



## **Southern Management Association**

### **2008 MEETING**

October 29 - November 1, 2008, St. Pete Beach, Florida

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

# HRManagement: The Human Resource Management Simulation



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**HRManagement** gives students the opportunity to build a strong HR function. Acting as personnel director, students must make a wide range of HR decisions that can affect compensation, turnover, productivity, diversity, morale, quality, accident rate, grievances, fringe benefits, absenteeism and budget utilization. Additionally, they will encounter a series of real-life real-time HR incidents that include performance appraisals and sexual harassment. Coauthored by Jerald Smith and Peggy Golden of Florida Atlantic University.

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# Southern Management Association

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

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

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

## *SMA Mission Statement*

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

## SMA Welcomes...

### *Our 2008 Meeting Partner*

The Academy of International Business, Southeast (USA) Chapter

### *Our 2008 Meeting Exhibitors*

AACSB International	SAGE
Center for the Advancement of Research Methods and Analysis (CARMA)	SMA 2009
Interpretive Simulations	SMA Shared Exhibit
McGraw-Hill/Irwin	vLeader from SimuLearn Inc

# Southern Management Association

## OFFICERS

### President

Charlotte D. Sutton, Auburn University

### President Elect

Allen C. Amason, University of Georgia

### Vice President/Program Chair

Margaret L. Williams, Virginia  
Commonwealth University

### Vice President/Program Chair Elect

Mark B. Gavin, Oklahoma State University

### Treasurer

Charles A. Pierce, University of Memphis

### Secretary and Membership Chair

Amy B. Henley, Kennesaw State University

### Past President

William L. Gardner, Texas Tech University

### Journal of Management Editor

Talya N. Bauer, Portland State University

### Archivist

Dan Cochran, Mississippi State University

### Communications Coordinator

Gary J. Castrogiovanni, Florida Atlantic  
University

### Conference Coordinator

Geralyn McClure Franklin, University of  
South Florida St. Petersburg

### Placement Director

Frank B. Markham, Mesa State College

## 2008 PROGRAM COMMITTEE

### VP & Program Chair

Margaret L. Williams, Virginia  
Commonwealth University

### Conference Coordinator

Geralyn McClure Franklin, University of  
South Florida St. Petersburg

## BOARD MEMBERS

### 2005-2008 Term

Tim Barnett, Mississippi State University  
Claudia C. Coglisier, Texas Tech University  
James G. Combs, Florida State University

### 2006-2009 Term

David G. Allen, University of Memphis  
Angela Miles, North Carolina A&T State  
University  
Hettie A. Richardson, Louisiana State  
University

### 2007-2010 Term

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

## JOURNAL OF MANAGEMENT

### Editor

Talya N. Bauer, Portland State University

### Associate Editor Team

Wendy Boswell, Texas A & M University  
Mark Griffin, University of Sheffield, UK  
Michael Leiblein, Ohio State University  
Steven Michael, University of Illinois  
Laura Poppo, University of Kansas  
Miguel Quiñones, Southern Methodist  
University  
Deborah Rupp, University of Illinois  
Deidra Schleicher, Purdue University  
Christopher Shook, Auburn University  
Jeremy C. Short, Texas Tech University  
Donald M. Truxillo, Portland State University

## FELLOWS

### New Fellows

Wayne Hochwarter, Florida State University  
Bennett Tepper, Georgia State University  
Margaret L. Williams, Virginia  
Commonwealth University

### Active Fellows

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

### Inactive Fellows

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

### In Memoriam

James G. "Jerry" Hunt  
Charles R. Scott  
Max S. Wortman, Jr.

## PAST PRESIDENTS\*

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

## SUSTAINED OUTSTANDING SERVICE AWARD WINNERS\*

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

*\*Affiliations are at time of office*

## SMA 2008 TRACK CHAIRS

### **Organizational Behavior**

Lucy L. Gilson, University of Connecticut

### **Strategic Management/Organizational Theory**

Matthew W. Rutherford, Virginia Commonwealth University

### **Human Resources/Careers**

Nhung T. Nguyen, Towson University

### **Research Methods**

Lucy R. Ford, Saint Joseph's University

### **Management History/Management Education/International Management**

Flavia Cavazotte, IBMEC

### **Information Technology/Innovation**

Paul Schwager, East Carolina University

### **Ethics/Social Issues/Diversity**

Bryan S. Schaffer, University of North Carolina at Asheville

### **Health Care/Hospitality Management/Public Administration**

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

## BEST PAPER COMMITTEES

### **Best Overall Conference Paper**

James G. Combs, Florida State University  
Amy B. Henley, Kennesaw State University  
Anson Seers, Virginia Commonwealth University

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

Robert C. Ford, University of Central Florida  
Tammy Hunt, University of North Carolina at Wilmington  
Christopher Shook, Auburn University

## BEST PAPER IN TRACK COMMITTEES

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

Pamela W. Perrewé, Florida State University  
Peter Foreman, Illinois State University  
Randy Evans, University of Arkansas at Little Rock

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

Paul Harvey, University of New Hampshire  
Steven D. Caldwell, University of South Carolina-Upstate  
Kevin B. Lowe, University of North Carolina at Greensboro

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

Scott Geiger, University of South Florida, St. Petersburg  
Christopher Shook, Auburn University  
Christopher J. Robertson, Northeastern University

### **Track 3: Human Resources/Careers**

Thomas H. Stone, Oklahoma State University  
Kay J. Bunch, Georgia State University  
John W. Michel, Towson University

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

Marcus M. Butts, University of Texas at Arlington  
Janaki Gooty, SUNY - Binghamton  
Paul Johnson, Oklahoma State University

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

Somnath Lahiri, Illinois State University  
Angela Miles, North Carolina A&T State University  
Sally Sledge, Troy University  
Luiz Alberto Campos Filho, IBMEC  
Jamey Darnell, Virginia Commonwealth University

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

Michael Deis, Clayton State University  
Henry E. Newkirk, East Carolina University  
Sally Sledge, Troy University

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

Gregory P. Tapis, Mississippi State University  
Dawn M. Oetjen, University of Central Florida  
Gayle Baugh, University of West Florida

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

Frank E. Hamilton, Eckerd College  
Julita Anita Haber, Touro University International  
Tom J. Sanders, University of Montevallo

## MOST INNOVATIVE SESSION AWARD COMMITTEE

Gary J. Castrogiovanni, Florida Atlantic University  
Claudia C. Coglisier, Texas Tech University  
Mark B. Gavin, Oklahoma State University  
Angela Miles, North Carolina A&T State University

# 2008 SMA Awards

## BEST OVERALL CONFERENCE PAPERS

### **AUTHENTIC LEADERSHIP AND TEAM OUTCOMES: THE ROLE OF EMERGENT STATES**

Fred Walumbwa, *Arizona State University*  
Fred Luthans, *University of Nebraska*  
James B. Avey, *Central Washington University*  
Adegoke Oke, *Arizona State University*

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

### **THE PACE OF STRATEGIC DECISION-MAKING: THE CRITICAL ROLE OF AFFECT IN EXECUTIVE TEAMS**

Kevin D. Clark, *Villanova University*  
Patrick G. Maggitti, *Villanova University*  
Nicholas M. Rongione, *Villanova University*

Presented on Thursday, 10:30am - Noon in Citrus Room

## BEST OVERALL DOCTORAL STUDENT PAPER

### **FAMILY FIRM COMMITMENT AND PERFORMANCE: A MODERATED MEDIATION ANALYSIS**

Pankaj Patel, *University of Louisville*  
Franz Kellermanns, *Mississippi State University*  
Kimberly Eddleston, *Northeastern University*

Presented on Thursday, 3:15pm - 4:45pm in Citrus Room

## BEST TRACK PAPERS

### Track 1: Organizational Behavior

#### **AUTHENTIC LEADERSHIP AND TEAM OUTCOMES: THE ROLE OF EMERGENT STATES**

Fred Walumbwa, *Arizona State University*  
Fred Luthans, *University of Nebraska*  
James B. Avey, *Central Washington University*  
Adegoke Oke, *Arizona State University*

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

### Track 2: Strategic Management/Organizational Theory

#### **THE PACE OF STRATEGIC DECISION-MAKING: THE CRITICAL ROLE OF AFFECT IN EXECUTIVE TEAMS**

Kevin D. Clark, *Villanova University*  
Patrick G. Maggitti, *Villanova University*  
Nicholas M. Rongione, *Villanova University*

Presented on Thursday, 10:30am - Noon in Citrus Room

### Track 4: Research Methods

#### **ACADEMIC ENTITLEMENT: ADAPTING THE EQUITY PREFERENCE QUESTIONNAIRE FOR A UNIVERSITY SETTING**

Brian K. Miller, *Texas State University*  
Beverly Chiodo, *Texas State University*

Presented on Saturday, 8:30am - 10:00am in Citrus Room

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

#### **ASSOCIATIONS OF CULTURE AND PERSONALITY WITH MCCLELLAND'S MOTIVES: A CROSS CULTURAL STUDY OF MANAGERS IN 24 COUNTRIES**

Hetty Van Emmerik, *Utrecht University*  
William L. Gardner, *Texas Tech University*  
Hein Wendt, *Hay Group*  
Dawn J. Fischer, *Texas Tech University*

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

### Track 6: Information Technology/Innovation

#### **THE IMPACT OF INFORMATION ASYMMETRY ON INNOVATION STRATEGIES IN SERVICE FIRMS**

Tammy Ross Huffman, *University of North Carolina at Asheville*  
Bryan S. Schaffer, *University of North Carolina at Asheville*

Presented on Thursday, 10:30am - 11:30am in Palm Room

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

#### **USING THE THEORY OF PLANNED BEHAVIOR AND CHEATING JUSTIFICATIONS TO PREDICT ACADEMIC MISCONDUCT**

Thomas H. Stone, *Oklahoma State University*  
Jim Jawahar, *Illinois State University*  
Jennifer Lynn Kisamore, *University of Oklahoma - Tulsa*

Presented on Thursday, 3:15pm - 4:45pm in Sabal Room

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

#### **PERCEPTIONS OF SERVICE QUALITY IN HEALTHCARE: WHAT'S FUN GOT TO DO WITH IT?**

Katherine A. Karl, *Marshall University*  
Lynn Kathleen Harland, *University of Nebraska at Omaha*  
Joy Van Eck Peluchette, *University of Southern Indiana*  
Amy Risch Rodie, *University of Nebraska at Omaha*

Presented on Thursday, 3:15pm - 4:45pm in Palm Room



## BEST DOCTORAL STUDENT PAPERS BY TRACK

### Track 1: Organizational Behavior

**INTERACTION OF JOB-LIMITING PAIN AND POLITICAL SKILL ON JOB SATISFACTION AND ORGANIZATIONAL CITIZENSHIP BEHAVIOR**

Laci Rogers, *Florida State University*  
Gerald R. Ferris, *Florida State University*  
Fred R. Blass, *Florida State University*  
Wayne Hochwarter, *Florida State University*

Presented on Friday, 8:30am - 10:00am in Sawgrass Room

### Track 2: Strategic Management/Organizational Theory

**FAMILY FIRM COMMITMENT AND PERFORMANCE: A MODERATED MEDIATION ANALYSIS**

Pankaj Patel, *University of Louisville*  
Franz Kellermanns, *Mississippi State University*  
Kimberly Eddleston, *Northeastern University*

Presented on Thursday, 3:15pm - 4:45pm in Citrus Room

### Track 3: Human Resources/Careers

**EFFECTS OF MENTORING FUNCTIONS RECEIVED ON PROTÉGÉS' ORGANIZATIONAL CITIZENSHIP BEHAVIOR IN A CHINESE CONTEXT**

Ho Kwong Kwan, *Drexel University*

Presented on Friday, 1:15pm - 2:45pm in Glades Room

### Track 4: Research Methods

**PEAS IN A POD: DO MANAGERS WITH SIMILAR PROFILES OF DISPOSITIONAL CHARACTERISTICS DISPLAY UNIQUE LEADERSHIP PATTERNS?**

Taylor L. Poling, *University of Tennessee, Knoxville*  
Carrie A. Blair, *College of Charleston*

Presented on Saturday, 8:30am - 10:00am in Citrus Room

### Track 6: Information Technology/Innovation

**IS INFORMATION TECHNOLOGY CRITICAL TO SUPPLY CHAIN? SUPPLY CHAIN MANAGEMENT DIMENSIONS, COMPETITIVE ADVANTAGE AND FIRM PERFORMANCE**

Anant Ravindra Deshpande, *University of Texas Pan American*

Presented on Friday, 1:15pm - 2:45pm in Palm Room

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

**THE INFLUENCE OF STATE-LIKE AND TRAIT-LIKE VARIABLES ON ETHICAL DECISION MAKING**

D'Lisa McKee, *Mississippi State University*

Presented on Thursday, 3:15pm - 4:45pm in Sabal Room

## BEST REVIEWERS BY TRACK

### Track 1: Organizational Behavior

Peter Foreman, *Illinois State University*

### Track 2: Strategic Management/Organizational Theory

Brian Nagy, *Bradley University*

### Track 3: Human Resources/Careers

Sherry E. Sullivan, *Bowling Green State University*

### Track 4: Research Methods

Janaki Gooty, *SUNY - Binghamton*

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

Miriam Moeller, *University of Mississippi*

### Track 6: Information Technology/Innovation

Sally Sledge, *Troy University*

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

Gregory P. Tapis, *Mississippi State University*

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

Tom J. Sanders, *University of Montevallo*

## SMA SUSTAINED OUTSTANDING SERVICE AWARD

Pamela L. Perrewé, *Florida State University*

# SMA 2008 Reviewers

Michael Abebe, Southern Illinois U. - Carbondale  
 Alice M. Adams, Armstrong Atlantic State U.  
 Garry Adams, Auburn U.  
 Laura Lovell Alderson, U. of Memphis  
 Darlene J. Alexander-Houle, U. of Phoenix,  
 Hewlett Packard  
 Sheryl Lynn Alonso, U. of Miami  
 Anthony (Tony) Paul Ammeter, U. of Mississippi  
 Riza Ergun Arsal, Clemson U.  
 Neal M. Ashkanasy, U. of Queensland  
 Guclu Atinc, Louisiana Tech U.  
 Lawrence S Audler, Our Lady of Holy Cross  
 College  
 Uschi Backes-Gellner, U. of Zurich  
 LaKami T. Baker, Auburn U.  
 Lisa Baranik, U. of Georgia  
 Mary Bardes, U. of Central Florida  
 Marcelo Bernardo Barrios, EDDE  
 Min Basadur, McMaster U.  
 Tim Basadur, U. of Illinois at Chicago  
 Gayle Baugh, U. of West Florida  
 Stephan Belding, Marylhurst U.  
 Michael David Biderman, U. of Tennessee at  
 Chattanooga  
 Tejinder K. Billing, Virginia State U.  
 Lauren V. Blackwell, U. of Oklahoma  
 Carrie A. Blair, College of Charleston  
 Kristen M. H. Bohlander, Eckerd College  
 Nancy Borkowski, Florida International U.  
 Colin F. Bowen, St. Thomas U.  
 Dalton E. Brannen, Augusta State U.  
 Virginia Bratton, Montana State U.  
 Denise Marie Breaux, Florida State U.  
 Jacob W. Breland, U. of Idaho  
 Robyn Brouer, Hofstra U.  
 Paul Bryant, U. of Alabama  
 F. Robert Buchanan, U. of Central Oklahoma  
 Paul F. Buller, Gonzaga U.  
 Kay J. Bunch, Georgia State U.  
 E. Holly Buttner, U. of North Carolina at  
 Greensboro  
 Steven D. Caldwell, U. of South Carolina -  
 Upstate  
 Maria Emilia Camargo, U. of Caxias do Sul  
 Sofy Carayannopoulos, Wilfrid Laurier U.  
 Min Z. Carter, Auburn U.  
 Yuen Hung Chan, U. of Central Arkansas  
 Chu-Hsiang Chang, U. of South Florida  
 Erick Paulo Cesar Chang, Arkansas State U.  
 Zheng Chen, University of Connecticut  
 Robin Cheramie, Kennesaw State U.  
 Eunae Cho, U. of South Florida  
 Sungwon Choi, Louisiana State U.  
 Cody Logan Chullen, Purdue U.  
 Claudia C. Coglisier, Texas Tech U.  
 Diego Maganhotto Coraiola, Faculdade  
 Cenecista de Campo Largo  
 Kendall Cortelyou-Ward, U. of Central Florida  
 David Lewis Coss, Virginia Commonwealth U.

Kevin Cruz, U. of Pittsburgh  
 Kristin L Cullen, Auburn U.  
 Jamey Darnell, Virginia Commonwealth U.  
 Walter D. Davis, U. of Mississippi  
 Bart Jan Debicki, Mississippi State U.  
 Thomas Glenn DeLaughter, Flagler College  
 Kanchan Vasant Deosthali, SUNY - Albany  
 William J. Donohoe, Missouri State U.  
 Ceasar Douglas, Florida State U.  
 Randall Dupont, U. of Mobile  
 Joe Eassa, Palm Beach Atlantic U.  
 Catherine A. Elder, Florida Inst. of Tech.  
 Steven M. Elias, New Mexico State U.  
 Matthew Eriksen III, U. of Tampa  
 Tammy Esteves, Troy U.  
 Randy Evans, U. of Arkansas at Little Rock  
 Karen Ferguson, Franklin U.  
 Merideth J. Ferguson, Baylor U.  
 Claudia Ferrante, US Air Force Academy  
 Stephen P. Fitzgerald, Touro U. International  
 David A. Foote, Middle Tennessee State U.  
 Peter Foreman, Illinois State U.  
 Michael Lance Frazier, Oklahoma State U.  
 Cherie E. Fretwell, Troy U.  
 Crissie M. Frye, Eastern Michigan U.  
 Jerry Bryan Fuller, Louisiana Tech U.  
 Thomas W. Gainey, U. of West Georgia  
 Thomas Walter Garsombke, Claflin U.  
 Beena George, U. of St. Thomas  
 Marie-Line Germain, St. Thomas U.  
 Michael G. Goldsby, Ball State U.  
 Anna Gomez, Terra Firma: Grounded Change  
 Joseph M. Goodman, Illinois State U.  
 Janaki Gooty, SUNY - Binghamton  
 Jean Gordon, Capella U.  
 C. Allen Gorman, U. of Tennessee  
 Kim Gower, Virginia Commonwealth U.  
 Laura Guerrero, U. of Western Ontario  
 Ashish Gupta, Tecnica Inst. of Mgmt. Sciences &  
 Advanced Studies  
 Bindu Gupta, Inst. of Mgmt. Tech., Ghaziabad  
 Gouri Gupte, U. of Alabama at Birmingham  
 James Richard Guzak, U. of Texas - Arlington  
 Julita Anita Haber, Touro U. International  
 Jonathon R. B. Halbesleben, U. of Wisconsin -  
 Eau Claire  
 Angela Tania Hall, Florida State U.  
 Frank E. Hamilton, Eckerd College  
 Jean Marie Hanebury, Troy U./U. of Florida  
 MD Haque, Pepperdine U.  
 Harold Dennis Harlow, Wingate U.  
 Hunter L. Harris, Vanderbilt U.  
 Paul Harvey, U. of New Hampshire  
 Christopher James Hastings, U. of St. Thomas  
 Thomas Hawver, Virginia Commonwealth U.  
 Ciaran Heavey, U. of Connecticut  
 Karen Hebert-Maccaro, Babson College  
 Joseph Heinzman Jr., Hodges U.  
 William J. Heisler, Troy U. - Atlantic Region

Michael Henry, Grant MacEwan College  
 Andrew O. Herdman, East Carolina U.  
 Aaron Hill, Oklahoma State U.  
 Wayne Hochwarter, Florida State U.  
 Daniel T. Holt, Air Force Inst. of Tech.  
 Marko Horn, Florida State U.  
 Stephen Horner, Arkansas State U.  
 Jeffrey Scott Hornsby, Ball State U.  
 Joan C Hoxsey, Relationship Resources LLC  
 Jack Huddleston, Colorado Technical U.  
 Ronald H. Humphrey, Virginia Commonwealth U.  
 David Marshall Hunt, SUNY - Plattsburgh  
 Emily M. Hunter, U. of Houston  
 Muharrem Nesij Huvaj, U. of Connecticut  
 Tomasz Ingram, U. of Economics in Katowice  
 Kiran Ismail, St. John's U.  
 Mary Jo Jackson, U. of South Florida, St.  
 Petersburg  
 Nicole C. Jackson, Boston College  
 William T. Jackson, U. of South Florida, St.  
 Petersburg  
 Janice Johnson, Capella U.  
 Kimberly Michelle Johnson, Auburn U. at  
 Montgomery  
 Paul Johnson, Oklahoma State U.  
 Russell Johnson, U. of South Florida  
 Steven Karau, Southern Illinois U.  
 Joy H. Karriker, East Carolina U.  
 Franz Kellermanns, Mississippi State U.  
 Lynn Marie Kendrick, St. Thomas U./Miami  
 Dade College  
 Aasia Mahmood Khan II, U. of Mgmt. and Tech.  
 Sobia Khurram, U. of the Punjab  
 Christian Kiewitz, U. of Dayton  
 Kwanghyun Kim, Texas A&M U.  
 Nicole Younghye Kim, Virginia Commonwealth U.  
 Jennifer Lynn Kisamore, U. of Oklahoma - Tulsa  
 Don H. Kluemper, Louisiana State U.  
 Bob Kolodinsky, James Madison U.  
 David William Kunsch, U. of Western Ontario  
 Alysa Dawn Lambert, Indiana U. Southeast  
 Lisa Schurer Lambert, Georgia State U.  
 Patricia Lanier, U. of Louisiana, Lafayette  
 Melenie J. Lankau, U. of Georgia  
 Kimberly Aynna Lathan, UAB  
 Chun-Hsien Lee, National Kaohsiung Normal U.  
 Jai Joon Lee, California State U., Sacramento  
 Kyuho Lee, Western Carolina U.  
 Tam Wanthanee Limpaphayom, Eastern  
 Washington U. at Bellevue  
 Yongmei Liu, U. of Texas at Arlington  
 Franz T. Lohrke, Samford U.  
 Brad S. Long, St. Francis Xavier U.  
 Misty Loughry, Georgia Southern U.  
 Kevin B. Lowe, U. of North Carolina at  
 Greensboro  
 Aleksandra Luksyte, U. of Houston  
 Huabin Luo, Mount Olive College  
 Nathaniel Curtis Lupton, U. of Western Ontario

