Table of Contents

WELCOME TO THE 2009 MEETING OF THE SOUTHERN MANAGEMENT ASSOCIATION ........ 1
ABOUT SMA ........................................................................................................................................................ 2
SMA 2009 SPONSORS & EXHIBITORS .......................................................................................................... 2
SMA OFFICERS .................................................................................................................................................. 3
SMA 2009 PROGRAM COMMITTEE .............................................................................................................. 3
SMA BOARD MEMBERS ................................................................................................................................... 3
JOURNAL OF MANAGEMENT EDITORS .................................................................................................... 3
SMA FELLOWS ................................................................................................................................................... 3
SMA PAST PRESIDENTS (LISTED BY YEAR) .............................................................................................. 4
SUSTAINED OUTSTANDING SERVICE AWARD WINNERS (LISTED BY YEAR) ........................................ 4
SMA 2009 TRACK CHAIRS ............................................................................................................................... 5
AWARDS COMMITTEES .................................................................................................................................. 5
2009 SMA AWARDS ............................................................................................................................................ 7
SMA 2009 REVIEWERS ..................................................................................................................................... 9
SMA 2009 PROGRAM SCHEDULE ................................................................................................................ 12
   TUESDAY ........................................................................................................................................... 12
   WEDNESDAY ........................................................................................................................................... 12
   THURSDAY ............................................................................................................................................. 15
   FRIDAY ................................................................................................................................................ 30
   SATURDAY ........................................................................................................................................... 45
   PARTICIPANT INDEX .................................................................................................................. 52
SMA PLACEMENT SERVICES INFORMATION .......................................................................................... 55
SMA 2010 - CALL FOR PAPERS .................................................................................................................... 56
ASHEVILLE RENAISSANCE HOTEL – MEETING SPACE LAYOUT .......... Back Outside Cover
Welcome to the 2009 Meeting of the Southern Management Association

Welcome to Asheville, North Carolina and the 2009 SMA Meeting. This is our first conference visit to this city, but nothing has changed about the meeting itself. The SMA conference provides an intellectually stimulating environment both through its formal and informal activities.

This year, we received nearly 400 submissions across eight tracks. This has resulted in a total of 75 different sessions on the regular program, including paper sessions, symposia, panels and workshops covering a wide range of management topics. In short, there is something for everybody. It won’t be difficult to find a number of sessions that pertain to your specific areas of interest.

In addition to the regular program, Wednesday’s preconference activities, overseen by President-elect Margaret (Peg) Williams, provides a combination of excellent teaching and methods workshops as well as the annual doctoral consortium (coordinated by Gary Castrogiovanni and Hettie Richardson) and the biennial faculty consortium (coordinated by Lucy Gilson and Anson Seers). Just like the regular program, Wednesday offers a wide variety of exciting and stimulating activities.

Of course, much of the excitement and value of the SMA conference comes before, between and after sessions, when you get the opportunity to meet up with colleagues and get to know new ones. Along those lines, we encourage you to attend Thursday morning’s networking breakfast and to take advantage of the various networking breaks sprinkled throughout the conference. There are also receptions each evening, including the conference party on Friday evening, which will feature a Western North Carolina theme including a barbeque-oriented buffet, a live bluegrass band, and a performance by a nationally-recognized, award-winning clogging troupe.

While we intend to keep you busy with conference activities, do take the opportunity to get out into the Asheville area. That might mean a drive out into the outlying areas to soak in the beauty of the mountains or a stroll right outside of the hotel into the downtown area where a very short walk can put you in the middle of a number of great eateries, art galleries, cultural opportunities and shopping. This really is a gem of a city. Don’t miss the chance to experience it.

As with any conference, the efforts of many make it possible. Beyond those already mentioned above, big thanks go to the Track Chairs (Mark Bing, Dawn Carlson, Darla Domke-Damonte, Gergana Markova, David Mayer, Tyge Payne, Neil Tocher and Marilyn Whitman), Geralyn Franklin (Conference Site Coordinator), Joy Karriker (Conference On-site Coordinator) and Rahul Sawhney (IT guru). Thanks also to those who submitted, reviewed and/or are serving on the program in any capacity.

Whether this is your first visit, your twentieth visit, or some number in between, welcome. We hope you enjoy this year’s program and Asheville.

Sincerely,

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

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

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

**SMA Mission Statement**

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

**SMA Welcomes…**

**Our 2009 Meeting Sponsors**

[Image of sponsors]

**Our 2009 Meeting Exhibitors**

<table>
<thead>
<tr>
<th>Information Age Publishing</th>
<th>The Wall Street Journal</th>
</tr>
</thead>
<tbody>
<tr>
<td>Interpretive Simulations</td>
<td>vLeader: People Skills and Leadership Simulator</td>
</tr>
<tr>
<td>Routledge</td>
<td>Wiley-Blackwell</td>
</tr>
<tr>
<td>SAGE</td>
<td></td>
</tr>
</tbody>
</table>
# Southern Management Association

## Officers

**President**  
Allen C. Amason, University of Georgia

**President Elect**  
Margaret L. Williams, Virginia Commonwealth University

**Vice President/Program Chair**  
Mark B. Gavin, Oklahoma State University

**Vice President/Program Chair Elect**  
Bennett Tepper, Georgia State University

**Treasurer**  
Charles A. Pierce, University of Memphis

**Secretary and Membership Chair**  
Amy B. Henley, Kennesaw State University

**Past President**  
Charlotte D. Sutton, Auburn University

**Journal of Management Editor**  
Talya N. Bauer, Portland State University

**Archivist**  
Dan Cochran, Mississippi State University

**Communications Coordinator**  
Donald H. Kluemper, Louisiana State University

**Conference Site Coordinator**  
Geralyn McClure Franklin, University of Dallas

**Conference On-Site Coordinator**  
Joy H. Karriker, East Carolina University

## 2009 Program Committee

**VP & Program Chair**  
Mark B. Gavin, Oklahoma State University

**Conference Site Coordinator**  
Geralyn McClure Franklin, University of Dallas

**Conference On-Site Coordinator**  
Joy H. Karriker, East Carolina University

## Board Members

### 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

### 2008-2011 Term

- Gary J. Castrogiovanni, Florida Atlantic University  
- Cesar Douglas, Florida State University  
- Robin A. Cheramie, Kennesaw State 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  
- Yasemin Y. Kor, University of South Carolina  
- Michael Leiblein, Ohio State University  
- Steven C. Michael, University of Illinois, Urbana-Champaign  
- Laura Poppo, University of Kansas  
- Miguel Quiñones, Southern Methodist University  
- Deborah Rupp, University of Illinois, Urbana-Champaign  
- Deidra Schleicher, Purdue University  
- Christopher Shook, Auburn University  
- Jeremy C. Short, Texas Tech University  
- Greg L. Stewart, University of Iowa  
- Donald M. Truxillo, Portland State University

## Fellows

**New Fellows**  
- James G. Combs, Florida State University

**Active Fellows**

- Achilles 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  
- Wayne Hochwarter, Florida State University  
- K. Michele (Micki) Kaemar, University of Alabama  
- Dave Ketchem, Auburn University  
- Mark Martinko, Florida State University  
- Bruce M. Meglino, University of South Carolina  
- Kevin W. Mossholder, Louisiana State University  
- Pamela Perrewé, Florida State University  
- Terri A. Scandura, University of Miami  
- Chester Schriesheim, University of Miami  
- Anson Seers, Virginia Commonwealth University  
- Sherry Sullivan, Bowling Green University  
- Bennett Tepper, Georgia State University  
- Robert Vandenberg, University of Georgia  
- David D. Van Fleet, Arizona State University  
- Margaret “Peg” Williams, Virginia Commonwealth University  
- Daniel A. Wren, University of Oklahoma  
- Shaker A. Zahra, University of Minnesota

**Inactive Fellows**

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

**In Memoriam**

- Robert P. Vecchio  
- James G. “Jerry” Hunt  
- Charles R. Scott  
- Max S. Wortman, Jr.
### PAST PRESIDENTS

<table>
<thead>
<tr>
<th>Name</th>
<th>Affiliation</th>
<th>Years</th>
</tr>
</thead>
<tbody>
<tr>
<td>Charlotte D. Sutton</td>
<td>Auburn University</td>
<td>2008-2009</td>
</tr>
<tr>
<td>William L. Gardner</td>
<td>Texas Tech University</td>
<td>2007-2008</td>
</tr>
<tr>
<td>Anson Seers</td>
<td>Virginia Commonwealth University</td>
<td>2006-2007</td>
</tr>
<tr>
<td>Christine Marie Riordan</td>
<td>Texas Christian University</td>
<td>2005-2006</td>
</tr>
<tr>
<td>Terri A. Scandura</td>
<td>University of Miami</td>
<td>2004-2005</td>
</tr>
<tr>
<td>Kevin W. Mossholder</td>
<td>Louisiana State University</td>
<td>2003-2004</td>
</tr>
<tr>
<td>Donna E. Ledgerwood</td>
<td>University of North Texas</td>
<td>2002-2003</td>
</tr>
<tr>
<td>Tammy G. Hunt</td>
<td>University of North Carolina-Wilmington</td>
<td>2001-2002</td>
</tr>
<tr>
<td>Pamela L. Perrewé</td>
<td>Florida State University</td>
<td>2000-2001</td>
</tr>
<tr>
<td>Vida Scarpello</td>
<td>Georgia State University</td>
<td>1999-2000</td>
</tr>
<tr>
<td>Chester A. Schriesheim</td>
<td>University of Miami</td>
<td>1998-1999</td>
</tr>
<tr>
<td>Mark J. Martinko</td>
<td>Florida State University</td>
<td>1997-1998</td>
</tr>
<tr>
<td>Rose Knotts</td>
<td>University of North Texas</td>
<td>1996-1997</td>
</tr>
<tr>
<td>David D. Van Fleet</td>
<td>Arizona State University West</td>
<td>1995-1996</td>
</tr>
<tr>
<td>Robert C. Ford</td>
<td>University of Central Florida</td>
<td>1994-1995</td>
</tr>
<tr>
<td>J. Bernard Keys</td>
<td>Georgia Southern University</td>
<td>1993-1994</td>
</tr>
<tr>
<td>Charles R. Greer</td>
<td>Texas Christian University</td>
<td>1992-1993</td>
</tr>
<tr>
<td>Daniel S. Cochran</td>
<td>Mississippi State University</td>
<td>1991-1992</td>
</tr>
<tr>
<td>John A. Pearce II</td>
<td>George Mason University</td>
<td>1990-1991</td>
</tr>
<tr>
<td>James G. Hunt</td>
<td>Texas Tech University</td>
<td>1989-1990</td>
</tr>
<tr>
<td>W. Alan Randolph</td>
<td>University of South Carolina</td>
<td>1988-1989</td>
</tr>
<tr>
<td>B. Wayne Kemp</td>
<td>University of Tennessee-Martin</td>
<td>1987-1988</td>
</tr>
<tr>
<td>Achilles A. Armenakis</td>
<td>Auburn University</td>
<td>1986-1987</td>
</tr>
<tr>
<td>W. Jack Duncan</td>
<td>University of Alabama at Birmingham</td>
<td>1985-1986</td>
</tr>
<tr>
<td>William H. Holley</td>
<td>Auburn University</td>
<td>1984-1985</td>
</tr>
<tr>
<td>Arthur G. Bedeian</td>
<td>Auburn University</td>
<td>1983-1984</td>
</tr>
<tr>
<td>Dorothy N. Harlow</td>
<td>University of South Florida</td>
<td>1982-1983</td>
</tr>
<tr>
<td>Dennis F. Ray</td>
<td>Mississippi State University</td>
<td>1981-1982</td>
</tr>
<tr>
<td>Vince P. Luehsinger</td>
<td>Texas Tech University</td>
<td>1980-1981</td>
</tr>
<tr>
<td>John E. Logan</td>
<td>University of South Carolina</td>
<td>1979-1980</td>
</tr>
<tr>
<td>Ogden H. Hall</td>
<td>University of New Orleans</td>
<td>1978-1979</td>
</tr>
<tr>
<td>Jay T. Knippen</td>
<td>University of South Florida</td>
<td>1977-1978</td>
</tr>
<tr>
<td>James M. Todd</td>
<td>University of Memphis</td>
<td>1976-1977</td>
</tr>
<tr>
<td>Daniel A. Wren</td>
<td>University of Oklahoma</td>
<td>1974-1975</td>
</tr>
<tr>
<td>Leon C. Megginson</td>
<td>Louisiana State University</td>
<td>1973-1974</td>
</tr>
<tr>
<td>Richard I. Levin</td>
<td>University of North Carolina-Chapel Hill</td>
<td>1972-1973</td>
</tr>
<tr>
<td>Max B. Jones</td>
<td>Old Dominion University</td>
<td>1971-1972</td>
</tr>
<tr>
<td>Robert M. Fulmer</td>
<td>Georgia State University</td>
<td>1970-1971</td>
</tr>
<tr>
<td>Burnard H. Sord</td>
<td>University of Texas-Austin</td>
<td>1968-1969</td>
</tr>
<tr>
<td>Claude S. George</td>
<td>University of North Carolina-Chapel Hill</td>
<td>1967-1968</td>
</tr>
<tr>
<td>Herbert G. Hicks</td>
<td>Louisiana State University</td>
<td>1966-1967</td>
</tr>
<tr>
<td>Charles R. Scott</td>
<td>University of Alabama</td>
<td>1965-1966</td>
</tr>
<tr>
<td>William M. Fox</td>
<td>University of Florida</td>
<td>1964-1965</td>
</tr>
<tr>
<td>Joseph L. Massie</td>
<td>University of Kentucky</td>
<td>1963-1964</td>
</tr>
</tbody>
</table>

