franklin**, *University of South Florida St. Petersburg*

Friday, 10:30am - 12:00pm in Capitol Ballrooms 1&2

PLENARY SESSION: Behind the Music – Management & the Music Business

Moderators:
Bruce Burch, *University of Georgia*
Steve Dancz, *University of Georgia*

Panelists:
Joanna Cotton - Recording Artist
Johnny Dorris - *Hallmark Direction*
Greg Hill - *Red Light Management*
Llewellyn Haden - *Wales Business Management*
Debra McCloud - *Debra McCloud Business Management*

Meeting in Nashville offers us a unique opportunity to learn about the music business. Behind the music, there is a robust industry, with thousands of employees, billions in revenues, and a growing set of challenges. Changing technologies and revenue models, the proliferation of independent labels, and the consolidation of broadcast and retail outlets are just some of the forces changing the face of the music business.

This year then, the SMA will offer a plenary session, featuring a panel of artists, song writers, and business managers, discussing the changing nature of the music business and the challenges those changes present to management.

Sponsored by:
University of Georgia
Tennessee State University

Lunch Break (on your own): 12:00pm - 1:15pm

Friday, 1:15pm - 2:45pm in Suite 3

Ethics/Soc/Div Symposium: Deep-Level Diversity and Team Performance: A Closer Look at the Ties that Bind

David J. Woehr, *University of Tennessee*
Joy Oliver, *University of Tennessee, Knoxville*
Mark Bowler, *East Carolina University*
Taylor L Poling, *University of Tennessee, Knoxville*
Matthew Scott Fleisher, *University of Tennessee*
Elizabeth McGee, *University of Tennessee, Knoxville*
Luis M Arciniega, *ITAM*

The focus of this symposium is on the impact of deep-level diversity on team performance and process outcomes. Three papers are presented examining the impact of diversity with respect to team member personality and values as well as key methodological issues and concerns.

Friday, 1:15pm - 2:45pm in Suite 4A

OB: Multilevel Organizational Behavior Research

Session Chair: **Laura E. Marler**, *Louisiana Tech University*

Discussants:
Paper 1: **Kathleen M. Shumate**, *University of Texas at Arlington*
Paper 2: **Millicent F. Nelson**, *Middle Tennessee State University*

A MULTIPLE-LEVEL MODEL OF OCB CLIMATE

Wu Liu, *Vanderbilt University*
Jun Liu, *Renmin University of China*

OCB research calls for a shift of attention to OCB at the collective level. We define two types of collective-level OCB: OCB of the top management team and OCB climate in an organization; and propose a multilevel model of OCB climate. A multilevel data from 122 Chinese companies in the telecom industry provided evidence that: (1) OCB climate partially mediated the positive relationship between OCB of the top management team and employees' individual performance; and (2) OCB climate amplified the positive relationships at the individual level between employees' procedural justice perception and employees' performance. The implications of our model and findings are discussed.

PERFORMANCE DIFFERENCES AMONG SELF-DIRECTED WORK TEAMS: A MULTILEVEL APPROACH

James W. Bishop, *New Mexico State University*
K. Dow Scott, *Loyola University Chicago*

If one accepts that organizations design self-directed work teams (SDWTs) for maximum efficiency and provide each of team with the same tools, machines, and processes to do their jobs, that performance across these teams would show little variance. However, in reality, performance across such teams can and does vary substantially. The purpose of this study was to propose and test a model that explains performance differences across SDWTs when they use the same equipment, have access to the same resources, and follow the same work processes. Results indicate that team performance strategies is directly related to team level performance.

THE INTERACTIVE EFFECT OF COMPETENCY AND COHESIVENESS ON PERFORMANCE: COMPARISON OF INDIVIDUAL AND GROUP LEVELS

Sooyoung Shin, *Seoul National University*

This study examined the interactive effect of competency and cohesiveness on performance in two studies. For the individual level in Study 1, 1t was found that individual competency had a positive effect on individual performance, and also that competent individuals with high cohesiveness demonstrated better performance. For the group level in Study 2, unlike at the individual level, the team level competency did not reveal any relationship with team performance. It was only in the case of high group cohesiveness that the average of team member's competency had a positive impact on their team.

Friday, 1:15pm - 2:45pm in Suite 4B

OB: Dispositional Approaches to Job Satisfaction, Emotion Regulation, and Accountability

Session Chair: **Bill Buenar Puplampu**, *University of Ghana*

Discussants:
W. Randy Evans, *University of Arkansas at Little Rock*
Paul Johnson, *Oklahoma State University*
Laura June Stanley, *University of Georgia*

ANTECEDENTS TO FELT ACCOUNTABILITY: A DISPOSITIONAL APPROACH

Laura Williams, *University of Mississippi*

The current paper explores a dispositional approach to accountability by proposing four individual level antecedents to felt accountability. Felt accountability was defined and relevant accountability literature was reviewed. Role theory served as a basis for identifying potential individual level antecedents. Additionally, an argument was presented for a dispositional approach to accountability research. Finally, tolerance for ambiguity, propensity to ingratiate, locus of control, and self-monitoring were defined and proposed as individual level antecedents to felt accountability.

CORE SELF EVALUATION AND JOB SATISFACTION: THE MEDIATING ROLE OF GOAL ORIENTATION

Carrie A. Blair, *College of Charleston*
John Patrick Meriac, *University of Tennessee*
Mark C. Bowler, *East Carolina University*

Past research has identified core self-evaluation (CSE) as one of the most valid dispositional predictors of job satisfaction (Judge & Bono, 2001; Judge, Locke, & Durham, 1997). We sought to examine goal orientation (GO) as a mediator of CSE's relationship with job satisfaction. Thus, we examined CSE's relationship with the dimensions of GO as well as relationship between the dimensions of GO and job satisfaction. Overall, our results demonstrated that the relationship between CSE and job satisfaction is partially mediated by GO for two of the three factors of GO, but not the third.

DISPOSITIONAL DIFFERENCES IN EMOTION REGULATION, EMOTIONAL EXPERIENCES AT WORK, AND WORK-RELATED OUTCOMES: A TWO-STUDY INVESTIGATION

Yongmei Liu, *University of Texas at Arlington*
Robert A. Brymer, *Florida State University*

The relationships among emotion regulatory strategies (i.e., reappraisal and suppression), employee emotions at work and job-related outcomes were examined in two studies. Results indicated that reappraisal was significantly correlated with employees' emotional experiences at work, but suppression was not. The relationships between emotional experiences and job-related outcomes were also examined. Across the two samples, it was found that positive emotions were associated with enhanced job satisfaction, and negative emotions were associated with lowered job satisfaction. Further, positive emotions, but not negative emotions, were related to job performance.

Friday, 1:15pm - 2:45pm in Suite 5A

HRM/Careers: Team-based Compensation and the Wage-Gap

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

Discussants:
Judy Tansky, *Ohio State University*
Vera L. Street, *Salisbury University*
Margaret L. Williams, *Virginia Commonwealth University*

ALIGNING REWARDS WITH STRATEGY: EVALUATING LARGE GROUP BONUS PLANS

Michael Schuster, *United States Coast Guard Academy*

Large group bonus plans (LGBP), often called gainsharing/variable pay plans, are organizational systems for rewarding individuals and groups of employees for improved productivity, cost reductions, quality, and overall financial performance in the form of regular cash bonuses. This paper evaluates two sites with large group bonus plans to examine their strategic alignment and HR effectiveness. Site One had consistent payouts until the first quarter of Year Five, averaging $1217 per employee over a four-year period. Both sites experienced substantial performance improvements using measures of sales growth, cost reduction, quality, customer service, and environmental protection.

BEYOND HOMOPHILY: A NETWORK ANALYSIS OF THE WAGE-SEX DISPARITY

Kevin D. Clark, *Villanova University*
Patrick G. Maggitti, *Temple University*
Holly Slay, *Seattle University*

We examine the influence that subordinate, peer and superior networks have on compensation and whether these network relationships can help explain the wage gap between men and women. Results suggest that all three networks are positively related to compensation. Moreover, our results suggest that men build stronger networks (closer ties, are considered more influential and likely to initiate contact) for all three types of networks. We contend that identifying and developing specific network characteristics may provide a means for women to increase their pay and reduce the wage gap. Implications of our results for both theory and practice are discussed.

TEAM-BASED COMPENSATION: A REVIEW AND AGENDA FOR FUTURE RESEARCH

Anju Mehta, *Auburn University*

With most organizations turning to teams for achieving organizational goals, a question that has been perplexing human resource experts is how to compensate employees working in teams? Research initiatives to answer this question have produced mixed results. Where some experts have argued for a team-based compensation system, others favor individual compensation for team-members. In this paper, I review existing literature and propose a model of effective team-based compensation system. Implications for future research and practice are also discussed.

Friday, 1:15pm - 2:45pm in Suite 5B

HRM/Careers: Diminishing the Effects of Bullying, Politics, and Transactional Contracts

Session Chair: **Stacy McIlraith Campbell**, *Kennesaw State University*

Discussants:
Gayle Baugh, *University of West Florida*
Kay J. Bunch, *Georgia State University*
Robyn Brouer, *Hofstra University*

TRANSACTIONAL CONTRACTS: MITIGATING THE NEGATIVE EFFECTS ON WORK ATTITUDES

Wendy J. Walker, *Georgia Institute of Technology*

Psychological contracts in the American workforce seem to be evolving from those that are more relational to those that are more transactional. However, highly transactional contracts are negatively related these outcomes. Given both the increasing pervasiveness and the negative effects of transactional contracts, it is important to understand how to reduce their negative effects on work attitudes. Career motivation and person-organization fit were proposed to moderate these relationships. Data from 302 survey respondents working full-time in a variety of job types show that person-organization fit, but not career motivation, significantly limits the negative effects on work attitudes.

WHEN PERFORMANCE IS NOT ENOUGH: POLITICS AS A MODERATOR OF THE CORE SELF-EVALUATION AND PERFORMANCE RELATIONSHIP

Brian J. Collins, *University of Alabama*
K. Michele Kacmar, *University of Alabama*
Kenneth J. Harris, *Indiana University Southeast*
Diane E. Johnson, *University of Alabama*

Self-determination was used as a framework to examine the moderating role of perceptions of organizational politics (POP) on the relationship between core self-evaluations and work performance. Results from supervisor ratings of 141 full-time employees indicated that the impact organizational politics has on supervisor-rated performance varied significantly between high and low core self-evaluators. Specifically, those with high core self-evaluations received significantly higher performance ratings in environments perceived as less political than in environments they perceived as highly political. The interactive effect of perceptions of organizational politics and core self-evaluation on supervisor performance ratings was weaker for individuals low in core-self evaluations.