Melih Madanoglu, Florida Gulf Coast U.	Joy Oliver, Air Force Research Laboratory	Laura June Stanley, U. of Georgia
Timothy M Madden, U. of Tennessee, Knoxville	David P. Ozag, Bucknell U.	Lisa T. Stickney, Temple U./King's College
Nora Madjar, U. of Connecticut	Paul William Palmer, City U.	Bryan Stinchfield, Southern Illinois U. at Carbondale
John Michael Mankelwicz, Troy U.	Alankrita Pandey, U. of Texas at Arlington	Thomas H. Stone, Oklahoma State U.
Juan Manso-Pinto, U. of Concepcion	Lori Diane Paris Jr., California State U., Bakersfield	Jason S. Stoner, Ohio U.
Dan Marlin, U. of South Florida, St. Petersburg	Karen Paul, Florida International U.	Muthu Subbiah, U. of Texas at Dallas
Laurence Anthony Marsh, U. of Texas El Paso	Enrique M. Perez, Florida Atlantic U.	Sherry E. Sullivan, Bowling Green State U.
April Martin, U. of Tennessee	Sara Jansen Perry, U. of Houston	Coombes Susan, Virginia Commonwealth U.
Laura Martin, U. of Oklahoma	Jeffrey Mathew Pollack, Virginia Commonwealth U.	Kenneth Michael Sweet Jr., U. of Houston
Thomas Martin, U. of Nebraska at Omaha	Susie Wilson Pontiff, Florida Coastal School of Law	Richard J Swersey, Devry U.
Matthew R. Marvel, Western Kentucky U.	Smriti Prabhakar, U. of Connecticut	Michele L. Swift, Oregon State U.
John M. Maslyn, Belmont U.	Jon D. Pratt, Louisiana Tech U.	Leslie Thomas Szamosi, City College
Laura Matherly, Tarleton State U. - Central Texas	Sonya F Premeaux, Nicholls State U.	Thomas D. Taber, SUNY - U. at Albany
M Travis Maynard, Colorado State U.	Diane Joyce Prince, Clayton State U.	Gregory P. Tapis, Mississippi State U.
Warren G. McDonald Jr., Methodist U.	Bill Buenar Puplampu, U. of Ghana	Louis L Taylor, Walden U.
Jean McGuire, Louisiana State U.	Howard C. Ralph Jr., Clayton State U.	Shannon G. Taylor, Louisiana State U.
D'Lisa McKee, Mississippi State U.	Venugopal Ramachandran III, Inst. for Financial Mgmt. and Research	Meri Thompson, Louisiana State U.
Arlise P. McKinney, U. of North Carolina at Greensboro	Bernardo Ramirez, U. of Central Florida	Neil M. Tocher, Idaho State U.
Amy McMillan-Capehart, East Carolina U.	Ebrahim Randeree, Florida State U.	Dr. Barbara-Leigh Tonelli, Capella U.
Arthur Meiners Jr., Marymount U.	Tammy Rapp, U. of Connecticut	Donna Trent, Eckerd College
Esra Memili, Mississippi State U.	Abdul A. Rasheed, U. of Texas at Arlington	Chiung-Wen Tsao, Tajen U.
Adwaita Govind Menon, Xavier Inst. of Mgmt.	Elizabeth Ann Reusch, Purdue U.	John Willis Upson, U. of West Georgia
Kukenberger R. Michael, U. of Connecticut	Derek Rich, Eastern Arizona College	Hetty Van Emmerik, Utrecht U.
John W. Michel, Towson U.	Hettie A. Richardson, Louisiana State U.	James Michael Vardaman, U. of Memphis
Angela Miles, North Carolina A&T State U.	Jason W. Ridge, Oklahoma State U.	Lisa Vargo Williams, SUNY at Buffalo
Brian K. Miller, Texas State U.	Gregory Robbins, U. of South Florida Lakeland	John Veiga, U. of Connecticut
Sushanta kumar Mishra, Indian Inst. of Mgmt. - Ahmedabad	Sheryllynn Roberts, U. of Texas at Arlington	Ramon J Venero, Nova Southeastern U.
Miriam Moeller, U. of Mississippi	Benjamin Wayne Rockmore, U. of Central Florida	Kathleen Elizabeth Voges, Texas A&M U. - Kingsville
Abdallah Magzoob Mohamed Elamin, Ajman U. of Science and Tech.	Donald P. Rogers, Rollins College	Preeti Wadhwa, U. of Kansas
Tom W. Moore, East Tennessee State U.	Laci Rogers, Florida State U.	Wendy J. Walker, Georgia Inst. of Tech.
Scott Mooty, U. of Memphis	sam leon rohr, Wright State U. - Lake Campus	Isaac Wanasika, New Mexico State U.
Michael Morris, U. of Florida	Timothy Rotarius, U. of Central Florida	Yu-Lin Wang, U. of Illinois at Urbana-Champaign
Rodger Morrison, Auburn U.	Carlos Enrique Ruiz, Georgia Gwinnett College	Renee Louise Warning, U. of Central Oklahoma
Tammy Morse, Nova Southeastern U.	Hetal Rupani, U. Physicians, MU Healthcare	Kathleen Hanold Watland, Saint Xavier U.
Tammy Morse, H. Wayne Huizenga School of Business and Entrepreneurship	Raina Marie Rutti, Dalton State College	Sheila D. Watters, Virginia Commonwealth U.
Don C. Mosley Jr., U. of South Alabama	Tom J. Sanders, U. of Montevallo	Michael T Webb, Walden U.
Todd W. Moss, Texas Tech U.	Terri A. Scandura, U. of Miami	Sheila Simsarian Webber, Suffolk U.
Kevin W. Mossholder, Auburn U.	Bryan S. Schaffer, U. of North Carolina at Asheville	Michael R Weeks, U. of Tampa
Jifeng Mu, U. of Washington	Julie Schilligo, Ingersoll Rand	Robert Wheatley, Troy U.
Debmalya Mukherjee, U. of Akron	James H. Schindler, Columbia Southern U.	Anthony R. Wheeler, U. of Rhode Island
Timothy Paul Munyon, Florida State U.	Chester A. Schriesheim, U. of Miami	Ethlyn A. Williams, Florida Atlantic U.
Mambo Governor Mupepi, U. of Michigan	Catherine Schwoerer, U. of Kansas	Laura Williams, U. of Mississippi
Health System/Grand Valley State U.	Othniel S. Scott, Miami Dade College	Doan Winkel, U. of Wisconsin - Milwaukee
angela murphy, Florida A&M U.	Terrence Sebor, U. of Nebraska-Lincoln	L. A. Witt, U. of Houston
Edward Francis Murphy Jr., Embry Riddle U.	Sunita Singh Sengupta, U. of Delhi	Shuk M. Wong, TUI U.
Brian Nagy, Bradley U.	Robert W. Service, Samford U.	Matthew S. Wood, Southern Illinois U.
Millicent F. Nelson, Middle Tennessee State U.	Kathleen M. Shumate, U. of Texas -Arlington	Jun Wu, Old Dominion U.
Stephanie E. Newell, Eastern Michigan U.	Manisha Singal, Virginia Tech	Keke Wu, U. of Alabama
Henry E. Newkirk, East Carolina U.	Sally Sledge, Troy U.	Nilay Yajnik, NMIMS U.
David Noble, U. of Alabama	Randall Sleeth, Virginia Commonwealth U.	Junichi Yamanoi, U. of Connecticut
Ernest H. O'Boyle Jr., Virginia Commonwealth U.	Delmonize Smith, Rochester Inst. of Tech.	Jun Yang, U. at Buffalo
Mark O'Donnell, SUNY - Albany	Janice Witt Smith, Winston-Salem State U.	Tae Yang, U. of Texas at Arlington
Dawn M. Oetjen, U. of Central Florida	Jeremy Stafford, U. of North Alabama	Yongheng Yao, Concordia U.
Reid Oetjen, U. of Central Florida	Christina L. Stamper, Western Michigan U.	Pingying Zhang, U. of North Florida
Maggie Ohara, East Carolina U.		Zhen Zhang, U. of Minnesota
		L.F. Bill Zimmermann, Grenoble Graduate School

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

**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:** 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 15<sup>th</sup> each year. You may link through the SMA website or go directly to the Placement Services website <[www.southernmanagement.org/meetings/2008/placementservices.asp](http://www.southernmanagement.org/meetings/2008/placementservices.asp)> 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 nor do we accept credit cards. 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 on-site duplication.

**FORMS:** Use only the forms downloaded from the web site after August 15<sup>th</sup> 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 forms.** 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. 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  
Grand Junction, CO 81502-3195

Phone: (970) 245-0333  
E-mail: [fmarkham@mesastate.edu](mailto:fmarkham@mesastate.edu)

**PAYMENT RESTRICTIONS:** We do not provide vouchers or invoices; therefore, if your university requires a document, please remit a personal check and use your returned check as a receipt for reimbursement. If necessary, a receipt can be generated at the conference, just stop by the Placement Services desk. **Our tax-exempt number is 58-1295483.**

**SERVICES PROVIDED:**

- Applicant listings
- Position listings
- Interview tables
- Photocopy support (\$0.25 per page)
- Message Distribution Center

Please note that, due to the public posting and dissemination of submitted forms, this process is not confidential – no assumption of privacy should be made.

# BizSchoolJobs

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# Tuesday, October 28

*Tuesday, 7:00pm - 8:00pm in Horizons Portico*

## SMA Doctoral Consortium & Pre-Conference Welcome Reception

# Wednesday, October 29

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

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

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

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

**Registration for SMA Placement Services:** 5:00pm - 6:00pm in Banyan Breezeway West  
(late registration only; folders will not be available)

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

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

## 19th ANNUAL DOCTORAL STUDENT CONSORTIUM (By Invitation Only)

### **Coordinators:**

Hettie A. Richardson, *Louisiana State University*  
Christopher Shook, *Auburn University*

The Consortium is a day-long 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:**

David G. Allen, *University of Memphis*  
James G. Combs, *Florida State University*  
Mark B. Gavin, *Oklahoma State University*  
Lucy L. Gilson, *University of Connecticut*  
Ethlyn A. Williams, *Florida Atlantic University*  
Janaki Gooty, *SUNY - Binghamton*  
Amy B. Henley, *Kennesaw State University*  
Mary Jo Jackson, *University of South Florida, St. Petersburg*  
K. Michele Kacmar, *University of Alabama*  
Franz Kellermanns, *Mississippi State University*  
Laura M. Little, *University of Georgia*  
Kevin W. Mossholder, *Auburn University*  
Matthew W. Rutherford, *Virginia Commonwealth University*  
Terri A. Scandura, *University of Miami*  
Bennett Tepper, *Georgia State University*  
Darren C. Treadway, *SUNY - Buffalo*

*Wednesday, 8:00am - 2:00pm in Palm Room*

## SMA Research Incubator Faculty Consortium (By Invitation Only)

### **Coordinator:**

Allen C. Amason, *University of Georgia*

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

**Wednesday, 9:00am - Noon in Jasmine Room**

**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.

**Wednesday, 10:15am - 10:30am in Jacaranda Foyer East**

**Networking Break**

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

**Wednesday, Noon - 1:00pm in Garden Courtyard**

**SMA Doctoral Consortium & Board Member Luncheon  
(By Invitation Only)**

**Wednesday, 1:00pm - 4:00pm in Compass**

**SMA Officers & Board Meeting**

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

**Wednesday, 1:00pm - 4:30pm in Jasmine Room**

**Teaching Excellence Workshop: Making the Most of the Case Method in Teaching**

**W. Glenn Rowe**, *University of Western Ontario*

The goal of this workshop is to encourage greater familiarity and comfort with the use of cases in teaching. The University of Western Ontario has long been recognized for its innovative use of cases in delivering a wide range of subject matter. Glenn Rowe, a faculty member from Western Ontario and an accomplished case methodologist will present a seminar on case teaching. The seminar will cover a range of issues related to case teaching and will involve the use of an example. Thus, participants will need to purchase access to the case series from the Ivey Case Library. Please contact Glenn Rowe (growe@ivey.uwo.ca) to register.

**Wednesday, 2:30pm - 5:30pm in Palm Room**

**Teaching Excellence Workshop: Cyber-Cheating: New Challenges to Academic Honesty**

**M. Suzanne Clinton**, *University of Central Oklahoma*  
**Janie R. Gregg**, *University of West Alabama*  
**Wayne Bedford**, *University of West Alabama*  
**Michael Purcell**, *Software Secure, Inc.*

The proliferation of distance learning curricula as well as the increased use of technology in teaching has provided multiple and new opportunities for cheating. These new challenges to academic honesty and appropriate faculty responses to them will be the focus of this session. Issues discussed will include that various ways that cheating occurs, new technologies for combating cheating, and the current state of the culture of academic honesty in today's competitive environment.

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

**Networking Break**

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

**Wednesday, 5:00pm - 6:00pm in Jasmine Room**

**SMA New Member Orientation**

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

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

**SMA & AIB-SE Joint Networking Welcome Reception**

Come and gather for light snacks and conversation with colleagues.

# Thursday, October 30

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

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

**SMA Placement Services:** 8:00am - 5:00pm in Banyan Breezeway West  
(closed for lunch from Noon to 1:30pm)

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

**Thursday, 7:00am - 8:30am in Garden Courtyard**

## SMA Networking Breakfast

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

All SMA registrants are invited. Come meet everyone!

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

## HRM/Careers: A Study of the Labor Market Dynamics and Trends in Kuwait: A Multi-Perspective Approach

**Mourad Dakhli**, *American University of Kuwait*  
**Chris Ohan**, *American University of Kuwait*  
**Juliet I. Dinkha**, *American University of Kuwait*  
**Ann Scholl**, *UAE University*  
**Mohammed Shaheed**, *American University of Kuwait*  
**Mohammad Akbar**, *American University of Kuwait*

The GCC area has witnessed a massive influx of people from all over the world. The mixing of nationalities and cultures has had a profound effect on these countries' economies, culture, and social structure. We survey and analyze the labor dynamics in the Gulf area with a focus on Kuwait. Acknowledging the complexities resulting from the cross-cultural interactions that are taking place due to this influx, we adopt a multi-perspective approach in our studies. We investigate the economic, historical, legal, ethical, media and psychological variables associated with these phenomena in order to provide a comprehensive assessment of key labor issues.

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

## MH/ME/IM: Entering and Managing Foreign Markets

Session Chair: **Debmalya Mukherjee**, *University of Akron*

Discussants:

**Diane Joyce Prince**, *Clayton State University*  
**Stephanie E. Newell**, *Eastern Michigan University*  
**Kunal Banerji**, *Eastern Michigan University*

## HOFSTEDE'S CULTURAL DIMENSIONS AND THE INTERNATIONAL AGENCY THEORY

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

The analysis of the research carried out on cultural differences, internationalization, and agency theory suggests a lack of structured knowledge as to what effect cultural differences have on the effectiveness of using various means of agency cost reduction. Hofstede's five dimensions of cultural differences (power distance, uncertainty avoidance, individualism/collectivism, masculinity/femininity, and long-term/short-term orientation) are used to describe the impact of cultural differences have on the effectiveness of mechanisms used to reduce agency cost in an international environment. Propositions are formulated relating to the effectiveness of two main agency cost control mechanisms: monitoring and incentives.

## SOCIALIZATION OF INPATRIATE MANAGERS IN GLOBAL ORGANIZATIONS: A SOCIAL LEARNING PERSPECTIVE

**Miriam Moeller**, *University of Mississippi*

As culture and a global organizational environment are becoming significant management issues in the globalization of business, the creation and development of socialization processes is vital for continuous learning and adjustment of inpatriate managers. This paper examines a positive relationship between two distinct socialization processes, institutional and individualized socialization tactics, and socio-cultural and psychological adjustment, respectively. This relationship is suggested to be moderated by cultural distance. Bandura's (1977) social-learning theory is utilized to explain the change in behavior of the inpatriate's internal and external environment to form a new set of behaviors while adjusting to a new organizational culture.

## THE IMPACT OF FIT BETWEEN INFLUENCING VARIABLES AND ENTRY MODE ON PERFORMANCE: EVIDENCE FROM CHINA

**Jun Wu**, *Old Dominion University*

Few literatures have examined how the fit between determinants and the actual choice of entry mode, influence firm performance. This paper tested this normative implication by analyzing approximately 17,000 foreign entries in seven industries in China until 2004. We include a broad of factors such as host country's experience, cultural distance, industry asset intensity, resource commitment and specific location affect the entry modes choice including WOE, EJV, CJV and JSCs. Furthermore, we examine how fit between these factors and entry modes affect firm performance. Our finding roughly proved that the firms would outperform if entry modes choices were theory-based.

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

**OB/OT/OD: Arrogance, Deviance, Abuse and Self-Efficacy**

Session Chair: **Mary Bardes**, *University of Central Florida*

Discussants:

**Brian K. Miller**, *Texas State University*

**Mary Bardes**, *University of Central Florida*

**Eric Gresch**, *Auburn University*

**"CAN'T GET NO SATISFACTION": THE EFFECT OF COWORKER DEVIANCE ON JUSTICE PERCEPTIONS AND SATISFACTION**

**Merideth J. Ferguson**, *Baylor University*

**Janelle R. Enns**, *University of Lethbridge*

This study investigates how perceptions of interactional and procedural justice mediate the relationship between knowledge of coworker deviance and communication and supervisor satisfaction. Regression analyses on data from 84 bank employees, collected at two points in time, show that social information of coworker deviance (interpersonal and organizational) is negatively related to communication satisfaction and supervisor satisfaction. Furthermore, procedural justice mediates the relationship between coworker deviance and communication satisfaction, and interactional justice mediates the relationship between coworker deviance and supervisor satisfaction. The discussion highlights the connection between justice perceptions and coworker deviance and their role in determining important attitudinal outcomes.

**ACTING SUPERIOR BUT ACTUALLY INFERIOR? RELATIONSHIPS OF ARROGANCE WITH MOTIVATION AND COGNITIVE ABILITY**

**Jeremy A. Bauer**, *University of South Florida*

**Eunae Cho**, *University of South Florida*

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

**Stanley B. Silverman**, *University of Akron*

Previous research has shown that arrogance has adverse effects on task performance, citizenship behavior, and social evaluations by others. In this study we examined motivation-based individual differences that may account for some of these consequences. Consistent with expectations, we observed that arrogance was positively related to the needs for dominance, achievement, and autonomy, as well as individual self-identity, and performance goal orientation. Conversely, arrogance was negatively related to need for affiliation, relational and collective self-identities, and learning goal orientation. Interestingly, we also found that arrogance was inversely related to cognitive ability. Implications of these findings are discussed.

**OCCUPATIONAL SELF-EFFICACY AS A MEDIATOR OF GLOBAL SELF-EFFICACY'S IMPACT AT WORK**

**Steven M. Elias**, *New Mexico State University*

**Stefanie Holman**, *Auburn University at Montgomery*

While some scholars insist efficacy beliefs should be treated as being domain specific, others treat efficacy beliefs as being global. The current study examines the relationships between global self-efficacy, domain specific (i.e., work) self-efficacy, and several work related outcome variables (LMX, learning, and locus-of control). It was hypothesized that work self-efficacy beliefs would fully mediate the relationships that may exist between global self-efficacy beliefs and the outcomes under investigation. Data was obtained from state government employees (n = 133) located in the Southeastern United States, and structural equation modeling supported this hypothesis. Implications for future research are discussed.

**Thursday, 8:30am - 10:00am in Sabal Room**

**OB/OT/OD: To Be or Not To Be..... Creative?!**

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

Discussants:

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

**Nora Madjar**, *University of Connecticut*

**James A. Meurs**, *University of Mississippi*

**CREATIVITY, A DOUBLE - EDGED SWORD: A STUDY OF LEGITIMACY DURING THE LIFE CYCLE OF AN INTERNET FIRM**

**Israel Drori**, *College of Management, Rishon*

**Benson Honig**, *Wilfrid Laurier University*

We report the results of a seven year ethnographic study depicting the relationship between creativity and internal and external legitimacy in VirtualArt, an emergent creative professional firm. We study the entire life cycle, from formation through endorsement and constitution, analyzing the tension between artistic and organizational creativity as it recurrently shapes legitimation processes. We show how social actors use and institutionalize artistic creativity, focusing on both internal and external legitimacy mechanisms. Creativity alone is seen to be insufficient, even a potential liability, obscuring strategic action, which may lead to organizational demise.

**IMPROVED RELIABILITY AND RESEARCH APPLICATIONS OF THE CREATIVE PROBLEM SOLVING PROFILE**

**Min Basadur**, *McMaster University*

**Garry Andre Gelade**, *Business Analytic Ltd*

**Tim Basadur**, *University of Illinois at Chicago*

The Creative Problem Solving Profile (CPSP) is an instrument designed to measure an individual's preferred creative style in terms of two bipolar dimensions that are directly related to a staged process of creative problem solving: the apprehension of knowledge and the utilization of knowledge. We expand the theory underlying the CPSP and report a program of improvement of the ent instrument's psychometric properties resulting in excellent internal consistency and test-retest reliability. Finally, we propose future research avenues including group performance, diversity and group conflict based on cognitive problem solving style.

## **RADICAL AND INCREMENTAL CREATIVITY: ANTECEDENTS AND PROCESSES**

**Nora Madjar**, *University of Connecticut*

This study extends creativity theory and research by differentiating and examining the antecedents of two distinct types of creative performance; radical and incremental. Results demonstrate that intrinsic motivation, ideas that are problem driven, and developed based on abstract theory are associated with radical creativity; whereas extrinsic motives, ideas that are solution driven, and developed based on concrete practice are related to incremental creativity.

**Thursday, 8:30am - 10:00am in Sawgrass Room**

## **OB/OT/OD: Where Would We Be Without Teams: An In-Depth Look at Leadership, Groupthink and Virtual Teams**

Session Chair: **Anthony (Tony) Paul Ammeter**, *University of Mississippi*

Discussants:

**Kukenberger R. Michael**, *University of Connecticut*

**Alex Williams Jr.**, *University of Mississippi*

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

## **★BEST OVERALL PAPER AND BEST PAPER IN TRACK★ AUTHENTIC LEADERSHIP AND TEAM OUTCOMES: THE ROLE OF EMERGENT STATES**

**Fred Walumbwa**, *Arizona State University*

**Fred Luthans**, *University of Nebraska*

**James B. Avey**, *Central Washington University*

**Adegoke Oke**, *Arizona State University*

Although there have been recent theory and research advances in what constitutes authentic leadership, an understanding of the mechanisms and the measured impact on team outcomes has received little attention. To address this need, we examined relevant constructs linking authentic leadership with desired team outcomes. The results indicated positive associations between both team psychological capital and team trust with team citizenship behavior and team performance. These two emergent states also mediated the relationship between authentic leadership and the desired team outcomes. Implications for future research and practice conclude the article.

## **GROUPTHINK TYPE II: THE ROLE OF TASK COHESION, CLOSED LEADERSHIP, AND PROVOCATIVE CONTEXTS IN COLLECTIVE DECISIONS**

**Jeni L. Burnette**, *University of Richmond*

**Donelson R. Forsyth**, *University of Richmond*

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

A new theoretical model of groupthink in which task cohesion replaces interpersonal cohesion as a key cause of defective group decision-making is proposed. The original model (Janis, 1972) assumed that excessive concurrence seeking, due to interpersonal cohesion, leads to faulty group decisions (groupthink type I). We outline a second form of groupthink (groupthink type II) in which the shared pursuit of a collective goal leads groups to take excessive risks. We use a case-study approach drawing on reviews of personal accounts, media descriptions, online interviews, and past empirical papers regarding the May 1996 Mount Everest disaster.

## **THE EFFECTS OF FORMS AND LEVELS OF EXCHANGE ON WORK OUTCOMES IN VIRTUAL TEAMS**

**Claudia C. Coglisier**, *Texas Tech University*

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

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

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

**Anson Seers**, *Virginia Commonwealth University*

Electronic communications from 50 virtual teams were coded to identify four types of group exchange structures: unified generalized (high-quality relationships among group members), unified generalized with isolates (high quality exchange among most members, with negative exchange among some isolated members), unified balanced (low quality relationships), and unified balanced with isolates (low quality exchange among most members, negative exchange with some isolated members). Virtual teams with unified generalized did not experience higher performance and satisfaction. However, when isolates were present, adverse effects on performance and satisfaction were observed, but only for teams with balanced as opposed to generalized structures.

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

## **Strategy/Ent: CEO Compensation**

Session Chair: **Sharon Oswald**, *Auburn University*

Discussant: **Paul Johnson**, *Oklahoma State University*

## **CEO OPTION PAY AND FIRM PERFORMANCE: THE MEDIATING EFFECTS OF CEO RISK TAKING BEHAVIOR**

**Hussam Ahmad Al-Shammari**, *Indiana University of Pennsylvania*

**Abdul A. Rasheed**, *University of Texas at Arlington*

While CEO compensation is seen as influencing firm performance, the intervening mechanisms that govern this influence have remained largely unexplored. This paper attempts to open the "black box" between CEO compensation and firm performance and empirically tests the intervening effect of CEO risk-taking behavior on this relationship. Results revealed a strong, positive relationship between CEO option pay and a firm's strategic risk, stock returns risk, and income stream risk. Results also showed that firm strategic risk, measured by R&D expenditure, mediates the CEO option pay-firm performance relationship, sometimes fully and sometimes partially, depending on which type of performance is being examined.

## **CEO TENURE AND R&D INVESTMENT: THE MODERATING EFFECTS OF CEO COMPENSATION**

**Hussam Ahmad Al-Shammari**, *Indiana University of Pennsylvania*

**Abdul A. Rasheed**, *University of Texas at Arlington*

Using a multi-theoretic approach, we examine in this study the moderating effects of CEO compensation on the relationship between CEO tenure and firm research and development intensity. By doing so, we respond to Hambrick's (2007) call for research on the combined effects of executive characteristics and compensation arrangements on firm corporate outcomes. Results based on a sample of 199 U.S. manufacturing firms indicate that CEO tenure has a positive association with firm R&D spending. Further, consistent with our prediction, we find that CEO option pay positively moderates this relationship.