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

<table>
<thead>
<tr>
<th>Name</th>
<th>Affiliation</th>
<th>Year</th>
</tr>
</thead>
<tbody>
<tr>
<td>Chester A. Schriesheim</td>
<td>University of Miami</td>
<td>2009</td>
</tr>
<tr>
<td>Pamela W. Perrewé</td>
<td>Florida State University</td>
<td>2008</td>
</tr>
<tr>
<td>W. Jack Duncan</td>
<td>University of Alabama at Birmingham</td>
<td>2007</td>
</tr>
<tr>
<td>Robert C. Ford</td>
<td>University of Central Florida</td>
<td>2006</td>
</tr>
<tr>
<td>David D. Van Fleet</td>
<td>Arizona State University – West</td>
<td>2005</td>
</tr>
<tr>
<td>Arthur G. Bedeian</td>
<td>Louisiana State University</td>
<td>2004</td>
</tr>
<tr>
<td>James G. (Jerry) Hunt</td>
<td>Texas Tech University</td>
<td>2003</td>
</tr>
</tbody>
</table>

*Affiliations are at time of office*
### SMA 2009 TRACK CHAIRS

<table>
<thead>
<tr>
<th>Organizational Behavior</th>
<th>Management History/Management Education</th>
</tr>
</thead>
<tbody>
<tr>
<td>Mark Bing, University of Mississippi</td>
<td>Darla Domke-Damonte, Coastal Carolina University</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Strategic Management/Organizational Theory/ International Management</th>
<th>Entrepreneurship/Information Technology/Innovation</th>
</tr>
</thead>
<tbody>
<tr>
<td>G. Tyge Payne, Texas Tech University</td>
<td>Neil Tocher, Idaho State University</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Human Resources/Careers</th>
<th>Ethics/Social Issues/Diversity</th>
</tr>
</thead>
<tbody>
<tr>
<td>Dawn Carlson, Baylor University</td>
<td>David Mayer, University of Michigan</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Research Methods</th>
<th>Health Care/Hospitality Management/Public Administration</th>
</tr>
</thead>
<tbody>
<tr>
<td>Gery Markova, Wichita State University</td>
<td>Marilyn Whitman, University of Alabama</td>
</tr>
</tbody>
</table>

### MOST INNOVATIVE SESSION AWARD COMMITTEE

Gary J. Castrogiovanni, Florida Atlantic University  
Claudia C. Cogliser, Texas Tech University  
Angela Miles, North Carolina A&T State University  
Marcia J. Simmering, Louisiana Tech University  
Bennett Tepper, Georgia State University

### BEST PAPER COMMITTEES

#### Best Overall Conference Paper
James G. Combs, Florida State University  
Janaki Gooty, SUNY, Binghamton  
Amy B. Henley, Kennesaw State University

#### Best Overall Doctoral Student Paper
Tammy Hunt, University of North Carolina at Wilmington  
Christopher Shook, Auburn University  
Margaret L. Williams, Virginia Commonwealth University
Track 1: Organizational Behavior: Best Track Paper Committee
David Allen, University of Memphis
Michael R. Buckley, University of Oklahoma
Walter Davis, University of Mississippi
Caesar Douglas, Florida State University
Lucy Gilson, University of Connecticut
Don Kluemper, Louisiana State University
Doug Pugh, University of North Carolina at Charlotte
Ann Marie Ryan, Michigan State University
David Woehr, University of Tennessee at Knoxville

Track 1: Organizational Behavior: Best Doctoral Paper Committee
Tony Ammeter, University of Mississippi
Jim Bishop, New Mexico State University
Melissa Gruys, Wright State University
Jim Meurs, University of Mississippi
Pam Perrewe, Florida State University
Susan Stewart, Western Illinois University - Quad Cities

Track 2: Strategic Management/Organizational Theory/International Management: Best Track Paper Committee
Russell Crook, University of Tennessee
Peter Foreman, Illinois State University
Rebecca Long, Mississippi State University

Track 2: Strategic Management/Organizational Theory/International Management: Best Doctoral Paper Committee
Curt Moore, Texas Christian University
Jeremy Short, Texas Tech University
Rhett Brymer*, Texas Tech University
Joanna Tochman Campbell*, Texas Tech University
Li Dai*, Texas Tech University
T. Brad Harris*, Texas Tech University
Ning Li*, Texas Tech University
Adam C. Stoverink*, Texas Tech University
Brian W. Swider*, Texas Tech University
Cheryl Trahms*, Texas Tech University
Kai Xu*, Texas Tech University
*PhD seminar student with one collective vote

Track 3: Human Resources/Careers: Best Track Paper Committee
Merideth Ferguson, Baylor University
Kelly Zellars, University of North Carolina at Charlotte
Jonathon Halbesleben, University of Wisconsin – Eau Claire

Track 3: Human Resources/Careers: Best Doctoral Paper Committee
Blaine McCormick, Baylor University
Brian Collins, University of Southern Mississippi
Ken Harris, Indiana University Southeast

Track 4: Research Methods
Lucy Ford, St. Joseph’s University
Daniel Holt, Air Force Institute of Technology
Brian Miller, Texas State University

Track 5: Management History/Management Education
Claudia Ferrante, US Air Force Academy
J. Kay Keels, Coastal Carolina University
Wanda Lester, North Carolina A&T University

Track 6: Entrepreneurship/Information Technology/Innovation: Best Track Paper Committee
LaKami T. Baker, Auburn University
MaryLyn Manns, University of North Carolina at Asheville
Sherrylyn Roberts, University of Texas at Arlington

Track 6: Entrepreneurship/Information Technology/Innovation: Best Doctoral Paper Committee
Brian Nagy, Bradley University
Matt Marvall, Bowling Green State University
Greg Murphy, Idaho State University

Track 7: Ethics/Social Issues/Diversity
Mary Bardes, Drexel University
Rebecca Greenbaum, Oklahoma State University
David Mayer, University of Michigan

Track 8: Health Care/Hospitality Management/Public Administration: Best Track Paper Committee
Jean Gordon, Capella University
S. Robert Hernandez, University of Alabama Birmingham
Nir Menachemi, University of Alabama Birmingham
James Michael Vardaman, University of Memphis

Track 8: Health Care/Hospitality Management/Public Administration: Best Doctoral Paper Committee
Sharon Kendrick, Methodist University
Wayne Brock, University of Phoenix
Maxwell Courson, University of South Florida
# 2009 SMA Awards

## BEST OVERALL CONFERENCE PAPER

**AGGRESSIVE REACTIONS TO ABUSIVE SUPERVISION: THE ROLE OF INTERACTIONAL JUSTICE AND FRAGILE SELF-ESTEEM**

James Burton, Northern Illinois University  
Jenny M. Hoobler, University of Illinois, Chicago  

Presented: Saturday, 10:30am - noon in Grand Ballroom Salon A2

## BEST OVERALL DOCTORAL STUDENT PAPER

**GOOD LEARNERS AND GOOD PERFORMERS: THE INTERACTIVE EFFECT OF LEARNING GOAL ORIENTATION AND IMPRESSION MANAGEMENT TACTICS ON CREATIVITY THROUGH MENTORING PROVISION**

Dong Liu, University of Washington-Seattle  
Sheng Wang, University of Nevada, Las Vegas  
Sandy J. Wayne, University of Illinois, Chicago  

Presented: Thursday, 10:30am - noon in Grand Ballroom Salon C1

## BEST TRACK PAPERS

### Track 1: Organizational Behavior

**AGGRESSIVE REACTIONS TO ABUSIVE SUPERVISION: THE ROLE OF INTERACTIONAL JUSTICE AND FRAGILE SELF-ESTEEM**

James Burton, Northern Illinois University  
Jenny M. Hoobler, University of Illinois, Chicago  

Presented: Saturday, 10:30am - noon in Grand Ballroom Salon A2

**IMPLICIT FOLLOWERSHIP THEORIES (IFT): DEVELOPING AND VALIDATING AN IFT SCALE FOR THE STUDY OF FOLLOWERSHIP**

Melissa K. Carsten, Winthrop University  
Mary Uhl-Bien, University of Nebraska  

Presented: Friday, 1:15pm - 2:45pm in Windsor Ballroom Salon 2

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

**VENTURE CAPITAL-BACKED IPOS AND UNDERPRICING: A COMPARISON BETWEEN PRIVATE AND CORPORATE VC FIRMS**

Xiaodan Wang, Texas Tech University  
William P. Wan, Texas Tech University  

Presented: Friday, 3:15pm - 4:45pm in Swannanoa Room

### Track 3: Human Resources/Careers

**JOB SEEKERS’ REACTIONS TO INITIAL COMPANY FEEDBACK: INVESTIGATING THE ROLE OF JUSTICE PERCEPTIONS AND FEEDBACK CHARACTERISTICS**

Harvell Jackson Walker III, Texas Tech University  
Jeremy Bernerth, Louisiana State University  
Hubert Feild, Auburn University  
Jeremy C. Short, Texas Tech University  

Presented: Friday, 8:30am - 10:00am in Grand Ballroom Salon C2

### Track 4: Research Methods

**DIFFERENTIATING AUTHENTIC FROM TRANSFORMATIONAL LEADERSHIP: SCALE DEVELOPMENT AND EMPIRICAL TESTS**

Linda L. Neider, University of Miami  
Chester A. Schriesheim, University of Miami  
Sunchoon (Aviva) Sinclair, University of Miami  

Presented: Friday, 10:30am - noon in Windsor Ballroom Salon 1

### Track 5: Management History/Management Education

**STUDENT REACTIONS TO “FRIEND” REQUESTS FROM UNLIKELY SOURCES**

Katherine A. Karl, Marshall University  
Joy Van Eck Peluchette, University of Southern Indiana  