WORKPLACE BULLYING: AN ASSESSMENT OF BYSTANDER INTERVENTION CAPABILITIES

Joyce Thompson Heames, *West Virginia University*

This paper's contribution to the management literature is that it is the first to analyze bystander intervention (BSI) in the workplace. Two primary questions were addressed. 1) Can bystanders (co-workers) in the organizational setting be trained to overcome their feelings of ambiguity and uncertainty enough to adopt a level of intervention during a workplace bullying (WPB) event? 2) Would personality or levels of bullying severity correlate with their choice of level of intervention? A study was operationalized with a between subject's policy capturing technique to determine decisions an individual would make when faced with a bullying event between colleagues.

Friday, 1:15pm - 2:45pm in Suite 6A

Ethics/Soc/Div: Deviance and Ethics in the Workplace

Session Chair: **Marcus Stewart**, *Bentley College*

Discussants:
Ethlyn A. Williams, *Florida Atlantic University*
Laquita C. Blockson, *College of Charleston*
Russell Eugene Fail, *Kaplan University*

EMPLOYEE DEVIANCE: EXPANDING PAST THE ORGANIZATIONAL LEVEL OF EXPLANATION

Marshall Pattie, *Towson University*
Eileen Kwesiga, *Bryant College*

This paper expands the current perspective of the management science field of employee deviance. While previous research has primarily focused on individual and organizational levels of employee deviance in Western cultures, this theoretical paper recognizes that international/societal level factors may also influence employee deviance. Using the international/societal level of antecedents, five propositions are generated that predict whether deviant behavior will occur, whether employees choose subversive over open deviant behavior, and whether the deviant behavior will result in positive or negative outcomes. Limitations and recommendations for future research are given.

THE EFFECTS OF ETHICAL CHARACTERISTICS OF LEADERS AND ORGANIZATIONAL STRUCTURE ON ETHICAL CLIMATE: A THEORETICAL OVERVIEW

Rebecca Lee Greenbaum, *University of Central Florida*
David Mayer, *University of Central Florida*

Organizational ethical climates have been shown to affect individuals' ethics-related attitudes and behaviors; yet, little research has examined what causes ethical climates to strengthen. A theoretical overview is provided for why ethical leadership is an antecedent to ethical climate, and why certain leader characteristics (i.e., moral identity, justice orientation, and relational self-construal) augment ethical leadership, and therefore strengthen ethical climate. A theoretical interaction between organizational structure and ethical leadership is also proposed, with the expectation being that high ethical leadership is more important for organic organizational structures.

UNINTENDED CONSEQUENCES OF PRO-SOCIAL RULE BREAKING: A GUIDE FOR FUTURE RESEARCH

Phil C. Bryant, *University of Memphis*

I extend Morrison's (2006) construct of pro-social rule breaking in two important ways. First, I explicate the processes through which pro-social rule breaking may have unintended negative consequences. Second, I provide two models intended to guide future research into the construct of pro-social rule breaking. The first model suggests that employee pro-social rule breaking may lead to unintended consequences. The second model proposes that when managers engage in pro-social rule breaking, more complex processes (perceptions of organizational justice, attributions of management by employees, and psychological contract violations) moderate the outcomes.

Friday, 1:15pm - 2:45pm in Suite 6B

MH/ME/IM: Exporting, joint ventures, and transfer of knowledge in an international economy

Session Chair: **Gerhard Fink**, *WU-Wien*

Discussant: **Roland E. Kidwell**, *University of Wyoming*

HIERARCHICAL COGNITIVE STRUCTURES IN EXPORTER DECISION MAKING

Van Richard Wood, *Virginia Commonwealth University*
Joy H. Karriker, *East Carolina University*
Larry J. Williams, *Virginia Commonwealth University*

This paper investigates experienced exporters' use of export environmental information in decision making, examining the cognitive structure or "mental map" export managers manifest when contemplating market alternatives in the international arena. Guided by past research and the procedure of logical partitioning, the authors develop and test a cognitive structure consisting of three levels of export market information, including (1) primary environmental constructs, (2) secondary export concepts, and (3) specific export market decision variables. Findings indicate experienced export managers do manifest a distinct cognitive export information structure, and they consider information related to the exporting environment hierarchically when analyzing international markets.

TRANSFER OF MANAGEMENT KNOWLEDGE, COLLECTIVE CULTURAL SHOCK AND CULTURAL STRETCH IN ORGANIZATIONS AND INTER-ORGANIZATIONAL FORMATS

Gerhard Fink, *WU-Wien*
Nigel Holden, *University of Central Lancashire*

We cover most important aspects of resistance against attempts to transfer management knowledge across cultural boundaries. In international acquisitions an almost regular pattern can be observed: first, cultural shock; second, hybrid forms are developed between the previous local culture and the headquarter culture, and third, headquarters mostly push through their management practices and their control instruments. From hybridization to push through increasingly stronger cultural stretch is imposed on the local staff, what has a negative impact on identification with the firm and motivation of staff.

Friday, 1:15pm - 2:45pm in Suite 7A

Strategy/OT: A Closer Look at the TMT

Session Chair: **Franz T. Lohrke**, *Samford University*

Discussants:
Wayne Grossman, *CUNY - College of Staten Island*
Frank Christopher Butler, *Florida State University*
Curtis Francis Matherne III, *Mississippi State University*

A LOOK INSIDE THE PARADOX OF ORGANIZATIONAL PERFORMANCE: STUDYING THE EFFECTS OF FINANCIAL CONDITION ON STRATEGIC DECISION MAKING

Ann Mooney, *Stevens Institute of Technology*

This paper examines the paradox whereby organizations that perform well seem to squander their success through subsequent poor decision making. We report on two studies examining the reciprocal effect of organizational slack and recent performance on strategic issue framing and strategic decision making. Study I draws data from 51 CEOs and shows slack and performance are associated with framing issues as threats rather than opportunities. Study II draws data from 45 top management teams and shows slack and performance are associated with lower comprehensive and faster strategic decision making. Implications of these findings are offered.

CEO COMPENSATION: A PROCESS AND PRODUCT OF NEGOTIATION

Yongheng Yao, *Concordia University*
Steven Appelbaum, *Concordia University*
Rick Molz, *Concordia University*
Michel Magnan, *Concordia University*

CEO compensation study is a field where challenges and opportunities coexist. We propose a process model as a preliminary effort to open the CEO pay-setting process. The notion of equity, rather than the notion of interest maximization, is identified as the major underlying mechanism. Quality of firm outcomes, rather than financial performance alone, is theorized as the major concern for both parties. Their aspirations are theorized as closer antecedents of the CEO negotiated pay. In the face of the national crisis over CEO pay, this inquiry will not only extend extant theories but hopefully also make a difference practically.

WHEN TWO HEADS ARE BETTER THAN ONE: LEADERSHIP SHARING AT THE TOP OF THE ORGANIZATION

Leonard G. Love, *University of Houston - Clear Lake*
Richard L. Priem, *University of Wisconsin - Milwaukee*

We explore new, small but growing, formal power sharing arrangements called "Co-CEOs," wherein two executives are simultaneously engaged, full-time, as top officer of the firm. This is a different form of organizational leadership structure than Office of the CEO, representing one solution to the overwhelming nature of the CEO's job. We detail the accelerating growth of Co-CEOs over recent decades, develop tentative theories concerning antecedents, processes and outcomes of Co-CEO leadership, report on a field study of U.S. Co-CEOs combining qualitative responses and quantitative survey analysis to begin answering key questions about this phenomenon, suggesting implications for research and practice.

Friday, 1:15pm - 2:45pm in Suite 7B

Entrep/Innov/IT: Entrepreneurship & Family Business

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

Discussants:
John James Cater III, *Nicholls State University*
Brian Nagy, *University of Alabama*
David M. Ford, *University of Alabama*

LINK BETWEEN RECIPROCAL ALTRUISM AND DECISION QUALITY IN FAMILY FIRMS

Esra Memili, *Mississippi State University*

Family business studies addressing the effects of stewardship behaviors on the family firm decision-making process have been rare. I expect that family firms are vulnerable to position bias and politics that are detrimental to the decision quality. Within the context of the stewardship theory, I develop a theoretical model demonstrating that reciprocal altruism would have limiting or preventing effects on position bias and politics in family firms, thereby enhancing the decision quality. Furthermore, I propose that position bias would trigger politics. Finally, I conclude by discussing implications for future research.

PREPARING THE NEXT GENERATION: THE IMPORTANCE OF RELATIONAL FACTORS IN FAMILY BUSINESSES

Nancy J. Higginson, *Northern State University*

Family businesses (FBs) are one of the dominant entrepreneurial forces in today's global economy. Hence, their prosperity is central to a country's economic vitality. To date, FB literature has been derived largely from research on male-owned firms, even though female-owned firms now account for close to one-third of all businesses worldwide. Commensurate with this trend, the mother-daughter succession pattern is becoming more prevalent. Using concepts borrowed from the strategy, FB/entrepreneurship, and social psychology fields, this paper presents a framework and propositions for a model of intergenerational transfer that integrates four types of relational capital: structural, cognitive, affective, and reflective.

★BEST PAPER IN TRACK★ THE DEVELOPMENT OF SUCCESSORS FROM FOLLOWERS TO LEADERS IN THE FAMILY BUSINESS: AN EXPLORATORY STUDY

John James Cater III, *Nicholls State University*

The purpose of this exploratory study is to better understand the development of successors in the family business and their approach to the leadership of the firm. We examine the reasons successors join the family business, the development of successors from follower to leader, differences between founders and successors, and attributes that will enhance the leadership of successors. A case study approach is followed, using qualitative interviews of the top managers of six family businesses.

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

Networking Break

Coordinator: **Geralyn McClure Franklin**, *University of South Florida St. Petersburg*

Friday, 3:15pm - 4:45pm in Suite 4A

OB: Organizational Behavior in Cyberspace: Telework, Cyberloafing, and E-Mentoring

Session Chair: **Don H. Kluemper**, *Louisiana State University*

Discussants:
John Michael Mankelwicz, *Troy University*
Faten Moussa, *SUNY - Plattsburgh State*
Jo Ann E. Brown, *Radford University*

DO WE CARE IF COLLEAGUES TELEWORK? TOWARD UNDERSTANDING THE IMPACT OF VIRTUAL WORK ON OTHERS

Timothy Golden, *Rensselaer Polytechnic Institute*

Even though telework and other forms of virtual work have grown dramatically in popularity, research has not kept pace. In particular, while scholars are beginning to understand the implications of teleworking on the individuals themselves, very little is known about telework's impact on those left in the office. This study focuses on non-teleworkers, to investigate if the prevalence of telework in an office impacts satisfaction with coworkers. Results suggest telework prevalence is negatively associated with coworker satisfaction, and that this relationship is moderated by the extent of coworker telework, direct interactions with coworkers, and job discretion.