## **PRESSURE, PAY, POWER AND MISLEADING DISCLOSURES: CEO AND FOUNDER INCENTIVES AND THE MEDIATING ROLE OF THE BOARD**

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

This research tests a model examining the influence of performance pressure, compensation structure, and executive power on the issuance of misleading disclosures, and the extent to which board control mediates these relationships. Results indicate that founder-CEOs, option grants and performance pressure are positively associated with misleading disclosures, and that executive tenure is negatively related. Board control, as a function of average tenure, fully or partially mediates all of these relationships except that of founder-CEOs. Founder-CEO status exhibits a positive and unmediated relationship with misleading disclosures.

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

### **Strategy/Ent: Innovation and Culture**

Session Chair: **Sofy Carayannopoulos**, *Wilfrid Laurier University*

Discussant: **Ralph Maurer**, *Louisiana State University*

## **ACTION ORIENTATION AS A MEDIATOR IN THE CULTURE-PERFORMANCE RELATIONSHIP**

**Larry Weinzimmer**, *Bradley University*  
**Anthony R. Wheeler**, *University of Rhode Island*  
**Jennifer L. Franczak**, *Bradley University*  
**Eric J. Michel**, *Bradley University*

While previous research has investigated the link between organizational culture and firm performance, results have been mixed. One possible explanation may be that although an organization possesses certain cultural attributes, those attributes do not necessarily impact performance. However, we argue that a firm's ability to take action on these attributes mediates the culture performance relationship. We draw upon organizational behavior literature to develop an action orientation measure, establish construct validity, and hypothesize that action orientation mediates the strategic and market orientation – firm performance relationships. In doing so we establish criterion validity for action orientation in predicting firm performance.

## **INNOVATION AS NEGOTIATION: THE IMPACT OF CULTURAL STATUS ON THE DEVELOPMENT OF A FILM FRANCHISE**

**Ralph Maurer**, *Louisiana State University*

This paper uses a multi-case, qualitative, inductive study of a feature film franchise to explore how the cultural status of a resource affects a firm's innovation efforts. From this study, a middle-range theory of innovation is developed that has two primary components. First, I propose that when a resource has an elevated cultural status, the reception of innovation becomes tied to whether innovation efforts mesh with historic uses of the resource. Second, I propose that to manage this constraint firms engage in an iterative cycle of interpretation and signaling that resembles an ongoing negotiation between producer and audience.

## **MANAGING FROM THE CENTER: A FRAMEWORK FOR INNOVATION THROUGH DIFFERENT TYPES OF COLLABORATIVE NETWORKS**

**Scott Mooty**, *University of Memphis*  
**Ben L. Kedia**, *University of Memphis*  
**Debmalya Mukherjee**, *University of Akron*  
**Robert E. Vickrey**, *University of Memphis*

The ability to develop innovations is a key component in strategies to capture and maintain competitive advantage. The antecedents of innovation are central considerations in the development of innovation strategies within collaborative networks. This paper extends network theory and organizational learning literature by proposing a dynamic typology of different collaborative partnerships as an important vehicle to manage innovation. While doing so we also introduce two new types of organizational learning - experiential and exponential learning. Testable propositions are also presented.

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

### **Networking Break**

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

**Thursday, 10:30am - Noon in Sabal Room**

### **Ethics/Soc/Div: Diversity Training, Diversity Programs, and Organizational Support**

Session Chair: **Linda Isenhour**, *Eastern Michigan University*

Discussants:

**Kevin B. Lowe**, *University of North Carolina at Greensboro*  
**Kathleen M. Shumate**, *University of Texas at Arlington*  
**Cherie E. Fretwell**, *Troy University*

## **THE ROLE OF DIVERSITY PROGRAMS, MANAGERIAL TEAM COMPOSITION, AND RELATIONAL VALUES IN SHAPING ORGANIZATIONAL LEVEL EMPLOYEE POS FOR DIVERSITY**

**Andrew O. Herdman**, *East Carolina University*  
**Amy McMillan-Capehart**, *East Carolina University*

This study provides investigation of the determinants of POS for diversity among rank and file employees. Organizational level characteristics—including diversity programs, managerial diversity, and managerial relational values, were hypothesized to be important determinants of these perceptions. Support was found for the relationship between the deployment of diversity programs and levels of POS for diversity. This relationship was moderated by the diversity of the management team. Further, managerial relational values were found to be both predictive of the adoption of diversity initiatives and a second moderating condition for the efficacy of diversity programs in shaping employee POS for diversity.

## THE TRAINING PROFESSION AND INEFFECTIVE DIVERSITY TRAINING

**Kay J. Bunch**, *Georgia State University*

Organizations spend about \$20 billion annually on diversity training, but many interventions do more harm than good. There is growing awareness that diversity training often is ill conceived, poorly implemented, and rarely evaluated. I propose that the training profession has long been associated with atheoretical fads and examine how membership in subcultures of limited power and status undermine the training profession in general, the training function within the organization, and the specific diversity intervention.

## TOWARDS DEVELOPING HRD INTERVENTIONS BASED UPON MEASUREMENTS OF SOCIAL CAPITAL: AN EXPLORATORY STUDY

**Julia Storberg-Walker**, *North Carolina State University*

In this exploratory study, the resource view of social capital is used to understand more about marginalized workers and how human resource development (HRD) might contribute towards greater equity in the workplace. This study examined the social capital of these workers in order to identify specific areas where HRD interventions could improve working conditions. The study broadens the application of social capital research from an almost exclusive focus on knowledge workers to a focus on marginalized workers. Finally, by placing the study in health care, the study contributes to the critical issues of attracting and retaining direct care workers.

**Thursday, 10:30am - Noon in Glades Room**

## HRM/Careers: Employee Selection, Retention, and Performance

Session Chair: **Frankie Jason Weinberg**, *University of Georgia*

Discussants:

**Brian K. Miller**, *Texas State University*

**Gregory P. Tapis**, *Mississippi State University*

**Chester A. Schriesheim**, *University of Miami*

**Nathan S. Hartman**, *John Carroll University*

## COVERAGE BY SMOKE-FREE WORKPLACE POLICIES, SMOKING CESSATION, AND HEALTH OUTCOMES: CAN HRM POLICIES IMPROVE WORKER HEALTH?

**Jonathon R. B. Halbesleben**, *University of Wisconsin - Eau Claire*

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

Secondhand smoke exposure is a significant health risk to employees and is the frequent target of workplace policies. We had three goals for the present research: to examine the prevalence of smoke-free workplace policies, to evaluate the impact of such policies on smoking cessation, and to examine the impact of smoke-free workplace policy (SFWP) coverage on health outcomes. Using data from Behavioral Risk Factor Surveillance System (BRFSS), we found that SFWP coverage remains below government goals, especially for Hispanic workers. Moreover, we found evidence that SFWP coverage was not associated with smoking cessation attempts, but was associated with health outcomes.

## EMPLOYEE RETENTION: AN EXPLORATORY FIELD INVESTIGATION OF THE EMPLOYEE EQUITY MODEL

**Robert L. Cardy**, *University of Texas at San Antonio*

**Mark Lengnick-Hall**, *University of Texas at San Antonio*

Employee retention can be a key means for organizations to gain competitive advantage and to be cost effective. The employee equity model provides a framework that can guide research and practice in employee retention. The model posits that perceptions regarding value, brand, and retention are determinates of employee retention. This paper describes the employee equity model and reviews the central concepts. The measurement of value, brand, and retention components with a group of experienced employees is reported. The study found high scale reliabilities for the measures and a significant relationship with turnover intentions. Future research directions are discussed.

## MANAGING ADAPTIVE PERFORMERS: THE INTERACTIVE EFFECTS OF PERCEIVED ORGANIZATIONAL SUPPORT AND LEADER-MEMBER EXCHANGE

**Kenneth Michael Sweet Jr.**, *University of Houston*

**L. A. Witt**, *University of Houston*

The nature of work and the role of workers in modern organizations are becoming increasingly dynamic. Researchers have noted the need for an adaptive performance dimension that captures effective employee behavior in response to these changes. The authors examined the effect of employee perceived organizational support (POS) and the quality of the leader-member exchange (LMX) on supervisory ratings of adaptive performance. Results supported their hypotheses that both LMX and POS have direct effects on adaptive performance and that POS moderates the relationship between LMX and adaptive performance.

## THE BIG SIX? THE IMPORTANCE OF WITHIN-PERSON PERSONALITY CONSISTENCY IN PREDICTING PERFORMANCE

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

**David J. Woehr**, *University of Tennessee*

Consistency has been recognized as an important component of personality measurement. Edwards and Woehr (2007) developed an approach to the measurement of personality consistency based on frequency estimation. They present evidence that consistency information provided by frequency-based measurement moderates self-other agreement such that more consistency leads to stronger self-other agreement. Baird et al. (2006) demonstrated evidence that personality consistency is unidimensional. This study extends the findings of Edwards and Woehr and Baird et al. by examining the factor structure of personality consistency as well as the moderating role of consistency in personality-performance relationships.

**Thursday, 10:30am - 11:30am in Palm Room**

**IT/Innov: Innovation Strategies and Capabilities**

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

Discussant: **Sally Sledge**, *Troy University*

**BUILDING DYNAMIC CAPABILITIES THROUGH COLLECTIVE MINDFULNESS**

**Nicole C. Jackson**, *Boston College*

The dynamic capabilities literature looks at how organizations can adapt their operational routines by exploiting competencies and exploring beyond them in order to address shifts in the marketplace. The literature emphasizes the importance of context to address shifts, yet fails to integrate the importance of collective mindfulness in this process. As a theoretical paper, this piece hypothesizes how the antecedents of collective mindfulness impact 1) the ability to search (explore), measured by innovation, and 2) the ability to utilize and exploit information, measured by organizational reliability. This paper also integrates operational flexibility as an important mediator to explain these relationships.

**★BEST PAPER IN TRACK★**

**THE IMPACT OF INFORMATION ASYMMETRY ON INNOVATION STRATEGIES IN SERVICE FIRMS**

**Tammy Ross Huffman**, *University of North Carolina at Asheville*  
**Bryan S. Schaffer**, *University of North Carolina at Asheville*

This study utilizes transaction cost economics to examine the impact of information asymmetry on a service firm's decision to engage in innovation strategies. Using data obtained from 227 service firms, the findings suggest that when levels of information asymmetry are high, service firms engage in higher levels of firm innovation. In addition the data reveal that when high levels of information asymmetry exist, increased innovation activity results in higher levels of firm performance. Implications of these findings are discussed.

**Thursday, 10:30am - Noon in Jasmine Room**

**MH/ME/IM: Symposium: Online Education - Roles and Responsibilities of Key Stakeholders**

**Jane Whitney Gibson**, *Nova Southeastern University*  
**Susan Colaric**, *Saint Leo University*  
**Bahaudin G. Mujtaba**, *Nova Southeastern University*  
**Dana V. Tesone**, *University of Central Florida*  
**Regina A. Greenwood**, *Nova Southeastern University*

This symposium consists of presentations by four online course developers and faculty who have taught many graduate and undergraduate online classes in business and management since the mid 90s. They are fully cognizant of the complexity of the online learning community and present their observations on the roles and responsibilities of four key stakeholders in online education, i.e., administration, faculty, course developers and students.

**Thursday, 10:30am - Noon in Sawgrass Room**

**OB/OT/OD: Dark-Side Research in the Organizational Sciences: Who Ever Said It Was Going To Be Pretty?**

**Pamela L. Perrewé**, *Florida State University*  
**Gerald R. Ferris**, *Florida State University*  
**Michael R. Buckley**, *University of Oklahoma*  
**Wayne Hochwarter**, *Florida State University*  
**Laci Rogers**, *Florida State University*  
**Laura Williams**, *University of Mississippi*  
**James A. Meurs**, *University of Mississippi*  
**Paul E. Spector**, *University of South Florida*  
**Stacey R Kessler**, *Montclair State University*  
**Chu-Hsiang Chang**, *University of South Florida*  
**Denise Marie Breaux**, *Florida State University*  
**Bennett Tepper**, *Georgia State University*  
**Kelly Lee Zellars**, *University of North Carolina at Charlotte*  
**Jon C. Carr**, *University of Southern Mississippi*  
**Sharon Geider**, *Texas Christian University*  
**Daniel E. Lockhart**, *University of Kentucky*  
**Martha C. Andrews**, *University of North Carolina - Wilmington*  
**K. Michele Kacmar**, *University of Alabama*  
**Kenneth J. Harris**, *Indiana University Southeast*

This symposium is titled as such because it deals with dysfunctional behavior in organizations. Some might (i.e., in fact, do!) view this work as reflective of an unduly cynical view of organizational life. We see the topic of this symposium as critically important to organizations, and in need of serious scholarly attention. Furthermore, we do not view this area as reflective of a 'negativity bias' in organizational research, but rather of an historical trend toward framing research questions that resonate with ongoing organizational problems, which dates back to the beginnings of organizational research.

**Thursday, 10:30am - Noon in Banyan Room**

**Strategy/Ent: Leadership and Restructuring**

Session Chair: **James G. Combs**, *Florida State University*

Discussant: **Joel F. Bolton**, *Oklahoma State University*

**AN EMPIRICAL EXAMINATION OF LEADERSHIP IMPERATIVE AND COLLECTIVE ENTREPRENEURSHIP IN SMALL BUSINESSES: DOES LEADERSHIP ALWAYS HELP?**

**Jun Yan**, *California State University*

This empirical study examined the coexistence of leadership imperative and collective entrepreneurship in small businesses. Two task-oriented leadership behaviors were predicted to have positive, direct association with small business entrepreneurship, while two relationship-oriented leadership behaviors were predicted to have positive but indirect association with small business entrepreneurship. Study showed only interaction facilitation was positively associated with small business entrepreneurship with a full mediation by collaboration. Support and goal emphasis were found to have no significant association with small business entrepreneurship. Contrary to prediction, work facilitation was found to have significant but negative association with small business entrepreneurship. Implications were discussed.

## POST-RESTRUCTURING EQUITY OWNERSHIP: REACTIONS BY EXECUTIVES AND BOARDS TO INSTITUTIONAL PRESSURES

**Luke H. Cashen**, *Nicholls State University*

This paper examines the relationship between governance and restructuring. Although poor performance driven by inadequate governance is a widely investigated antecedent of portfolio restructuring, it is also widely contested since governance structures of restructuring firms are automatically labeled as weak. Research has not proven that governance is weak in the pre-restructuring period, yet this philosophy has become institutionalized. This paper incorporates institutional arguments by suggesting that firms will adjust governance structures to reflect socially valid indicators of governance – greater equity ownership by executives and board members. Results revealed that firms do modify equity ownership positions in the post-restructuring period.

## WHY DO FIRMS GO PRIVATE: A THEORETICAL EXAMINATION OF THE ENVIRONMENTAL AND ORGANIZATIONAL ANTECEDENTS OF THE PUBLIC-TO- PRIVATE DECISION

**Alix Valenti**, *University of Houston - Clear Lake*

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

This paper explores the migration of many public companies to private status. It examines the public-to-private movement in the post Sarbanes-Oxley era, and finds that “going private” leads to a quite different system of corporate governance. Informed by agency theory and literature on strategic influences, a model is developed of the environmental and organizational antecedents that affect the decision to go private. Further study is needed to augment understanding of the implications of going private for the corporation and its stakeholders.

*Thursday, 10:30am - Noon in Citrus Room*

**Strategy/Ent: TMT Decision Making**

Session Chair: **Vera L. Street**, *Salisbury University*

Discussant: **Marc D. Street**, *Salisbury University*

## BOARDS AS SENSEMAKERS AND DECISION MAKERS: WEAVERS OR QUILTERS?

**Karen Ford Eickhoff**, *University of Tennessee*

**Donde Ashmos Plowman**, *University of Tennessee*

Boards of directors are uniquely positioned to have a substantial impact on the organizations they serve because of their dual location at the top and at the edge of the organization. An emerging view of organizations as complex adaptive systems changes how we think about boards, their roles and the part boards play in making sense of the changing environment and in deciding how to act on that environment.

## ★BEST OVERALL PAPER AND BEST PAPER IN TRACK★ THE PACE OF STRATEGIC DECISION-MAKING: THE CRITICAL ROLE OF AFFECT IN EXECUTIVE TEAMS

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

**Patrick G. Maggitti**, *Villanova University*

**Nicholas M. Rongione**, *Villanova University*

An intensive field study of 73 TMTs of technology firms demonstrates the importance of a key affective process, potency, in the theory of strategic decision speed. Specifically, we find TMT potency mediates the relationship between TMT demography, TMT interaction process and strategic decision speed. Post hoc analysis of high potency teams suggests that potency may be either functional – leading to high performance or dysfunctional – resulting in low performance. Potency appears to be a multi-faceted construct consisting of both level and domain boundedness. We offer propositions that begin to untangle the origins of functional versus dysfunctional potency or hubris.

## WHY CORPORATE ILLEGAL ACTIVITY IS CAUSED BY LACK OF ATTENTION

**David William Kunsch**, *University of Western Ontario*

**W. Glenn Rowe**, *University of Western Ontario*

Drawing upon the Attention Based View of the firm, this paper proposes that corporations may engage in illegal corporate activities, even when they know that those activities would not be in their own best interests, because they are not paying attention to those issues that create and sustain the illegal activity.

*Thursday, Noon - 1:15pm*

**Lunch Break (on your own)**

*Thursday, Noon - 1:15pm in Snowy Egret*

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

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

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

**SMA Fellows Panel Discussion: If I Knew Then What  
I Know Now...**

### Chair:

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

### Panelists:

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

**Dave Ketchen**, *Auburn University*

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

**Sherry E. Sullivan**, *Bowling Green State University*

**David D. Van Fleet**, *Arizona State University*

Several members of the SMA Fellows Organization with long ties to the Southern Management Association will share briefly what they have learned over their careers and how they might have been able to take advantage of this knowledge had they had it earlier in their careers. The remainder of the session will be devoted to discussion with the audience.

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

**Methods: Construct Validation: Three Examples**

Session Chair: **Sheila D. Watters**, *Virginia Commonwealth University*

Discussants:

**Terri A. Scandura**, *University of Miami*

**Janaki Gooty**, *SUNY - Binghamton*

**Kim Gower**, *Virginia Commonwealth University*

**A QUANTITATIVE EXAMINATION OF THE CONTENT VALIDITY OF THE TRANSFORMATIONAL LEADERSHIP INVENTORY**

**Chester A. Schriesheim**, *University of Miami*

**Sheryl Lynn Alonso**, *University of Miami*

**Linda L. Neider**, *University of Miami*

Past studies of transformational leadership have almost exclusively used the Multifactor Leadership Questionnaire (MLQ). However, a number of theoretical and methodological issues have been raised about this instrument's construct validity. In this investigation, the Transformational Leadership Inventory (TLI), was examined as a potential alternative measure. Factor-analytic results supported all six of the proposed theoretical dimensions as well as appropriate item assignments to each of the dimensions. ANOVA results and post hoc tests further supported the content validity of the instrument. Thus, although additional investigations are needed, the preliminary evidence indicates that the TLI may be psychometrically superior to the MLQ.

**A VALIDATION STUDY OF THE CROSS-CULTURAL ADAPTABILITY INVENTORY**

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

**Lisa D. McNary**, *North Carolina State University*

**Michael David Biderman**, *University of Tennessee at Chattanooga*

The factor structure of the Cross-Cultural Adaptability Inventory was examined via a confirmatory factor analytic (CFA) approach. A series of CFA models were tested and applied at the item level to both the CCAI and Goldberg's Big Five inventory. One CFA model, in which a method bias factor was estimated, fit the data significantly better than a model without such a method effect. Further, the method factor suppressed substantive relationships such that two CCAI subscales of emotional resilience and personal autonomy became significant correlates with self-reported number of international job assignments after method variance was accounted for.

**DEVELOPMENT AND CONSTRUCT VALIDATION OF A WISDOM MEASURE**

**Shannon G. Taylor**, *Louisiana State University*

**Meri Thompson**, *Louisiana State University*

**Kate Pounders**, *Louisiana State University*

Researchers from implicit and explicit theoretical domains have attempted to develop a scale that comprehensively measures wisdom. These measurement scales have begun to gain momentum within their respective theoretical domains, but a universally accepted conceptualization and operationalization of wisdom is lacking. As such, the purpose of the current study is to develop and validate a multidimensional scale of wisdom. Consequently, the current research stands to make a substantial contribution by filling in a long existing void in the study of wisdom.

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

**MH/ME/IM: Competitive Advantage in Global Markets**

Session Chair: **Thomas Walter Garsombke**, *Claflin University*

Discussants:

**Jun Wu**, *Old Dominion University*

**Sally Sledge**, *Troy University*

**NETWORK COMPLEMENTARITY, ABSORPTIVE CAPACITY, AND GLOBAL RESPONSIVENESS: GLOBAL OUTSOURCING AND THE SUPPLIER PERSPECTIVE**

**Rong Ma**, *University of Memphis*

**Yen-Chih Huang**, *National Cheng Kung University*

**Ivan Scott Muslin**, *University of Memphis*

Cultural obstacles and national regulation differences have made global competition more intense. Therefore, global responsiveness is a crucial capability firms need to develop a competitive advantage. Conceptualizing network complementarity as a balance between similarity and dissimilarity of network elements, we try to fill the gap of research in terms of the relationship between network complementarity and global responsiveness. Specifically, we assert that how network influences global responsiveness is through the organization learning process. Based on dual emphasis on internal coordination and external acquisition of absorptive capacity, network complementarity can be an important antecedent.

**WHAT DETERMINES TOP EXECUTIVE'S COMMITMENT TOWARDS INTERNATIONAL EXPERTISE? EXPLORING POTENTIAL ANTECEDENTS**

**Tejinder K. Billing**, *Virginia State University*

**Debmalya Mukherjee**, *University of Akron*

**Somnath Lahiri**, *Illinois State University*

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

To operate effectively in this globally integrated world, business organizations worldwide are developing or acquiring employees with superior international business skills. Surprisingly, management researchers have devoted very little research attention to explore what drives top managers of these firms to remain committed to developing/acquiring international expertise. In this study, we investigate the immediate predictors of international expertise commitment of top managers. A survey of 111 top executives shows considerable empirical support for our theoretical expectations. We also discuss the potential future research avenues.



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

## **OB/OT/OD: Group Leadership and Abusive Supervision**

Session Chair: **Cesar Douglas**, *Florida State University*

Discussants:

**Enrique M. Perez**, *Florida Atlantic University*

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

**Cesar Douglas**, *Florida State University*

### **SHARED LEADERSHIP IN TEAMS: A SOCIAL NETWORK ANALYSIS**

**Erika E. Small**, *Coastal Carolina University*

The purpose of this study was to examine the performance benefits of shared leadership and explore trust as an antecedent to its development. Social network analysis was used to measure two dimensions of shared leadership: the distribution of leadership among team members and the degree of leadership within the team. Results indicated that trust was positively related shared leadership, which was positively related to team effectiveness. The two dimensions of shared leadership interacted to affect team viability, such that leadership distribution was more strongly positively related to team viability when the degree of leadership was low rather than high.

### **SUBJECTIVE IDENTITIES AND INTRA-ORGANIZATIONAL NETWORKS OF GROUP LEADERS: A THEORETICAL FRAMEWORK**

**Kiran Ismail**, *St. John's University*

Taking insights from social identity and social network theories, this paper proposes that group leaders simultaneously maintain two different types of intra-organizational networks: networks with their subordinates, and networks with other leaders. Leaders' subjective identities influence intra-organizational networks of leaders of organizational work groups, and these networks, in turn, play a significant role in influencing group outcomes such as group performance, and group power and resource access structure within the organization.

### **SUPERVISORS' IMPULSIVITY AND JOB UNCERTAINTY AS ANTECEDENTS OF ABUSIVE SUPERVISION**

**Mary Bardes**, *University of Central Florida*

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

The purpose of this study was to examine possible antecedents to abusive supervision. The study integrated research on workplace aggression and spousal abuse and investigated a supervisors' personality characteristic (e.g., impulsivity) and a supervisors' situational characteristic (e.g., job uncertainty) as predictors of abusive supervision. In addition, the interaction of supervisors' personality and the situation was examined by testing the interactive effects of supervisors' impulsivity and supervisors' job uncertainty on abusive supervision. The findings of our study support our hypotheses. The implications of our study and future avenues of research are discussed.