Presented: Friday, 1:45pm - 2:45pm in Grand Ballroom Salon A2

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

**INSTITUTIONAL DISTANCE AND CROSS-BORDER VENTURE CAPITAL INVESTMENT FLOWS**

Greg Bell, University of Dallas  
Curt Moore, Texas Christian University  
G. Tyge Payne, Texas Tech University  
Justin L. Davis, Ohio University  

Presented: Saturday, 8:30am - 10:00am in Grand Ballroom Salon A1

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

**A COMPARISON OF GENDER ROLE AND ROLE SPILLOVER THEORY FOR PREDICTING SUPERVISORS’ PERFORMANCE EXPECTATIONS OF FATHERS WHO TAKE PARENTAL LEAVE**

Kathleen M. Shumate, University of Texas, Arlington  

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

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

**FACTORS ASSOCIATED WITH SPINAL CORD INJURY ACUTE REHABILITATION CARE QUALITY**

Haiyan Qu, University of Alabama, Birmingham  
Richard M Shewchuk, University of Alabama, Birmingham  

Presented: Friday, 3:15pm - 4:45pm in Windsor Ballroom Salon 1
<table>
<thead>
<tr>
<th>Track 1: Organizational Behavior</th>
<th>Track 5: Management History/Management Education</th>
</tr>
</thead>
<tbody>
<tr>
<td>AFTER-ACTION REVIEWS: A VENUE FOR THE PROMOTION OF SAFETY CLIMATE</td>
<td>COLLEGES OF BUSINESS AND THE PREPARATION OF ENTREPRENEURS</td>
</tr>
<tr>
<td>Joe Allen, University of North Carolina, Charlotte</td>
<td>Adam R. Smith, University of Tennessee, Knoxville</td>
</tr>
<tr>
<td>Benjamin Baran, University of North Carolina, Charlotte</td>
<td>Dennis Duchon, University of Tennessee</td>
</tr>
<tr>
<td>Cliff Scott, University of North Carolina, Charlotte</td>
<td>Presented: Thursday, 1:15pm - 2:45pm in Grand Ballroom Salon A2</td>
</tr>
<tr>
<td>Presented: Saturday, 8:30am - 10:00am in Swannanoa Room</td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Track 2: Strategic Management/Organizational Theory/International Management</th>
<th>Track 6: Entrepreneurship/Information Technology/Innovation</th>
</tr>
</thead>
<tbody>
<tr>
<td>VENTURE CAPITAL-BACKED IPOs AND UNDERPRICING: A COMPARISON BETWEEN PRIVATE AND CORPORATE VC FIRMS</td>
<td>DOES AN ENTREPRENEUR'S PERSONALITY MATTER? A MULTILEVEL, MULTIPHASE INVESTIGATION OF CORE-SELF EVALUATIONS IN THE GROWTH OF TOP MANAGEMENT TEAM POTENCY AND NEW VENTURE PERFORMANCE</td>
</tr>
<tr>
<td>Xiaodan Wang, Texas Tech University</td>
<td>Dong Liu, University of Washington-Seattle</td>
</tr>
<tr>
<td>William P. Wan, Texas Tech University</td>
<td>Ho Kwong Kwan, Drexel University</td>
</tr>
<tr>
<td>Presented: Friday, 3:15pm - 4:45pm in Swannanoa Room</td>
<td>Greg Campbell Fisher, University of Washington</td>
</tr>
<tr>
<td></td>
<td>Presented: Thursday, 8:30am - 10:00am in Swannanoa Room</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Track 3: Human Resources/Careers</th>
<th>Track 7: Ethics/Social Issues/Diversity</th>
</tr>
</thead>
<tbody>
<tr>
<td>GOOD LEARNERS AND GOOD PERFORMERS: THE INTERACTIVE EFFECT OF LEARNING GOAL ORIENTATION AND IMPRESSION MANAGEMENT TACTICS ON CREATIVITY THROUGH MENTORING PROVISION</td>
<td>A COMPARISON OF GENDER ROLE AND ROLE SPILLOVER THEORY FOR PREDICTING SUPERVISORS’ PERFORMANCE EXPECTATIONS OF FATHERS WHO TAKE PARENTAL LEAVE</td>
</tr>
<tr>
<td>Dong Liu, University of Washington-Seattle</td>
<td>Kathleen M. Shumate, University of Texas, Arlington</td>
</tr>
<tr>
<td>Sheng Wang, University of Nevada, Las Vegas</td>
<td>Presented: Saturday, 8:30am - 10:00am in Berkeley Room</td>
</tr>
<tr>
<td>Sandy J. Wayne, University of Illinois, Chicago</td>
<td></td>
</tr>
<tr>
<td>Presented: Thursday, 10:30am - noon in Grand Ballroom Salon C1</td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Track 4: Research Methods</th>
<th>Track 8: Health Care/Hospitality Management/Public Administration</th>
</tr>
</thead>
<tbody>
<tr>
<td>AND JUSTICE FOR ALL! MEASUREMENT EQUIVALENCE OF ORGANIZATIONAL JUSTICE ACROSS SEVEN COUNTRIES</td>
<td>REALIZING PUBLIC POLICY: SENSEMAKING, INSTITUTIONAL LOGICS, AND LOCAL ENACTMENT</td>
</tr>
<tr>
<td>Irina Cozma, University of Tennessee</td>
<td>James Michael Vardaman, Mississippi State University</td>
</tr>
<tr>
<td>David J. Woehr, University of Tennessee</td>
<td>John Matthew Amis, University of Memphis</td>
</tr>
<tr>
<td>Presented: Friday, 10:30am - noon in Windsor Ballroom Salon 1</td>
<td>Presented: Thursday, 3:15pm - 4:45pm in Berkeley Room</td>
</tr>
</tbody>
</table>

---

**SMA MOST INNOVATIVE SESSION AWARD**

“WHAT’S MY LINE?”- THE YOUTUBE EDITION

Olenda E Johnson, North Carolina A&T State University
Claudia Ferrante, United States Air Force Academy
Cynthia Cycyota, United States Air Force Academy

Presented: Thursday, 10:30am - noon in Swannanoa Room

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

Chester A. Schriesheim, University of Miami
# SMA 2009 Reviewers

## BEST REVIEWERS BY TRACK

**Track 1: Organizational Behavior**  
Brian J. Collins, University of Southern Mississippi  
Shannon G. Taylor, Louisiana State University

**Track 2: Strategic Management/Organizational Theory/International Management**  
Sean Lux, University of South Florida

**Track 3: Human Resources/Careers**  
Brian Collins, University of Southern Mississippi

**Track 4: Research Methods**  
Michael Lance Frazier, Oklahoma State University

**Track 5: Management History/Management Education**  
J. Kay Keels, Coastal Carolina University

**Track 6: Entrepreneurship/Information Technology/Innovation**  
LaKami T. Baker, Auburn University

**Track 7: Ethics/Social Issues/Diversity**  
Gayle Baugh, University of West Florida

**Track 8: Health Care/Hospitality Management/Public Administration**  
James Micheal Vardaman, University of Memphis

---

## SMA 2009 REVIEWERS – FULL LISTING

<table>
<thead>
<tr>
<th>Track 1: Organizational Behavior</th>
<th>Track 2: Strategic Management/Organizational Theory/International Management</th>
<th>Track 3: Human Resources/Careers</th>
<th>Track 4: Research Methods</th>
</tr>
</thead>
<tbody>
<tr>
<td>Brian J. Collins, University of Southern Mississippi</td>
<td>Sean Lux, University of South Florida</td>
<td>Brian Collins, University of Southern Mississippi</td>
<td>Michael Lance Frazier, Oklahoma State University</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Track 5: Management History/Management Education</th>
<th>Track 6: Entrepreneurship/Information Technology/Innovation</th>
<th>Track 7: Ethics/Social Issues/Diversity</th>
<th>Track 8: Health Care/Hospitality Management/Public Administration</th>
</tr>
</thead>
<tbody>
<tr>
<td>J. Kay Keels, Coastal Carolina University</td>
<td>LaKami T. Baker, Auburn University</td>
<td>Gayle Baugh, University of West Florida</td>
<td>James Micheal Vardaman, University of Memphis</td>
</tr>
</tbody>
</table>

---

Cheryl L. Adkins, Longwood U.  
Darlene J. Alexander-Houle, U. of Phoenix, Hewlett Packard  
David G. Allen, U. of Memphis  
Akbar Mohd Ansari, Indian Institute of Management, Lucknow  
Guclu Atinc, Louisiana Tech U.  
Shamly Austin, U. of Alabama, Birmingham  
Susana Garrido Azevedo, Universidade da Beira Interior  
LaKami T. Baker, Auburn U.  
Diane Bandow, Troy U.  
Hyejin Bang, Florida International U.  
Mary Bardes, Drexel U.  
Marcelo Bernardo Barrios, EDDE  
Tim Basadur, U. of Illinois, Chicago  
Gayle Baugh, U. of West Florida  
Stephan Belding, Marylhurst U.  
Greg Bell, U. of Dallas  
Leslie A. Bethencourt, Walt Disney Parks & Resorts  
Michael David Biderman, U. of Tennessee, Chattanooga  
James W. Bishop, New Mexico State U.  
Lauren V. Blackwell, U. of Oklahoma  
Carrie A. Blair, College of Charleston  
Daniela Patricia Blettner, U. of Southern Mississippi  
Gerhard Blicke, U. of Bonn  
Kristen M. H. Bohlander, Eckerd College  
Joel F. Bolton, Oklahoma State U.  
Colin F. Bowen, St. Thomas U.  
Mark C. Bowler, East Carolina U.  
Wm. Matthew Bowler, Oklahoma State U.  
Dalton E. Brannen, Augusta State U.  
Jesus Bravo, Arizona State U.  
Jacob W. Brelan, U. of Idaho  
Eric Brey, U. of Memphis  
Michael G. Brizek, South Carolina State U.  
Meagan E. Brock, U. of Oklahoma  
Robyn Brouer, SUNY, Buffalo  
Phil C. Bryant, U. of Memphis  
Sandra Renee Bryant, Regent U.  
Rhett Brymer, Texas A&M U.  
Kay J. Bunch, Georgia State U.  
Maria Emilia Camargo, U. of Caxias do Sul  
Nathanael S. Campbell, Henderson State U.  
Angeles Carioni, Barry U.  
Melissa K. Carsten, Winthrop U.  
Min Z. Carter, Auburn U.  
Frank J Cavico, Nova Southeastern U.  
Daniel Arturo Cernas-Ortiz, U. of North Texas  
Cynthia Ann Cerrentano, Northern Illinois U.  
Russell W. Clayton, U. of Mississippi  
Dean Cleavenger, UCF  
Brian J. Collins, U. of Southern Mississippi  
Brian L. Connelly, Auburn U.  
Diego Maganhotto Coraiola, Faculdade Cenecesta de Campo Largo  
Kendall Cortelyou-Ward, U. of Central Florida  
David Lewis Coss, Virginia Commonwealth U.  
Susie S. Cox, McNeese State U.  
Aleta Crawford, U. of Mississippi Tupelo Campus  
Krista Crawford-Mathis, Champlain College  
Thomas Russell Crook, U. of Tennessee  
Kevin Cruz, U. of Pittsburgh  
John Norman Davis, Hardin-Simmons U.  
Juliet Davis, U. of Alabama  
Justin L. Davis, Ohio U.  
Walter D. Davis, U. of Mississippi  
H. Kristl Davison, U. of Mississippi  
Bart Jan Debicki, Mississippi State U.  
Sukumar c Debnath, Prairie View A&M U.  
Thomas Glenn DeLaughter, Flagler College  
Clay Dibrell, U. of Mississippi  
William J. Donoher, Missouri State U.  
Cezar Douglas, Florida State U.  
Joe J. Eassa Sr., Palm Beach Atlantic U.  
Chris C. Eldredge, U. of Georgia  
Eman Lotfy ElShenawy, Suez Canal U.  
Tammy Esteves, Troy U.  
Randy Evans, U. of Tennessee, Chattanooga  
Frances H. Fabian, U. of Memphis  
Karen Ferguson, Franklin U.  
Merideth J. Ferguson, Baylor U.  
Claudia Ferrante, United States Air Force Academy  
Matthew Scott Fleisher, U. of Tennessee  
David M. Ford, U. of Alabama  
Eric W. Ford, U. of North Carolina, Greensboro  
Lucy R. Ford, Saint Joseph's U.  
Peter Foreman, Illinois State U.  
Renee Foster, Delta State U.  
Michael Lance Frazier, Oklahoma State U.
A very special thank you to all of the reviewers for this year’s program
Tuesday, November 10