IS E-MENTORING REALLY MENTORING?

Lyndsey Havill, *University of Missouri at St Louis*
Ekin Pellegrini, *University of Missouri at St Louis*

Current advancements in technology are increasingly impacting work relationships. Rapid technological changes have implications for mentoring since they offer faster and more economical ways for relationship building. However, e-mentoring literature is still evolving and lack of research may result in conceptual ambiguities. We study e-mentoring to provide theoretical clarification. We study the ways in which e-mentoring differs from traditional mentoring. Further, we discuss whether these two relationships (electronic vs. face-to-face) characterize different forms of the same “mentoring” construct or whether they represent distinct constructs. Finally, we offer fruitful directions for future researchers in this exciting new area in management research.

PERSONALITY TRAITS, SITUATIONAL FACTORS, AND CYBERLOAFING: A COMPREHENSIVE FRAMEWORK

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

Although the internet is often accepted as one of the greatest contributions of the 21st century, it also provides workers with a new way to idle on the job, called "cyberloafing". Prior research on cyberloafing has focused on a limited number of situational predictors and has disregarded personality. The current paper provides a systematic analysis of the role that the Big Five personality dimensions, together with key situational factors, may play in cyberloafing. Future research testing the propositions posed in our analysis should enhance the ability of organizations to optimize productivity and minimize the risks associated with deviant workplace behaviors.

Friday, 3:15pm - 4:45pm in Suite 4B

OB: Power, Influence, and Trust

Session Chair: **Yun-Chen Tsai-Morgan**, *Louisiana State University*

Discussants:
Lisa T. Stickney, *Temple University/King's College*
Nageshwar R. Jayanthi, *Vanderbilt University*
Mary Dana Laird, *Florida State University*

ANTECEDENTS TO AND OUTCOMES OF TRUST: THE IMPORTANCE OF WORKERS' PERCEPTION

Claudia Ferrante, *United States Air Force Academy*
Brian Edward Augustine Maue, *United States Air Force Academy*

Numerous frameworks have been proposed and have attempted to map out how trust pervades the dynamics of an organization. This study builds upon these frameworks and tests new antecedents and outcomes of workers' trust in their supervisor and management. Data from the unique context of 5,142 Air Force pilots suggest that resource provision, recognition of efforts, participation in decision-making and job autonomy are antecedents to trust in supervisor and management. Further, trust in supervisor and management are positively related to organizational change efforts and perceived performance. Implications of these findings are discussed.

ORGANIZATIONAL POLITICS PERCEPTIONS AS A MODERATOR OF THE RELATIONSHIP BETWEEN ACCOUNTABILITY AND JOB SATISFACTION

Denise Marie Breaux, *Florida State University*
Timothy Munyon, *Florida State University*
Gerald R. Ferris, *Florida State University*
Wayne Hochwarter, *Florida State University*

The current study examined the interactive relationship between felt accountability and politics perceptions on job satisfaction in a sample including employees in a wide array of work settings. We hypothesized that job satisfaction would decline (increase) as felt accountability became more intense for those perceiving heightened (limited) levels of politics. After controlling for demographic factors (e.g., age, gender, organizational tenure), perceived breadwinner status, affectivity (e.g., negative and positive), and nonlinear main effect terms (e.g., felt accountability2 and politics perceptions2), results supported each hypothesis. Implications of results for theory and practice, strengths and limitations, and directions for future research are provided.

WHO'S INFLUENTIAL? IT DEPENDS. AN INTEGRATED MODEL OF THE IMPACT OF INDIVIDUAL AND CONTEXTUAL FACTORS ON THE EFFECTIVENESS OF INFLUENCE TACTICS

Alexis Smith, *Tulane University*
Marla Baskerville, *Tulane University*

Past theorizing and research demonstrates that influence tactics indeed have significant effects on individual outcomes. However, the relationships between specific influence tactics and outcomes have been unclear and inconsistent. There is no comprehensive theory or rationale addressing how and why various influence tactics in combination with other factors should affect particular organizational or individual outcomes. This paper argues that certain individual and contextual factors explain when and why influence tactics work. We present a model that attempts to predict the conditions under which influence tactics lead to intended (or unintended) individual work outcomes.

Friday, 3:15pm - 4:45pm in Suite 5A

HRM/Careers: The Supportive Workplace

Session Chair: **Emily M. Hunter**, *University of Houston*

Discussants:
Kevin D. Clark, *Villanova University*
Wendy J. Walker, *Georgia Institute of Technology*
Alysa Dawn Lambert, *SUNY - University at Albany*

BULLSEYE! ATTRACTING TARGET RECRUITS WITH FAMILY-FRIENDLY AND DIVERSITY BENEFITS

Kathleen M. Shumate, *University of Texas at Arlington*
Wendy Jean Casper, *University of Texas at Arlington*

During the recruiting process, organizations can provide information that is attractive to a wide variety of job seekers, or they may target a small, specific population. This study investigates aspects of organizational culture touted in job advertisements intended to target and attract potential employees. Family-friendly and diversity policies as well as pay level were manipulated to assess how they influence applicants' organizational attraction and job pursuit intentions. Consistent with past studies, family-friendly policies had universal appeal. However, pay level had no observed effects. Results suggest that organizations may benefit from utilizing work-life benefits to enhance recruitment for diverse applicants.

★BEST DOCTORAL PAPER IN TRACK★ THE EFFECTS OF AGREEABLENESS AND PERCEIVED ORGANIZATIONAL SUPPORT ON FAMILY-TO-WORK ENRICHMENT

Emily M. David, *University of Houston*
L. A. Witt, *University of Houston*
Dawn S. Carlson, *Baylor University*
Ari Malka, *University of Houston*
Evan L. Weinberger, *University of Houston*

The authors examined antecedents of family-to-work enrichment (FWE), which they considered a form of contextual performance. The authors hypothesized not only that agreeableness and perceived organizational support (POS) predict FWE but also that their joint effects on FWE are interactive. The results of hierarchical linear modeling analysis on data collected from 136 private sector employees and their supervisors revealed that whereas agreeableness accounted for significant variance in FWE, POS did not. As hypothesized, agreeableness was more strongly related to FWE among workers reporting high rather than low levels of organizational support.

THE INFLUENCE OF SOCIAL SUPPORT ON MANAGERIAL EFFECTIVENESS: AGE AS A MODERATOR

William A. Gentry, *Center for Creative Leadership*
Tracy Lambert Griggs, *University of North Carolina at Asheville*
Scott Mondore, *Maersk, Inc.*

This paper integrates organizational support theory and career theory by investigating whether employee age moderates the relationship between employee perceptions of organizational support and employee's effectiveness as a manager. Data were gathered from 492 practicing managers. Employee perceptions of supervisor and coworker support were positively related to boss-ratings of job performance and negatively related to boss-ratings of derailment potential. These relationships were both moderated by age; older employees were more likely than younger employees to be higher performers, and less likely than younger employees to display derailment behaviors when support levels were high. Practical implications and limitations are discussed.

Friday, 3:15pm - 4:45pm in Suite 6A

Ethics/Soc/Div: Equal Opportunity Issues: The Advancement of Women, Minority Professionals, and Affirmative Action

Session Chair: **Marko Horn**, *Florida State University*

Discussants:
Dianna C. Jackson, *University of Texas at San Antonio*
Arlise P. McKinney, *University of North Carolina at Greensboro*
Keith Credo, *Auburn University*

DIVERSITY PRACTICES AND THE SLOW ADVANCEMENT OF WOMEN IN MANAGEMENT

Kay J. Bunch, *Georgia State University*

Organizations enthusiastically proclaim support for diversity and workplace equality. Consultants, attorneys, and human resource management (HRM) professionals advocate the use of various HRM practices such as affirmative action and training to eradicate unfair bias. Yet, women continue to be underrepresented in higher levels of management. The purpose of this paper is to examine how unwarranted litigation fears and ill-conceived interventions perpetuate gender stereotypes that impede the advancement of women.

★BEST PAPER IN TRACK★
THE CHALLENGE OF INCREASING MINORITY-GROUP PROFESSIONAL REPRESENTATION: INTRIGUING FINDINGS

E. Holly Buttner, *University of North Carolina at Greensboro*
Kevin B. Lowe, *University of North Carolina at Greensboro*
Lenora Billings-Harris, *University of North Carolina at Greensboro*

Six theoretical arguments for low minority professional presence in U. S. organizations are that under-representation is due to leader racial insensitivity, discrimination, the (small) pipeline of minority-group employees, (un)equal opportunity theory, rational person economic theory, and low diversity strategic priority. These six arguments are described and explored with related empirical tests. Results indicated that leader-rated importance of cultural change, above and beyond leader racial awareness, influenced representation. The more specific strategies of diversity recruitment and provision of performance feedback predicted minority-group representation, while diversity as a general strategic priority did not. Implications and directions for future research are discussed.

THE ROLE OF ORGANIZATIONAL JUSTICE AND ETHICAL FRAMEWORKS ON ATTITUDES TOWARD AFFIRMATIVE ACTION: THE MODERATING ROLE OF ORGANIZATIONAL SUPPORT

Edward Fubara, *Campbell University*
Amy McMillan-Capehart, *East Carolina University*
Orlando C. Richard, *University of Texas at Dallas*

This study explores challenges associated with Affirmative Action (AA) by clarifying the relationship between individuals' ethical frameworks and equality justice norms and their effects on attitudes toward AA specifically targeting African Americans. Employer support for affirmative action plans and programs not only reduces negative attitudes toward AA but also moderates the effects of ethical frameworks and equality norms on such attitudes. Consequentialist ethical values relate negatively and nonconsequentialist ethical values relate positively to attitudes toward AA. Organizational support positively moderates the relationship between both equality norms and consequentialist ethical values and attitudes toward affirmative action for African Americans.

Friday, 3:15pm - 4:45pm in Suite 7A

Strategy/OT + Entrep/Innov/IT: Value through Innovation

Session Chair: **Gaia Marchisio**, *Kennesaw State University*

Discussants:
William E. Gillis, *University of South Alabama*
John Willis Upson, *Florida State University*

★BEST OVERALL PAPER & BEST PAPER IN TRACK (STRATEGY/OT)★
BEYOND AGENCY THEORY: RESOURCE-BASED AND RELATIONAL EXPLANATIONS FOR FRANCHISING

William E. Gillis, *University of South Alabama*
James G. Combs, *Florida State University*

Franchising is an important organizational form, but extant theory explaining firms' use of franchising is at best incomplete. In an attempt to offer a richer explanation, we build hypotheses grounded in resource-based and relational theories, and test our ideas by surveying 156 top management team members from active franchisors. Findings support our arguments that resource-based theory and the relational view add explanatory power, but similar support was not found for the interaction variables. The findings suggest that future inquiry can benefit from looking beyond the franchisor and franchisee to their resources and the quality of the relationship between them.