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

## **OB/OT/OD: The Good Guys: Commitment, OCB, and Helping Behaviors**

Session Chair: **Paul Harvey**, *University of New Hampshire*

Discussants:

**Nathan S. Hartman**, *John Carroll University*

**Paul Harvey**, *University of New Hampshire*

**Nora Madjar**, *University of Connecticut*

### **DIRECT AND INDIRECT ATTRIBUTION EFFECTS OF LMX RELATIONSHIPS: SELF, LEADER, AND COWORKER ATTRIBUTIONS OF OCB MOTIVES**

**Wm. Matthew Bowler**, *Oklahoma State University*

**Jonathon R. B. Halbesleben**, *University of Wisconsin - Eau Claire*

Although scholars have recognized that organizational citizenship behavior (OCB) can be attributed to either self-serving or other-serving motives, little research has addressed the conditions under which different observers will make positive versus negative attributions for OCB. We draw on leader-member exchange (LMX) and attribution theories to hypothesize that high-quality LMX relationships will be associated with positive attributions of OCB motives by the follower and the leader, but negative attributions of OCB motives by coworkers. Results support our hypotheses.

### **IF YOU'RE HAPPY AND COMMITTED CLAP YOUR HANDS: GENERATING ORGANIZATIONAL COMMITMENT BY ENGENDERING JOB SATISFACTION**

**Brian K. Miller**, *Texas State University*

**Zinta S. Byrne**, *Colorado State University*

**Virginia E. Pitts**, *Colorado State University*

This study used affective events theory for understanding the mediating role of job satisfaction in the relationship between organizational practices, perceptions of the workplace, and disposition in the prediction of organizational commitment. Specific model relationships were further derived from affective attachment theory, social exchange theory, and equity theory. Results of regression analyses showed full mediation effects for the intervening role of job satisfaction in the relationship between distributive justice and organizational commitment. Furthermore, job satisfaction partially mediated the relationships between the strength of human resource management practices and equity sensitivity with organizational commitment.

### **WHY DO PEOPLE ENGAGE IN HELPING BEHAVIORS: AN EXPLORATORY STUDY OF INTERPERSONAL HELPING BY EMPLOYEES IN ORGANIZATIONS?**

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

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

Numerous studies of antecedents of organizational citizenship behaviors (OCBs) have been conducted in the 35 years since Organ first popularized the study of prosocial behavior in organizations. Studies identified three groups of antecedents to OCBs: transient affective states, persisting personality traits, and feelings of reciprocity toward a benefactor in response to positive work characteristics. (Podsakoff, Organ, and Mackenzie, 2006). The present study is an exploratory, qualitative effort investigating the underlying reasons, employees give for exhibiting helping behaviors towards co-workers. Content analysis of reasons from a diverse sample of 337 employees yielded five distinct categories capturing their reasons for helping co-workers.

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

**OB/OT/OD: Work Attitudes: Job Satisfaction and Turnover Intentions**

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

Discussants:

**Merideth J. Ferguson**, *Baylor University*

**Michele L. Swift**, *Oregon State University*

**Thomas W. Nichols**, *University of North Texas*

**MODERATED POLYNOMIAL CITIZENSHIP AND OPTIMISM RELATIONSHIPS WITH JOB SATISFACTION**

**Timothy Paul Munyon**, *Florida State University*

**Wayne Hochwarter**, *Florida State University*

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

**Gerald R. Ferris**, *Florida State University*

Despite a voluminous body of work demonstrating the positive benefits of organizational citizenship behaviors (OCB), recent theory has highlighted the potential tradeoffs individuals face when performing such behaviors. The present research investigates the interactive relationship between Optimism and OCB on job satisfaction in a series of three independent samples, examining moderated polynomial relationships. We hypothesized that Optimism will moderate the relationship between OCBs and job satisfaction, demonstrating a linear relationship for those high in Optimism, and a nonlinear relationship, assuming an inverted U-shaped form, for those low in Optimism. Consistent results were found across all three samples.

**THE TRICKLE-DOWN EFFECTS OF MIDDLE MANAGERS' SUPERVISOR SATISFACTION ON LINE EMPLOYEE'S TURNOVER INTENT, AND THE AMPLIFYING ROLE OF GENDER**

**Ying Chen**, *Vanderbilt University*

**Ray Friedman**, *Vanderbilt University*

**Tony Simons**, *Cornell University*

We predict that middle managers' supervisor satisfaction with their upper-level managers affects line employees' supervisor satisfaction, which subsequently affects line employees' turnover intent. In this way, top management behavior may "trickles down" to front line employees. Using data collected from 1526 full-time line employees and their managers, we found, as predicted, that middle managers' satisfaction with their upper-level supervision correlated with those middle managers' subordinates' satisfaction with their middle manager supervision, and that this association affects these subordinates' turnover intentions. This trickle-down effect was especially strong for female middle managers.

**WORKSPACE PERSONALIZATION, PERCEIVED PRIVACY AND EMPLOYEE OUTCOMES: AN EXTENSION AND TEST OF THEORY**

**Gregory A. Laurence**, *Syracuse University*

We investigate workspace personalization and its mitigating effects on lack of perceived privacy. Building on previous research in organizational behavior and environmental psychology we describe the relationships of architectural privacy and spatial density with perceived privacy, confirming that perceived privacy is at least partially based on objective physical characteristics. Workspace personalization is then shown to moderate the relationship between perceived privacy and the outcomes of emotional exhaustion, job involvement, and growth satisfaction, softening the effects of lack of privacy.

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

**Strategy/Ent: Entrepreneurs and Human Resources: Research Opportunities**

**Stephanie E. Newell**, *Eastern Michigan University*

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

**Kunal Banerji**, *Eastern Michigan University*

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

**Dianna L. Stone**, *University of Texas at San Antonio*

**Fraya Wagner-Marsh**, *Eastern Michigan University*

There has been a great deal of discussion in both the research literature and the business press about the factors that contribute to the growth and success of entrepreneurial organizations. This discussion focuses on the need for access to capital, market research, and developing a unique value proposition. Any discussion of the role of human resources has focused primarily on putting together the top management team, and less on what happens after the start-up phase is over. This workshop is designed to encourage discussion of the opportunities facing researchers in investigating the human resource practices of entrepreneurial organizations.

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

**Networking Break**

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

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

**Ethics/Soc/Div: Attitudes and Intentions Regarding Ethics & Social Responsibility**

Session Chair: **Gregory P. Tapis**, *Mississippi State University*

Discussants:

**Arthur Meiners Jr.**, *Marymount University*

**John Michael Mankelwicz**, *Troy University*

**Laura June Stanley**, *University of Georgia*

**ATTITUDES ABOUT CORPORATE SOCIAL RESPONSIBILITY: BUSINESS STUDENT PREDICTORS**

**Bob Kolodinsky**, *James Madison University*

**Timothy M Madden**, *University of Tennessee, Knoxville*

**Daniel S. Zisk**, *James Madison University*

**Eric Todd Henkel**, *James Madison University*

Four predictors were posited to affect business student attitudes about the social responsibilities of business, or corporate social responsibility (CSR). Applying Forsyth's (1980; 1992) personal moral philosophy model, we found that ethical idealism had a positive relationship with CSR attitudes and ethical relativism a negative relationship. We also found materialism to be negatively related to CSR attitudes. Spirituality among business students did not significantly predict CSR attitudes. Understanding the relationship between CSR attitudes and the significant predictors has important implications for researchers, managers and teachers.

**★BEST DOCTORAL PAPER IN TRACK★**

**THE INFLUENCE OF STATE-LIKE AND TRAIT-LIKE VARIABLES ON ETHICAL DECISION MAKING**

**D’Lisa McKee**, *Mississippi State University*

Relying on existing models of ethical decision making, this paper uses regression analysis to determine if moral intensity, perception of an ethical problem, salience of religious beliefs and personal religious experience are significantly related to the behavioral intent of a salesperson who is evaluating an ethical dilemma. In addition to considering direct relationships between the independent and dependent variables, this paper also examines the relative relationship between proximal (state-like) and distal (trait-like) variables and their respective relationship to behavioral intention. This exploratory study finds that proximal variables appear to have more influence on behavioral intention than do distal variables.

**★BEST PAPER IN TRACK★**

**USING THE THEORY OF PLANNED BEHAVIOR AND CHEATING JUSTIFICATIONS TO PREDICT ACADEMIC MISCONDUCT**

**Thomas H. Stone**, *Oklahoma State University*

**Jim Jawahar**, *Illinois State University*

**Jennifer Lynn Kisamore**, *University of Oklahoma - Tulsa*

Structural equation modeling was used to predict academic misconduct intentions and behavior in a sample of 271 business students. As hypothesized, the modified Theory of Planned Behavior model, in which both intentions and justifications, serve as antecedents to behavior fit the data well, accounting for 22% of the variance in intentions to cheat and 47% of the variance in self-reported cheating behavior.

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

**HC/HM/PA: Healthcare Quality and Effectiveness**

Session Chair: **Michael Morris**, *University of Florida*

Discussants:

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

**Sheryl Lynn Alonso**, *University of Miami*

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

**COMMUNICATION SYSTEMS IN HEALTHCARE: ENHANCING HOSPITAL SECURITY THROUGH THE SHARING OF EMPLOYEE INFORMATION**

**Jennifer Sumner**, *University of Central Florida*

**Timothy Rotarius**, *University of Central Florida*

**Aaron Liberman**, *University of Central Florida*

Healthcare is a system that, organizationally speaking, is fragmented. Each hospital facility is independently operated and is responsible for the hiring of its own employees. Corrupt individuals can take advantage of this fragmentation and move from hospital to hospital, gaining employment while hiding previous employment history. The need to exchange information regarding employees is necessary as hospitals seek to fill positions throughout their organizations. One way to promote information exchange is to develop trusted information sharing networks among hospitals. This study examined the problems surrounding organizational information sharing and the cultural factors necessary to improve the exchange of employee information.

**★BEST PAPER IN TRACK★**

**PERCEPTIONS OF SERVICE QUALITY IN HEALTHCARE: WHAT'S FUN GOT TO DO WITH IT?**

**Katherine A. Karl**, *Marshall University*

**Lynn Kathleen Harland**, *University of Nebraska at Omaha*

**Joy Van Eck Peluchette**, *University of Southern Indiana*

**Amy Risch Rodie**, *University of Nebraska at Omaha*

While incorporating fun into healthcare work environments to improve productivity, employee satisfaction, and patient satisfaction has been gaining attention since the release of the popular Fish! books (e.g., Lundin, Christensen, Paul, & Strand, 2002), no empirical research has been conducted examining customer/client reactions to witnessing the use of such fun activities. Using a 2 X 2 X 2 experimental scenario-based study, this research evaluated the impact of three independent variables (attentiveness to the customer, customer waiting time, and level of fun) on the dependent variables of perceived service quality and intent to return, refer, and complain.

**TRANSFER OF CREW RESOURCE MANAGEMENT TRAINING: A QUALITATIVE STUDY OF TEAM EFFECTIVENESS IN TWO HOSPITAL UNITS**

**Jonathon R. B. Halbesleben**, *University of Wisconsin - Eau Claire*

**Karen R. Cox**, *University of Missouri Health Care*

**Leslie Hall**, *University of Missouri Health Care*

**Hetal Rupani**, *University Physicians, MU Healthcare*

**Jared Long**, *University of Missouri*

**Megan Meyler**, *University of Missouri*

The IOM report “To Err is Human” recommended Crew Resource Management (CRM) training to improve patient safety and teamwork in health care. However, the effectiveness of CRM training in health care is uncertain; this study aims to identify the effect of CRM training on team effectiveness. Employees in two intensive care units at a teaching hospital, one with high training penetration (67% trained) and one with low penetration (27%), were observed and interviewed about CRM principles and teamwork. We found the “expert” unit practiced four concepts learned in CRM training, while the “novice” unit did not practice any CRM concepts.

**Thursday, 3:15pm - 4:45pm in Glades Room**

**HRM/Careers: From Recruitment to Training and Development: A Cross-Cultural Perspective**

Session Chair: **F. Robert Buchanan**, *University of Central Oklahoma*

Discussants:

**Kay J. Bunch**, *Georgia State University*

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

**PREDICTING TRAINEE ENGAGEMENT AND POSTTRAINING SELF-EFFICACY: THE ROLES OF MOTIVATION TO LEARN, TRAINER KNOWLEDGE, AND TRAINEE DISTRACTIVE BEHAVIOR**

**Eric Gresch**, *Auburn University*

**William F. Giles**, *Auburn University*

While technology has increased the number of methods for training delivery, the instructor-led classroom training is still the dominant training method. As such, it is important to continue investigating factors that influence trainee outcomes in a classroom environment. While the presence of distractive behaviors (such as off-topic conversations) in classroom training is certainly a reality, training research has not attempted to assess their impact on training outcomes. The major purpose of this paper is to assess the impact of distractive behaviors on posttraining self-efficacy.

## **PUBLICITY, RECRUITMENT ADVERTISING AND APPLICANT ATTRACTION**

**Chun-Hsien Lee**, *National Kaohsiung Normal University*  
**Po-Hao Chen**, *National Kaohsiung Normal University*

This research studies the effects of publicity and recruitment advertising on applicant attraction. With manipulating publicity (positive/negative) and recruitment advertisements (general/detailed) design, participants with between-group designs were randomly assigned to groups. The results reveal that detailed recruitment advertisement was associated with higher advertisement truthfulness, advertisement informativeness, appropriateness, attitude toward the advertisement, and the organizational attractiveness. When receiving negative publicity, detailed recruitment advertisement could further improve applicants' organizational attractiveness. Besides, negative rather than positive publicity interferes with the impact of recruitment advertisement to a greater extent.

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

### **MH/ME/IM: Individual Values, Managerial Motives, and Leadership Traits: Differences Across Cultures**

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

Discussants:

**Laura Lovell Alderson**, *University of Memphis*  
**Timothy Harper**, *Skidmore College*  
**Joyce Thompson Heames**, *West Virginia University*

#### **★BEST PAPER IN TRACK★**

### **ASSOCIATIONS OF CULTURE AND PERSONALITY WITH MCCLELLAND'S MOTIVES: A CROSS CULTURAL STUDY OF MANAGERS IN 24 COUNTRIES**

**Hetty Van Emmerik**, *Utrecht University*  
**William L. Gardner**, *Texas Tech University*  
**Hein Wendt**, *Hay Group*  
**Dawn J. Fischer**, *Texas Tech University*

Using a cross-cultural sample of 17,538 managers from 24 countries, we explored the interrelationships between McClelland's motives with specific cultural dimensions and personality factors. The results revealed significant relationships between the achievement, affiliation, and power motives and the cultural dimensions of performance orientation, humane orientation, and power distance, respectively. Support for posited relationships between the managers' motives and personality as measured by the Big Five factors was also obtained. Finally, the results demonstrated that the relationships between McClelland's motives and managers the Big Five factors are moderated by the cultural dimensions of performance orientation, humane orientation, and power distance.

### **LEADERSHIP ACROSS CULTURES: EXAMINING THE EQUIVALENCE OF THE LEADER BEHAVIOR INVENTORY IN TWO DIFFERENT CULTURES**

**Howard Rudd**, *College of Charleston*  
**Tom Kent**, *College of Charleston*  
**Carrie A. Blair**, *College of Charleston*  
**Ulrich Schuele**, *FH Mainz - University of Applied Sciences*

The Leadership Behavior Inventory – as developed using US leaders -- was administered to German leaders to assess the equivalence of the instrument across cultures and to identify differences between leader behaviors across the cultures. The instrument was found to be, generally, equivalent; and the demonstration of four of the five factors were determined to be about the same for leaders across the cultures. Only one factor – Care and Recognition – was found to show greater usage by US leaders than by German Leaders.

## **WORKPLACE VALUES: THE CASE OF HOSPITALITY WORKERS IN SPAIN AND BRAZIL**

**Sally Sledge**, *Troy University*  
**Angela Miles**, *North Carolina A&T State University*

Workplace values are sometimes difficult to identify, but most employees agree that they are a necessary component of a successful business. Without common workplace values, it is difficult for employees to feel organizational commitment or that they belong to a cohesive group. Managers must ensure that all workers share the values of the organization. Few studies exist that examine and compare workplace values qualitatively in the hospitality industry. Using existing theory, we find that hospitality workers in Spain and Brazil exhibit workplace values that cluster around 3 themes. Managerial implications and directions for future research are given.

**Thursday, 3:15pm - 4:45pm in Sawgrass Room**

### **OB/OT/OD: Emotions and Leadership**

**Ronald H. Humphrey**, *Virginia Commonwealth University*  
**Sven Kepes**, *Virginia Commonwealth University*  
**Neal M. Ashkanasy**, *University of Queensland*  
**Marie T. Dasborough**, *University of Miami*  
**Cynthia Fisher**, *Bond University*  
**Chester A. Schriesheim**, *University of Miami*  
**Randall Sleeth**, *Virginia Commonwealth University*

Our symposium is designed to bring together leading scholars to develop a deeper understanding of the relationships between emotions and leadership, and to push the boundaries of what we know today about the intersection of these areas of research. Each of the papers in the symposium tackles challenging issues and presents new perspectives for understanding how emotions and leadership are related. The topics discussed include the possible positive and negative characteristics and outcomes of empathic leaders, the influence of affect in leader-member exchange relationships, and the effect of leader messages on follower emotional responses.

**Thursday, 3:15pm - 4:45pm in Citrus Room**

### **Strategy/Ent: Issues in Family Firms**

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

Discussant: **Thomas Hawver**, *Virginia Commonwealth University*

### **★BEST OVERALL DOCTORAL PAPER AND BEST DOCTORAL PAPER IN TRACK★ FAMILY FIRM COMMITMENT AND PERFORMANCE: A MODERATED MEDIATION ANALYSIS**

**Pankaj Patel**, *University of Louisville*  
**Franz Kellermanns**, *Mississippi State University*  
**Kimberly Eddleston**, *Northeastern University*

Utilizing moderated mediation analysis (Edwards and Lambert, 2007), we investigate how the relationship between family firm commitment and performance is mediated by formalization in family firms, while considering family identification as moderators on direct and mediating relationships. Utilizing a sample of 663 family firms, our findings provide support for our hypotheses by showing that the relationship between family firm commitment and performance is partially mediated by formalization. We furthermore showed that identification is an important moderator in the aforementioned relationships. Implications and future research are discussed.

## **FAMILY FIRMS AND ENTREPRENEURIAL ORIENTATION IN PUBLICLY TRADED FIRMS: A COMPARATIVE ANALYSIS OF THE S&P 500**

**J. Christian Broberg**, *Wichita State University*  
**Jeremy C. Short**, *Texas Tech University*  
**G. Tyge Payne**, *Texas Tech University*  
**Keith H. Brigham**, *Texas Tech University*  
**G. T. Lumpkin**, *Texas Tech University*

There is considerable disagreement about whether or not family firms constitute an organizational context that hinders or supports entrepreneurial activities. This manuscript highlights the existence of EO in family firms and examines differences between family and non-family firms on entrepreneurial orientation's dimensions of autonomy, competitive aggressiveness, innovativeness, proactiveness, and risk-taking using content analysis of shareholder letters from S&P 500 firms. Family firms exhibit language consistent with an EO for all dimensions, but used significantly less language than non-family firms in relation to autonomy, proactiveness, and risk-taking.

## **NONFAMILY EMPLOYEES' ORGANIZATIONAL IDENTIFICATION AND ATTACHMENT IN FAMILY FIRMS**

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

Family business studies addressing the nonfamily employees' organizational identification have been rare. Drawing upon stewardship and social identity theories, I propose that nonfamily employees' organizational attachment in family firms would be uniquely affected by family influence factors and nonfamily employees' organizational identification. Furthermore, I expect that nonfamily employees' organizational attachment would influence their tenure in family firms. Accordingly, I develop a theoretical model linking family influence factors (i. e., power, experience, and culture), nonfamily employees' organizational identification, organizational attachment, and turnover intentions in family firms. I conclude by discussing implications for future research.

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

### **Strategy/Ent: Qualitative Research in Strategy and Entrepreneurship**

Session Chair: **Jeffrey Mathew Pollack**, *Virginia Commonwealth University*

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

## **AZZA FAHMY JEWELRY: INSPIRING ENTREPRENEURSHIP**

**Harold Dennis Harlow**, *Wingate University*

This entrepreneurial case study was written to examine Azza Fahmy Jewelry's (AFJ) internationalization strategies for competing in developed countries and against global fashion companies. AFJ has used market unique positioning and co-branding marketing strategies and the owner's iron entrepreneurial will to succeed. Few developing country branding strategy cases are written that describe obstacles and strategies of small firms in the developing world and how these firms can succeed against entrenched global brand competitors

## **IMPLEMENTATION OF STRATEGIC GROUP MAPS AND A BALANCED SCORECARD IN A UNIVERSITY SETTING**

**Laura Matherly**, *Tarleton State University - Central Texas*  
**Mohammed A. El-Saidi**, *Utah Valley University*

A strategic scorecard reports those performance indicators that have been derived from the institution's mission as well as an internal and external stakeholder analysis and are aligned across all processes and functions in the organization (Kaplan & Norton, 1992, 1996, 2004; Fry & Matherly, 2006). A comprehensive review of the literature reveals that most universities do not include a strategic map to show the causal linkages among the performance indicators. Drawing from the emerging performance excellence paradigm and previous research in strategic management, a strategic group map and implementation model is proposed from which a strategic scorecard is developed.

## **PILOT STUDY OF HEALTH CARE BOARDS INVOLVEMENT IN STRATEGIC DECISION MAKING**

**Arthur J. Rubens**, *Florida Gulf Coast University*  
**Stephen A. Drew**, *Florida Gulf Coast University*  
**Darlene Andert**, *Florida Gulf Coast University*

The focus of this research is a qualitative research study of health care CEO's from profit and not-for-profit centers in Southwest Florida and the United Kingdom to assess the overall involvement and effectiveness of their boards in strategic development and strategic decision making. In addition, the interviews sought to better understand what tools are used and could be used by the boards to enhance and augment their strategic decision making process. The presentation at the SMA Annual Conference will provide an analysis of the qualitative interviews with health care CEO from Southwest Florida and the U.K. to date

*Thursday, 5:15pm - 6:30pm in Banyan & Citrus*

### **SMA Business Meeting**

#### **Presiding:**

**Charlotte D. Sutton**, SMA President

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

### **SMA Presidential and Annual Membership Reception**

Come and honor outgoing SMA President Charlotte Sutton at our annual membership reception.

The Reception will be held on the gulf-front patio outside the Breckenridge Building (or, in case of inclement weather, in the Pavilion.)

#### **Sponsored by:**

**SAGE**



# Friday, October 31

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

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

**SMA Placement Services:** 8:00am - 4:00pm in Banyan Breezeway West  
(closed for lunch from Noon to 1:30pm)

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

**Conference Registration and Exhibitor Breakdown:** 3:00pm - 5:00pm  
in Banyan Breezeway East

***Friday, 7:30am - 9:15am in Snowy Egret***

**SMA Officer Breakfast  
(By Invitation Only)**

**Coordinator:** Allen C. Amason, *University of Georgia*

***Friday, 8:30am - 9:30am in Jasmine Room***

***Ethics/Soc/Div: Gender Differences and Gender Stereotypes***

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

Discussants:

**Kunal Banerji**, *Eastern Michigan University*

**Tom W. Moore**, *East Tennessee State University*

## **GENDER DIFFERENCES IN ACADEMIC SELECTION CRITERIA AND ADVERSE IMPACT POTENTIAL**

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

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

**Crissie M. Frye**, *Eastern Michigan University*

This study examines key predictors and the criterion of academic performance. SAT and high school GPA has been widely used in college admission decisions. Likewise, college GPA has been used in employment selection. However, to the extent that gender differences exist in these measures, differential academic and employment outcomes may result for males and females. The present study examines gender differences in academic performance and the likelihood of adverse impact when college GPA is used as a screening tool. The findings are discussed with implications for future research in academic and employment settings.

## **THE STIGMATIZATION OF FATHERHOOD**

**Kathleen M. Shumate**, *University of Texas at Arlington*

Working fathers are typically represented as that which women fail to achieve in the workplace, maintaining the social construction of the male experience as the social norm. Regardless of gender stereotypes, it is possible that the structure and culture of the workplace constrain the choices of both sexes. The distraction of work-family conflict is tolerated as a unique occurrence for fathers, who are more likely to receive organizational rewards than mothers who experience work-family conflict. However, should a man violate gendered norms of behavior, he is much more likely than a woman to suffer negative career consequences.