Tuesday, 7:00pm - 8:30pm in Top of the Plaza
Consortia and Pre-Conference Welcome Reception

Wednesday, November 11

Conference Registration Set Up: 1:00pm - 3:00pm in Grand Ballroom Salon B

Exhibitor Set Up: 2:00pm - 5:00pm in Grand Ballroom Salon B

Conference Registration and Exhibits: 3:00pm - 7:00pm in Grand Ballroom Salon B
Coordinator: Charles A. Pierce, University of Memphis

Registration for SMA Placement Services: 4:00pm - 7:00pm in Grand Ballroom Salon B
(late registration only; folders will not be available)
Coordinator: Frank B. Markham, Mesa State College

Wednesday, 7:45am - 5:00pm in Windsor Ballroom Salon 1
20th ANNUAL DOCTORAL STUDENT CONSORTIUM
(By Invitation Only)

Coordinators:
Hettie A. Richardson, Louisiana State University
Gary J. Castrogiovanni, Florida Atlantic University

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

Panelists Include:
David G. Allen, University of Memphis
James G. Combs, Florida State University
Thomas Russell Crook, University of Tennessee, Knoxville
Mark B. Gavin, Oklahoma State University
Lucy L. Gilson, University of Connecticut
Janaki Gooty, SUNY Binghamton
Amy B. Henley, Kennesaw State University
Mary Jo Jackson, University of South Florida St. Petersburg
K. Michele Kaemar, University of Alabama
Franz Kellermanns, Mississippi State University
Melenie J. Lankau, University of Georgia
Laura M. Little, University of Georgia
Kevin W. Mossholder, Auburn University
Jeremy C. Short, Texas Tech University
Bennett Tepper, Georgia State University
Ethlyn A. Williams, Florida Atlantic University

Wednesday, 8:30am - 12:30pm in Grand Ballroom Salon A1
Research Methods Workshop: Meta-Analysis

Michael A. McDaniel, Virginia Commonwealth University

The purpose of the workshop is to make participants aware of methods for conducting meta-analyses and systematic reviews. The workshop will cover both psychometric meta-analysis (Hunter & Schmidt) and meta-analysis in the Hedges and Olkin tradition. Exercises will make use of software that will be provided.

Interested participants should contact Michael A. McDaniel at mamcdani@vcu.edu to register.
### Teaching Excellence Workshop: Teaching Bootcamp (sponsored by the Organizational Behavior Teaching Society)

**Roy Lewicki, Ohio State University**  
*Organizational Behavior Teaching Society*

This “Teaching Bootcamp” is for doctoral students and new instructors (tenure-track and clinical faculty) in management and related disciplines. The workshop will be highly interactive, and will be facilitated by experienced, award-winning faculty who are members of the Organizational Behavior Teaching Society.

There will be an enrollment fee of $55 for the workshop, which will cover workshop handouts, a collection of articles on effective teaching techniques, and a one year membership to the Organizational Behavior Teaching Society.

The workshop will be taught by organizational behavior faculty, but will be useful for participants in management, strategy and related disciplines.

Preregistration is required. Interested participants should contact Roy Lewicki at Ohio State University, lewicki_1@fisher.osu.edu, 614-292-0258 to register.

### SMA Faculty Consortium

**Coordinators:**  
*Anson Seers, Virginia Commonwealth University*  
*Lucy L. Gilson, University of Connecticut*

The objective of the consortium is to enhance the scholarship, teaching and overall career and life experiences of faculty who are in the early stages of their career as well as experienced faculty contemplating job changes or reorientations of their career priorities.

Those wishing to participate should send an e-mail expressing an interest along with their current vita by October 19th, 2009, to Anson Seers at aseers@vcu.edu, or Lucy Gilson at lgilson@business.uconn.edu.

**Panelists Include:**  
*Terry C. Blum, Georgia Institute of Technology*  
*Christopher Shook, Auburn University*  
*Talya Bauer, Portland State University*  
*Lucy L. Gilson, University of Connecticut*  
*Anson Seers, Virginia Commonwealth University*  
*Kevin B. Lowe, University of North Carolina at Greensboro*  
*William L. Gardner, Texas Tech University*  
*Mary Jo Jackson, University of South Florida-St. Petersburg*  
*Matthew W. Rutherford, Virginia Commonwealth University*  
*Margaret L. Williams, Virginia Commonwealth University*

### Teaching Excellence Workshop: The Role of Business Schools in Environmental Sustainability Education

**Daniel Fogel, Wake Forest University**

Sustainability is rapidly becoming a strategic issue in various sectors of global economies including that of the United States. An issue on the minds of many is how business schools can prepare students for this aspect of the changing business environment.

This interactive workshop will provide an introduction to the role of business schools in environmental sustainability education. The workshop will use various formats such as case study, discussion groups, and simulation reviews. Participants will be provided with a resource guide for additional information, such as sample course syllabi, web references, analytical tools, and recommended texts and readings.

Interested participants should contact Dan Fogel at dan.fogel@mba.wfu.edu to register.

There is no charge for the workshop; however, some pre-reading that will be used in the workshop will be distributed prior to November 11. Please send questions and areas you would like covered in the workshop to Dan Fogel in advance.
Wednesday, 1:30pm - 4:30pm in Eagle Room

SMA Officers and Board Meeting
(by invitation only)

Presiding: Allen C. Amason, University of Georgia

Wednesday, 1:30pm - 5:30pm in Grand Ballroom Salon A1

Research Methods Workshop: Introduction to Latent Variable Models and Their Evaluation

Larry J. Williams; Ernest O’Boyle
Center for the Advancement of Research Methods and Analysis (CARMA)
Virginia Commonwealth University

The purpose of this workshop is to introduce participants to structural equation latent variable models and their evaluation. Three types of individuals stand to benefit from this workshop including faculty and students without formal training in structural equation modeling (SEM), individuals who are currently working on SEM projects or papers, and anyone (such as ad hoc reviewers) who could benefit from a technical update.

Interested participants should contact Larry J. Williams at larry.j.williams@vcu.edu to register.

Wednesday, 3:15pm - 3:45pm in Grand Ballroom Salon B

Networking Break

Coordinator: Joy H. Karriker, East Carolina University

Wednesday, 5:00pm - 6:00pm in Grand Ballroom Salon A2

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 Grand Ballroom Salon B

Networking Welcome Reception

Come and gather for light snacks and conversation with colleagues.
SBMA Placement Services: 8:00am - 5:00pm in Grand Ballroom Salon B
(closed for lunch from Noon to 1:30pm)
Coordinator: Frank B. Markham, Mesa State College

Thursday, 7:00am - 8:30am in Top of the Plaza
SMA Networking Breakfast
Coordinator: Gayle Baugh, University of West Florida
All SMA registrants are invited. Come meet everyone!

Thursday, 8:30am - 10:00am in Grand Ballroom Salon A1
OB: CWB and Leadership
Session Chair: John Veiga, University of Connecticut
Discussants:
Meagan E. Brock, University of Oklahoma
Laura A. Williams, University of Mississippi
John Veiga, University of Connecticut

EVIDENCE OF MANAGERIAL MALPRACTICE
Ann Gilley, Ferris State University
David Marion, Ferris State University
Jerry Wayne Gilley, Colorado State University
The relatively new concept of “managerial malpractice” is gaining popularity in contemporary managerial, organizational, and legal vocabularies. Despite its growing recognition, however, the concept remains untested through empirical inquiry. This study examined the relationship between managerial practices, effectiveness, and managerial malpractice. We found a link between certain practices that contribute to ineffectiveness and, ultimately, evidence of managerial malpractice.

GOAL SETTING AND DESTRUCTIVE LEADER BEHAVIORS
Mary Barde, Drexel University
Ronald F. Piccolo, Rollins College
Recently, scholars have begun to consider the reasons why leaders choose to engage in destructive leader behaviors. In this paper, we review extant research on antecedents of negative supervisory behaviors. Then, we add to these findings by presenting a theoretical model that suggests aspects of goals and reward systems can act as contextual antecedents of destructive behaviors. We draw on research on goal setting, stress, and aggressive behavior to propose that goal difficulty and goal-contingent reward can contribute to destructive leader behaviors through the effects these characteristics have on levels of stress. Our results provide general support for our hypotheses.

THE RELATIONSHIPS BETWEEN ATTRIBUTION STYLES, LMX, AND PERCEPTIONS OF ABUSIVE SUPERVISION
Mark J. Martinko, Florida State University
David Sikora, Florida State University
Paul Harvey, University of New Hampshire
Sherry E. Moss, Wake Forest University
Prior abusive supervision research focuses on subordinates’ perceptions of abusive supervision. Recent research indicates that a variety of factors are related to these perceptions including subordinates’ self-esteem, personality traits, and negative affectivity as well as supervisors’ perceptions of justice and breaches of psychological contracts. In this paper we propose and argue that a significant proportion of the variance in members’ perceptions of abuse by their leaders can be explained by the interactions of leaders’ and members’ attribution styles and that abuse perceptions are both mediated and moderated by the quality of their LMX relationships.

Strategy/OT/IM: Alliances, Innovation & Creativity
Session Chair: John M. Mueller, University of Louisville
Discussants:
Papers 1 & 2: Kathleen Elizabeth Voges, Texas A&M University-San Antonio
Paper 3: John M. Mueller, University of Louisville

BREADTH AND DEPTH OF ALLIANCE EXPERIENCE ON TECHNOLOGICAL INNOVATIVENESS
Rui Wu, University of Southern California
I examine impacts of alliance experience on partners’ innovative performance. Innovativeness indicates a firm’s capabilities in creating competitive advantages. Using innovativeness as a novel measure of performance, empirical evidence shows that alliance experiences benefit partners through two paths: general partner experience (breadth) and duration of partnerships (depth). Breadth expands the pool of resource and knowledge a firm can access, thus increases the firm’s exploration for innovative ideas. Depth of alliances deepens knowledge developed in cooperative relationships. Such knowledge enables partners to transfer and to integrate resources with efficiency for innovative use. However, performance gains from duration diminish as relationships prolong.
STRATEGIC ALLIANCES AND FIRMS' EXOGENOUS RESOURCE DEVELOPMENT

Curtis L. Wesley II, Texas A&M University
Rhett Brymer, Texas A&M University

This paper extends the research on strategic alliances by examining alliances as a firm level strategy to acquire and retain resources. We propose that not only do the benefits of such alliances flow between partners but the benefits of the partnership allow each firm the opportunity to benefit from the relationship outside the alliance itself. Using collegiate athletics and conference affiliations as an example, we test our theory in two settings. Time series analysis provides marginally supportive evidence of this phenomenon. This study hopes to introduce relational resources as the currency leveraged within a network that allows firms to expand.