TECHNOLOGICAL DRIVERS OF INNOVATION ACTIVITY IN ENTREPRENEURIAL FIRMS

Anthony Robinson, *University of Alabama*
Michael C. Withers, *Arizona State University*
Paul Louis Drnevich, *University of Alabama*
Lou Marino, *University of Alabama*

In this paper, we adopt an approach that incorporates internal technology and external environmental considerations to explain innovation-based competitive advantage in entrepreneurial firms. Through this approach, we identify technology factors as drivers of innovation activity and competitive advantage among entrepreneurial firms. Firms that have high technology propensity and usage are able to develop and leverage competitive advantage in more technologically dynamic markets. Hence, dynamism may act as both an innovation driver and as a moderator for innovation-based competitive advantage.

Friday, 3:15pm - 4:45pm in Suite 7B

Entrep/Innov/IT: Social and Intellectual Capital

Session Chair: **Min Zhang**, *Bentley College*

Discussants:
Aaron Hill, *Oklahoma State University*
Jeremy C. Short, *Texas Tech University*
Sheryllynn Roberts, *University of Texas at Arlington*

MANAGING KNOWLEDGE IN EXPLORATIVE AND EXPLOITATIVE INNOVATION PROCESSES IN THE CONTEXT OF NETWORK AMBIDEXTERITY

Olli-Pekka Kauppila, *Helsinki School of Economics*

The primary purpose of this paper is to explore how knowledge links to innovation processes in the context of network ambidexterity. I build a model in which different types of networks help a company to generate and transfer both tacit and explicit manifestations of knowledge. Different forms of knowledge enable a company to run explorative and exploitative innovation processes simultaneously, which, in turn, facilitates organizational ambidexterity. The contribution of this paper is the clarification of the interrelation between different forms of knowledge, explorative and exploitative innovation processes, and organizational ambidexterity in the contexts of networks.

THE EFFECTS OF BUREAUCRACY AND CAPITAL CONSTRAINTS ON ENTREPRENEURIAL KNOWLEDGE STRUCTURES

Juan Ling, *University of Kentucky*
Jay Inghwee Chok, *University of Southern California*

We propose that two contextual conditions, bureaucracy and capital constraints, affect the acquisition of entrepreneurial knowledge structures. We also argue that bureaucracy generates low power and the desire for career independence while capital constraints engender the desire for financial independence. Furthermore, low power and the desire for career independence result in craftsman-oriented entrepreneurial motivation whereas the desire for financial independence leads to managerial-oriented entrepreneurial motivation. Finally, craftsman-oriented entrepreneurial motivation negatively affects the acquisition of entrepreneurial knowledge structures while managerial-oriented entrepreneurial motivation positively affects it.

VIRTUAL TEAM EFFECTIVENESS: BUILDING SOCIAL CAPITAL AMONG OFFSHORE SOFTWARE DEVELOPMENT TEAMS

Min Zhang, *Bentley College*
Marcus Stewart, *Bentley College*

The relationship between onshore and offshore software development teams is critical for software offshoring success. In this paper, we integrate research in social network analysis and global virtual teams to study the formation of group social capital of offshore software development groups. We suggest four approaches firms can take to build offshore groups' social capital: constructive emails, personal websites, virtual social communities, and virtual social events. Finally, we consider organizational contextual factors including training, incentives and organization culture, that can influence the effectiveness of our proposed strategies.

Friday, 6:00pm - 10:00pm in The Wildhorse Saloon

SMA Networking Social at the Wildhorse Saloon
(The wildhorse Saloon is located at *120 2nd Avenue North*. Ticket provided at SMA registration required for entry)

Come and enjoy a buffet dinner, networking, dancing, and more! The Wildhorse Saloon is *Nashville's #1 dining and entertainment destination* and a mecca of entertainment in America. To capture the attention of Nashvillians and country music visitors, on June 1, 1994, the history of the World Famous Wildhorse Saloon began with country superstar Reba McEntire hearing a stampede of live cattle through the streets of Music City. The cattle were herded down Second Avenue and past the front doors of the newly opened club. Since then, the Wildhorse has continued to capture the interest of visitors with its award-winning menu, unique attractions, and one-of-a-kind capabilities.

The Wildhorse Saloon turned a three-level historic warehouse into a 66,000 square foot live music and dance destination. The Wildhorse is simultaneously a restaurant, bar, concert site, dance venue and TV studio. Annually, more than 1.5 million music fans stampede to the Wildhorse to have a great meal, catch the hottest concerts, and learn the newest dance steps.

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Saturday, November 10

Saturday, 8:15am - 9:45am in Suite 4A

Ethics/Soc/Div + OB: Deep-Level Diversity

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

Discussants:
Paper 1: **Amy B. Henley**, *Kennesaw State University*
Paper 3: **Khadija Al Arkoubi**, *New Mexico State University*

★BEST DOCTORAL PAPER IN TRACK (ETHICS/SOC/DIV)★ "YOU'VE GOT TO ACCENTUATE THE POSITIVE:" AN EXPERIMENTAL EXAMINATION OF HOW A STRENGTHS-BASED APPROACH TO DEEP-LEVEL DIVERSITY, PERFORMANCE AND CONFLICT CAN "ELIMINATE THE NEGATIVE"

J. Christian Broberg, *Texas Tech University*
Claudia C. Cogliser, *Texas Tech University*

The purpose of this study was to investigate the relationships of various forms of conflict with individual performance in teams and to explore a positive psychology-based approach to one antecedent of conflict-deep-level diversity. In a quasi-experiment (N = 120), a strengths-based condition positively influenced individual performance in teams. Further, this condition interacted with deep-level diversity (i.e., Big 5 personality factors), such that the relationship between diversity and conflict was minimized when a strengths-approach was employed (as compared with the positive relationship between diversity and relationship, task, and process conflict when a strengths-approach was absent. Implications for future research are discussed.

GENERATING RESOURCES FROM DEEP LEVEL AND GROUP SOCIAL CAPITAL AND ASSOCIATIONS WITH TEAM FUNCTIONING

Hetty Van Emmerik, *Utrecht University*

Following Social Identification theory and Group Social Capital theory, we examined the associations of the generation of resources with team functioning (i.e., team performance, team effectiveness, and team satisfaction). Hypotheses were tested using data from 420 teachers working in 57 teams. From the results of multilevel analyses, it appeared that generating resources from deep level similarity is important for team functioning. Cross-level interactions showed a moderating effect of group social capital on the relationship of resource generation via deep level similarity with team functioning, but there was no such relationship for resource generation via surface level similarity.

INFORMATION MANAGEMENT IN MULTICULTURAL GROUPS: THE ROLE OF NETWORK STRUCTURE

Mourad Dakhli, *American University of Kuwait/Georgia State University*
Sigrid Khorram, *University of Texas at El Paso*
Davina Vora, *University of Texas at Dallas*

We develop a process model of how cultural diversity and cultural orientation affect the formation of cliques in groups. Information management, both in terms of pooling and impact, and group effectiveness are advanced as functions of these network structures. We consider both functional and dysfunctional aspects of culturally-driven network attributes on information management and group effectiveness. We discuss the theoretical and practical implications of our model, and suggest venues for future research in the area of culture, network structure, and group dynamics.

Saturday, 8:15am - 9:45am in Suite 4B

OB: Looking at Citizenship, Performance, and Effectiveness from Multiple Perspectives

Session Chair: **Emily M. Hunter**, *University of Houston*

Discussants:
Jerry Bryan Fuller, *Louisiana Tech University*
Gouri Gupte, *University of Alabama at Birmingham*
Laura Williams, *University of Mississippi*

A STUDY OF PERCEIVED CORPORATE CITIZENSHIP, ORGANIZATIONAL CYNICISM, AND EMPLOYEE JOB PERFORMANCE

W. Randy Evans, *University of Arkansas at Little Rock*
Joseph M. Goodman, *James Madison University*

Using the theoretical foundations of psychological climate and the attitude-behavior framework, this study examines how perceptions and attitudes concerning corporate citizenship influence job performance. Findings supported a hypothesized (a) positive relationship between perceived corporate citizenship (PCC) and organizational citizenship behavior (OCB), and (b) an interactive effect of PCC and organizational cynicism on OCB. A hypothesized negative relationship between organizational cynicism and OCB was not supported.

AN EXAMINATION OF POSITIVE AND NEGATIVE EMOTIONS IN TEAMS: THE MODERATING EFFECTS OF EMOTIONAL CAPABILITY IN DETERMINING TEAM LEARNING & PERFORMANCE

Ethlyn A. Williams, *Florida Atlantic University*
Umar Sadiq Ghuman, *Florida Atlantic University*
Stephanie L. Castro, *Florida Atlantic University*
Taco Reus, *Florida Atlantic University*

The ability of individuals in groups to act collectively as social systems has been shown to be tied to collective learning and performance outcomes. Emotions that are generated by group members may determine the way the task is performed. We examine the moderating effects of emotional capability on the relationship between positive or negative emotions and team-source learning and performance. The strongest support is found for the moderating effects of the regulation of positive and negative emotions. We discuss the theoretical and practical implications of our findings and directions for future research that integrates emotional capability and emotional contagion.

EMOTIONAL INTELLIGENCE AS AN ANTECEDENT OF LMX QUALITY AND LEADER EFFECTIVENESS

Angela Gordon, *The College of St. Rose*
Charles F. Seifert, *Siena College*
Thomas D. Taber, *SUNY - University at Albany*

Emotional intelligence and leader-member exchange are two constructs which represent the emotional and social aspects of leadership. Few, if any, studies have linked emotional intelligence and LMX. The purpose of this study was to investigate whether emotional intelligence can be an antecedent of the quality of LMX relationships and leader effectiveness. Sixty leaders completed a measure of emotional intelligence, their subordinates completed a measure of LMX, and their supervisors completed a measure of leader effectiveness. The results suggest that emotionally intelligence leaders had better LMX relationships with their subordinates. In addition, high emotional intelligence leaders received higher ratings of effectiveness.