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

***HC/HM/PA: Strategic Views of the Healthcare Industry***

Session Chair: **Jennifer Sumner**, *University of Central Florida*

Discussants:

**Katherine A. Karl**, *Marshall University*

**Bahaudin G. Mujtaba**, *Nova Southeastern University*

**Joy Van Eck Peluchette**, *University of Southern Indiana*

## **CONSUMER DIRECTED HEALTHCARE: ARE MSAS AND HSAS VIABLE OPTIONS FOR FUNDING AMERICA'S HEALTHCARE?**

**Maysoun Masri**, *Tulane University*

**Reid Oetjen**, *University of Central Florida*

This paper explores several types of consumer directed healthcare plans and their impact on medical expenditures. Additionally, this paper provides a comparative analysis of consumer driven care plans in other countries. Despite the fact that HSAs are gaining much support from the current administration, there are a number of gaps in the literature regarding these accounts in the United States. Further study is needed to understand the effectiveness of consumer driven plans, such as HSAs plans, and how these new tools may lead to better use of health resources and consequently reduce national healthcare costs.

## **DETERMINANTS OF MEDICAL MALPRACTICE CLAIMS COSTS: A RESOURCE-BASED VIEW**

**Carlton C. Young**, *Pfeiffer University*

**David R. Williams**, *Appalachian State University*

**Huabin Luo**, *Mount Olive College*

Malpractice is a significant concern in the provision of health care and can be an important performance measure for health care management. Utilizing the resource-based view of the firm, this study examines factors affecting the total amount of claims costs by hospitals in Florida in the year 2000. We found that hospitals employing a greater number of physicians had lower medical malpractice claims costs; however, hospitals employing a greater number of physician residents had higher medical malpractice claims costs. Interestingly, our study found that the number of employed nurses did not affect the medical malpractice claims costs of the hospital.

## THE NONPROFIT ORGANIZATION STRATEGY AND PERFORMANCE RELATIONSHIP: EVIDENCE FROM HEALTH CARE FOUNDATIONS

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

This study examined the nonprofit organization (NPO) strategy and performance relationship using a sample of 181 health care organization foundations. Our results suggest the existence of different foundation strategies and of significant performance differences between the strategies. The research and managerial implications of these findings for NPOs are discussed.

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

## IT/Innov: Optimizing Information Technology for School of Business' Faculty Evaluation and Assessment Reporting Purposes

**Michael Deis**, *Clayton State University*  
**Jacob M. Chacko**, *Clayton State University*

This workshop will focus on an innovative Faculty Evaluation System (FES), which uses Digital Measures to maintain School of Business' evaluation and assessment module reports. During the workshop we will share some of the pitfalls and challenges of maintaining evaluative and assessment reports in Digital Measures, will provide a checklist for developing the quantitative reports that we use, and will show how the use of information technology can be used to better facilitate record keeping and provide accurate data for merit increments, tenure and promotion, assessment, and accreditation purposes.

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

## OB/OT/OD: Organizational Change

Session Chair: **Gavin Schwarz**, *University of New South Wales*

Discussants:

**Sherylynn Roberts**, *University of Texas at Arlington*  
**Rhett Brymer**, *Texas A&M University*  
**Matthew Grimes**, *Vanderbilt University*

## JOB ENGAGEMENT IN THE CONTEXT OF ORGANIZATIONAL CHANGE

**Keith Credo**, *Auburn University*  
**Virajanand Varma**, *Auburn University*  
**Stanley G. Harris**, *Auburn University*  
**Dean C. Vitale**, *Auburn University*

A sample from a large southeastern U.S. consumer banking company that had recently completed a merger was used to study the relationship between job engagement and organizational change. Job engagement is the level of cognitive, emotional, and physical involvement in one's work (Kahn, 1990). The current research explores the predictors and mediating effects of the psychological conditions of meaningfulness and availability, believed to be antecedents of engagement (May et. al, 2004) in the context of a major organizational change. Support was found for hypotheses that meaningfulness and availability mediate the relationships between engagement and the change perceptions.

## ORGANIZATIONAL CLIMATE CHANGE: WHERE DOES IT COME FROM?

**Manuela Priesemuth**, *University of Central Florida*

Drawing on transformational leadership theory (Bass, 1985), the current paper examines transformational leadership style and characteristics being associated with a change in organizational climate. I posit that transformational leadership is related to a change in climate. In addition, a perceived violation of psychological contracts is introduced as a moderator. I propose that a change in climate will be stronger at higher levels of a perceived violation of psychological contracts.

## POSITIVE EMOTIONAL RESOURCES AND INDIVIDUAL ADAPTABILITY TO RADICAL CHANGE ENVIRONMENTS: AN INTEGRATIVE MODEL

**Preeti Wadhwa**, *University of Kansas*  
**Catherine Schwoerer**, *University of Kansas*

This paper develops an integrative model of the effects of positive emotional resources (PER) on individual responses radical change demands. As an antecedent condition developed through emotional experiences preceding participation in change, PER is proposed to affect individual appraisals, emotions experienced, and capability to contribute to and adapt in processes of radical organization change. The model and related propositions suggest a research agenda with the goals of learning more about the roles of positive emotion and PER so that individuals may develop and draw upon enduring personal reserves supporting individual well-being and adaptability as well as radical organization change.

**Friday, 8:30am - 10:00am in Sabal Room**

## OB/OT/OD: Organizational Identification and Disidentification

Session Chair: **Ying Chen**, *Vanderbilt University*

Discussants:

**Gregory A. Laurence**, *Syracuse University*  
**Ying Chen**, *Vanderbilt University*  
**Wm. Matthew Bowler**, *Oklahoma State University*

## A COMPARISON OF ALTERNATIVE MEASURES OF ORGANIZATIONAL IDENTIFICATION

**Peter Foreman**, *Illinois State University*  
**Mathew Sheep**, *Illinois State University*  
**Mike Dumler**, *Illinois State University*

Theories of organizational identification [OID] abound, and the construct has been operationalized and measured in a plethora of ways, with varying degrees of support and leading to significant debate over the relative merit of such different measures. Adding to the variety and complexity is the fact that some have used outcomes as predictors. Unfortunately, little research has directly compared these measures and/or assessed the relativeness effectiveness in predicting common outcomes. In this study we compare three different operationalizations of OID and their effects on commitment, loyalty, and organizational citizenship behaviors.

## A PROCESS MODEL OF ORGANIZATIONAL DISIDENTIFICATION

**Laura June Stanley**, *University of Georgia*

Organizational behavior research acknowledges that just as individuals identify with their organizations, they can also disidentify with them. However, research has not addressed how individuals may become disidentified. Using Morrison and Robinson's (1997) model of psychological contract violation as a theoretical framework, I offer a process model of organizational disidentification. This model contributes to organizational disidentification theory by describing psychological mechanisms associated with disidentification, specifically, sensemaking, cognitive appraisals of emotions, and psychological reactance. Additionally, the model addresses several theoretical gaps between disidentification and its theoretical foundation, social identity theory. Behavioral outcomes associated with disidentification are discussed.

## THE EFFECTS OF SELF-CONCEPT AND ORGANIZATIONAL IDENTIFICATION ON ORGANIZATIONAL CITIZENSHIP BEHAVIOR

**Clifton O. Mayfield**, *University of Houston-Clear Lake*  
**Thomas D. Taber**, *SUNY - University at Albany*

Organizational Citizenship Behavior (OCB) is defined as the discretionary contributions of employees that extend beyond the strict interpretation of a job description. Evidence suggests that individual characteristics are weaker predictors of OCB than attitudinal and contextual variables; however, the search for individual sources of variation has been limited to the effects of only a few personality characteristics. The current research broadened the search for antecedents to include the examination of an individuals' prosocial self-concept and their strength of identification with the organization. Results showed that prosocial self-concept and organizational identification differentially impacted the type of OCB in which individuals engaged.

**Friday, 8:30am - 10:00am in Sawgrass Room**

## OB/OT/OD: Organizational Politics and Political Skills

Session Chair: **Randy Evans**, *University of Arkansas at Little Rock*

Discussants:

**Yongheng Yao**, *Concordia University*

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

**Kiran Ismail**, *St. John's University*

## ★BEST DOCTORAL PAPER IN TRACK★

## INTERACTION OF JOB-LIMITING PAIN AND POLITICAL SKILL ON JOB SATISFACTION AND ORGANIZATIONAL CITIZENSHIP BEHAVIOR

**Laci Rogers**, *Florida State University*

**Gerald R. Ferris**, *Florida State University*

**Fred R. Blass**, *Florida State University*

**Wayne Hochwarter**, *Florida State University*

The interactive relationship between job-limiting pain and political skill on job satisfaction, studies 1 and 2, and organizational citizenship behavior, Study 2, is examined. We hypothesized that high political skill would ameliorate the harmful effects of job-limiting pain. Data gathered from employees of a product distribution company and municipal agency workers supported our hypotheses. Job satisfaction and citizenship declined as pain increased for those low in political skill. Increased job-limiting pain had little effect on satisfaction and citizenship for those high in political skill. Implications and strengths and weaknesses of these findings along with directions for future research are provided.

## PERCEPTIONS OF ORGANIZATIONAL POLITICS AND EMPLOYEE PERFORMANCE: CONSCIENTIOUSNESS AND SELF-MONITORING AS MODERATORS

**Gina M. Siemieniec**, *Roosevelt University*

**Chu-Hsiang Chang**, *University of South Florida*

**Christopher Charles Rosen**, *University of Arkansas*

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

The current study examined whether conscientiousness and self-monitoring simultaneously moderated the relationships between perceptions of organizational politics and employee task performance and organizational citizenship behaviors. Results across two samples supported the hypothesized three-way interaction, such that high self-monitoring alleviated the negative effects of politics perceptions on performance when employees had high conscientiousness. On the other hand, high self-monitoring exacerbated the negative relationships between politics and performance when employees had low conscientiousness. These results demonstrate the importance of taking a person-based approach when considering the moderating effects of individual differences employee performance.

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

**Robyn Brouer**, *Hofstra University*

The purpose of this paper is to examine the role of member political skill in the development of LMX quality. This model suggests that member pro-social ingratiation tactics, and the style in which they are executed (i.e., political skill), will lead to increased perceived similarity and liking as indicated by the supervisor, in turn, garnering higher quality LMX relationships. Results indicated that pro-social influence tactics were more strongly related to liking for those with high political skill. Further, similarity was positively related to LMX quality. Practical implications are discussed, as are directions for future research.

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

## Strategy/Ent: Methodological Considerations in Entrepreneurship Research

Session Chair: **Daniel T. Holt**, *Air Force Institute of Technology*

Discussant: **Isaac Wanasika**, *New Mexico State University*

## CAN INSTITUTIONAL THEORY HELP EXPLAIN FRANCHISING? AN EXAMINATION OF PANEL DATA

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

**Steve Michael**, *University of Illinois*

**Gary J. Castrogiovanni**, *Florida Atlantic University*

Recent research argues that institutional theory will enhance researchers' understanding concerning firms' use of franchising. Using a sample of 1,315 franchisors active during 1980 through 2000, we investigate the degree to which institutional pressures from the environment and from within potentially affect firms' use of franchising. Results show significant variance in firms' use of franchising is attributable to the institutional environment, and that managers infrequently change their firm's particular mix of franchised and company owned outlets once established, suggesting that within firm institutional pressures also affect the use of franchising.

## META-ANALYSIS AND ENTREPRENEURSHIP RESEARCH

**Ernest H. O'Boyle Jr.**, *Virginia Commonwealth University*  
**Thomas Hawver**, *Virginia Commonwealth University*

Of all the fields in the systematic study of management, entrepreneurship is among the youngest. The youth of this field has precluded it from many of the statistical techniques which have now become commonplace in more established fields such as organizational behavior, human resources, and strategy. However, as entrepreneurship matures and expands, the opportunities for research methodologies and statistical analyses that have thus far been largely untapped are now available. One method of particular utility to this field is meta-analysis. The current manuscript offers a variety of uses and applications for meta-analysis in entrepreneurship research.

## THE STATE OF THE ART IN FAMILY BUSINESS RESEARCH METHODS

**Bart Jan Debicki**, *Mississippi State University*  
**Curtis Francis Matherne III**, *Mississippi State University*

In this paper, we evaluate the methodology used in family business research between 2001 and 2007. A total of 267 family business research articles were identified in 26 management journals in the specified period. In this sampling frame, 84 empirical papers, as well as 50 case/qualitative study papers were found. The research methodology employed by family firm scholars is reviewed with respect to sampling procedures and statistical techniques used. Based on our analysis, the current state of family business research methodology is discussed and suggestions to improve the methodological approaches in the field are provided.

**Friday, 10:00am - 10:15am in Banyan Breezeway East**

### Networking Break

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

**Friday, 10:15am - Noon in Horizons Room**

### Plenary Session: The Role of Business Schools in Environmental Sustainability

As recently noted in Newsweek magazine, environmentalists and capitalists have often eyed each other with suspicion as they pursue the seemingly competing goals of profit and protecting the future of our planet. Spurred by the belief that these goals are not incompatible, a growing group of business leaders is now interested in pursuing environmental sustainability and responsible use of resources. Business schools are beginning to respond by incorporating environmental issues into their curricula in a variety of ways. This panel of experts from business, education, and the nonprofit sector will address the role of business schools and business education in environmental sustainability.

#### Panelists:

**Tim Bogott**, *President and CEO, TradeWinds Island Resorts*  
**Alexander Domijan**, *Professor and Director, Power Center for Utility Explorations, University of South Florida*  
**Susan Glickman**, *USA Southern Region Director, The Climate Group*  
**Lee Guthrie**, *Manager of Program Development and Administration, Progress Energy*  
**Robert McManaway**, *Director of Plant Operations and Support Services, TradeWinds Island Resorts*

#### Moderator:

**Cynthia Bean**, *Assistant Professor, College of Business, University of South Florida, St. Petersburg*

The SMA Sustained Outstanding Service Award will be presented to **Pamela L. Perrewé**, *Florida State University*, at the beginning of this session.

**Friday, Noon - 1:15pm**

### Lunch Break (on your own)

**Friday, 1:15pm - 2:45pm in Citrus Room**

### Paper Development Workshop

Attendance in this session is by advance invitation only.

SMA would like to thank the following individuals for serving as research mentors for this session:

**Garry Adams**, *Auburn University*  
**Tim Barnett**, *Mississippi State University*  
**Mark B. Gavin**, *Oklahoma State University*  
**Lucy L. Gilson**, *University of Connecticut*  
**Wayne Hochwarter**, *Florida State University*  
**K. Michele Kacmar**, *University of Alabama*  
**Franz Kellermanns**, *Mississippi State University*  
**Mark J. Martinko**, *Florida State University*  
**Anson Seers**, *Virginia Commonwealth University*  
**Sherry E. Sullivan**, *Bowling Green State University*  
**Bennett Pepper**, *Georgia State University*

**Friday, 1:15pm - 2:45pm in Sabal Room**

**Ethics/Soc/Div: Corporate Social Responsibility and Performance**

Session Chair: **Stephanie E. Newell**, *Eastern Michigan University*

Discussants:

**Sally Sledge**, *Troy University*

**Thomas Glenn DeLaughter**, *Flagler College*

**Hetty Van Emmerik**, *Utrecht University*

**ALL IN THE FAMILY? SOCIAL PERFORMANCE AND CORPORATE GOVERNANCE IN FAMILY FIRMS**

**Jean McGuire**, *Louisiana State University*

**Sandra Dow**, *UQAM*

We analyze the social performance of a sample of publicly traded family and non family firms. Using the KLD index of social performance, we find a negative relationship between family firm status and socially dubious behaviors. However, we find no evidence that corporate governance is related to firm social performance

**GLOBAL CORPORATE CITIZENSHIP: AN EMPIRICAL INVESTIGATION OF INSTITUTIONAL DETERMINANTS**

**Daina Mazutis**, *University of Western Ontario*

Previous research in CSR has not adequately addressed the distinction between local and global CSR issues nor specifically tested for the country and cultural determinants of global corporate citizenship (GCC). Agreeing with Matten & Crane's (2005) recent reframing of corporate citizenship, I argue herein that MNEs adopting the set of hypernorms codified in the UN Global Compact can be used to understand GCC. Using a sample of 500 firms representing 30 countries and 52 industries, I found support that a country's national institutional environment and the cultural values of individualism, masculinity and uncertainty avoidance significantly influence the probability of GCC.

**SUSTAINABILITY, INNOVATION, AND FINANCIAL PERFORMANCE: AN EMPIRICAL INQUIRY**

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

**Matthew S. Wood**, *Southern Illinois University*

**Timo Busch**, *ETH Zurich*

Pressure for firms to increase their level of ecological and social responsibility has been internalized by some corporations as a commitment to sustainable development. However, the link between corporate sustainable development (CSD) and financial performance is not clear and this paper hypothesizes innovation as a moderator. Based on secondary data analysis of 48 U.S. firms and industry rankings, this study finds that the combination of CSD and innovation has a statistically significant effect on profitability; albeit an unexpected one. The combination of high levels of CSD and innovation seem to generate both extremely low and high levels of firm performance.

**Friday, 1:15pm - 2:45pm in Glades Room**

**HRM/Careers: New Perspectives on Mentoring Research**

Session Chair: **Lucy R. Ford**, *Saint Joseph's University*

Discussants:

**Gary Blau**, *Temple University*

**Laci Rogers**, *Florida State University*

**Andrew O. Herdman**, *East Carolina University*

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

**DEVELOPMENTAL RELATIONSHIPS AND THE BOUNDARYLESS CAREERISTS: A NEW PERSPECTIVE ON MENTORING**

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

**Sherry E. Sullivan**, *Bowling Green State University*

Research on mentoring has evolved from studying intense, dyadic relationships as described by Levinson (1978) to the study of a network of mentors or developers (Higgins & Kram, 2001). Based on the evolution of mentoring research within the context of today's turbulent, boundaryless career environment, we focus not on mentoring functions, but instead on the nature of the developmental needs presented by the protégé. Specifically, we suggest that multiple developers are needed to help protégés meet their needs for the primary career parameters of authenticity, balance and challenge over the life span. Propositions and suggestions for future research are examined.

**★BEST DOCTORAL PAPER IN TRACK★  
EFFECTS OF MENTORING FUNCTIONS RECEIVED ON PROTÉGÉS' ORGANIZATIONAL CITIZENSHIP BEHAVIOR IN A CHINESE CONTEXT**

**Ho Kwong Kwan**, *Drexel University*

This study examines the relationship between mentoring functions received by protégés and their organizational citizenship behavior (OCB), and moderating effects of mentoring relationship quality perceived by protégés. Results from a sample of 385 supervisor-subordinate dyads in the People's Republic of China revealed that role modeling received was positively related to protégés' OCB, and relationship quality moderated the association between career support received and protégés' OCB, such that career support received had positive effects on protégés' OCB when relationship quality was higher but had no significant effects when relationship quality was lower. However, protégés did not perform more OCB than nonprotégés.

## FEELING SUPPORTED AT WORK: PERCEIVED ORGANIZATIONAL SUPPORT AND MENTORING

**Lisa Baranik**, *University of Georgia*  
**Elizabeth Scharlau**, *University of Georgia*  
**Lillian T. Eby**, *University of Georgia*  
**Brian Hoffman**, *University of Georgia*

We suggested that protégés may develop perceptions about their organization through interactions with their mentors and that these perceptions influence their affective commitment, job satisfaction, and turnover intentions. Thus, we proposed that career and psychosocial mentoring would be related to perceived organizational support, which would be related to positive work attitudes, which would negatively relate to turnover intentions. Structural equation modeling indicated that the model fit the data. However, the results suggest that POS only mediates the relationship between psychosocial mentoring and work attitudes, not career mentoring. Implications of these findings and directions for future research are discussed.

## THE IMPACT OF MENTOR AND PROTÉGÉ EPISTEMOLOGICAL BELIEFS ON FORMAL MENTORING PROGRAMS

**Frankie Jason Weinberg**, *University of Georgia*

This conceptual study proposes a model through which mentor and protégé epistemological beliefs about learning impact mentoring support in a formal mentoring relationship. Organizational consideration of the epistemological beliefs held by mentors and protégés may help to eliminate organizational reliance on trait-matched or demographic-matched dyads to produce effective mentoring outcomes, and therefore may help to promote diverse relationships within their companies. Constraints upon the conceptualizations proposed in this study are discussed, and pragmatic implications are suggested.

*Friday, 1:15pm - 2:45pm in Palm Room*

## IT/Innov: Macro Topics in Information Technology

Session Chair: **Shuk M. Wong**, *TUI University*

Discussants:

**Michael Deis**, *Clayton State University*

**Nicole C. Jackson**, *Boston College*

**Smriti Prabhakar**, *University of Connecticut*

## APPROPRIATE USE OF INFORMATION SYSTEMS: A POLICY TRAINING APPROACH

**Meagan E. Brock**, *University of Oklahoma*  
**Michael R. Buckley**, *University of Oklahoma*

With the advancement of technology, there has been a commensurate increase in the use of information systems in American Universities. However, these increases have yielded an increase in both resource misuse and attacks on University information system networks. Data from 155 undergraduate students was used to investigate the role of policy presentation, on students' knowledge and transfer of information system policies. Results indicate that policy training does improve knowledge of information systems policies and transfer to novel situations however the form in which this training is presented is not important, as long as the information is presented in some format.

## ★BEST DOCTORAL PAPER IN TRACK★ IS INFORMATION TECHNOLOGY CRITICAL TO SUPPLY CHAIN? SUPPLY CHAIN MANAGEMENT DIMENSIONS, COMPETITIVE ADVANTAGE AND FIRM PERFORMANCE

**Anant Ravindra Deshpande**, *University of Texas Pan American*

Supply Chain Management (SCM) literature is replete with failure of effective implementation of supply chains. This might be attributed to lack of adequate research in identifying critical dimensions of supply chain management. In addition, these studies differ in their approach in consideration of SCM as a single construct or a multidimensional construct. The purpose of the study is twofold: To identify critical dimensions in effective implementation of SCM and examine the linkages between the critical SCM dimensions, competitive advantage and organizational performance. Based on a comprehensive literature review, an integrated framework is developed. The implications for managers are also considered.

## TECHNOLOGY COMMERCIALIZATION AND SUSTAINED COMPETITIVE ADVANTAGE

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

This paper attempts to show how technology commercialization can lead to a sustained competitive advantage. By extending the work of Zahra and Nielsen (2002), and exploring technology commercialization as a multidimensional construct consisting of intensity, radicalness, speed and knowledge creation, we are able to see how technology commercialization can result in an sustained competitive advantage. This paper contributes to the literature by focusing on the linkage between each dimension and argues that firms that are able to achieve a sustained competitive advantage through technology commercialization are those that exploit all four dimensions.

*Friday, 1:15pm - 2:45pm in Jasmine Room*

## MH/ME/IM: Insights on Management Scholarship and History

Session Chair: **Bernardo Ramirez**, *University of Central Florida*

Discussants:

**Carrie A. Blair**, *College of Charleston*

**Rosemary Maellaro**, *University of Dallas*

**Karen Paul**, *Florida International University*

## A COMPARISON OF ONLINE VERSUS TRADITIONAL END-OF-COURSE CRITIQUE METHODS

**Rodger Morrison**, *Auburn University*

This study outlines the differences between online and traditional student end-of-course critiques in the context of resident courses only. An in-field experiment was used to evaluate hypotheses that the administration method has an effect on; how students will rate EOCCs, EOCC response rates, and, the detail level, favorability level, and number of EOCC comments. Findings indicate that online methods result in lower response rates, lower response ratings, and more detailed comments, but had no significant effect on the number or favorability level of EOCC comments.

## FORGOTTEN CONTRIBUTIONS TO SCIENTIFIC MANAGEMENT: WORK AND IDEAS OF KAROL ADAMIECKI

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

This paper addresses the question of why the work of some researchers and inventors draws wide acclaim and the similar work of others remains unnoticed. The theoretical background for the analysis is the work and ideas of Karol Adamiecki, Polish engineer and manager, whose methods and findings are similar to those of Frederick Winslow Taylor and are contemporary, and in some cases precede, those of the Father of Scientific Management. Several propositions are formulated concerning the problem of differences in the levels of popularity and recognition of conceptually similar ideas. Implications of such a phenomenon for management education are analyzed.

## MEETING ACADEMIC OBJECTIVES THROUGH MBFL COLLABORATION

**Timothy Harper**, *Skidmore College*  
**Barbara Norelli**, *Skidmore College*

This paper focuses on Management and Business faculty-librarian (MBFL) collaborations and their potential contribution to management and business faculty's and librarians' teaching, research and scholarship as well as a strategic benefit to electronic collection development. Current trends in management education, including a greater emphasis on scholarship and pedagogies that involve active learning, are increasing the extent of MBFL collaboration. We suggest that partnerships in the business arena inform our understanding of the nature and outcomes of MBFL collaborations.