THE MEDIATING EFFECTS OF ACTION ORIENTATION ON THE CREATIVITY-PERFORMANCE RELATIONSHIP

Larry Weinzimmer, Bradley University
Eric J. Michel, Bradley University
Jennifer L. Franczak, Bradley University

While previous research has investigated the link between creativity and performance, results have been inconsistent and mixed. One possible explanation may be that an organization possesses certain cultural attributes (e.g., creativity), those attributes don’t necessarily impact performance directly. We argue that a firm’s ability to take action mediates the creativity performance relationship. We draw on organizational behavior literature to develop an action orientation measure, establish the construct validity of that measure, and hypothesize that action orientation mediates the creativity – firm performance relationship. In doing so we further establish the criterion validity of the action orientation measure in predicting performance.

Thursday, 8:30am - 10:00am in Grand Ballroom Salon C1

Session Chair: Mary D. Tranquillo, Strayer University
Discussants: James E. King, University of Alabama
Gregory P. Tapis, Mississippi State University
Curtis Francis Matherne III, East Tennessee State University

EXAMINING RESPONSES TO ETHICAL RULE VIOLATIONS: A RELATIONAL PERSPECTIVE

Anushri Rawat, University of Pittsburgh
Audrey J. Murrell, University of Pittsburgh
Ray Jones, University of Pittsburgh

Using Rusbult’s typology of exit, voice, loyalty and neglect response categories (Rusbult, Zembrodt, & Gunn, 1982), we provide a relational perspective to understand how individual and situational factors influence administrators’ responses to ethical violations. Specifically, we examine blatant and subtle violations (severity) and rule-based and diversity-based violations (content). We find that administrators’ ethical attitudes are positively associated with more constructive responses only in rule-based ethical violations. Furthermore, we find that ethical dilemmas are characterized by constructive and destructive responses based on the severity and content of the violations.

THE EFFECTS OF ETHICAL ORIENTATION ON PERCEIVED ETHICALITY OF BLUFFING, WILLINGNESS TO BLUFF, AND ACTUAL BLUFFING BEHAVIOR

G. Stoney Alder, University of Nevada, Las Vegas
Rebecca Guidice, University of Nevada, Las Vegas

Scholars have debated the ethicality of bluffing in business for years yet little research has examined individuals’ attitudes towards bluffing and how individual differences influence these perceptions and subsequent behavior. We address this gap by examining how the ethical orientation of individual influences judgments and behavior. Our results indicate that ethical orientation exerts a direct effect on the perceived ethicality of bluffing and indirect effects on individuals’ willingness to bluff as well as their actual bluffing behavior in a competitive environment.

USING PLANNED BEHAVIOR TO MODEL ETHICAL BEHAVIOR

Jermaine Vesey, University of Texas, San Antonio
Winona M. Burt, University of Houston, Clear Lake

Research has shown that academic dishonesty is more prevalent among business students than their non-business counterparts. In this paper a modified version of Ajzen’s planned behavior model is used to examine the underlying causes of academic dishonesty and shed light on why business students report higher cheating levels than their peers. The proposed model provides a comprehensive view of academic dishonesty and is believed to explain more variance in the predicted behavior than the sub-component approaches used in past studies. Lastly, using the proposed framework, the authors highlight steps professors and institutions can take to reduce academic dishonesty.

Thursday, 8:30am - 10:00am in Grand Ballroom Salon C2

Session Chair: Mark E. Collins, University of Tennessee
Discussants: Mark E. Collins, University of Tennessee
Gavin Schwarz, University of New South Wales

IMPLICATIONS OF GEOGRAPHIC DYNAMICS FOR FIRM FOUNDING AND SURVIVAL

Liang Wang, York University
Anoop Madhok, York University
Stan X. Li, York University

This paper examines temporal boundaries of the geographic concentration literature. Previous studies suggest two competing rationales explaining geographic concentration: the economic perspective suggests that clustered firms outperform non-clustered firms; the sociological perspective proposes that industrial clusters attract more new business establishments than other places. We argue that the mechanism underlying geographic concentration varies as an industry goes through its life cycle. Data from the Ontario’s wine production (1865 – 1974) shows that geographic concentration should be explained only by the sociological rationale in the fragmentation stage and only by the economic rationale in the shakeout-and-maturity stage.

Sean Lux, University of South Florida

Strategic fit to economic and political factors is evaluated in the U.S. coal industry from 1988 to 2000. Political and economic factors suggest firm political and economic actions will vary to exploit different types of opportunities. Deviation from political and economic contingencies is used to evaluate strategic fit. Empirical evidence suggests that fit to political factors is positively related to economic performance.

THE INFLUENCE OF MARKET ORIENTATION AND INTRA-FAMILY SUCCESSION INTENTIONS ON THE MARKETING STRATEGIES OF SMALL FIRMS

Esra Memili, Mississippi State University
James J. Chrisman, Mississippi State University
Erick Paulo Cesar Chang, Arkansas State University
Jason Lueg, Mississippi State University

The impact of family involvement on the behavior of small firms remains under researched. Because intentions for intra-family succession across generations can engender a long-term perspective, it may have an influence on firm behaviors, such as the aggressiveness of a firm’s marketing strategy. We hypothesize that intra-family succession intentions will have direct influence on the aggressiveness of marketing strategy as well as a moderating influence on the relationship between market orientation and marketing strategy aggressiveness. We confirm our hypotheses with a sample of 843 small family and non-family firms.

Thursday, 8:30am - 10:00am in Windsor Ballroom Salon 1

OB: Workplace Communication

Session Chair: Raina Marie Rutti, Dalton State College

Discussants:
Howard C. Ralph Jr., Clayton State University
Chris C. Eldredge, University of Georgia
Raina Marie Rutti, Dalton State College

IMPEDEMENTS TO LINE OF SIGHT: A SENSEMAKING ANALYSIS OF MID-LEVEL MANAGERS' DECISIONS TO COMMUNICATE TACIT ORGANIZATIONAL OBJECTIVES TO SUBORDINATES

Thomas Brad Harris, Texas A&M University
Ning Li, Texas A&M University

Employee “line of sight (LOS)” is defined as an employee’s understanding of organizational objectives and how they can contribute to those objectives (Boswell & Boudreau, 2001). This paper seeks to empirically examine employee “line of sight” and develop a modified form of Ilgen et al.’s (1979) feedback-process model. Using organizational sensemaking theory (Weick, 1995) as a building block, we theoretically argue that managers are influenced to accept or reject organizational objectives by perceived information uncertainty and source credibility, and in turn, the accept/reject decision influences what messages are communicated to subordinates, thus influencing employee LOS.

★BEST DOCTORAL PAPER IN TRACK★
DOES AN ENTREPRENEUR’S PERSONALITY MATTER? A MULTILEVEL, MULTIPHASE INVESTIGATION OF CORE-SELF EVALUATIONS IN THE GROWTH OF TOP MANAGEMENT TEAM POTENCY AND NEW VENTURE PERFORMANCE

Dong Liu, University of Washington-Seattle
Ho Kwong Kwan, Drexel University
Greg Campbell Fisher, University of Washington

This study brings together advances in personality and leadership research, entrepreneurship theory development, and multilevel modeling to build and test a model on how and when an entrepreneur’s level of core self-evaluations (CSE) affects new venture performance. We tracked 105 new ventures for six months and found that an entrepreneur’s CSE is more strongly related to the top management team potency when the team faces novel or critical events. Top management team potency was also found to mediate the interactive effects of an entrepreneur’s CSE with the critical and novel events on new venture performance over time.

MUM’S THE WORD: DEVELOPMENT OF SCALES TO MEASURE THE MUM EFFECT

Susie S. Cox, McNeese State University
Laura E. Marler, Mississippi State University
Marcia J. Simmering, Louisiana Tech University
David G. Allen, University of Memphis

This study reports the development of 7 scales to assess the Mum Effect, which is a tendency to avoid sharing bad news (Rosen & Tesser, 1970). In Study 1, scales are developed then subjected to EFA after being reviewed by subject matter experts. In Study 2, CFA is conducted to confirm the factor structure of scales and to provide evidence of construct validity. Both studies provide evidence that the newly-developed scales have sound psychometric properties.
We examined the mediating role of supportive supervisor communication in the relationship between leader-member exchange (LMX) and employee job performance. Specifically, we predicted that the link between employees’ perceptions of LMX quality and supervisor-rated contextual performance would be mediated through perceptions of supportive supervisor communication. The influence on task performance was hypothesized to be mediated through supportive supervisor communication and one dimension of contextual performance, job dedication. Results based on a sample of 243 supervisor-subordinate dyads supported our theoretical model.

THE ROLE OF MARKETED BUSINESS SCHOOL IDENTITY IN INFLUENCING INNOVATIVE OR RULE-ABIDING (ADAPTIVE) COGNITION IN STUDENTS

Nicole C. Jackson, Boston College

As socialization sites, business schools can influence different cognitive styles in students. Business education research typically localizes its analysis to curricula and teaching pedagogy. However, this paper takes an alternative approach. Specifically, this paper examines how the marketed identity of two business schools may prime students to enact more innovative as opposed to more rule-obedient cognition. These effects may be mediated by the climate factors of the school. Initial findings reveal that the marketed identity influences how students may perceive their school’s climate as more or less innovative. However, this marketed identity, in general, does not impact students' cognitive style.

WHEN IS LYING ACCEPTABLE? LESSONS FROM A BUSINESS ETHICS TRAINING NEEDS ASSESSMENT

Nhung T. Nguyen, Towson University
Manoj Tom Basuray, Towson University
Donald Kopka Jr., Towson University
Donald McCulloh, Towson University

Business ethics training needs was assessed using undergraduate business students. Across three moral dilemmas, i.e., accounting, finance, and human resource management, Jones’ (1991) ethical decision making model received considerable support. Moral intensity had an impact on moral awareness, moral judgment, and moral behavioral intent independent of moral awareness and moral judgment. Both moral awareness and moral judgment were found to shape moral intents. Training in moral awareness was recommended as a result of lying being viewed as acceptable by a majority of respondents in the Human Resource management scenario. Implications on business ethics teaching are discussed.
Session Chair: Jeffrey Paul, Oklahoma State University

Discussants:
Christina L. Stamper, Western Michigan University
Lisa Schurer Lambert, Georgia State University
James W. Bishop, New Mexico State University

ATTACHMENT THEORY AND TRUST: IMPLICATIONS FOR PERFORMANCE AND CITIZENSHIP BEHAVIORS

Laura M. Little, University of Georgia
Janaki Gooty, SUNY, Binghamton
Debra L. Nelson, Oklahoma State University
Michael Lance Frazier, Oklahoma State University

This paper presents a conceptual model linking the adult attachment (secure attachment, counterdependence and overdependence) to trust in one’s supervisor and consequently, behavioral outcomes. Our findings, drawn from subordinate - supervisor ratings across multiple organizations, revealed that all three adult attachment styles have an impact on one’s trust in the supervisor. Structural equation modeling results also indicated support for indirect effects (via trust) of attachment on supervisor-rated performance and organizational citizenship behaviors. Implications for the attachment and trust literatures are discussed.

THE RELATIONSHIP BETWEEN ORGANIZATIONAL CITIZENSHIP BEHAVIORS AND SUPERVISORS’ RATINGS OF DELEGATION, EFFECTIVENESS, AND TRUST: DOES GENDER MATTER?