USING A REPEATED-MEASURES APPROACH TO VALIDATING PERSONALITY TESTS IN SMALL SAMPLES: A FEASIBILITY STUDY

Mark N. Bing, *University of Mississippi*
H. Kristl Davison, *University of Mississippi*
Richard Arvey, *University of Minnesota*

Small businesses are limited in their ability to validate selection tests using a criterion-related validation strategy, given the small sample sizes available and consequent reduction in statistical power. Such businesses must rely on synthetic validation, validity generalization, or content validity strategies. This study examined the feasibility of increasing statistical power for criterion-related validation in small sample sizes by using a repeated-measures design to reduce measurement error, and thus demonstrate the statistical significance (i.e., job-relatedness) of the selection device in spite of the small sample size. The implications of such an approach for personnel selection decisions in small businesses are discussed.

Saturday, 8:15am - 9:45am in Suite 5A

HRM/Careers: Feedback and Personality Testing

Session Chair: **Veena Prabhu**, *California State University, Los Angeles*

Discussants:
Janaki Gooty, *Oklahoma State University*
Heather Shields, *Texas Tech University*
Matrecia Long James, *Jacksonville University*

GIVING FEEDBACK: DEVELOPMENT OF SCALES FOR MUM EFFECT, DISCOMFORT GIVING FEEDBACK, AND FEEDBACK MEDIUM PREFERENCE

Susie S. Cox, *Louisiana Tech University*
Laura E. Marler, *Louisiana Tech University*

As the use of e-mail increases, performance feedback via e-mail occurs more often in organizations. However, little research has been done to assess rater tendencies (i.e., Mum Effect) and attitudes that may influence how performance feedback is given. In this paper, three new scales are developed to address the need for measurement instruments. Specifically, items for scales measuring the Mum Effect, discomfort with giving feedback, and feedback medium preference (e-mail and face-to-face) were written, revised, and subjected to Exploratory Factor Analysis. These scales were then used in a realistic feedback situation. Reliability of scales and correlations among them are reported.

THE MODERATING EFFECT OF INDIVIDUALISTIC ORIENTATION ON REACTIONS TO DIFFERENT LEVELS OF PERSONALIZATION OF WRITTEN PERFORMANCE FEEDBACK

Feruzan Syrus Irani, *Auburn University*

The performance appraisal system ranks among the most important human resource functions, yet relatively little attention has been focused on the way performance feedback is processed by people with different cultural orientations. This study explains how and to what extent the level of individual orientation will moderate the relationship between the level of personalization of the performance feedback and the reaction to the feedback. The study was conducted using 92 students who received personalized/depersonalized written feedback after a required class test and their reactions to this feedback were measured. A moderated hierarchical regression analysis was conducted to analyze the data.

Saturday, 8:15am - 9:45am in Suite 5B

Ethics/Soc/Div: Discrimination and Acculturation

Session Chair: **Gayle Baugh**, *University of West Florida*

Discussants:
Angela Miles, *North Carolina A&T State University*
Cherie E. Fretwell, *Troy University*
David M. Ford, *University of Alabama*

PRESENTING A CONCEPTUAL MODEL ASSESSING THE CONSEQUENCES OF EMPLOYEE ACCULTURATION EXPERIENCES IN U.S. ORGANIZATIONS

T. Nichole Phillips, *University of Central Florida*

Effective management of workplace diversity is of increasing importance to the field of organizational research. With the number of women and minorities in the labor force expected to increase, it is important that organizations create a climate of inclusion and acceptance if they are to achieve the positive outcomes of organizational diversity. Recently, organizational theorists suggest that researchers explore the ways in which individual employees navigate their experiences in response to organizational norms. Building upon this concept, a conceptual model is presented to assess the acculturation experiences of employees.

AN ANALYSIS OF THE EFFECTS OF GENERALIZED SELF-EFFICACY ON THE RELATIONSHIP BETWEEN PERCEIVED WEIGHT DISCRIMINATION AND EMPLOYEE ATTITUDES AND BEHAVIORS

Natasha Wilkins Randle, *Mississippi State University - Meridian*

With 65% of Americans overweight, research indicates that weight discrimination occurs in each stage of the employment process from selection to separation. This study explores generalized self-efficacy (GSE) as a moderator to determine if it alters the relationship between perceived weight discrimination (PWD) and the employee attitudes and behaviors of organizational citizenship behavior (OCB), organizational commitment (OC), job satisfaction (JS), and intent to leave (TURN) the organization. Using stepwise hierarchical regression to analyze the data, it was determined that GSE only moderated the relationship between perceived weight discrimination and job satisfaction. Implications for practitioners and researchers are indicated.

KICK'EM WHILE THEY'RE DOWN: THE EFFECTS OF PERVASIVE WORKPLACE DISCRIMINATION

Alexis Smith, *Tulane University*
Marla Baskerville, *Tulane University*

Empirical evidence suggests that individuals respond differently to various forms of workplace discrimination (i.e. pervasive vs. rare). However, possible intermediary mechanisms explaining the path between discrimination and individual responses have yet to be identified. As such, the current work seeks to explain these differential responses by investigating a distinction between pervasive and rare forms of discrimination. A model is presented that predicts that when an individual is the target of pervasive discrimination, collective esteem suffers, which, in turn, impacts psychological and performance outcomes

Saturday, 8:15am - 9:45am in Suite 7A

Strategy/OT: Strategy Potpourri

Session Chair: **Tammy G. Hunt**, *University of North Carolina at Wilmington*

Discussants:
Bryan Stinchfield, *Southern Illinois University at Carbondale*
Daniel Rottig, *Florida Atlantic University*

THREE TYPES OF INDUSTRIAL DISTRICTS: A SURVEY OF BENEFITS, COSTS AND SOURCES OF COMPETITIVE ADVANTAGE

Andac Arikan, *Florida Atlantic University*

I distinguish between three types of industrial districts: Marshallian, Italianate and Hub and Spoke Districts. For each district type, I elaborate on district properties, sources of competitive advantage for district firms against isolated firms, sources of intra-district firm differences and costs associated with locating in the district. I discuss theoretical and practical implications of the distinctions amongst district types.

TO WHAT EXTENT DOES HUMAN CAPITAL SHAPE PERFORMANCE? A META-ANALYTIC EXAMINATION

Thomas Russell Crook, *University of Tennessee*
Samuel Todd, *Georgia Southern University*
James G. Combs, *Florida State University*

Resource-based theory (RBT) points to human capital as a key determinant of sustainable competitive advantage. Consequently, many studies have analyzed whether firms possessing superior human capital outperform competitors. To better understand the evidence to date regarding human capital and firm performance, we meta-analyze 45 empirical studies of the relationship. Results show that human capital correlates with firm performance at rc = .25, but that the size of the relationship is stronger for studies using survey data, and operational rather than global performance measures. Thus, human capital is a key source of competitive advantage as RBT suggests.

Saturday, 8:15am - 9:45am in Suite 7B

Entrep/Innov/IT: Innovation in Entrepreneurial Firms

Session Chair: **Christopher Harris**, *University of Texas at Arlington*

Discussants:
Jeffrey Mathew Pollack, *Virginia Commonwealth University*
John James Cater III, *Nicholls State University*
Aaron Hill, *Oklahoma State University*

ENTREPRENEURIALLY-ORIENTED TOP MANAGERS AND FIRM GROWTH: THE MODERATING ROLE OF ORGANIZATIONAL POWER

Justin L. Davis, *Ohio University*
Robert Greg Bell, *University of Texas at Arlington*
G. Tyge Payne, *Texas Tech University*
Patrick Kreiser, *Ohio University*

Organizational researchers have long recognized the role top managers play within entrepreneurial firms. However, little research has explored the entrepreneurial orientation of top managers and its relationship to firm growth. Utilizing Covin and Slevin's (1989) conceptual framework, this research explores this relationship by examining three key entrepreneurial characteristics of top managers and the impact these characteristics have on the growth performance of the firm. In addition, this study details the manner in which a top manager's prestige, structural, and expert power moderate the relationship between a top manager's entrepreneurial orientation and firm growth.

INTERORGANIZATIONAL RELATIONSHIPS: THE EFFECT OF ENTREPRENEURIAL ORIENTATION AND MODERATION BY ENVIRONMENT AND ORGANIZATIONAL STRUCTURE

Sheryllynn Roberts, *University of Texas at Arlington*
Christopher Harris, *University of Texas at Arlington*
Gary C. McMahan, *University of Texas at Arlington*

This paper investigates the strategic responses of professional and service firms that result in new interorganizational relationships, by examining the entrepreneurial orientation (EO) of those entities, moderated by environmental and organizational variables. A conceptual foundation is laid and the adaptation of established scales to the professional service context is tested. Findings show that perceptions of uncertainty concerning government regulation and public reputation, rather than competition for services or customers, result in stronger interaction effects with EO toward the creation of new interorganizational relationships among the firms surveyed.

LINKING IMPRESSION MANAGEMENT BEHAVIORS AND LEGITIMACY IN THE ENTREPRENEUR-INVESTOR CONTEXT

Brian Nagy, *University of Alabama*
Lou Marino, *University of Alabama*

This paper draws on institutional theory and the social networking perspective to build a theoretical model that examines the impact of impression management use by entrepreneurs on investor perceptions of legitimacy. We meld the contextual elements preceding the establishment of the relationship between the entrepreneur and the investor, intuitions which are manifested in thoughts and assessments of the investor, and the five most established dimensions of impression management, into a theoretical framework. Within this framework each of the five dimensions or tactics of impression management is posited to have a unique effect on distinct components of the relational schema proposed.

Saturday, 9:45am - 10:15am in Terrace

Networking Break

Coordinator: **Geralyn McClure Franklin**, *University of South Florida St. Petersburg*

Saturday, 10:15am - 11:45am in Suite 4A

OB: Attribution and Attraction

Session Chair: **Min Z. Carter**, *Auburn University*

Discussants:
Jennie Carter Thomas, *Belmont University*
Claudia C. Cogliser, *Texas Tech University*
Heather Hartke Jia, *Southern Illinois University*

AN ATTRIBUTIONAL AND ELABORATION-LIKELIHOOD PERSPECTIVE ON PSYCHOLOGICAL ENTITLEMENT AND ITS OUTCOMES

Paul Harvey, *University of New Hampshire*

This study examines the influence of psychological entitlement on workplace outcomes, using the elaboration-likelihood model and attribution theory to explain its effects. Results suggested that entitlement perceptions were negatively associated with need for cognition and positively associated with external attribution style. Need for cognition mediated the positive relationship between psychological entitlement and supervisor conflict, whereas attribution style mediated a negative relationship between entitlement and job satisfaction. A direct positive relationship between psychological entitlement and turnover intent was observed. Results suggest that both the ELM and attributional perspectives can help to understand the influence of entitlement perceptions on workplace outcomes.