*Friday, 1:15pm - 2:45pm in Sawgrass Room*

## OB/OT/OD: The Complexity of Counterproductivity: New Theoretical Directions in Counterproductive Work Behavior

**Suzy Fox**, *Loyola University Chicago*  
**Karl Aquino**, *University of British Columbia*  
**Rebecca J. Bennett**, *Louisiana Tech University*  
**Bella L. Galperin**, *University of Tampa*  
**Walter Robert Nord**, *University of South Florida*  
**Paul E. Spector**, *University of South Florida*  
**Bradley J. Alge**, *Purdue University*  
**Erica Anthony**, *Purdue University*

Early efforts to study the Shadow Side of organizations (Counterproductive Work Behavior, deviance, aggression, violence, revenge, retaliation, resistance, bullying) were primarily broad, simple models linking antecedents, prevalence, and consequences, and focusing on construct definition and operationalization. Researchers have increasingly included interrelationships with emotions, attributions, stress, justice, personality, group processes, politics, and socio-cultural norms. This symposium seeks to deepen our approach, viewing these phenomena as messy, multiply-determined processes, responses to and geneses of complex personal, psychological, and political environments. The authors and discussant have stretched beyond their theoretical comfort zones to offer new theoretical ways to look at Counterproductive Work Behavior.

*Friday, 1:15pm - 2:45pm in Banyan Room*

## Strategy/Ent: Commercializing Innovation

Session Chair: **Franz Kellermanns**, *Mississippi State University*

Discussant: **Jeffrey Mathew Pollack**, *Virginia Commonwealth University*

## ABILITY TO COMMERCIALIZE INNOVATIONS: AN INTEGRATIVE MODEL

**Avimanyu Datta**, *Washington State University*  
**Len Jessup**, *Washington State University*  
**Richard Reed**, *Washington State University*

We identified from a review of the literature what we believe to be the antecedents to commercialization of innovation within firms. They are type of innovation, absorptive capacity and ambidexterity. Further, the antecedents to absorptive capacity and ambidexterity can be found in organizational and interorganizational networks. These networks help directly explain the variance in the ability to commercialize innovations. We also identified environmental factors such as turbulence, munificence, complexity, the prevailing government and socio/political forces, and networks with innovation engines as viable moderators to a firm's ability to commercialize innovation. We tie this literature together into an integrative theoretical model.

## EXPLORING THE ADVANTAGES OF SMALL YOUNG FIRMS COMMERCIALIZING DISRUPTIVE TECHNOLOGIES

**Sofy Carayannopoulos**, *Wilfrid Laurier University*

Researchers are increasingly recognizing that characteristics related to liabilities of newness may also provide advantages in some circumstances. This paper explores how the young firm's age, structure, and network may provide it with a flexibility advantage compared to large established incumbents when commercializing disruptive technologies. The propositions also identify the boundary conditions for the advantages by examining four types of disruptive technologies, as opposed to only the extremes of incremental and radical innovations. The insights of this paper are relevant to the enhanced understanding of the liabilities of newness and young firm success and the commercialization of disruptive technologies.

## STRATEGIC ORIENTATION AND NEW PRODUCT COMMERCIALIZATION: A LONGITUDINAL STUDY IN CHINA

**Jifeng Mu**, *University of Washington*  
**Dong Liu**, *University of Washington at Seattle*  
**C. Anthony Di Benedetto**, *Temple University*

Why are some firms more successful at commercializing new products (NP) than others? We explore if strategic orientation is related to NP commercialization performance using longitudinal data from China. We find that strategic orientation exerts positive effects on NP commercialization and radical NP development. Also, organizational learning mediates the effects of strategic orientation on NP commercialization and radical NP development and that environmental dynamism positively moderates the effects of strategic orientation on NP commercialization. Our framework offers additional insights that a firm's successful commercialization of NP depends on the development of critical, yet complementary, strategic orientation sets.



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

### **Networking Break**

**Coordinator:** GERALYN MCCLURE FRANKLIN, *University of South Florida, St. Petersburg*

**Friday, 3:15pm - 4:45pm in Citrus Room**

### **HC/HM/PA: Strategic Orientations for the Hospitality and Restaurant Industry**

Session Chair: **William T. Jackson**, *University of South Florida, St. Petersburg*

Discussants:

**Warren G. McDonald Jr.**, *Methodist University*

**Frank E. Hamilton**, *Eckerd College*

**Julita Anita Haber**, *Touro University International*

### **MANAGING CUSTOMER SATISFACTION IN PRIVATIZED RELATIONSHIPS: A STUDY OF INTER-ORGANIZATIONAL SYSTEMS**

**Kathleen Elizabeth Voges**, *Texas A&M University - Kingsville*

Managing customer satisfaction is an inherently important but challenging task. This becomes pronounced when the buyer-seller relationship is the result of a privatized initiative. A priori expectation suggests contextual differences between the two organizations. Based on a study of 56 buyer-seller dyads, I find significant differences between buyer and seller organizational attributes of goal clarity, bureaucracy and red tape. I also found the buyer's level of bureaucracy is directly related to customer satisfaction. Conversely, the seller's level of autonomy is directly and red tape is indirectly related to customer satisfaction.

### **STRATEGIC ORIENTATION AND FIRM PERFORMANCE IN HOSPITALITY AND TOURISM IN THE CONTEXT OF DEVELOPING COUNTRIES**

**Umut Avci**, *Mugla University*

**Melih Madanoglu**, *Florida Gulf Coast University*

**Fevzi Okumus**, *University of Central Florida*

The present study encompasses the hospitality and tourism firms in developing countries (e.g. Turkey) which adopt one of the four strategic orientations. The study investigates whether these firms differ based on their financial and non-financial performance. Results show that there is a difference in both financial and non-financial performance based on the strategic orientations followed by hospitality and tourism enterprises. Generally, prospectors outperformed defenders and showed a comparable performance to analyzers. Further research using both perceptual and objective is needed to confirm the present results and better assess possible differences in performance among strategic orientations in some other developing countries.

### **THE BEAUTY OF GOING PRIVATE: THE CASE OF THE U.S. RESTAURANT INDUSTRY**

**Melih Madanoglu**, *Florida Gulf Coast University*

**Ersem Karadag**, *Robert Morris University*

This paper reports the shareholder wealth effects of 27 publicly traded restaurant companies that went from public to private between 1995 and 2004. In addition, it uncovers firm characteristics that influence the magnitude of the stock bid premiums. Shareholders of restaurant firms that were taken private enjoyed a highly positive abnormal return of 26%. A cluster analysis demonstrated that high-premium restaurant firms had higher M/B ratio and cash holdings, lower debt and market capitalization. A logistic regression model which consisted of cash holdings and debt to equity variables successfully classified more than 75% of firms into low- and high-premium firms.

**Friday, 3:15pm - 4:45pm in Glades Room**

### **HRM/Careers: Occupation Perception**

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

Discussants:

**Thomas H. Stone**, *Oklahoma State University*

**Anson Seers**, *Virginia Commonwealth University*

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

### **EXPLORING RELATIONSHIPS TO THREE TYPES OF OCCUPATION PERCEPTIONS: FORCED TO STAY IN OCCUPATION, VOLUNTARY OCCUPATION WITHDRAWAL INTENT, AND INVOLUNTARY OCCUPATION WITHDRAWAL**

**Gary Blau**, *Temple University*

Using an on-line sample of 1,952 massage therapists and bodywork practitioners (M&Bs), this study explored the relationships of demographic, work perception, work attitude and limited occupation alternatives variables to three distinct types of occupation perceptions: forced to stay in occupation (FTSO), voluntary occupation withdrawal intent (VOWI), and involuntary occupation withdrawal (IOW). Hierarchical regression results for each occupation perception suggested significant correlates, including: occupation identification and limited occupation alternatives were positively related to FTSO; job satisfaction, affective occupational commitment and limited occupation alternatives were negatively related to VOWI; and work exhaustion and physical exhaustion were positively related to IOW.

### **MONETARY REWARDS AND FACULTY BEHAVIOUR: HOW ECONOMICS INCENTIVES DRIVE PUBLISH OR PERISH**

**Uschi Backes-Gellner**, *University of Zurich*

**Axel Schlinghoff**, *University of Bonn*

Higher education institutions are increasingly emulating research institutions and concentrate their financial rewards on research output (Melguizo/Strober 2007). We investigate whether faculty members strongly react to such financial rewards. We focus on monetary rewards originating from promotions. Based on economic theories we derive three hypotheses. We test them with data from 112 faculty member from the USA and 189 from Germany. Consistent with our hypotheses we find that faculty members strongly behave like economic theory suggests: they not only increase publications when monetary incentives are large but they also instantly cut them down as soon as monetary incentives are gone.

## SEARCHING FOR HIDDEN BIAS: WOMEN WHO WORK FOR WOMEN

**Renee Louise Warning**, *University of Central Oklahoma*  
**F. Robert Buchanan**, *University of Central Oklahoma*

This exploratory field experiment discovered that females believed other women are good managers, but the female workers did not actually want to work for them. The results may have some basis in females' perceptions of female managers as being high in dominance. The female manager was also seen as being emotional. More specifically, the female manager was seen as being more nervous and more aggressive than a male manager. It was also discovered that female preference for male supervisors increased with greater numbers of years in the work force.

**Friday, 3:15pm - 4:45pm in Sawgrass Room**

## **OB/OT/OD: All the Help You Will Ever Need: Mentoring, Work-Family, and Spirituality**

Session Chair: **Tom W. Moore**, *East Tennessee State University*

Discussants:

**Weichun Zhu**, *Claremont McKenna College*  
**Frankie Jason Weinberg**, *University of Georgia*  
**Timothy Paul Munyon**, *Florida State University*  
**Clifton O. Mayfield**, *University of Houston-Clear Lake*

## CONSIDERATION OF THE SPIRITUAL REFUGEE: INTRODUCING A POSTCOLONIAL PERSPECTIVE INTO MSR RESEARCH

**Brad S. Long**, *St. Francis Xavier University*

This paper is a constructive response to the call for greater methodological diversity in workplace spirituality research. The epistemological, ontological, and methodological implications of postcolonial organizational theorizing upon the field of management, spirituality and religion (MSR), along with the political project toward which this approach contributes, are reviewed. It is demonstrated that the theoretical lens of postcolonialism opens up several important avenues for research that may contribute toward our understanding and development of spirituality in the workplace.

## PERCEPTIONS OF QUALITY MENTORING AND PROTÉGÉS' PERCEPTIONS OF THEIR PROFESSION

**Anna Frances Murphy**, *Mississippi State University*  
**Nathanael S. Campbell**, *Henderson State University*

Turning to both the mentoring and justice literature, we ask the question "How do protégés' perceptions of mentoring quality affect their perceptions of their chosen profession?" To answer this question, we look at the mentor-protégé relationship between dissertation chairs and Ph. D. students. Results of our study suggest that doctoral students who perceived mentoring to be of high quality also felt supported by the academic profession. This relationship was mediated by the protégés' perceptions of procedural justice.

## THE MEDIATING ROLE OF FELT ACCOUNTABILITY IN THE PERSONALITY TO WORK-FAMILY AND FAMILY-WORK CONFLICT RELATIONSHIP

**Laura Williams**, *University of Mississippi*

This paper integrates accountability research with work-family and family-work conflict literature through the lens of role theory. Accountability literature, and its emphasis on decision-making, contributes to the understanding of the work-family interface by explaining the relationship between personal characteristics, role salience, and work-family and family-work conflict. In addition, this study extends accountability research through the identification of individual level antecedents and consequences of felt accountability. Finally, theoretical and practical implications are addressed and future research opportunities are explored.

## TRUCKING AND TIME AWAY FROM HOME: THE ROLE OF FAMILY ADJUSTMENT AND MARITAL SATISFACTION ON DRIVER TURNOVER

**T. Alexandra Beauregard**, *London School of Economics*  
**Mary S. Logan**, *London School of Economics*

Turnover in the over-the-road trucking industry is over 100%. With a national shortage of drivers, do drivers simply shop around for the highest paycheck, or do other factors influence their decision to stay with an organization? Using the lens of Conservation of Resources (COR) theory, our study of 1,117 drivers demonstrates that marital satisfaction, family adjustment to the profession, and perceived organizational prestige help to predict turnover, moderated by personal resources such as self-esteem, conscientiousness, and affectivity. Results are discussed in the context of the COR model and the trucking industry, and implications for practice and for future research are proposed.

**Friday, 3:15pm - 4:45pm in Palm Room**

## **OB/OT/OD: Some Things Do Not Stay the Same: New Organizational Forms**

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

Discussants:

**Catherine Schwoerer**, *University of Kansas*  
**Manuela Priesemuth**, *University of Central Florida*  
**Walter D. Davis**, *University of Mississippi*  
**Keith Credo**, *Auburn University*

## AN EVALUATION OF THEMATIC NARROWNESS IN ORGANIZATIONAL CHANGE RESEARCH

**Gavin Schwarz**, *University of New South Wales*

This article assesses the accuracy of the assumption that organizational change research is too thematically narrow. The proposition is explored by assessing the nature of articles on change, published since 1947, in eight representative management and organization journals (n = 454). Results indicate that more research on change is being published but has not lead to significantly more developed knowledge, as it increasingly relies on refinement rather than idea overthrow, and is largely made up of themes that received most of their critical attention up to a decade ago. The article highlights development and career challenges for change researchers.

## LEGITIMACY CONTESTS IN THE SOCIAL SECTOR AND THE EMERGENCE OF NEW ORGANIZATIONAL FORMS

**Matthew Grimes**, *Vanderbilt University*

**Bart Victor**, *Vanderbilt University*

This paper argues that the emergence and proliferation of the social entrepreneurial organization (SEO) are a function of legitimacy contests fueled by ongoing debates surrounding the efficacy of market-based organizations within the social sector. We draw upon institutional theory to explain the processes of legitimation and organizational formation that have led to the increasing number of SEOs and accommodation of incumbent social sector organizations. We conclude that the significant moral legitimacy and increasing cognitive legitimacy granted to SEOs allow these organizations to mobilize resources and public attention at an unprecedented pace.

## NEW ORGANIZATIONAL FORMS: SELF-ORGANIZING COLLECTIVES

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

**Marshall Pattie**, *Towson University*

In answer to calls to develop theory on new organizational forms and the important framing of creative entrepreneurial processes at the macro level of analysis, this paper examines the concept of self-organizing collectives. Using literature from research in entrepreneurship and organizational theory, a model of complexity, knowledge, and emergence elements is presented to help answer the question: What factors may contribute to the emergence and shaping of self-organizing collective organizational forms?

## PRIVATIZATION: A MULTI-THEORY PERSPECTIVE

**Min Z. Carter**, *Auburn University*

**Virajanand Varma**, *Auburn University*

For decades, privatization has become one of the most important elements of the structural reform agenda in developed and developing countries. This paper attempts to provide theoretical insights, through the lens of eight organizational theories, into two interrelated privatization questions: 1) why does a country decide to undergo privatization in certain industries but not others; and 2) why do some countries enjoy success from privatization while others experience failures? From multiple theoretical perspectives, this paper offers research and practical implications in privatization.

*Friday, 3:15pm - 4:45pm in Sabal Room*

## OB/OT/OD: Stress, Stressors, and Even More Stress

Session Chair: **Jason S. Stoner**, *Ohio University*

Discussants:

**Gerhard Blickle**, *University of Bonn*

**Jason S. Stoner**, *Ohio University*

**Erika E. Small**, *Coastal Carolina University*

## A CROSS-LEVEL EXAMINATION OF THE INFLUENCE OF HINDRANCE AND CHALLENGE STRESS ON EMPLOYEE BEHAVIOR AND PERFORMANCE

**Paul Harvey**, *University of New Hampshire*

**Kenneth J. Harris**, *Indiana University Southeast*

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

A study was designed to test the influence of hindrance and challenge stress on employee performance and performance-related behaviors (i.e., deviance and team conflict). It was hypothesized that challenge stress would promote high levels of task performance and low levels of deviance and team conflict, whereas hindrance stress would have the opposite effect on each outcome. Additionally, it was predicted that perceptions of organizational support (POS) would moderate these relationships. Results provided limited support for the main effect hypotheses but indicated that POS generally buffered the negative impact of hindrance stress and amplified the benefits of challenge stress.

## THE BATTERED APPLE: AN APPLICATION OF STRESSOR-EMOTION-CONTROL/SUPPORT THEORY TO TEACHERS' EXPERIENCE OF VIOLENCE AND BULLYING

**Suzy Fox**, *Loyola University Chicago*

**Lamont E. Stallworth**, *Loyola University Chicago*

This study looked at factors which mediate and moderate responses to violence and bullying among 779 public school teachers. Consistent with Stressor-Emotion-Control/Support theory, job conditions, pervasive bullying, and violent acts predicted job attachment, satisfaction, burnout, and physical symptoms, mediated by negative emotions. When regressed, pervasive bullying rather than violence predicted these strains. Relations between violent acts and strains were moderated by satisfaction with the administrations' handling of violent acts. It is not violence itself that appears to predict job strains, but rather being the target of violence and perceiving that the school is not adequately handling such incidents.

## TOWARDS A SECOND GENERATION OF P-E FIT RESEARCH IN ORGANIZATIONAL STRESS

**Yongheng Yao**, *Concordia University*

**Muhammad Jamal**, *Concordia University*

**Steven H. Appelbaum**, *Concordia University*

In this paper, a three-dimensional fit model is proposed. We suggest that fit between an individual and an organization has three dimensions. Particularly, we define the three fit dimensions, classify the three-dimensional fit into eleven exclusive patterns and then theorize about the impact of each pattern concerning individual strains. The new model extends our understanding and exemplifies a systematic approach in exploring the complexity of the P-E fit and its consequences.

**Friday, 3:15pm - 4:45pm in Banyan Room**

**Strategy/Ent: Alliances and Ties**

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

Discussants:

Papers 1 & 2: **David William Kunsch**, *University of Western Ontario*

Paper 3: **Avimanyu Datta**, *Washington State University*

**ALLIANCE CAPABILITY THROUGH THE DYNAMIC CAPABILITY FRAMEWORK**

**Adwaita Govind Menon**, *Xavier Institute of Management*  
**Brajaraj Mohanty**, *Xavier Institute of Management*

This study seeks to explain the success and failure of alliances by introducing the notion of alliance capability as an antecedent to alliance performance. We have modeled alliance capability as a dynamic capability with alliance proactiveness, inter-organisational learning, alliance adaptation, inter-organisational coordination, and alliance portfolio coordination as the core processes. We have hypothesised alliance experience, alliance structure and alliance learning process as the enablers of alliance capability. We also propose that alliance capability being a dynamic capability leads to competitive advantage for firms, and that the link between alliance capability and firm performance is mediated by alliance performance.

**RELATIONAL INERTIA, GOOD OR BAD?**

**Yin-Chi Liao**, *Rensselaer Polytechnic Institute*  
**Lei Chi**, *University of Kentucky*

In this paper, the contingent value of relational inertia on a firm's competitive advantages is proposed and examined. Relational inertia is defined as a persistent organizational resistance to changing interorganizational dyadic ties. In the study of relational inertia in different environmental dynamism, we found that while relational inertia hinders an organization's ability in reconfiguring network portfolio to adaptability in a dynamic environment, it is beneficial for an organization to exploit the efficiency of established partnerships, and enjoys superior performance in a stable environment. The differential strategic orientation in managing interfirm network in accordance with the environmental context is suggested.

**THE ANTECEDENTS OF STAKEHOLDER ORIENTATION IN SMALL BUSINESSES**

**Robert J. Duesing**, *Oklahoma State University*

This research delineates a number of antecedents of stakeholder orientation in small businesses. Although several studies have examined the effect of stakeholder orientation on firm performance, none have examined stakeholder orientation in small businesses and none have looked at factors affecting small firms' decisions to pursue stakeholder-oriented strategies. Theory is developed concerning the effects of environmental conditions, business-level strategy, and organizational resources on stakeholder orientation. Given the growing importance to financial success of managing stakeholders and the abundance of small businesses, the model and propositions developed yield value to both researcher and practitioners alike.

**Friday, 6:00pm - 10:00pm in Breckenridge Deck North**

**SMA Networking Social and Beachside Halloween Party**

Congregate on Breck Deck (outside the Breckenridge Building by the Gulf of Mexico) for a Halloween-inspired buffet, live entertainment, and costume contest.

# Saturday, November 1

*Saturday, 8:30am - 10:00am in Glades Room*

## **HRM/Careers: Strategic HR: Continuing the Journey of Driving Impact**

Session Chair: **Renee Louise Warning**, *University of Central Oklahoma*

Discussants:

**Eric Gresch**, *Auburn University*

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

**Renee Louise Warning**, *University of Central Oklahoma*

## **EXPLORING TMT EFFECTS ON HIGH PERFORMANCE WORK SYSTEM: EVIDENCE FROM TAIWAN**

**Chiung-Wen Tsao**, *Tajen University*

**Shyh-jer Chen**, *National Sun Yat-sen University*

Drawing on the upper-echelons theory and SHRM framework, this study examined the effects of both top management team (TMT) demographic heterogeneity and TMT perception towards HR value on the adoption of high performance work system (HPWS). The moderation effects of TMT behavioral integration among relations were also examined. We used both a survey and company data from 122 publicly listed Taiwanese firms to test an integrated theoretical model relating to TMT and HPWS. We found positive and significant effects of TMT on HPWS and a full moderation effect of TMT behavioral integration in the TMT HR value-HPWS relationship.

## **GOING VERTICAL: AN ANALYSIS AND FRAMEWORK FOR MULTILEVEL STAFFING**

**Timothy Paul Munyon**, *Florida State University*

Firms compete for scarce labor to create value and improve their competitive position. Traditional staffing research has focused on the individual unit of analysis. However, in practice, firms may target networks and organizations to gain needed labor. This emphasis on vertical staffing configurations has received little attention in the literature. Consequently, this paper evaluates anticipated outcomes and staffing strategies at multiple levels. Specifically, the vertical staffing configuration offers a unique way to supplement organization competitive competencies in reputation, innovation, and social capital while experiencing reduced turnover.

## **THE HARD EVIDENCE: THE STRATEGIC HR IMPACT OF WORK/LIFE INITIATIVES**

**Michael Lane Morris**, *University of Tennessee*

**Heather S. McMillan**, *Southeast Missouri State University*

**Joyce Thompson Heames**, *West Virginia University*

In a period of increasing accountability, HR should demonstrate how work/life initiatives can be a strategic business tool that contributes to an organization's business objectives. This paper attempts to address that gap and provide the hard evidence or numerical support for the continued implementation and measurement of work/life initiatives. This study goes beyond current research in the work/life arena by connecting prevalence of work/life offerings, perceptions of strategic impact and measurement of strategic impact. Further, this study examines the relationship between perceptions of strategic impact and the actual measurement of impact.

*Saturday, 8:30am - 10:00am in Palm Room*

## **IT/Innov: A Science-based Approach to Organizational Transformation and Innovation**

**Howard Rasheed**, *University of North Carolina*

**Miles Davis**, *Shenandoah University*

Recent neuroscience research suggests cognitive science-based theories for successful organizational transformation.

In this interactive and experiential workshop we propose to demonstrate an ideation methodology that demonstrates the effectiveness of this neuroscience-based approach to organizational transformation. The methodological framework entitled "Six Steps to Collective Genius" is a science-based knowledge system for applying "bisociative brainstorming" theory to innovation, strategic visioning, and opportunity recognition.

The workshop will provide an interactive series of exercises to demonstrate the methodology as well as share case studies of successful implementation. Additionally, attendees will learn how Group Intelligence Software based on this methodology can facilitate organizational transformation.

*Saturday, 8:30am - 10:00am in Citrus Room*

## **Methods: Control Variables, Dispositional Clusters and Equity Preference: A Diverse Set of Methods Papers**

Session Chair: **Joy Oliver**, *Air Force Research Laboratory*

Discussants:

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

**Kukenberger R. Michael**, *University of Connecticut*

**Sungwon Choi**, *Louisiana State University*

## **★BEST PAPER IN TRACK★**

## **ACADEMIC ENTITLEMENT: ADAPTING THE EQUITY PREFERENCE QUESTIONNAIRE FOR A UNIVERSITY SETTING**

**Brian K. Miller**, *Texas State University*

**Beverly Chiodo**, *Texas State University*

The rising emphasis of self-esteem for school children has created a sense of entitlement in them as they reach college. Using an equity theory framework, eight items from a scale developed to measure entitlement at work were adapted for a university setting. Confirmatory factor analysis showed discriminant validity with items designed to measure social desirability and items measuring a theoretically unrelated construct. Mediation tests using multiple regression analysis showed that academic entitlement fully mediates the influence of three personality traits in the prediction of perceptions of grade fairness.