Carolyn C. Matheus, SUNY, University at Albany
Thomas D. Taber, SUNY, University at Albany

Landy (2008) argued that laboratory studies of stereotyping bias in performance evaluation are not applicable to real work settings. The current research, however, presents prima facie evidence of gender discrimination in performance evaluations in real work places. A sample of employed adults provided data on their organizational citizenship behaviors. In addition, their supervisors evaluated the subordinates’ overall effectiveness. For male employees significant positive correlations were found between OCBs and supervisor ratings of the employee’s effectiveness. No significant correlations were found for females. The results suggest that OCBs of males are valued by supervisors, but OCBs of females are not.

TRUST IN THE FRANCHISOR-FRANCHISEE RELATIONSHIP: TESTING A PROPOSED MODEL OF TRUST AND ITS RELATIONSHIP WITH PERFORMANCE

Chris C. Eldredge, University of Georgia
Ryan M. Vogel, University of Georgia
Melenie J. Lankau, University of Georgia

Prior research on trust has yielded little consensus on how best to conceptualize and measure trust as a latent construct. This study advances the trust literature by presenting and empirically testing a two-dimensional model of trust, its relationship with organizational performance, and the effect of time on that relationship, using data collected from 712 franchisees. As predicted, trust is conceptualized using two dimensions – character-based trust and competence-based trust. Additionally, perceived time spent together moderates the positive relationship between trust and perceived impact on performance. The manuscript concludes with future research possibilities in the realm of trust in boundary-spanning relationships.
PROACTIVE PERSONALITY AND ORGANIZATIONAL CHANGE: FACTORS AFFECTING RETENTION

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

In today’s borderless world where change is the only constant, organizations need to work on building a workforce which can not only survive but also thrive in such a volatile environment. Proactive individuals actively create environmental change. The purpose of the present study was to empirically test the mechanism by which proactive personality is related to intent to remain with the organization through three important factors—managerial communication, affective commitment to change and job satisfaction. The results supported the mediating effect of all the three factors. Implications for organizations and future research are discussed.

OPPORTUNITY DISCOVERY AND NOVICE ENTREPRENEURS: AN ATTENTION-BASED PERSPECTIVE

John M. Mueller, University of Louisville

Although we have increased our knowledge of the opportunity discovery process, questions still remain unanswered about what influences an entrepreneur’s cognitive activities during the opportunity discovery process – with what influences the novice entrepreneur being the least understood. In this paper, a model of opportunity discovery is proposed based upon a novice entrepreneur’s breadth of attention. Building on the cognition research in entrepreneurship, the argument developed suggests that a wider breadth of attention leads to an increase in the complexity of the opportunities being discovered by novice entrepreneurs, with higher levels of prior knowledge magnifying the effect.

Thursday, 10:30am - Noon in Swannanoa Room

Winner, SMA Most Innovative Session Award★

Olenda E Johnson, North Carolina A&T State University
Claudia Ferrante, United States Air Force Academy
Cynthia Cycyota, United States Air Force Academy

This session uniquely engages attendees in an updated version of the 1950’s game show What’s My Line? The game’s premise – guessing an occupation based on questioning – provides a ready-made vehicle for demonstrating the potency of implicit association and the effect on personal judgments, particularly for surface-level characteristics. The session aims to elicit a provocative discussion that broadens our conceptualization of diversity. Reviews of the diversity literature highlight the need for further examination of the mechanisms that underlie diversity effects (e.g., van Knippenberg & Schippers, 2007). We propose implicit association as a means by which diversity effects might occur.
Session Chair: **Randy Evans**, University of Tennessee, Chattanooga

Discussants:

**Mark J. Martinko**, Florida State University  
**Ann Gilley**, Ferris State University  
**Russell W. Clayton**, University of Mississippi

### ORGANIZATIONAL CITIZENSHIP BEHAVIOR RATINGS IN THE US AND CHINA

**Daniel G Bachrach**, University of Alabama  
**Hui Wang**, Peking University  
**Shuoyang Zhang**, Indiana University  
**Brian J. Collins**, University of Southern Mississippi

In this cross-cultural experiment, we explore the influence of task interdependence on the effects of group-level performance feedback on attributions of the causes of group-level performance, focusing on cooperative employee behavior. We argue cultural values mitigate the salience of the implications of task structure, and influence evaluators’ group-level performance attributions. An experiment was conducted in the United States and The People’s Republic of China involving 255 evaluators. Participants were exposed to a task-interdependence and group-level performance manipulation. Ratings of cooperative behavior were measured. Results support interaction effects of task interdependence, group-level performance, and culture on evaluators’ group-level performance attributions.

### ORGANIZATIONAL COMMITMENT AS A MEDIATOR OF ATTORNEY DEVELOPMENT PRACTICES AND PERFORMANCE: A THEORETICAL FRAMEWORK EXAMINING ATTORNEY PERFORMANCE

**Jonathan Mark Phillips**, George Washington University

Professional services partnerships (PSPs) possess unique organizational structures and reward schemes that are distinct from other organizations. Law firms, a prototypical PSP, offer their associates two primary rewards—annual bonuses and the possibility of partnership. Associates earn these rewards through exceptional performance measured exclusively at the individual level. Law firms employ two methods of attorney training, high-performance human resource practices (HPHRPs) and high-quality Leader-Member Exchange (LMX) relationships with partners. Both have demonstrated strong relationships with commitment, citizenship behavior, and performance. This paper develops theory suggesting that development practices fostering high LMX have a stronger influence upon commitment and performance than HPHRPs.

### WHEN IS A GOOD CITIZEN MORE VALUED? BOTTOM-UP AND TOP-DOWN DISTINCTIVENESS OF OCB AND THEIR IMPACT ON EMPLOYEE PERFORMANCE RATINGS

**Se Hyung Oh**, Vanderbilt University  
**Ray Friedman**, Vanderbilt University  
**Ying Chen**, Vanderbilt University  
**Fubin Sun**, Xian Jiaotong University

OCB (Organizational Citizenship Behavior) literature has suggested that OCB influence on employee performance ratings are significantly influenced by the distinctiveness of OCB. In this paper, we hypothesize that the distinctiveness of OCB is shaped by the behavior’s rarity and relevance to the raters’ goals in a given organizational context. Applying the concept of bottom-up- and top-down distinctiveness, we suggest a theoretical model predicting the patterns of OCB influence on performance ratings in different organizational contexts. Analyses of data from thirty-three work groups in the five state-owned manufacturing factories in China support our theoretical model.

### ORGANIZATIONAL HARDINESS

**Joshua Ray**, University of Tennessee, Knoxville  
**Donde Ashmos Plowman**, University of Tennessee

The viewing of organizations as complex adaptive systems is finding increasing acceptance in organization science; however, little attention has been directed to the organizational stress created by unpredictable, self-organizing systems. In this paper, we develop the idea of organizational hardness and suggest that hardy organizations mitigate the stresses of far-from-equilibrium conditions by actively engaging in the processes of identity building, sensemaking, and enactment. These three interrelated processes provide the organization with coping mechanisms that enable more effective responses to adaptive challenges.

### ORGANIZATIONAL IDENTITY AND IDENTIFICATION: A CROSS-NATIONAL TEST OF A MEASUREMENT MODEL

**Peter Foreman**, Illinois State University  
**Mathew Sheep**, Illinois State University  
**Randall Westgren**, University of Missouri  
**David A. Whetten**, Brigham Young University

In spite of the growth in research on organizational identity and identification, little progress has been made in developing generalizable operationalizations and measures. We address this issue by examining the validity of an identity measure and the predictive efficacy of a model of identification cross-nationally. We use Foreman and Whetten’s (2000) identity comparison model of organizational identification, developed within the context of rural cooperatives. We employ their operationalization of a cooperative’s hybrid identity and test the identity comparisons that follow in samples of members in Canada and France. Structural equation models support the cross-national validity of the model.
James W. Bishop

Discussants:

curriculum design.

analysis of findings is discussed in light of graduate management

interpersonal skills when they hire MBA graduates. An in-depth

underlying values that managers place on various combinations of

employed primarily in market researchers to understand the

community needs, this study used conjoint analysis, a method

between what MBA programs teach and what the business

preparing MBA graduates to effectively manage the people issues

for being isolated from what actually occurs in business and thus not

Graduate management education programs have long been criticized

Rosemary Maellaro

WITH CHOICE-BASED CONJOINT ANALYSIS

PREFERENCES FOR MBA INTERPERSONAL SKILLS

EMPIRICALLY ASSESSING HIRING MANAGER

WHEN FAILURE BECOMES CHANGE

Gavin Schwarz, University of New South Wales
Bernadette Watson, University of Queensland

This study joins together herding behavior with organizational change
theory to explain how organizations undertaking planned change
recast failure as successful transformation. Adding to bandwagon
effects research, it asserts that some organizations spontaneously fail
during change based on low change commitment and uniformed
expectations about change, followed by rationalization of the failure.
Using longitudinal data of whole-of-organization technology change,
we explore how individual decision makers optimize and actively
endorse failure. Findings show how a combination of following the
herd and the search for an equilibrium state interconnect in a way that
vindicates this form of voluntary compliance.

Thursday, Noon - 1:15pm

Lunch Break (on your own)

Thursday, Noon - 1:15pm in Orchards Private Dining Room

SMA Track Chair Luncheon
(By Invitation Only)

Coordinator: Bennett Tepper, Georgia State University

Thursday, 1:15pm - 2:15pm in Berkeley Room

Research Methods: Methods for All

Session Chair: Ethlyn A. Williams, Florida Atlantic University

Discussants:
James W. Bishop, New Mexico State University
Lucy R. Ford, Saint Joseph's University

EMPIRICALLY ASSESSING HIRING MANAGER

PREFERENCES FOR MBA INTERPERSONAL SKILLS

WITH CHOICE-BASED CONJOINT ANALYSIS

Rosemary Maellaro, University of Dallas

Graduate management education programs have long been criticized
for being isolated from what actually occurs in business and thus not
preparing MBA graduates to effectively manage the people issues they
encounter in the workplace. In an attempt to narrow the gap between what MBA programs teach and what the business
community needs, this study used conjoint analysis, a method
employed primarily in market researchers to understand the
underlying values that managers place on various combinations of interpersonal skills when they hire MBA graduates. An in-depth
analysis of findings is discussed in light of graduate management
curriculum design.

Thursday, Noon - 1:15pm

SMA Fellows Panel Discussion: The Last Slide

Chair:
K. Michele Kacmar, University of Alabama

Panelists:
Ricky W Griffin, Texas A&M University
Dave Ketchen, Auburn University
Terri A. Scandura, University of Miami
Bennett Tepper, Georgia State University
Robert J. Vandenberg, University of Georgia

Taking off on the “Last Lecture” format, members of the SMA Fellows will offer the audience their “Last Slide.” The slide is
intended to convey to the audience what the presenters would say if
this were the last slide they would ever present to colleagues. The
panelist cover a variety of research areas (micro to macro) as well as
a variety of positions (Deans to Editors). Come learn from the
collective wisdom of the SMA Fellows.

Thursday, 1:15pm - 2:45pm in Grand Ballroom Salon A1

USING AND INTERPRETING THE SCREE TEST IN
EXPLORATORY FACTOR ANALYSIS

Kim Gower, Virginia Commonwealth University
Sheila D. Watters, Virginia Commonwealth University
Margaret L. Williams, Virginia Commonwealth University

The scree plot is an exploratory factor analysis tool used for
determining the number of factors to retain. Although many authors
have recommended its use (especially as an alternative to the familiar
eigenvalue greater than one rule-of-thumb), the scree plot is not used
by the majority of researchers and is often misapplied by researchers
who do use it. This study explores the extent of use of the scree plot
in current management research and examines researchers’ ability to
apply accurately the scree plot. Suggestions for the more accurate use
and reporting of the scree plot are provided.