THE RELATIONSHIP BETWEEN ATTRIBUTION STYLES AND JOB SEARCH BEHAVIOR

Sherry E. Moss, *Wake Forest University*
Mark J. Martinko, *Florida State University*
Paul Harvey, *University of New Hampshire*
Neal F. Thomson, *Columbus State University*

This study investigated the relationship between attribution styles and job search behavior subsequent to layoffs. The results indicated that individuals with external and stable attribution styles were most likely to use unemployment services included with severance packages. On the other hand, those with internal and stable attribution styles were least likely to use unemployment services. We also found that individuals biased towards internal attributions for negative outcomes were unemployed significantly longer than those who had external attribution styles.

WHAT MAKES ME FEEL SO GOOD? UNDERSTANDING THE ORGANIZATIONAL ATTRACTION PROCESS

Enrique M. Perez, *Florida Atlantic University*

Ehrhart and Ziegert (2005) suggest that applicant attraction needs to be investigated in terms of three overarching metatheories focusing on environment processing, interactionist processing, and self-processing. This paper contributes two pieces to the interwoven jigsaw puzzle that Ehrhart and Ziegert proposed. First, it develops an organizational attraction five-stage model that suggests perceptions of organizational attraction and fit change across five stages of an individual's relationship with an organization: from a pre-relationship stage to an embedded and/or evaluative stage. Second, it links existing research and potential avenues for new organizational attraction research to the different respective attraction stages.

Saturday, 10:15am - 11:45am in Suite 4B

OB: Research in Culture and Climate

Session Chair: **Constance Campbell**, *Georgia Southern University*

Discussants:
Paper 2: **Shannon G. Taylor**, *Louisiana State University*
Paper 3: **Dawn J. Fischer**, *Texas Tech University*

CULTURE, TRANSFORMATIONAL/CHARISMATIC LEADERSHIP AND ORGANIZATIONAL CITIZENSHIP BEHAVIOR: A COMPARATIVE STUDY ABOUT BRAZILIAN AND AMERICAN WORKERS

Erica Bahiense de Albuquerque Cunha, *IBMEC*
Flavia Cavazotte, *IBMEC*

This cross-cultural research looks into the relationship between Transformational/Charismatic Leadership (TCL) and Organizational Citizenship Behavior (OCB). Implications of national culture for behavioral/managerial theories are discussed. We tested direct and interaction effects of TCL on OCB in a sample of 114 Brazilian and American workers employed by a variety of organizations in both countries. The results suggest that the TCL-OCB relationship is stronger in the US group, where perception of charismatic traits in direct leaders was associated with greater engagement in OCB. In the Brazilian group, however, engagement in OCB was not associated with perception of charismatic traits in direct leaders.

HOW ELASTIC CAN IT GET? AN ALTERNATIVE CONCEPTUALIZATION OF ORGANISATIONAL CULTURE

Bill Buenar Puplampu, *University of Ghana*

This paper reports research into a 'new' concept in organizational culture: the notion of 'Elasticity' in or of Organizational Culture (OCE). This work is based on a staged methodological design. Stage 1 draws on case-based findings and conclusions emerging from a series of applied interventions in Ghana. The OCE concept evolved as a tool for leveraging organizational culture as-found. Stage 2 comprised the development of a 28-item questionnaire to test for dimensions and viability of the OCE concept. Data were analysed using exploratory factor analysis. The OCE concept seems to hold promise of contributing to the literature on organizational culture.

VISIBLE ORGANIZATIONAL IDENTITIES, INNOVATIVE CLIMATES, AND INNOVATIVE BEHAVIORS

Nicole C. Jackson, *Boston College*

Limited research has looked at whether factors such as an organization’s visible identity play a critical role in influencing individuals’ perceptions of their organizational climates as supportive toward innovation, thereby leading these members to display innovative behaviors. Drawing on labeling theory, this study examines this effect by using a sample of students from an innovative and a “traditional” school. Initial findings show that while a visible organizational identity as innovative is powerful enough to influence member perceptions of their organizational climates as supportive toward innovation, this perception is not powerful enough to influence the display of innovative behaviors.

Saturday, 10:15am - 11:45am in Suite 5A

HRM/Careers: Issues in Strategic HR

Session Chair: **Brian J. Collins**, *University of Alabama*

Discussants:
H. Kristl Davison, *University of Mississippi*
Mark N. Bing, *University of Mississippi*
Kathleen M. Shumate, *University of Texas at Arlington*

FRANCHISING: A STRATEGIC HUMAN RESOURCES PERSPECTIVE

Gary J. Castrogiovanni, *Florida Atlantic University*
Roland E. Kidwell, *University of Wyoming*

Franchising is an important context in the study of entrepreneurship, and a growing area of business activity worldwide. To date, various studies have considered the strategic implications of decisions to retain firm ownership of particular units or to franchise them, yet little attention has focused on the (franchisee or employee) managers of those units as key human resources. We address that gap in the literature by offering a strategic human resources management perspective on franchising, thus providing a bridge between those two fields of inquiry.

THE LINK BETWEEN A FIRM'S STRATEGIC DECISION FOR CHANGE ON ITS WORKFORE AND ORGANIZATIONAL PERFORMANCE UNDER DIFFERENT HUMAN CAPITAL CONSIDERATION

Yu-Kai Wang, *Florida International University*

This paper attempts to visit a new issue that how a firm's strategic decision for change on its workforce affects organizational performance. The three purposes of this study unfold as follow. First, this study explores the relationship between a firm's strategic decision for the extent of change on its workforce and organizational performance. Second, whether human capital characteristics differentiate this relationship. Third, this paper further investigates whether a firm with the ability to take differential human resource practices in conjunction with its human capital characteristics will outperform other firms.

WALKING THE TALK: STRATEGY ENACTMENT IN COLLEGE RECRUITMENT PRACTICES

Heather Shields, *Texas Tech University*

Despite vigorous research attention to the importance of human capital in creating competitive advantage, much still remains unknown about the ways in which firms enact business-level strategies through their human resources practices. This paper proposes institutional logics as the linking pin between business-level strategy and HR tactics, and uses the domain of college recruiting as the context for exploring such logics in action. Specifically, firms are presumed to select colleges for new graduate recruitment on the basis of the complementarity of strategy between the firm and the school. A proposed data set and methodology for testing these propositions is discussed.

Saturday, 10:15am - 11:45am in Suite 5B

Ethics/Soc/Div: Differences that Matter: Race, Gender, and Religion

Session Chair: **Tammy G. Hunt**, *University of North Carolina at Wilmington*

Discussants:
Bryan Stinchfield, *Southern Illinois University at Carbondale*
Laura June Stanley, *University of Georgia*
Frankie Jason Weinberg, *University of Georgia*

ACADEMIC PERFORMANCE: PREDICTIVE VALIDITY AND GROUP DIFFERENCES IN SAT AND HIGH SCHOOL GPA

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

This study examined SAT and high school GPA as predictors of academic success with a specific focus on group differences in these assessments that may negatively impact minorities and create challenges for university diversity efforts. While SAT and high school GPA did predict academic performance, the results were mixed with SAT contributing less than expected in the explanation of college GPA. Additionally, SAT scores and high school GPA resulted in differential predictions of college GPA that varied by race and yielded both overestimations and underestimations in predicting academic performance. The implications are discussed with suggestions for future research.

FEMINIZATION OF EXPATRIATION: GENDER DIFFERENCES IN TYPE OF ASSIGNMENT, PERFORMANCE, AND WITHDRAWAL INTENTIONS

Marshall Pattie, *Towson University*
Christopher Harris, *University of Texas at Arlington*

Feminization theory is used to examine gender differences in the type of expatriate assignment received, performance, and intentions to withdraw. Feminization states that men tend to leave low status positions which leaves low status positions open for women to acquire. In this study, we find men tend to receive strategic expatriate assignments that are important to the firm while women tend to receive non-strategic expatriate assignments that are of less importance to the organization. This study also finds women receive lower performance evaluations than men and women have higher intentions to withdraw than men.

THE EFFECTS OF INDIVIDUAL PERCEPTIONS OF THE DISSIMILARITY OF RELIGION ON PERCEIVED COHESION

Tom W. Moore, *East Tennessee State University*

Over 90% of the United States population affiliates with an organized religion. There has been, however, very little research regarding religion in work organizations. This study focuses on the effects of individual perceptions of religious dissimilarity, as a characteristic of deep-level diversity, on perceived cohesion. A scale is developed to measure individual perceptions of the dissimilarity of religion. Two different studies are used to establish reliability and validity of this scale. In addition, some implications of the negative relationship between individual perceptions of religious dissimilarity and perceived cohesion for organizations are discussed.

Saturday, 10:15am - 11:45am in Suite 7A

MH/ME/IM: Stakeholder reactions and managerial responses in a cross-cultural world

Session Chair: **Michael Kenneth Holt**, *Union University*

Discussant: **Gerhard Fink**, *WU-Wien*

A CROSS-CULTURAL ANALYSIS OF STAKEHOLDER PRESSURE TO ADOPT CODES OF ETHICS

Christopher J. Robertson, *Northeastern University*
K. Matthew Gilley, *St. Mary's University*
Bradley Olson, *University of Lethbridge*
YJ Bao, *University of Lethbridge*

The purpose of this study is to assess variation in stakeholder pressure to adopt codes of ethics across different national environments. The extent to which managers from different nations perceive corporate codes of ethics as useful mechanisms in the battle against corporate corruption is examined. Using an established survey instrument we test hypotheses related to codes of ethics in four nations: Peru, China, the United States and Canada. Empirical results based on 540 respondents support the notion that national differences exist with respect to perceptions and usage of ethics codes. Study limitations, managerial implications, and future research directions are discussed.

CORPORATE CITIZENSHIP AND THE TOP MANAGEMENT TEAM: STAKEHOLDER SATISFACTION IN A CROSS-CULTURAL WORLD

Joel F. Bolton, *Oklahoma State University*

The current global economy is increasingly characterized by cultural, political, and religious conflict. International expansion often requires that firms deal with stakeholders from radically different cultures. The top managers of expanding firms must be able leverage their cultural worldviews to form corporate citizenship strategies that will alleviate the concerns held by growing group of cross-cultural stakeholders. This paper sets forth a conceptual framework that examines the relationship between the cultural worldviews of top managers and the firm’s level of corporate citizenship investment. Stakeholder relationships and governance conditions are also examined as potential moderators of this worldview-investment relationship.

RELATIONSHIP VS. AUTONOMY: FACEWORK DURING ON-LINE DISPUTE RESOLUTION AND ITS IMPACT ON FUTURE BUSINESS

Ray Friedman, *Vanderbilt University*
Mara Olekalns, *Melbourne Business School*
Se Hyung Oh, *Vanderbilt University*

We use politeness theory to predict how language may affect dispute resolution between sellers and buyers of goods purchased on-line. We expect that "negative" face threats will have a stronger impact than "positive" face threats on subjects in individualistic cultures, but that the reverse would be true in collectivist cultures. We report results of our first study, an experiment conducted through eLab focused on Americans. As predicted, "negative" face attacks by the seller have a stronger impact than "positive" face attacks on buyer's willingness to do business again with that seller. Data will be collected from a collectivistic culture shortly.