**★BEST DOCTORAL PAPER IN TRACK★  
PEAS IN A POD: DO MANAGERS WITH SIMILAR  
PROFILES OF DISPOSITIONAL CHARACTERISTICS  
DISPLAY UNIQUE LEADERSHIP PATTERNS?**

**Taylor L. Poling**, *University of Tennessee, Knoxville*  
**Carrie A. Blair**, *College of Charleston*

We utilized cluster analysis to derive profiles of managers based on the core self-evaluation and goal orientation personality dispositions. After identifying clusters of managers with similar profiles of core self-evaluation and goal-orientation attributes, we explored linkages between these empirically derived manager clusters and ratings of leadership behaviors from multiple sources. Our analyses identified four clusters of managers that differed in terms of CSE and GO profiles, and demonstrated different leadership ratings from multiple sources.

**USE OF CONTROL VARIABLES IN MANAGEMENT  
RESEARCH**

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

We empirically evaluate how well authors explain the inclusion of control variables in 128 articles that represent research in micro management and macro management. Using seven criteria recommended by Becker (2005), we determined that in general, macro studies are more likely to present a brief explanation of the control variables used, provide a basis for their inclusion in the text, provide at least one citation, and clearly explain how the variable is measured. Further, macro articles use more control variables on average than do micro articles. We address reasons for these discrepancies and provide implications of our findings for researchers.

*Saturday, 8:30am - 10:00am in Jasmine Room*

**MH/ME/IM: Mindful Learning and Skills  
Development**

Session Chair: **Bryan Stinchfield**, *Southern Illinois University at Carbondale*

Discussants:

**Joseph Heinzman Jr.**, *Hodges University*

**David P. Ozag**, *Bucknell University*

**Patricia Lanier**, *University of Louisiana, Lafayette*

**A MICROSKILLS APPROACH TO DEVELOPING  
MANAGERIAL INTERPERSONAL SKILLS: NARROWING  
THE HARD SKILL / SOFT SKILL GAP IN MBA PROGRAMS**

**Rosemary Maellaro**, *University of Dallas*

Despite many respectable efforts made by universities in recent years to narrow the gap between the hard and soft skills developed in graduate management education programs, it still exists. This article proposes a microskills approach as an alternative to simply attempting to develop managerial interpersonal skills from a cognitive perspective. This behavioral approach, which has been used to effectively train teachers and psychotherapists for years, allows managers to develop a repertoire of several discrete behaviors. Once mastered, these microskills can be used in various combinations to successfully manage the myriad of interpersonal situations typically encountered in the workplace.

**CREATING MINDFUL LEARNING IN THE AGE OF  
COMPETENCE AND COMPLEXITY**

**Nicole C. Jackson**, *Boston College*

Increasingly business educators are tasked with addressing two dominant perspectives demanded in the global economy, the need for competence building and the need to address complexity and variation in learning. The need for competence is typically institutionalized in the form of standards that render information static. While the latter, the need for complexity and variation, attempts to include individual voice and creative agency. Both perspectives, while well intentioned, may not integrate context relationship learning, an essential skill in the new economy. The paper explains the theoretical dynamics behind these issues and ends with a set of practitioner techniques for educators.

**TEACHING CRITICAL THINKING IN THE COLLEGE OF  
BUSINESS: A CASE-BASED CRITICAL THINKING  
MODULE**

**Larry W. Howard**, *Middle Tennessee State University*

American students are learning less and learning less well. They also are falling behind their global counterparts. Standardized testing is not solving the problem. Students lack discipline and skill in critical thinking. This article describes a module that could be implemented in any Business course that can use case analysis as a pedagogical platform. Components of the module are theoretically grounded and the logic is straightforward. Preliminary evidence is supportive. On average, students who took courses which included critical thinking modules improved their critical thinking skills more than students who took courses without the modules.

*Saturday, 8:30am - 10:00am in Sawgrass Room*

**OB/OT/OD: Corporate Citizenship and Psychological  
Contracts**

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

Discussants:

**Laura Williams**, *University of Mississippi*

**Suzy Fox**, *Loyola University Chicago*

**Peter Foreman**, *Illinois State University*

**AN EMPLOYEE'S VIEW OF WORK: INFLUENCES ON AN  
EMPLOYEE'S CONTRIBUTIONS IN A PSYCHOLOGICAL  
CONTRACT**

**Lauren Neale Killion**, *Georgia State University*

**Lisa Schurer Lambert**, *Georgia State University*

**Abbie J. Shipp**, *Texas A&M University*

We focus on what predicts an employee's willingness to uphold his or her end of the psychological contract by studying promised and delivered contributions. We predicted that both affective commitment, and an individual preference for thinking or need for cognition would be positively related to perceived contributions. Results from a sample of part and full time employed adults show that affective commitment predicts contributions, although the strength of this effect varies when inducements are considered. Need for cognition is positively related to perceived promised and delivered contributions, even when accounting for received inducements.

## AN EXAMINATION OF EMPLOYEE REACTIONS TO PERCEIVED CORPORATE CITIZENSHIP

**Randy Evans**, *University of Arkansas at Little Rock*  
**Walter D. Davis**, *University of Mississippi*  
**Dwight D. Frink**, *University of Mississippi*

If an employee believes that his or her organization exhibits high levels of corporate citizenship, how will this affect individual job behaviors and feelings toward the organization? Our study examined a hypothesized positive effect of perceived corporate citizenship (PCC) on three dependent variables: work role definitions, organizational citizenship behavior (OCB), and organizational identification. Additionally, the personal value of other-regarding value orientation was hypothesized to interact with PCC.

## PSYCHOLOGICAL CONTRACTS: A REVIEW OF LITERATURE

**Fatima A. Junaid**, *Institute of Management Sciences Peshawar/International Islamic University*

This research paper looks at the recent literature of psychological contracts. It discusses the existing body of literature in three main streams: the nature and type of psychological contracts, its breach and fulfilment and lastly violation of the contract. The discussion is based on the antecedents and basis of these three concepts, showing that many factors appear to be both antecedents as well as outcomes. Implications and suggestions for future are mentioned.

**Saturday, 8:30am - 10:00am in Sabal Room**

## **OB/OT/OD: Leader Behaviors: Lead, Follow, or Get Out of the Way**

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

Discussants:

**Erika E. Small**, *Coastal Carolina University*

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

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

**Smriti Prabhakar**, *University of Connecticut*

## AUTHENTIC TRANSFORMATIONAL LEADERSHIP AND IMPLICIT LEADERSHIP THEORIES

**Thomas W. Nichols**, *University of North Texas*

This empirical study provides a review and criticism of authentic leadership development and transformational leadership literature, outlining an ideal of leadership, authentic transformational leadership. It discusses the influence of the leader's implicit leadership theory on authentic transformational behaviors and the relationship between those behaviors and leader effectiveness. Included is a discussion of the relationship between leader effectiveness, implicit leadership theories (both the leader's and follower's), and LMX. Support is found for leader belief/behavior congruence, the adjustment of implicit leadership theories (leader and follower) through leader effectiveness, and follower-centric causes of leader behavior through LMX. Implications for unethical leadership are discussed.

## EMPATHY, PERCEIVED LEADER EFFECTIVENESS, AND MOTIVATION TO LEAD: PREDICTORS TRAINING SELECTIONS

**Joy H. Karriker**, *East Carolina University*  
**Nathan S. Hartman**, *John Carroll University*

This research examines the roles empathy, perceived leader effectiveness, and motivation to lead play in the selection of leadership development activities. Results of confirmatory factor analysis and structure equation modeling indicate leadership development activities may be represented by three dimensions: personal growth, conceptual understanding, and skill building; and that these dimensions are differentially impacted by empathy and perceived leader effectiveness, as well as three dimensions of motivation to lead in our partially mediated model. Implications for leadership development programs are discussed

## PROPOSED META-ANALYTIC INVESTIGATION OF EXTRAVERSION IN THE PREDICTION OF LEADERSHIP BEHAVIOR: THE BANDWIDTH-FIDELITY DILEMMA REVISITED

**Enrique M. Perez**, *Florida Atlantic University*

While the breadth of personality research is staggering, the depth of research related to workplace phenomena is still at a rudimentary stage. The depth is still at a rudimentary stage because most research has focused on the five broad constructs and ignored the predictive potential of the narrower subcomponents or facets. This paper revisits the bandwidth-fidelity dilemma: question - are broad FFM personality measures or narrower personality measures more useful for enhancing our understanding of leadership behavior? Meta-analytic procedures are elaborated that could be used to investigate the influence of both broad and narrow measures of extraversion on leadership behavior.

## TRANSFORMATIONAL LEADERSHIP AND FOLLOWERS' ORGANIZATIONAL IDENTIFICATION: THE MEDIATING ROLE OF PSYCHOLOGICAL EMPOWERMENT

**Weichun Zhu**, *Claremont McKenna College*  
**Rebecca J. Reichard**, *Claremont McKenna College*  
**Ronald Riggio**, *Claremont McKenna College*

In this study, we examined psychological empowerment as an underlying influence mechanism through which transformational leadership affects followers' identification with their organization. Based on the data collected from 672 employees at different levels across over 13 various industries, we found that psychological empowerment, in terms of competence, impact, meaning, and self-determination, partially mediated the effect of transformational leadership on followers' organizational identification processes. These findings are discussed in terms of their theoretical contributions, practical implications, and future research recommendations.



**Saturday, 8:30am - 10:00am in Banyan Room**

**Strategy/Ent: Entrepreneurial Social Capital**

Session Chair: **Brian Nagy**, *Bradley University*

Discussant: **Aaron Hill**, *Oklahoma State University*

**SOCIAL CAPITAL AND NEW VENTURE PERFORMANCE: WHAT DOES SOCIAL COMPETENCE HAVE TO DO WITH IT?**

**Neil M. Tocher**, *Idaho State University*

**Sharon Oswald**, *Auburn University*

**Christopher Shook**, *Auburn University*

**Garry Adams**, *Auburn University*

Both social capital and social competence have been proposed as variables that may account for some of the variance in new venture performance. Through a review of the literature, we seek to clarify the manner in which both variables influence the creation and performance of new ventures. Specifically, we argue that social capital positively influences venture creation and initial survival, while social competence positively influences the new venture's performance. Further, we also argue that social competence enables founders to better leverage their social capital.

**THE INTERNET AND THE ENTREPRENEUR: DETERMINING THE ANTECEDENTS OF PARTICIPATION IN ON-LINE REPUTATION SYSTEMS**

**Sarah Rice**, *University of Connecticut*

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

**Paul William Gilson**, *University of Connecticut*

Entrepreneurial business ventures are challenged by a lack of reputation, which can prove costly when competing with established entities. Moreover, though the Internet provides a valuable and effective medium for entrepreneurs to exploit market opportunities, a lack of reputation combined with the inherent risks of on-line transactions can have a negative impact on the venture success. In this research we examine questions regarding on-line reputation building. Preliminary survey results imply that time, uncertainty about transaction outcomes, and an aversion to leaving negative feedback impact buyer willingness to contribute to reputation systems.

**TRUSTING BEHAVIOR AND THE NASCENT ENTREPRENEUR: THE KEY ROLE OF TRUST IN THE PRE-START UP PROCESSES**

**Nicole Younghye Kim**, *Virginia Commonwealth University*

**Kim Gower**, *Virginia Commonwealth University*

Entrepreneurial research continues to look for answers as to why so many entrepreneurs fail to make it to actual market exchange. This paper furthers the idea that trusting behavior will increase the probability that the entrepreneur will move from the idea phase to the actual market exchange. By focusing on the two nascent stages of pre-start up, we position the critical role of exhibiting trusting behavior to create a competitive advantage and to help acquire tangible and intangible resources while reducing transaction costs. Finally, we will introduce the idea that trusting behavior that will help the entrepreneur establish nascent legitimacy.

**Saturday, 10:00am - 10:15am in Jacaranda Foyer**

**Networking Break**

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

**Saturday, 10:15am - 11:45am in Jasmine Room**

**Ethics/Soc/Div: The Impact of Multiple Individual Difference Characteristics: Race, Religion, Cognitive Ability, & Political Skill**

Session Chair: **Frank E. Hamilton**, *Eckerd College*

Discussants:

**Angela Tania Hall**, *Florida State University*

**Ying Chen**, *Vanderbilt University*

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

**INTEREST IN CO-WORKER RELIGION: WHY WORKPLACE RELIGIOUS DIVERSITY MATTERS**

**Tom W. Moore**, *East Tennessee State University*

**James E. King**, *University of Alabama*

Religion's status as a potentially invisible, deep-level type of diversity and its history as an avoided subject in workplace conversation may have contributed to the idea that religion is not a relevant issue in workplace interactions. Applying social identity theory, we hypothesized and found that religious employees seek out information related to and draw conclusions about the religion of others, opening the door to religious based bias. We discuss our findings in the context of social identification theory, the need for additional research on religion and work and implications for the increasingly religiously diverse global workplace.

**THE EFFECTS OF COMPETENCY AND DIVERSITY ON GOAL CONGRUENCE**

**Raenada Wilson**, *University of Houston*

**Emily M. David**, *University of Houston*

**L. A. Witt**, *University of Houston*

The authors investigated individual and contextual influences on two forms of goal congruence – congruence with the work group and with the manager. They hypothesized that the joint effects of two competencies – political skill and general mental ability (GMA) – and group diversity in the form of GMA dissimilarity on goal congruence are interactive. Results of hierarchical regression analysis on data collected from 245 private sector employees and their respective managers supported the hypothesis. Political skill was unrelated to both forms of goal congruence only among low-GMA workers working with low-GMA workers (i.e., low GMA dissimilarity).

## **WHEN JUSTICE IS NOT ENOUGH: THE IMPACT OF DIVERSITY PROMISE FULFILLMENT ON MINORITY PROFESSIONALS' OUTCOMES**

**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*

This paper explores the relationship between psychological contract violations related to diversity climate and professional employee outcomes. We found that for our sample of professionals of color, employee perceptions of breach in fulfillment of diversity promise fulfillment, after controlling for more general organizational promise fulfillment, led to lower reported organizational commitment and higher turnover intentions. Interactional justice partially mediated the relationship between diversity promises and outcomes. Procedural justice and diversity promise fulfillment interacted to influence employees of color's organizational commitment. For respondents who perceived a lack of diversity promise fulfillment, moderate racial awareness was associated with greater psychological contract violation.

*Saturday, 10:15am - 11:45am in Citrus Room*

## **HC/HM/PA: Blue Oceans in Healthcare Management: Creating a New Strategic Model**

**Kendall Cortelyou-Ward**, *University of Central Florida*  
**Timothy Rotarius**, *University of Central Florida*  
**Aaron Liberman**, *University of Central Florida*  
**Bernardo Ramirez**, *University of Central Florida*  
**Dawn M. Oetjen**, *University of Central Florida*

The Blue Ocean Strategy (BOS) details how organizations and industries can differentiate themselves from their competition by making the "competition irrelevant". This theory has been applied to numerous industries but has rarely been included in healthcare management literature. This symposium will present a new model that demonstrates how healthcare organizations can succeed by applying the BOS to the unique healthcare environment. A new model will be presented and applied to various healthcare organizations and concepts.

*Saturday, 10:15am - 11:45am in Sabal Room*

## **OB/OT/OD: Emotional Reasoning and Intelligence**

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

Discussants:

**Laura June Stanley**, *University of Georgia*  
**Lauren Neale Killion**, *Georgia State University*  
**Robert Wheatley**, *Troy University*

## **CONSTRUCT AND CRITERION-RELATED VALIDATION OF A MEASURE OF EMOTIONAL REASONING SKILLS: A TWO-STUDY INVESTIGATION**

**Gerhard Blickle**, *University of Bonn*  
**Tassilo Momm**, *University of Bonn*  
**Jochen Kramer**, *University of Bonn*  
**Jan Mierke**, *University of Bonn*  
**Yongmei Liu**, *University of Texas at Arlington*

In a two-study investigation, the construct and criterion-related validities of the Test of Emotional Intelligence (TEMINT), an ability-based measure of emotional reasoning skills, were examined. In Study 1, as hypothesized, emotional reasoning skills were related to emotion recognition ability, emotional empathy, and three measures of successful social functioning (i.e., social astuteness, interpersonal influence, and apparent sincerity) assessed by peers, after controlling for personality and occupational environment characteristics. In Study 2, results from a predictive validation study demonstrated that emotional intelligence explained additional variance in overall job performance ratings beyond general mental ability and personality traits.

## **THE PERFORMANCE OUTCOMES OF EMOTIONAL INTELLIGENCE: AN UPDATED META-ANALYSIS**

**Ernest H. O'Boyle Jr.**, *Virginia Commonwealth University*  
**Jeffrey Mathew Pollack**, *Virginia Commonwealth University*  
**Thomas Hawver**, *Virginia Commonwealth University*

Updated meta-analytic results indicate that Emotional Intelligence (EI) correlates .17 with academic performance ( $k = 22$ ) and .23 with job performance ( $k = 34$ ). The present research builds upon extant meta-analyses (e.g., Van Rooy & Viswesvaran, 2004) by including a larger number of studies, identifying substantive and methodological moderators, and using the most recent meta-analytic techniques (i.e., publication bias, meta-regression). Our results are consistent with previous meta-analyses in terms of effect direction, but substantially vary in magnitude from prior research. We discuss potential areas of exploration for future emotional intelligence research based on these new data.

## **WHAT IF WE FAKE EMOTIONAL INTELLIGENCE: SOCIAL DESIRABILITY AND THE INVESTIGATION OF ATTENUATION**

**Sungwon Choi**, *Louisiana State University*  
**Don H. Kluemper**, *Louisiana State University*  
**Kerry Shaun Sauley**, *Louisiana State University*

Emotional intelligence (EI) measures assessed through a self-reported format have been criticized as being susceptible to socially desirable responding. This study assesses the impact of social desirability and faking on a self-reported EI measure through a 3-step approach suggested by Barrick and Mount (1996) using structural equation modeling. The impact of social desirability on the relationships between EI and four outcome variables is assessed under 3 experimental conditions: non-faking ( $N = 711$ ), job-related faking ( $N = 276$ ), and maximal faking ( $N = 265$ ). Results indicated that attenuation occurred not so frequently, and the size was also small.

**OB/OT/OD: Impression Management and Identity**

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

Discussants:

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

**Brad S. Long**, *St. Francis Xavier University*

**John Michael Mankelwicz**, *Troy University*

**A FRAMEWORK OF ORGANIZATIONAL IMPRESSION MANAGEMENT STRATEGIES**

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

To be eligible for stakeholder support, organizations must attain a legitimate status as a homogeneous member of its institutional environment. Actual acquisition of stakeholder support, however, requires organizations to distinguish themselves from their institutional peers with unique and strong organizational identities. Thus, organizations are pressured to conform and to differentiate at the same time. Coping with such pressure necessitates use of organizational impression management (OIM) strategies to manage organizational images and reputations. Based on an integration of the institutional theory and organizational identity theory, this paper presents a first attempt to construct a framework of OIM strategies.

**A MULTIDIMENSIONAL EXAMINATION OF THE MOTIVATION TO ENGAGE IN KNOWLEDGE SHARING: INTEGRATING IDENTIFICATION THEORY WITH SOCIAL EXCHANGE THEORY**

**Michele L. Swift**, *Oregon State University*

**Lori Diane Paris Jr.**, *California State University, Bakersfield*

Integrating identification theory with social exchange theory, we develop a model examining the motivational effects of rewards on knowledge sharing between coworkers within the context of their relationship with the organization. We propose that the relative value of organizational rewards, coworker reciprocity, and intrinsic rewards are influenced by differences between the knowledge source's level of identification with the organization and their identification with the knowledge recipient. We further determine which reward has the greatest motivational potential on the knowledge source's knowledge sharing behavior. Implications of the model to both research and practice are discussed.

**INTELLIGENCE, IMPRESSION MANAGEMENT, AND TASK PERFORMANCE**

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

**Diane E. Johnson**, *University of Alabama*

Based on the resource allocation framework of performance (Kanter & Ackerman, 1989), our study present a model to explore for the effects of impression management on the relationship between cognitive ability and task performance. We propose that general intelligence is positively related to task performance and that this relationship is moderated by impression management (IM) such that IM lowers task performance more among those with low levels of general intelligence. We also suggest a 2x2 experiment to test the propositions of the model and discuss topics for future research.

**Strategy/Ent: Social Networks**

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

Discussant: **Kim Gower**, *Virginia Commonwealth University*

**COMPREHENSIVENESS VERSUS PACE, OR COMPREHENSIVENESS AND PACE IN STRATEGIC DECISION-MAKING: ROLE OF NETWORKS**

**Kiran Ismail**, *St. John's University*

**Xia Zhao**, *California State University, Dominguez Hills*

This paper presents a perspective to address the debate on the effectiveness of comprehensive decision-making processes under different environmental conditions. We take a social network perspective and provide a theoretical framework that suggests that comprehensive decision-making can be achieved at a fast pace. Specifically, we argue that this optimal situation can be achieved by maintenance of wide external social networks composed of portfolio of weak ties and strong ties, combined with strong internal organizational ties. Furthermore, we propose that comprehensiveness and pace are more critical in dynamic environments than in stable environments for superior firm performance.

**THE ADVANTAGE OF STATUS: HOW ORGANIZATIONS BENEFIT FROM SOCIAL STANDING**

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

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

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

The purpose of this multilevel study is to explore asymmetries in organizational status over time and discuss how varying levels of status impact the benefits received by the organization. We contribute to the theory of organizational status (Washington and Zajac, 2005) in two meaningful ways: 1. we incorporate a multilevel approach that includes both leader and organizational status as the status of associations in which the organization is a member; 2. we analyze the impact of a historical legacy of performance across levels.

**TOP MANAGEMENT TEAM RELATIONAL NETWORKS AND ORGANIZATIONAL INNOVATION**

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

**Patrick G. Maggitti**, *Villanova University*

**Nicholas M. Rongione**, *Villanova University*

This paper investigates the influence of TMT networks on organizational innovation using results from a field study of 73 technology firms. Notably, the strength of TMT network ties and the willingness of executives to use networks for information and influencing are associated with increased innovation. Moreover, while externally-focused TMT networks are associated with innovation, executive teams must also maintain connections to the core. Finally, TMT networks are most valuable under conditions of environmental change. The results add to the upper echelons and relational streams and are discussed in terms of a comprehensive model of TMT performance.

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# CALL FOR PAPERS: Southern Management Association 2009 Meeting

*November 11-14, 2009 – Asheville Renaissance Hotel, Asheville, North Carolina*

**Submission Deadline: April 10, 2009**

Program Chair: Mark Gavin, Oklahoma State University (mark.gavin@okstate.edu)

The Southern Management Association invites submissions for its 2009 Annual Meeting. All submissions will be reviewed on the basis of originality, rigor, and relevance. Submissions may take the form of papers, case studies, symposia, panel discussions, workshops, or another form not mentioned here. The Program Committee would especially like to encourage the submission of innovative sessions of all types. More details regarding innovative sessions will be available on the SMA website in 2009. 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 2009 meeting. The purpose of the Paper Development Workshop is for authors to receive feedback on their papers from experienced scholars to enhance their papers' publication potential. Again, more information will be available on the SMA website in 2009.