Thursday, 1:15pm - 2:45pm in Grand Ballroom Salon A2

MH/ME: Perspectives on Entrepreneurship Education

Session Chair: J. Kay Keels, Coastal Carolina University

Discussants:
James H. Schindler, Columbia Southern University
Claudia Ferrante, United States Air Force Academy
Sandra Renee Bryant, Regent University

A HISTORICAL PERSPECTIVE ON SOCIAL
ENTREPRENEURSHIP RESEARCH

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

Social entrepreneurship (SE) research began in 1991 and has been
growing ever since. We content analyze a set of 400 Special Issues in
academic journals and 183 SE articles using historical perspective to
identify developments over three distinct time periods. Results
indicate that the importance of key SE themes in one period greatly
decreases in subsequent periods. Additionally, theme changes in
Special Issues in one period are related to similar theme changes in
SE articles in subsequent periods. We propose that the themes in
current journal Special Issues hold clues for future developments in
SE research.
Entrepreneurship programs are vital components of Colleges of Business. Our purpose in this paper is to take stock of the current programmatic trends in undergraduate Entrepreneurship programs. More specifically, we content-analyze the curricula at 31 recognized Entrepreneurship programs. We found that the top programs have essentially adopted a process approach by incorporating both real-world experience and practical advice for nascent entrepreneurs. We found that while there is some variability among the programs, they all seem to have embraced a “learning by doing” approach that stands in sharp contrast to approaches to Entrepreneurship 15-20 years ago.

This paper discusses an adaptation of the Babson Rocket Pitch for classroom use. It discusses applicable basics of venture initiation, entrepreneurial cognition and learning. Following Shepherd (2004), the lesson and learning objectives of this interactive method illustrate experiential, vicarious, and inquiry mechanisms useful for entrepreneurship instruction.

Practitioners and academics have long recognized the value of employee participation, effective communication and opinion leaders in introducing organizational change. This study was conducted in a large public sector organization. The organization was innovating in response to new fiscal restraints and reductions in the work force. A change communication model was employed as a model for the innovation development. Organizational opinion leaders also described as change cynics, were enlisted to assist in the innovation development. We posit that these techniques, applied in combination, will increase both the quality of the innovation content, and the change recipients’ readiness to change.

This study identified and tested a theoretical model that captures the complexity of an organizational change initiative involving the adoption of new technology. A change-related model was identified through an abductive mixed-method process involving an inductive qualitative approach followed by a deductive quantitative approach. The chosen model is similar to the technology acceptance model and applies constructs and concepts from organizational change literature to the adoption of new technology. The setting was a university in the midst of an incremental change involving the replacement of its information management system (IMS) served as the setting.

Many organizations have yet to implement anti-bullying policies and even when they do; often employees don't perceive these policies as legitimate. Which raises an ethical question, if organizations are not seen as doing enough to prevent bullying, are they actually encouraging bullying behaviors? We propose that 1) lack of a clear definition of workplace bullying and 2) lack of specificity regarding the HR policies to address bullying will lead to differing perceptions between employees and HR professionals regarding whether and how an organization is addressing bullying.
**RELIGIOUS DIFFERENCES IN THE WORKPLACE: AN EXPLORATORY STUDY**

Tom W. Moore, East Tennessee State University

The study of religion in the workplace is a stream of research that continues to struggle for legitimacy among many business researchers and practitioners alike. Perhaps, with enough empirical evidence illustrating the significance of the dynamic relationship between religion and workplace relationships, this stream of research can finally be legitimized as main stream social science. Thus, in this article the role religious differences play in work relationships and their associated effects on work outcomes are examined. The findings indicate religious differences can play a role in workplace relationships and may, in fact, be influenced by contextual factors in the workplace.

**WHAT LIES AHEAD: EMERGING TRENDS IN THE DIVERSITY PIPELINE AMONG NEW ENTRANTS IN THE WORKFORCE**

Arlise P. McKinney, University of North Carolina, Greensboro
Janice Witt Smith, Winston-Salem State University

This paper reviews the changing demographics in the US population and workforce that have implications for the diversity pipeline into the workforce. The diversity pipeline represents the anticipated new entrants into the workforce from both population trends but also the increasing number of women and ethnic minority college graduates. To examine the outcomes associated with higher college enrollment for women, this study examined gender and race differences in academic measures from nearly 4,000 students and discusses anticipated challenges for managing workforce diversity. The findings are discussed with recommendations for diversity management practices.

**THURSDAY, 1:15PM - 2:45PM IN SWANNANOA ROOM**

Strategy/OT/IM: It’s a Small, Small World...

Session Chair: Curt Moore, Texas Christian University
Discussants:
Papers 1 & 3: Xiaodan Wang, Texas Tech University
Paper 2: Nolan T. Gaffney, University of Memphis

**RELATIVE STANDING OF SUBSIDIARY TMT IN EMERGING MARKETS**

Jennifer Tao Ma, University of Connecticut

This paper draws on the concept of relative standing to explain the headquarters-subsidiary relationship in Multinational Corporations (MNCs) by focusing on the performance of emerging market subsidiaries. It is argued that top management team (TMT) of the subsidiaries in emerging market feels differences in status and perceives diminished relative standing due to intra-firm and extra-firm social comparisons, and that such perceived relative standing have consequences to the subsidiary performance. A theoretical model of such relational mechanisms is proposed and intra-firm and inter-firm relative standing determinants are defined.

**THE EFFECT OF THE RULE OF LAW ON JAPANESE FOREIGN DIRECT INVESTMENT**

David William Kunsch, University of Western Ontario
W. Glenn Rowe, University of Western Ontario

This paper analyzes how the rule of law impacts foreign direct investment (FDI) from Japanese firms in 114 countries in 2003. The Rule of Law is defined in a multidisciplinary manner and this paper concludes that Rule of Law is a reasonable predictor of FDI. FDI is significantly higher when a host country’s rule of law index equals or exceeds the home country’s rule of law index versus the host country’s rule of law index being lower. This study reinforces and expands upon the locational advantages outlined in the OLI paradigm for FDI.

**UNDERSTANDING THE EMBEDDINESS OF CORPORATE GOVERNANCE MECHANISMS: A SMALL-WORLD APPROACH**

Mario Krenn, Louisiana State University

Corporate governance research at both the micro- and the macro level is characterized by inconclusive and conflicting findings. Conceptualizing corporate governance in terms of its social embeddedness is proposed to be a fruitful avenue to reconcile governance paradoxes and anomalies. A new domain in corporate governance research addresses small-world properties of governance networks in which firms, directors, and owners are embedded. In these small worlds, there is important social structure that needs to be accounted for. In arguing that there is more to corporate governance than formal mechanisms, the small-world approach to corporate governance is suggested to complement agency theory.

**THURSDAY, 1:15PM - 2:45PM IN WINDSOR BALLROOM SALON 1**

HRM/Careers: Team Characteristics

Session Chair: Tony Vrba, Tarleton State University
Discussants:
Angela Miles, North Carolina A&T State University
Marie-Line Germain, St. Thomas University
Veena Prabhu, California State University, Los Angeles

**INDIVIDUAL AND TEAM MEMBER NEEDS: THE CONSEQUENCES OF PERSON-TEAM FIT AND IMPLICATIONS OF ASSESSING NEEDS COMPATIBILITY IN VIRTUAL WORKPLACES**

Robyn Brouer, SUNY, Buffalo
Vickie Coleman Gallagher, Northern Kentucky University
Gabriel Giordano, Iese Business School
Fred R. Blass, Florida State University

This two-phase study examined the impact of individual and group needs compatibility on person-team fit (P-T fit) and team-member-exchange (TMX) and the ability of individuals to assess needs compatibility. In Study 1, P-T fit partially mediated the relationship between needs compatibility and TMX. In Study 2 we experimentally tested whether individuals could assess needs compatibility more effectively using face-to-face (FTF) or computer-mediated-commutation (CMC). We found no difference, but both groups were only successful 60% of the time, suggesting the need for organizations to train interviewers on assessing the compatibility between individual and team needs in FTF and CMC interviews.
PEER EVALUATIONS AND ACCOUNTABILITY: HOW INDIVIDUAL PERFORMANCE AFFECTS PEER EVALUATIONS IN CLASSROOM TEAMS

H. Kristl Davison, University of Mississippi
Vipanchi Mishra, SUNY, Albany
Mark N. Bing, University of Mississippi
Dwight D. Frink, University of Mississippi

Because many organizations use work teams, business school courses often require team projects. However, one concern is the lack of individual accountability within teams. We propose that high and low performers differ in their felt accountability, and as a result will differ in ratings of team members, with high performers exhibiting greater variability in their ratings of others. Using a forced-distribution rating system, we demonstrate that high and low performers differ in the ratings they provide, such that there is a positive relationship between others’ ratings of a team member and the variability of that team member’s ratings of others.

TRADITIONAL AND DISCRETIONARY SHRM PRACTICES AND TEAM EFFECTIVENESS: EXAMINING THE MEDIATING ROLE OF TEAM LEARNING BEHAVIORS

Hetty Van Emmerik, Maastricht University
Bert Schreurs, Hogeschool-Universiteit Brussel
Pascale Le Blanc, Utrecht University
Nele De Cuyper, Research Group Work, Organizational and Personnel Psychology
Jim Jawahar, Illinois State University

To cater to the growing importance of teamwork, organizations have started to target their Strategic Human Resource Management (SHRM) practices toward teams. The present study distinguished traditional from discretionary SHRM practices and drew on social exchange theory (Blau, 1964). The study sample consisted of 237 teachers and 14 school management representatives from 14 secondary schools in The Netherlands. Traditional SHRM practices had a direct effect on team effectiveness, whereas the effect of discretionary SHRM practices on team effectiveness was mediated by team learning.

AUTHENTIC, ETHICAL AND TRANSFORMATIONAL LEADERSHIP

Mary Kay Copeland, Regent University

Practitioners, scholars and authors concur that there is a great need for authentic, ethical and transformational leadership in our 21st century leaders. This study proposes a model that posits that leaders that are ethical, authentic and transformational are more effective. It also proposes that transformational leadership traits in a leader moderate the impact of authentic and ethical qualities on the leader’s effectiveness. It also outlines that authentic, ethical and transformational leadership qualities can be developed in leaders and encourages additional research and collaboration on developing leaders that possess a combination of these three traits.

JOINT INFLUENCE OF HIGH PERFORMANCE WORK SYSTEMS AND TRANSFORMATIONAL LEADERSHIP ON INDIVIDUAL CREATIVITY: A CONCEPTUAL MODEL

Preeti Wadhwa, University of Kansas

This paper is an attempt to advance the extant research in creativity by proposing a model depicting the underlying mechanism linking high performance work systems (HPWS) and transformational leadership to employee creativity. The mediating role of core job characteristics is explored. It is also proposed that HPWS provide an organizational context that enables a synergistic combination of extrinsic and intrinsic motivators. The model and related propositions suggest a research agenda with the goals of learning more about the roles of both formal organizational policies as well as the informal climate owing to the supervisors’ leadership behavior in explaining employee creativity.

Thursday, 1:15pm - 2:45pm in Windsor Ballroom Salon 2

OB: Transformational and Authentic Leadership

Session Chair: Kiran Ismail, St. John's University

Discussants:
Rhonda S. Palladi, Georgia State University
Daniel F. Michael, Troy University
Ceasar Douglas, Florida State University

AUTHENTIC TRANSFORMATIONAL LEADERSHIP: A NORMATIVE FORM OF LEadership?