Saturday, 10:15am - 11:45am in Suite 7B

Entrep/Innov/IT: New Perspectives on the Field of Entrepreneurship

Session Chair: **Todd W. Moss**, *Texas Tech University*

Discussant: **Justin L. Davis**, *Ohio University*

A SITUATED PERSPECTIVE OF ENTREPRENEURIAL LEARNING AND ITS IMPLICATIONS

Qian Xiao, *University of Alabama*
Lou Marino, *University of Alabama*
Weiling Zhuang, *Louisiana Tech University*

The paper advances a research model of a situated perspective of entrepreneurial learning to integrate environmental uncertainty, entrepreneurial learning, and entrepreneurs' innovation propensity into a coherent theoretical framework. The paper tests the framework using the Entrepreneurial Research Consortium's Panel Study of Entrepreneurial Dynamics. Our analysis of a national survey based nascent entrepreneurs provides broad support for our hypotheses. Specifically, information uncertainty is negatively relate to the degree of exploration of entrepreneurial learning; and resource uncertainty is positively relate to the degree of exploration of entrepreneurial learning. In addition, entrepreneurial learning mediates the relationship between environmental uncertainty and entrepreneurs' innovation propensity.

INSTITUTIONAL ENTREPRENEURSHIP: INSIGHT FROM THE FIELD OF ENTREPRENEURSHIP

John Kirk Ring, *Mississippi State University*
Barbara A. Spencer, *Mississippi State University*

In this paper, we argue for additions to be made to the process model of institutional entrepreneurship by incorporating insight from the field of entrepreneurship. We propose two of what could be many new additions to Greenwood and Suddaby's (2006) model. Entrepreneurship's major focus on the individual and more specifically on the characteristics that lead to successful implementation of ideas has the potential to contribute extensively to institutional entrepreneurship. We propose that incorporating an attributional process and self-reinforcement characteristics of the environment will better explain the shift from firm level characteristics to individual level institutional change.

★BEST DOCTORAL PAPER IN TRACK★ RESEARCH IN SOCIAL ENTREPRENEURSHIP: AN ANALYSIS AND CRITIQUE

Todd W. Moss, *Texas Tech University*
Jeremy C. Short, *Texas Tech University*
G. T. Lumpkin, *Texas Tech University*

Research in social entrepreneurship (SE) is in need of increased legitimacy within the broader fields of management and entrepreneurship. To improve understanding of SE for organizational scholars, we review and critique the body of SE research found in management and entrepreneurship journals, as well as developments in other fields. Conceptual articles greatly outnumbered empirical studies. Empirical research generally relied upon case studies, often lacked formal hypotheses, and utilized small sample sizes. Future research in SE can be strengthened by improvements in construct definition and measurement, and as scholars embrace formal propositions, hypotheses, and a broader array of rigorous analytic techniques.

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CALL FOR PAPERS: Southern Management Association 2008 Meeting

October 29-November 1, 2008 – Trade Winds Island Resorts, St. Petersburg Beach, Florida

Submission Deadline: April 4, 2008

Program Chair: Margaret L. (Peg) Williams, Virginia Commonwealth University (mlwillia@vcu.edu)

The Southern Management Association invites submissions for its 2008 Annual Meeting. All submissions will be reviewed on the basis of originality, rigor, and relevance. Submissions may take the form of papers, case studies, symposia, panel discussions, workshops, or another form not mentioned here. This year, the Program Committee would especially like to encourage the submission of innovative sessions of all types. More details regarding innovative sessions will be available on the SMA website in 2008. All accepted submissions will be presented at the meeting, and all accepted papers will be published in the Annual Meeting Proceedings. In addition, authors of accepted papers will have the opportunity to apply to participate in the Paper Development Workshop to be held at the 2008 meeting. The purpose of the Paper Development Workshop is for authors to receive feedback on their papers from experienced scholars to enhance their paper's publication potential. Again, more information will be available on the SMA website in 2008.

SUBMISSION TRACKS & TRACK CHAIRS

1. Organizational Behavior / Organizational Theory / Organizational Development
   Chair: Lucy Gilson, University of Connecticut (lucy.gilson@business.uconn.edu)
2. Strategic Management / Entrepreneurship
   Chair: Matt Rutherford, Virginia Commonwealth University (mwrutherford@vcu.edu)
3. Human Resources / Careers
   Chair: Nhung Nguyen, Towson University (ntnhung@aol.com)
4. Research Methods
   Chair: Lucy Ford, Rutgers University-Camden (lucyford@rutgers.edu)
5. Management History / Management Education / International Management
   Chair: Flavia Cavazotte, IBMEC Business School – Rio de Janeiro (fcavazotte@ibmecrj.br)
6. Information Technology / Innovation
   Chair: Paul Schwager, East Carolina University (schwagerp@ecu.edu)
7. Ethics / Social Issues / Diversity
   Chair: Bryan Schaffer, University of North Carolina-Ashville (bschaffer@unca.edu)
8. Health Care / Hospitality Management / Public Administration, Chair: Mary Jo Jackson, University of South Florida-St. Petersburg (maryjoj@stpt.usf.edu)

OUTSTANDING PAPER AND DOCTORAL STUDENT PAPER AWARDS

Subject to review, Outstanding Paper and Outstanding Doctoral Student Paper Awards will be given in each track. There will also be overall Outstanding Paper and Outstanding Doctoral Student Paper Awards. Doctoral student papers may have multiple authors but the first author must be a doctoral student at the time of submission. Doctoral students who author an Outstanding Doctoral Student Paper will have their conference registration and annual dues waived for one year.

SUBMISSION GUIDELINES

- All submissions must be made online at www.southernmanagement.org/meetings/2008/ no later than April 4, 2008.
- Authors are expected to abide by the SMA Code of Ethics, available at www.southernmanagement.org/ethics/
- Papers should not have been previously accepted, published, presented, or be under review for another meeting or journal. Subsequent publication, with proper acknowledgement, is encouraged.
- If a paper or case study is accepted, at least one author (for other formats, every author) must register and present their work at the conference.
- No participant is allowed to be included as an author, presenter, session chair, discussant, etc. in more than three program sessions.
- The maximum length of paper submissions is 35 pages including title pages, tables, figures, references and appendices. Paper format should follow the *Academy of Management Journal*'s Style Guide (see http://aom.pace.edu/amjnew/style_guide.pdf). Nonconforming submissions will be returned without review.
- Manuscripts should be double spaced with 1 inch margins on all four sides. The page setup should be for standard U.S. Letter size (8.5 x 11 inches). Manuscripts should be prepared in Times New Roman font, size 12.
- The entire paper must be in a single document created in Microsoft Word.
- Paper submissions will be blind reviewed; thus, no author names or other identifying information should appear anywhere in the manuscript. This does not apply to symposia, workshops, panel discussions or other formats which are not blind reviewed.
- A sample of a correctly formatted paper can be found at www.southernmanagement.org/meetings/2008/sample

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Submit papers and volunteer to review at www.southernmanagement.org/meetings/2008/

Wednesday, November 7 ROOM: *Capitol Ballroom 1*

2:00 – 3:20 **International Strategy** *Session Chair:* Margaret Thompson, Clayton State University

Implications of New Trade Theory for Firms' Internationalization: A Strategic Trade Policy Framework
Sulaman Hafeez Siddiqui, The Islamia University of Bahawalpur, Pakistan
Mujahid Ali, Bahauddin Zakariya University, Multan, Pakistan

International Market Selection: A Review of the Literature
George Nakos, Clayton State University
Robert Moussetis, North Central College

The Locus of Current International Business Research: A Review of the Literature
Neil Slough, Milwaukee Area Technical College
Carolyn Mueller, Stetson University
Robert Goddard, Appalachian State University
Daniel Rottig, Florida Atlantic University
David Martin, Milwaukee Area Technical College

Information Technology Outsourcing: India vs. China
Mohamad Sepehri, Jacksonville University
Shavin Malhotra, Carleton University

The Role of CRM in International Decision Support Systems
Donald Barrere, Nova Southeastern University
Tamilla Curtis, Nova Southeastern University
Thomas Griffin, Nova Southeastern University

3:30 – 5:00 **International Issues and Ethics** *Session Chair:* Carolyn Mueller, Stetson University

Transnational Crime and Money Laundering: Effects on Global Trade
Neil Slough, Milwaukee Area Technical College

International Goals of Working Women
Margaret Thompson, Clayton State University

Exploring Differences In Student Perceptions Of Teamwork: The Case Of U. S. And Lithuanian Students
Rodley Pineda, Tennessee Technological University
Bonita Barger, Tennessee Technological University
Linda D. Lerner, Tennessee Technological University

University Students' Ethical Behaviors In The Market Place: The Case Of The Uk
Jokull Johannesson, Liverpool John Moores University
Nick Hawkins, Liverpool John Moores University
David Furman, Clayton State University

Ethical Perceptions of UK University Students
Jokull Johannesson, Liverpool John Moores University
Nick Hawkins, Liverpool John Moores University
David Furman, Clayton State University

The Rise of the United Arab Emirates as a Tourist Center and Global Entrepot: A Case Study of a Marina Construction in UAE
Cheryl Van Deusen, University of North Florida

6:00 – 7:00 **SMA and AIB-SE Opening Reception ROOM *Capitol Ballroom 4***

Thursday, November 8, 2007 ROOM: *Davidson A&B*

7:45 - 8:00 **Welcome** Carolyn Mueller**, Chair, AIB-SE USA**
Coffee/Pastries

8:00 – 9:20 **International Strategy and Entrepreneurship**
Session Chair: George Nakos, Clayton State University

Entrepreneurial Intent in the U.S. and Russia: Ajzen's Model of Planned Behavior
Robert L. Engle, Quinnipiac University
Nikolay A. Dimitriadi, Rostov Economic University

The Critical Roles of Entrepreneurial Orientation, Strategy, and Marketing Capabilities in the International Performance of Born Global Firms
Samantha Hartsfield, Florida State University
Gary Knight, Florida State University

Learning from subsidiaries: a knowledge exchange in international firms for better performance?
Yingying Zhang, Institute for Labour Studies, ESADE, Barcelona, Spain
Simon Dolan, Institute for Labour Studies, ESADE, Barcelona, Spain

Hierarchy, gender and generational gap: Identifying organizational culture types of Mexican businesses
María Teresa de la Garza Carranza, Instituto Tecnológico de Celaya
Carolyn B. Mueller, Stetson University

Entrepreneurial Intent and Parental Entrepreneurial Experience in the U.S., France and Germany
Sofia Kyritsis, Quinnipiac University
Tara McRae, Quinnipiac University

A Three Country Cross-Cultural Study on Entrepreneurial Intent
Stephanie Logan, Quinnipiac University
Juan Rodenas, Quinnipiac University

9:20 – 9:30 **Break**

9:30 – 10:40 **Emerging Economies and Ethics in Global Business**
Session Chair: Gary Knight, Florida State University

Social Capital and Economic Growth: International Comparisons
Ruth Clarke, Nova Southeastern University
Ramdas Chandra, Nova Southeastern University

Codes Of Ethics: A Comparison Of The Attitudes Of Future Managers In China And The Us
Spero Peppas, Georgia Gwinnett College
Tyler Yu, Georgia Gwinnett College

Organizational Justice by Who's Standards?
Steven A. Williamson, University of North Florida
Paul Fadil, University of North Florida

A Case Study of Globalization, Innovation and ICT Application in Taiwan's Cultural Industry
Yi-Long Jaw, National Taiwan University
Chun-Liang Chen, National Taiwan University

10:40 – 11:00 **Break**

11:00 – 12:00
The Role of the US Department of Commerce in Assisting US Exporters.