## SUBMISSION TRACKS & TRACK CHAIRS

1. Organizational Behavior  
Chair: Mark Bing, University of Mississippi  
(mbing@bus.olemiss.edu)
2. Strategic Management / Organizational Theory / International Management  
Chair: G. Tyge Payne, Texas Tech University  
(tyge.payne@ttu.edu)
3. Human Resources / Careers  
Chair: Dawn Carlson, Baylor University  
(Dawn\_Carlson@Baylor.edu)
4. Research Methods  
Chair: Gery Markova, Wichita State University  
(gergana.markova@wichita.edu)
5. Management History / Management Education  
Chair: Darla Domke-Damonte, Coastal Carolina University  
(ddamonte@coastal.edu)
6. Entrepreneurship / Information Technology / Innovation  
Chair: Neil Tocher, Idaho State University  
(tochneil@isu.edu)
7. Ethics / Social Issues / Diversity  
Chair: David Mayer, University of Central Florida  
(dmayer@bus.ucf.edu)
8. Health Care / Hospitality Management / Public Administration, Chair: Marilyn Whitman, University of Alabama  
(mwhitman@cba.ua.edu)

## OUTSTANDING PAPER AND DOCTORAL STUDENT PAPER AWARDS

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

## SUBMISSION GUIDELINES

- All submissions must be made online at [www.southernmanagement.org/meetings/2009/](http://www.southernmanagement.org/meetings/2009/) no later than April 10, 2009 at 11:59 pm Eastern Standard Time. The deadline is firm and no extensions will be granted.
- Only complete papers should be submitted. Proposals for and/or undeveloped papers will be returned without review.
- Authors are expected to abide by the SMA Code of Ethics, available at [www.southernmanagement.org/ethics/](http://www.southernmanagement.org/ethics/).
- Papers should not have been previously accepted, published, presented, or be under review for another meeting or journal. Subsequent publication, with proper acknowledgement, is encouraged.
- If a paper 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 8500 words. This limit includes the body of the text, notes, and appendices. It excludes the abstract, references, tables and figures. Paper format should follow the *Academy of Management Journal's* Style Guide (see [http://journals.aomonline.org/amj/style\\_guide.pdf](http://journals.aomonline.org/amj/style_guide.pdf)). Nonconforming submissions will be returned without review. Descriptions of and formatting requirements for submission types other than papers will be available on the SMA website in 2009.
- 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/2009/sample](http://www.southernmanagement.org/meetings/2009/sample).

**NEED ASSISTANCE?** Please email our support team at [support@southernmanagement.org](mailto:support@southernmanagement.org) or call us at 1.201.633.3208.

**Submit papers and volunteer to review at [www.southernmanagement.org/meetings/2009/](http://www.southernmanagement.org/meetings/2009/)**



Southeast USA Chapter

## WEDNESDAY, Oct. 29, 2008

### 2:00-3:15 – Learning and Growing – Fit, Resource, Environment - *Royal Tern*

*Session Chair:* Jorge Herrera, Embry Riddle Aeronautical University  
*Session Discussant* – Douglas Johansen, Florida State University

#### *Learning and Growing Globally: A Study of Professional Service Firms*

David M. Brock, Yeshiva University

Ilan Alon, Rollins College

#### *FDI by Firms from Newly Industrialized Economies in Emerging Markets: Corporate Governance, Resources, and Entry Commitment*

Yi-Long Jaw, National Taiwan University, Taipei, Taiwan

Wiboon Kittilaksanawong, National Taiwan University, Taipei, Taiwan

Chun-Liang Chen, National Taiwan University, Taipei, Taiwan

Sheng-Hsiung Chang, National Taiwan University, Taipei, Taiwan

#### *The Moderator Role of Task Environment on the Relationship between SME Foreign Entry Mode and Performance*

Abdul Beydoun, Florida International University

#### *The Power of Ownership Structure in International Joint Ventures in China: An Angel or a Devil?*

Pingying Zhang, University of North Florida

Cheryl Van Deusen, University of North Florida

### 3:30-5:00 – Around the World: Area Studies - *Royal Tern*

*Session Chair:* Eris C. Lind, Quinnipiac University

*Session Discussant:* Edwin C. Moore, Argosy University

#### *Automakers in Russia: Strategic Risks and Potential Opportunities*

John R. Patton, Florida Institute of Technology

#### *Can the European Union become another United States?*

Mohamad Sepehri, Jacksonville University

#### *Revisiting Hong Kong's Business Environment: A Decade after the Hong Kong Changeover in 1997*

Diane J. Prince, Clayton State University

Richard A. Fulton, Troy University – Augusta

Thomas W. Garsombke, Claflin University

#### *Double Diamonds, Real Diamonds: Botswana's National Competitiveness*

Jay van Wyk, Pittsburg State University

### 6:00 – 7:00 - SMA and AIB-SE Opening Reception - *Banyan Breezeway East*

## THURSDAY, Oct. 30, 2008

### Breakfast (*on your own*)

### 9:00 – 9:15 – Welcome: Carolyn Mueller, Chair, AIB-SE (USA) - *Blue Heron*

### 9:15 - 10:30 – Meet the Editors - *Blue Heron*

Bob Goddard – *International Business: Research, Teaching & Practice*

Neil Slough - *International Business: Research, Teaching & Practice*

Talya Bauer - *Journal of Management*

Tagi Sagafi-nejad - *International Trade Journal*

### 10:30 – 10:45 BREAK

### 10:45 – 12:00 – Talking about Teaching & Learning - *Blue Heron*

*Session Chair:* Elitsa R. Banalieva, Northeastern University

*Session Discussant:* Diane J. Prince, Clayton State University

#### *Counterfeit Drug Market with an Overview of the Situation in Russia*

Tamilla Curtis, Nova Southeastern University

Dr. Olga Yakob (M.D.), The State Institute of Postgraduate Education of Physicians (Russia)

Dr. Tom Griffin, Nova Southeastern University

#### *A Case Study Squared: A Case of Experiential Learning in International Business Education through Participation in a Case Study Competition*

Tara H. Saracina, Claflin University

Mario J. Zaino, Claflin University

#### *Blending Pragmatic Liberal Education with an International Business Program: The Rollins College Experience*

Donald P. Rogers, Rollins College

D. Thomas Lairson, Rollins College

Ilan Alon, Rollins College

Marc Sardy, Rollins College

Cecilia McInnis-Bowers, Rollins College

Sharon Agree, Rollins College

#### *Study Abroad: Validating the Factor Analysis of Student Choices*

Douglas W. Naffziger, Ball State University

Jennifer P. Bott, Ball State University

Carolyn B. Mueller, Stetson University

### 12:00- 1:30 – Lunch (*on your own*)





**1:30- 2:45 – Culture’s Impact - Blue Heron**

**Session Chair:** Mohammad Niamat Elahee, Quinnipiac University

**Session Discussant:** Thomas W. Garsombke, Claflin University

***Cultural Intelligence and Small Business in Canada***

María Teresa de la Garza Carranza, Instituto Tecnológico de Celaya (Mexico)

Carolyn Patricia Egri, Simon Fraser University (Canada)

***Values in the Workplace: A Look at Hotel Workers in Mexico and the United States***

Sally Sledge, Troy University

Angela K. Miles, North Carolina A & T State University

***Translation Equivalence in Cross-Cultural Research: Patterns in Published Research over Time***

Philip G. Benson, New Mexico State University

Lori D. Paris, California State University, Bakersfield

Michael J. Turner, New Mexico State University

**1:30- 2:45 – Making & Keeping Money - Royal Tern**

**Session Chair:** Mohamad Sepehri, Jacksonville University

**Session Discussant:** Carolyn Mueller, Stetson University

***An Empirical study of Stock Performance Diversity and Multiplicity of Foreign Cross-Listing Environments***

Elitsa R. Banalieva, Northeastern University

Christopher J. Robertson, Northeastern University

***Exchange Rates, Capital Controls, and Stock Returns: Evidence from Thailand***

Chaiporn Vithessonthi, Mahasarakham University (Thailand)

Jittima Tongurai, Oita University (Thailand)

***Earnings Stripping under Section 163(j): Status Quo Vadis?***

Patrick J. Knipe

Judson P. Stryker, Stetson University

***Examining the Returns of American Depository Receipts:***

***Evidence from Emerging and Developed Markets***

Halil Kiyimaz, Rollins College

Ilan Alon, Rollins College

Theodore Veit, Rollins College

***Risk and Security Parameters of Investment Capital***

Barbara Marga Weiss, University of Tampa

**2:45-3:00 BREAK**

**3:00 – 4:15 – Leaders and Followers - Blue Heron**

**Session Chair:** Philip G. Benson, New Mexico State University

**Session Discussant:** Christopher J. Robertson, Northeastern University

***Global Expansion and the Role of Women Leadership***

Aysar Philip Sussan, Bethune - Cookman University

Christina Frederick – Recascino, Embry Riddle Aeronautical University

Anthony Recascino, University of Central Florida

***Corporate Citizenship Perceptions in Latin America and Spain: The Effects of Firm International Characteristics***

William Newbury, Florida International University

M Abraham Soleimani, Florida International University

***A meta-analytic review of organizational citizenship behaviors among Chinese Business in Taiwan***

Yu-Mei Huang, Yu-Da College of Business (Taiwan)

***Keiretsu Ownership and Firm Innovation in Japanese Research-Intensive Industries***

Nobuaki Namiki, Rikkyo University (Japan)

**3:00 – 4:15 – Culture Conundrums - Royal Tern**

**Session Chair:** George Nakos, Clayton State University

**Session Discussant:** Ranjini Thaver, Stetson University

***Economics, culture and corruption: A comparative study of Latin American and Eastern European countries***

Edwin C. Moore, Argosy University

***Culture as a Fundamental Block to the Understanding of Emotional Intelligence Traits: The Role of Gender***

Nicole Adams, Quinnipiac University

Fadila Dawuni, Quinnipiac University

***The Impact of Culture on Northern and Southern Chinese Negotiation Style: An Exploratory Study***

Lijia Huang, ESC Rennes School of Business (France)

Mohammad Niamat Elahee, Quinnipiac University

***Comparative Study of Entrepreneurial Interest in Universities: An International Analysis***

Olivier Giacomini, Université catholique de Louvain (Belgique)

Frank Janssen, Université catholique de Louvain (Belgique)

Mark Pruett, Appalachian State University

Rachel S. Shinnar, Appalachian State University

Bryan Toney, Appalachian State University

**4:30 – 5:30 –Entry Strategies and Ideas - Blue Heron**

**Session Chair:** David M. Brock, Yeshiva University

**Session Discussant:** Mark F. Toncar, Youngstown State University

***Entry Strategies of Firms from Newly Industrialized Economies in Emerging Markets: The Role of Institutions and Firm Resources***

Yi-Long Jaw, National Taiwan University (Taiwan)

Wiboon Kittilaksanawong, National Taiwan University (Taiwan)

Sheng-Hsiung Chang, National Taiwan University (Taiwan)

***Do Exchange Rates Have Any Impact upon Foreign Direct Investment? The Case of China 2005 Floating Exchange Rate System***

Kang, Hsin-Hong, National Cheng Kung University (Taiwan)

Yang, Suechin, National Cheng Kung University (Taiwan)



Southeast USA Chapter

**AIB-SE Annual Meeting Program**  
**October 29-31, 2008**

***Stakeholder Perceptions of Ethical Issues in Offshoring and Outsourcing***

Christopher J. Robertson, Northeastern University  
Anna Lamin, Northeastern University

***Dynamic Capabilities Entrepreneurial and Market Oriented SME's Fit to International Environments and Competencies***

Douglas Johansen, Florida State University  
Gary Knight, Florida State University

**6:00 – 7:00 STUDENT RECEPTION – *Horizons Portico***  
**Best Conference Paper**  
**William Ziegler Best Student Paper Awards**  
**Special Presentation (TBA)**

**FRIDAY, Oct. 31, 2008**

**8:30 – 9:00 – Coffee and Conversation – *Blue Heron***

***State-Firm Relations in a Post-Globalized World***

Jay van Wyk, Pittsburg State University  
Barbara Weiss, University of Tampa

***The State of Entrepreneurship and Economic Participation in Eastern Europe***

Dianne H.B. Welsh, University of North Carolina Greensboro  
Barbara M. Weiss, University of Tampa

***Designing Research for International Crisis Communication Protocols***

Sue Godar, William Paterson University

***Factors Influencing the Geographic Concentration of Small Firms in the U.S.***

Richard J. Cebula, Armstrong Atlantic State University

***Environmental Scanning, Strategy Alignment and Leadership Style among Managers of Small Manufacturing Firms in Mexico***

María Teresa de la Garza Carranza, Instituto Tecnológico de Celaya (Mexico)  
Ricardo Contreras Soto, Universidad de Guanajuato (Mexico)  
Carolyn Mueller, Stetson University

**9:00 – 10:10 – Relationships with Regulators and**

***Others - Blue Heron***

**Session Chair:** Abdul Beydoun, Florida International University

**Session Discussant:** Donald P. Rogers, Rollins College

***Is U.S. Corporate Tax Policy Hurting its Position in the Global Economy?***

Jeffrey W. Margheim, Stetson University  
Judson P. Stryker, Stetson University

***Assessing the Feasibility of Increased U.S. Agricultural Import Regulations***

Nick Froslear, Youngstown State University  
Mark Nemenz, Youngstown State University  
Laura Taylor, Youngstown State University  
Mark F. Toncar, Youngstown State University

***Does it Pay to be a Business Group Member?***

Aya Chacar, Florida International University  
Natarajan Balasubramanian, Florida International University  
Bala Vissa, INSEAD (Singapore)

***Global Transfer Pricing: What Managers Should Know***

Ralph Drtina, Rollins College  
Jane L. Reimers, Rollins College

**10:10-10:25 BREAK**

**10:25 – 11:15 – Marketing Moves - *Blue Heron***

**Session Chair:** Aya Chacar, Florida International University

**Session Discussant:** Sally Sledge, Troy University

***Consumer Response to Unsolicited Recommendations: Psychological Reactance and Cultural Differences***

Desislava Budevaorida Atlantic University

***Emotional Intelligence and its Relationship with Marketing Ethics: An Exploratory Study across Three Countries***

Eris C. Lind, Quinnipiac University  
Nathan J. Smith, Quinnipiac University

***An Empirical Study of the Retail Consumption Behavior in Rural China***

Jane Peihsun Wu, Peking University  
Steven A. Williamson, University of North Florida

***Change in Consumer Perception of Pop-up Ads***

George Nakos, Clayton State University  
Keith Brouthers, King's College, University of London (U.K.)  
Stasa Filiplic, King's College, University of London (U.K.)

**11:30 – 12:30 – Panel Discussion - *Blue Heron***

***Approaching the Dragon: Understanding and Integrating Chinese Culture into Business and Enterprise Research on and in China***

Steven Williamson, University of North Florida  
Jane Peihsun Wu, Peking University (China)  
Pingying Zhang, University of North Florida

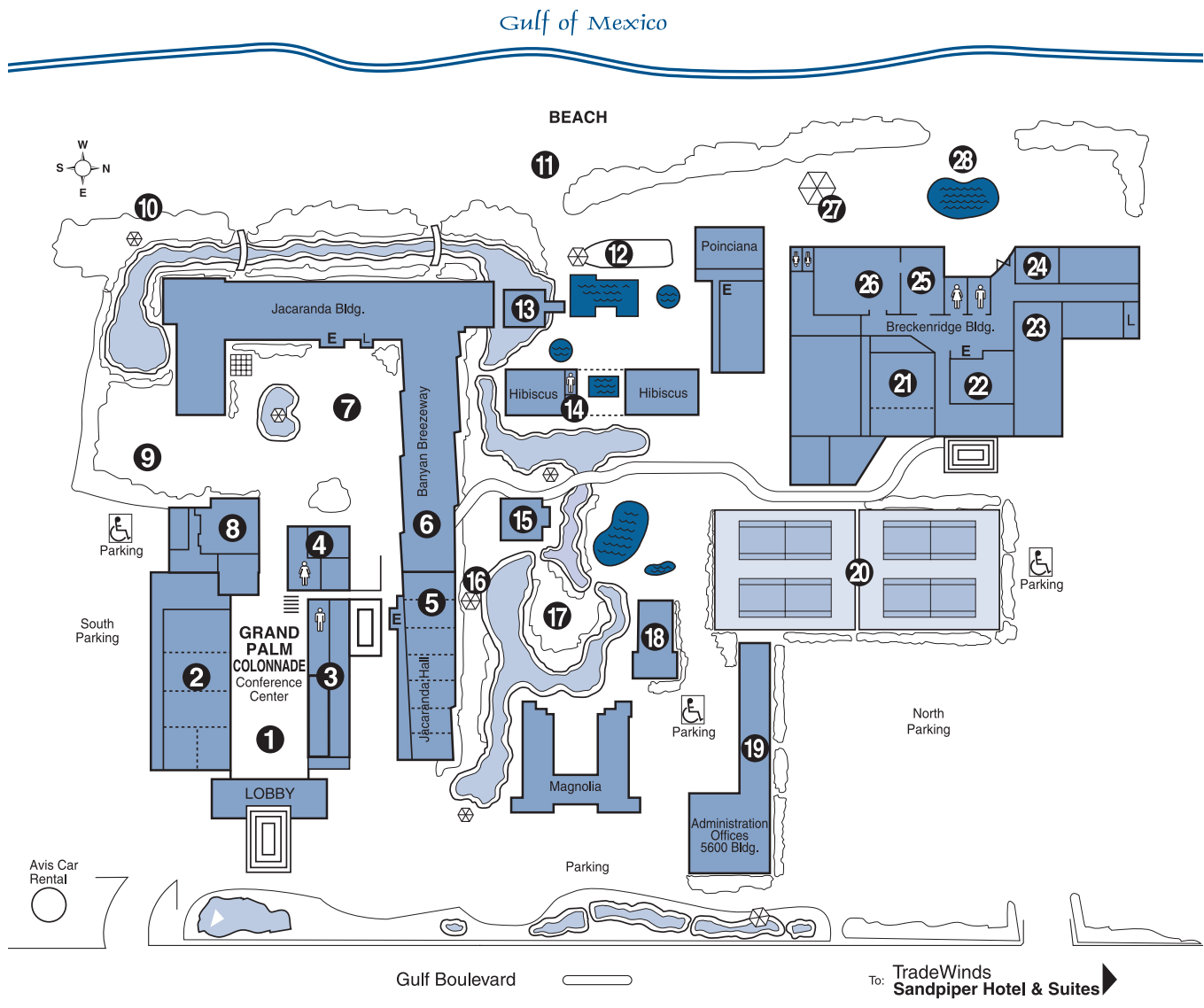
**12:30 - 2:00 - AIB-SE Lunch & Business Meeting - TBA**

**NOTES**





# TradeWinds Island Grand – Property Map



## MEETING FACILITIES

Grand Palm Colonnade	1
Island Ballroom	2
Second Floor Meeting Rooms	3,4
Jacaranda Hall	5
Banyan Breezeway	6
Garden Courtyard	7
South Terrace	9
South Beach Gazebo	10
Sea Breeze Deck	12
Pirate Island	17
Cypress Villa	18
Horizons Meeting Room	21
Breck Deck	28

## DINING & ENTERTAINMENT

Awakenings Lobby Bar	1
Deli & General Store	3
Palm Court Bistro	8
Flying Bridge	13
RedBeard's Sharktooth Tavern	15
Pizza Hut Express	24
Old Meeting House Ice Cream	24
B.R. Cuda's Sports Bar	25
Bermudas Restaurant	26
Salty's Beach Bar	27

## RECREATION & SHOPPING

Deli & General Store	3
Putting Green	9
Cabana Hut	11
Beachfront Terrace	12
Sauna	14
Paddleboat Landings	16
KONK Club	18
T.A.Z. Office	18
Tennis Courts	20
Body Works Salon	23
Fitness Center	23
Beaker's Tropical Outfitters	2

# Journals from Routledge

## New to Routledge for 2008

### *The Academy of Management Annals*

The latest publication from The Academy of Management

Editors: James P. Walsh, *University of Michigan, USA*

Arthur P. Brief, *University of Utah, USA*

## New to Routledge for 2009

### *Journal of Management, Spirituality & Religion*

Co-Editors: Yochanan Altman, *University of Paris, France*

Jerry Biberman, *University of Scranton, USA*

Louis W. Fry, *Tarleton State University, USA*

Robert A. Giacalone, *Templeton University, USA*

Jonathan Matheny, *Massey University, New Zealand*

### *Public Money & Management*

Published on behalf of The Chartered Institute of Public Finance  
and Accountancy (CIPFA)

Editor: Andrew Gray, *Academic Services for Public  
Management, UK*

Associate Editor: Jane Broadbent, *Roehampton University, UK*

## Also published by Routledge

### *Industry and Innovation*

Published in association with the Danish Research Unit for  
Industrial Dynamics (DRUID)

Editor-in-Chief: Mark Lorenzen, *Copenhagen Business School,  
Denmark*

### *Journal of Change Management*

Co-Editors: Colin Carnall, *Warwick University, UK*

Rune Todnem By, *Queen Margaret University, UK*

### *Public Management Review*

Editor-in-Chief: Stephen P. Osborne, *University of Edinburgh, UK*

### *Technology Analysis & Strategic Management*

Editor-in-Chief: Harry Rothman, *University of Manchester, UK*

### *Total Quality Management & Business Excellence*

Founding Editor: Gopal K. Kanji, *Kanji Quality Culture, UK*



**Routledge**

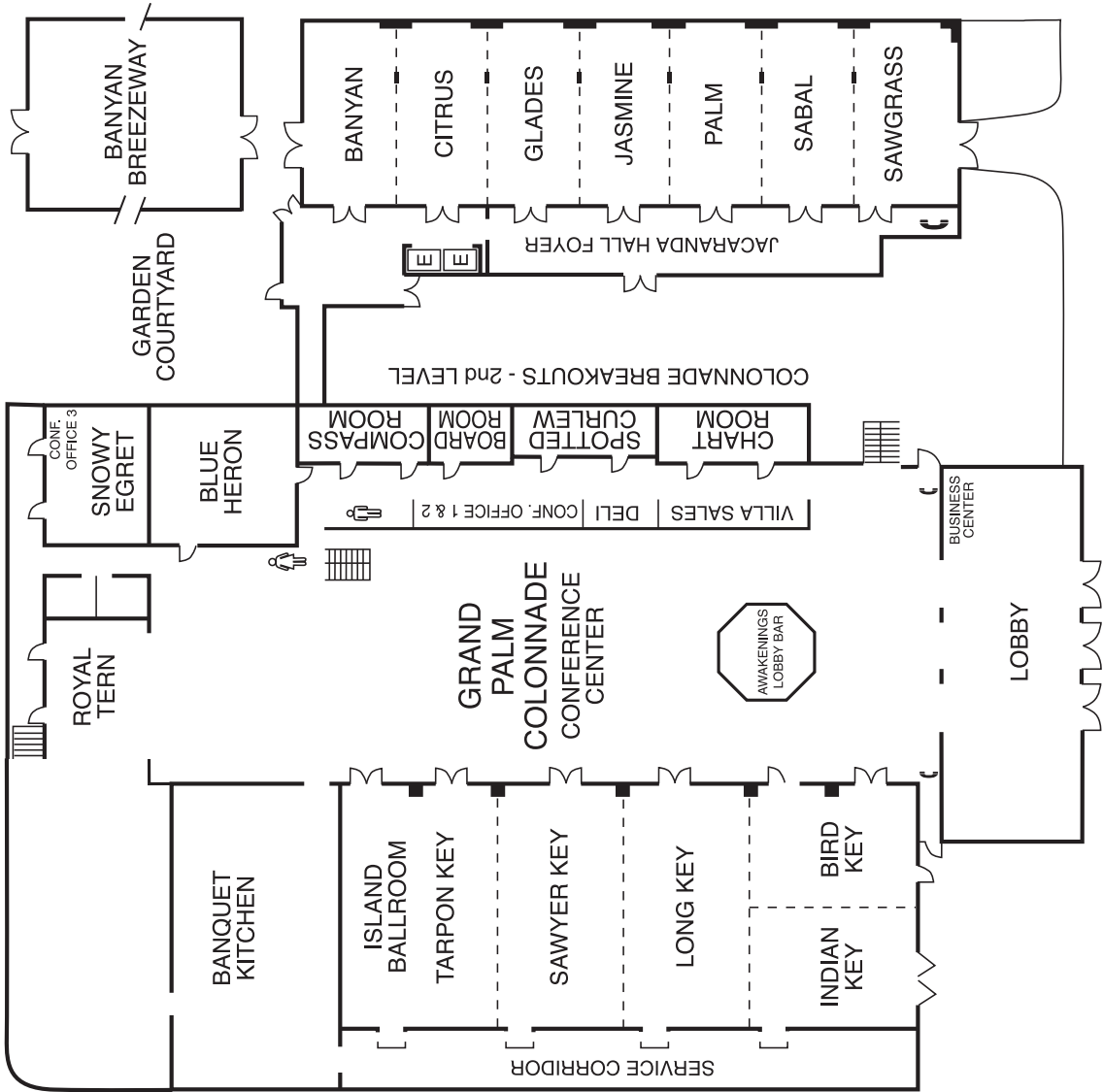
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TradeWinds Island Grand – Meeting Space Layout

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