Presented by Ericka Stevens, International Trade Specialist at the Nashville Export Assistance Center

12:00 - 1:30 **Lunch (on your own) EXECUTIVE COMMITTEE MEETING**

1:30 - 2:50 **Global Strategic Issues**
Session Chair: Anita Whiting, Clayton State University

Foreign Direct Investment In Eurasia: A Comparative Analysis Of Spatial And Sectoral Patterns
Serkan Yalcin, Saint Louis University

An Analysis On The Relationship Between Internationalization, Performance and Human Capability and Motivation
Tugrul Atamer, Em Lyon Business School
Alain-Charles Martinet, Jean Moulin Lyon III University
Pham Hoanh Son Nguyen, Jean Moulin Lyon III University

Chinese Cars in the U.S.: Implications of the Chrysler – Chery Agreement
Mark F. Toncar, Youngstown State University
Chad Phillips, Youngstown State University
Adam Sofran, Youngstown State University

Ownership Structure, Blockholder, and Firm Performance in International Context
Jane Qian Xie, Southern Illinois University
Yu Henry Xie, College of Charleston

Lodging Trends: Franchising
Meenakshi Krishnamoorthy, Alliant International University

2:50 – 3:00 ***Break***

3:00 – 4:20 **Global Leadership Issues**
Session Chair: Susan H. Godar, William Paterson University

In Search of Global Leadership Mojo
Isaac Wanasika, New Mexico State University

Institutional Changes And Organizational Transformations In Developing Economies : Transformational Change In South Africa
Michael Sithole, Mid Continent University
Barbara Dastoor, Nova Southeastern University
Dewey Hemphill, Crichton College

The influences of absorptive capacity, corporate social capital and knowledge transfer on MNC performance
John Chiang

Transferring social responsibility practices within Multinational Corporations
Janis Mariello, French West Indies University

Assessing Global Leadership Competencies: The State of the Art
Mark E. Mendenhall, University of Tennessee, Chattanooga
Allan Bird, University of Missouri-St. Louis
Joyce Osland, San Jose State University

4:20 – 4:30 ***Break***

4:30 - 5:20 **Marketing in a Global Economy**
Session Chair: Mohamad Sepehri, Jacksonville University

Anti-Americanism Overview: Its Implications and Possible Marketing Strategies to Help American Products
Jorge Riveras- Southern New Hampshire University
Nicholas Nugent, Southern New Hampshire University

Culture Values: Examining the Difference between Hofstede's Sample and University Business Students in France, Germany and the United States
Michele Vasapoli, Quinnipiac University
Charles Bjernestad, Quinnipiac University

Factors Influencing Study Abroad Decisions Among College of Business Students
Douglas Naffziger, Ball State University
Jennifer Bott, Ball State University
Carolyn Mueller, Stetson University

Can Crowded Stores be a Good Thing for Retailers?: Functional Density and Its Impact on Retail Satisfaction in Cross-Cultural Contexts
Anita Whiting, Clayton State University
George Nakos, Clayton State University

6:00 – 7:00 **Student Reception – Best Paper and William Ziegler Best Student Paper Awards**
ROOM: *Pinnacle*

Friday, November 9. 2007 **ROOM: *Davidson A&B***

7:45 – 8:00 **Coffee and Pastries**

8:00 – 9:20 **Culture and Globalization**
Session Chair: David Furman, Clayton State University

Pitfalls In Empirical, Cross-Cultural Management Research And Strategies To Overcome These Problems
Daniel Rottig, Florida Atlantic University

Spirituality, culture and workplace values: An examination of the Brazilian Candomblé
Angela K. Miles, North Carolina A & T State University
Sally Sledge, Troy University
Samuel Coppage, Old Dominion University

Culture, Organizational Practices And Competitive Advantage: A Study Of The U.S. And Japanese Automobile Industries
Olumide Ijose, Slippery Rock University

Communication Problems in Utilizing a Native Informant for Cultural Knowledge
Susan H. Godar, William Paterson University
Inta Rimšāne, Rezeknes Augstskola, Latvia

The Influence of National Culture on Union Density Rates
John Rushing, Barry University
Carolyn Mueller, Stetson University
Gordon Lightfoot, Barry University

National Culture Impact Of Daimlerchrysler Failure
Augustine M Nwabuzor, Florida A & M University

9:20 - 9:30 **Break**

9:30 - 10:50 **Emerging Global Issues**
Session Chair: Neil Slough, Milwaukee Area Technical College

AIDS as Business Risk: The South African Experience
Jay van Wyk, Pittsburg State University

Identification Of Cultural, Demographic, And Political Patterns In Worldwide Terrorism
Robert M. Wiedenhaefer, Florida Atlantic University
Barbara R. Dastoor, Nova Southeastern University
Joseph Balloun, Argosy University Atlanta
Josephine Sosa-Fey, Texas A&M University-Kingsville

Improving Patient Quality of Care Using Six Sigma Methods: A Case Study from Australia
Gouri Gupte, University of Alabama @ Birmingham
Susan Key, University of Alabama @ Birmingham

An investigation into the international business strategy for e-commerce: An integrated model of institution theory and resource-based view
Chung-Chi Shen, National Dong Hwa University, Taiwan
Jyh-Shen Chiou, National Chengchi University, Taiwan
Biing-Shen Kuo, National Chengchi University, Taiwan

Russian Federation Energy Policies And Risks To International Joint Ventures In The Oil And Gas Industry
John Patton, Florida Institute of Technology

States, Firms, and Market Integration
Barbara Weiss, University of Tampa

A Three Country Study on Entrepreneurial Intent and Gender
Jennie E. MacDougall, Quinnipiac University
Geoffrey P. Sawyer, Quinnipiac University

10:50 -11:00 **Break**

11:00 – 11:45
CHALLENGES AND OPPORTUNITIES IN TEACHING ABROAD
Panel Discussion exploring opportunities for teaching in foreign countries.
Coordinated by Susan Godar, William Patterson University

11:45-12:30
LAUNCHING A SCHOLARLY JOURNAL: DESIGN, STRUCTURE AND STRATEGY
Panel Discussion coordinated by Bob Goddard, Appalachian State University and Neil Slough, Milwaukee Area Technical College

12:30 – 2:00 **AIB Luncheon**

2:00 **Closing Comments**

Placement Services

MISSION: The primary purpose of Placement Services is to provide a conduit between qualified teaching and research professionals who are seeking career opportunities and academic and research institutions that are seeking qualified faculty or field specialists. Placement Services facilitates this connection by providing these services:

- assists Association members in their pursuit of employment and career advancement.
- assists all employers seeking faculty and administration employees in education, research and related professions.
- operates a "center for exchange" during the annual fall meeting of the Association.

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

- Wednesday: 5:00 p.m. - 6:00 p.m. **–** for late registration only; folders will not be available.
- Thursday: 8:00 a.m. - Noon & 1:30 p.m. - 5:00 p.m. **–** all services available.
- Friday: 8:00 a.m. - Noon & 1:30 p.m. - 4:00 p.m. – all services available.

Copies of completed applicant and position forms will be maintained in folders for the review of placement patrons. Pre-conference and a post-conference mailings are available (refer to order form available on the web site).

PRE-REGISTRATION: Placement Services operates on a menu system. Select the services you need and pay only for what you receive.

- ***Pre-conference registration*** is preferred since many schools and applicants request a pre-conference listing and frequently make arrangements for interviews before arrival at the conference. Forms are generally available after August 15th each year. You may link through the SMA website or go directly to the Placement Services website <www.mesastate.edu/sma> to download blank forms in Adobe PDF format or Microsoft Word DOC format [DOC format may be completed on your computer]. Forms must be mailed with payment (check or money order) – there is no on-line submission. We do not accept faxed forms; they usually reproduce poorly. Listings of positions and applicants are available only at the conference; no on-line service is provided. On-line placement services are provided by the Academy of Management.
- ***Registration at the conference*** will be available in the Placement Services area on Wednesday, 5 - 6 p.m. and any time Placement Services is open on Thursday or Friday. Blank forms are available in Placement Services.

FEES: The fees are $15.00 for each applicant listing and $25 for each school or organization listing a position – a $5 late fee is added for submission at the conference to cover the cost of duplication.

FORMS: Use only the forms downloaded from the web site after August 15th of the conference year or from Placement Services at the conference. A three-page vita for applicants or a one-page position description will also be accepted and included as an addendum to the posted forms. Should other individuals at your college or university be interested in our placement services, please provide them a copy of this announcement.

SUBMISSION: Completed forms and fees should be received by the Placement Director no later than three weeks prior to the start of the conference. **Do not mail any submissions after the date listed on the Placement web site**. Late submissions will not be included in the pre-conference listings and also risk not arriving in time for the conference. It is better to register at the conference; however, a $5 late fee will be assessed. You should allow at least six days for USPS delivery.

If you have any questions concerning Placement Services or have difficulty with the website, you may contact the director at:

Dr. Frank Markham
SMA Placement Director
P.O. Box 3195 Phone: (970) 245-0333
Grand Junction, CO 81502-3195 E-mail: fmarkham@mesastate.edu

PAYMENT RESTRICTIONS: We do not provide vouchers or invoices; therefore, if your university 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.

SERVICES PROVIDED:

- Applicant listings
- Position listings
- Interview tables
- Photocopy support ($0.25 per page)
- Message Distribution Center

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