Thomas W. Nichols, Texas Wesleyan University

This empirical study considers authentic transformational leadership as an ideal form of leadership and looks at the stability of implicit leadership theories using leadership performance feedback as an antecedent. Scenarios were created to operationalize authentic transformational leadership, and support was found to suggest that components of authentic transformational leadership may be a part of everyone’s implicit leadership theory. Support is also found that suggests leadership performance feedback may alter leader and follower implicit leadership theories.
Availability of diagnostic tools and therapeutic interventions mean patients live longer and the trajectory of death has shifted. More deaths occur gradually rather than suddenly. Disease processes may last years as the person deteriorates to disability or death. Palliative care offers an important alternative to heroic interventions by the medical community, but barriers to the adoption of these services exist. Institutional theory is applied to explain the spread of palliative services in hospitals. The literature on palliative care and institutional theory suggests that acute care hospitals may respond to strong cultural-cognitive and normative forces rather than regulative influences of government.

**MEDICAID – A SOCIAL SAFETY NET IN CRISSES**

*Enrique M. Perez, Florida Atlantic University*

Since 1980, Medicaid Waivers have grown from a few programs to over 600 programs. States use waivers to improve services and reduce cost but lack of federal oversight has created a Medicaid road to crisis. This road is paved with good intentions however, four factors have created a highway to the abyss: deinstitutionalization, federalism, demographics, and interest groups. Interest groups using the legislative process create unsustainable entitlements and a viral circle of mistrust, ineffectiveness, and inefficiency: legal time bomb. This paper compares Medicaid Waiver expenditures in five states, evaluates Medicaid policy effectiveness, and makes recommendations to improve the viability of Medicaid.

**BEST DOCTORAL PAPER IN TRACK**

**REALIZING PUBLIC POLICY: SENSEMAKING, INSTITUTIONAL LOGICS, AND LOCAL ENACTMENT**

*James Michael Vardaman, Mississippi State University*

*A John Matthew Amis, University of Memphis*

A longitudinal study of the implementation of public policy designed to combat childhood obesity in public schools suggests that institutional logics and local pressures interact to influence the enactment of policy interventions. This study shows how sensemaking in the form of organizational accounts is a mechanism of reconciliation between institutional pressures and local influences and are directly associated with the effectuation of public policy. A typology of organizational accounts is offered. Each account is associated with a distinct combination of institutional and local pressures. Each account also results in a particular implementation outcome.
Implications for the use of the measure are discussed. A multidimensional measure of time banditry in the workplace. A 45-item time banditry scale was generated and examined in a sample of working college students. Exploratory and confirmatory factor analysis revealed 3 distinct factors (classic, technology, and social). Time banditry is the propensity of employees to engage in non-work related activities during work time. Research on time banditry has been limited due to a lack of consensus on a measure for the construct. The purpose of this research was to develop a multidimensional measure of time banditry in the workplace. A 45-item time banditry scale was generated and examined in a sample of working college students. Exploratory and confirmatory factor analyses indicated that the construct of time banditry to be multidimensional, exhibiting 3 distinct factors (classic, technology, and social). Implications for the use of the measure are discussed.
Session Chair: G. T. Lumpkin, Syracuse University

Discussants:
Paper 1: LaKami T. Baker, Auburn University
Papers 2 & 3: Lee P. Stepina, Florida State University

AN INTERNATIONAL PERSPECTIVE ON ALTRUISM IN FAMILY FIRMS

David Gras, University of Connecticut

A great deal of research has addressed the prevalence of governance inefficiencies in family firms. Yet the vast majority of this research pertains only to U.S.-based firms. Little is known about the influence of culture on family firms, particularly as it relates to a defining aspect of family firms: altruism. This paper proposes that culture moderates the relationship between altruism and governance inefficiencies in family firms. Specific propositions are presented and implications are discussed.

CULTURAL INTELLIGENCE’S INFLUENCE ON INTERNATIONAL BUSINESS TRAVELER’S ABILITY TO DEAL WITH THE STRAIN CAUSED BY INSTITUTIONAL DISTANCE

Jordan Nassif Leonel Sr., Fundação Dom Cabral
Plínio Rafael Reis Monteiro Sr., Fundação Dom Cabral
Geovana Zoccal Gomes, Fundação Dom Cabral
Jase R. Ramsey, Fundação Dom Cabral

This study introduces new approaches to cultural intelligence (CQ). CQ is conceptualized as the knowledge and the capability of one individual to adapt to a different or new social environment, with 4 facets: meta-cognition, cognition, motivation, and behavior. The study developed and tested cultural intelligence’s influence on international business traveler's ability to deal with the strain caused by institutional distance surveying international business travelers departing from Sao Paulo Guarulhos International Airport. The results support the construct validity and illustrate the potential value of cultural intelligence as a moderator to travel and job strain while on an international business trips.

VALUES OF FEMALES AND MALES IN THE EAST AND WEST: ARE THEY SIMILAR OR DIFFERENT?

Edward Francis Murphy Jr., Embry-Riddle Aeronautical University
Regina A. Greenwood, Nova Southeastern University
Arnel Onesimo Uy, De La Salle University

Understanding whether cross-cultural values are similar or different has become more important in an increasingly global marketplace. Yet, few studies have explored cross-cultural sex–based value structures. This study examines the values of 5,134 male and female working adults in three Eastern nations (Japan, Philippines, and Thailand) and three Western nations (United States, United Kingdom, and Iceland). For similarities, males and females more highly valued personal than social terminal values. For differences, males in the East more highly valued self-actualization/competence instrumental values. Females in both geographic groups placed higher importance on social terminal values than did males, supporting prior research.
### Thursday, 3:15pm - 4:45pm in Windsor Ballroom Salon 1

**HRM/Careers Workshop: Teaching About Careers - Renewing Both Process and Content**

*Suzanne C. de Janasz*, *University of Mary Washington*

*Maury Peiperl*, *IMD International*

It is abundantly clear from research and practice that careers are not what they once were. While responsibility for navigating one’s career in this uncertain and changing environment rests squarely with the individual, few educational institutions prepare students for this dynamic and risky career environment beyond help crafting resumes. In this workshop, we address this gap by sharing conceptual and practical materials used successfully over 35 years working with diverse populations. We provide materials that clarify the nature of contemporary careers, help students identify their career assets and ideal career trajectories and provide means for periodic reassessment and course correction.

### Thursday, 3:15pm - 4:45pm in Windsor Ballroom Salon 2

**MH/ME Panel: The Times They Are A`Changing**

*Diane Bandow*, *Troy University*

*Dennis R Self*, *Troy University*

*Karen W. Smola*, *University of Maryland*

*Tish Matuszek*, *Troy University*

Higher education is facing an environmental shift that may rock the administrators and faculty working within its hallowed walls. The momentum accelerated as the global marketplace flattens, finds itself with a shortage of skilled and trained employees, and faces the challenge of managing, retaining, motivating four generations, expecting more, but working with less. Technological capabilities, student expectations, political attention, and educational accreditation demands acerbate the need to create a new paradigm for the development, delivery, and measurement of results in our classrooms. Challenges addressed include systemic issues from public education; faculty shortages; demographic, generational, and social influences; assessment; and standardization.

### Thursday, 5:15pm - 6:30pm in Grand Ballroom C

**SMA Business Meeting**

*Presiding: Allen C. Amason*, SMA President

### Thursday, 6:30pm - 8:00pm in Grand Ballroom A

**SMA Presidential and Annual Membership Reception**

Come and honor outgoing SMA President Allen Amason at our annual membership reception.

*Sponsored by:*

SAGE
**Conference Registration and Exhibits:** 8:00am - 3:00pm in Grand Ballroom Salon B (closed for lunch from Noon to 1:30pm)

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

**SMA Placement Services:** 8:00am - 4:00pm in Grand Ballroom Salon B (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 Grand Ballroom Salon B

**Friday, 7:30am - 9:15am in Top of the Plaza**

**SMA Officer Breakfast**

(By Invitation Only)

**Coordinator:** Margaret L. Williams, *Virginia Commonwealth University*

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

**Ent/IT/Innov: Social Networking - Still More to Learn**

Session Chair: MaryLynn Manns, *University of North Carolina, Asheville*

Discussants:
- MaryLynn Manns, *University of North Carolina, Asheville*
- Donna Boone Parsons, *University of North Carolina, Asheville*
- Mark Brent Meldrum, *University of Windsor*

**INDIRECT TIES IN ENTREPRENEURIAL RELATIONSHIPS: REPUTATION AS A BRIDGE TO STRUCTURAL HOLES**

Fred R. Blass, *Florida State University*

James Michael Haynie, *Syracuse University*

Reputation plays a central role in the practice of entrepreneurship. In the face of the information asymmetry that characterizes entrepreneurial environments, reputation can serve as an information proxy that enables one actor in the entrepreneurial process to anticipate or predict the future behavior of another. Although references to reputation are common in organization research (see Ferris, Blass, Douglas, Kolodinski, & Treadway, 2003), the antecedents and consequences of reputation in entrepreneurship are less explored. We propose a conceptual, process model of entrepreneurial reputation. Implication of the model and directions for future research are discussed.

**THE SOCIAL INFLUENCE QUALITIES OF SOCIAL NETWORK SITES: A QUALITATIVE AND EXPERIMENTAL INVESTIGATION**

John Paul Conner, *Air Force Institute of Technology*

Alex J. Barelka, *Air Force Institute of Technology*

Daniel T. Holt, *Air Force Institute of Technology*

While social network sites (SNSs) are a popular form of new media, the literature has not investigated the social influence of these sites. Using a mixed method approach of qualitative interviews and an experiment, this study tests a process model hypothesizing the effects of communication processes and technology on social influence. Qualitative results illustrate that SNSs have several strengths over traditional communications mediums and that they can be used to influence others. The experimental results found face-to-face communication to be more effective than SNSs at influencing others and also contributed a new measure for social influence.

**Friday, 8:30am - 10:00am in Grand Ballroom Salon A1**

**Strategy/OT/IM: Corporate Governance I: Going Beyond Performance**

Session Chair: Joel F. Bolton, *Oklahoma State University*

Discussants:
- Joel F. Bolton, *Oklahoma State University*
- Krista Crawford-Mathis, *Champlain College*
- Joseph Heinzman Jr., *Hodges University*

**INDIRECT TIES IN ENTREPRENEURIAL RELATIONSHIPS: REPUTATION AS A BRIDGE TO STRUCTURAL HOLES**

Raymond Kenneth Van Ness, *SUNY, University at Albany*

Paul Miesing, *SUNY, University at Albany*

Charles F. Seifert, *Siena College*

Jaeyoung Kang, *SUNY, Albany*

This study provides additional insight to the research examining the influence of corporate boards on firm financial performance. The analysis occurs in a Sarbanes-Oxley (SOX) environment and expands the areas of performance measurement from the traditional one or two variables to five. Duality had a positive influence on return on assets. Diverse tenure was associated with a positive influence on free cash flow. Larger boards had a positive influence on the debt to asset ratio. Boards with educators were negatively associated with revenue growth. We found no significant impact of outside directors, gender, or average board age on performance.

**INCREASING ENTREPRENEURIAL ABSORPTIVE CAPACITY: THE ROLE OF SOCIAL NETWORKS IN THE OPPORTUNITY IDENTIFICATION PROCESS**

David Noble, *University of Alabama*

This paper identifies a gap in the opportunity identification literature surrounding informational asymmetry. I argue that an entrepreneur can identify more opportunities by increasing their informational asymmetry through an increase in depth and breadth of the entrepreneur's social network. This work provides a more robust look at informational asymmetry than an explanation that relies solely on individual prior knowledge, and it answers the question of why an entrepreneur may be able to exploit an opportunity when the source of prior knowledge is not apparent from the entrepreneur’s human capital.
CORRUPTION AMONG UPPER ECHELONS
Guclu Atinc, Louisiana Tech University
Mark Kroll, Louisiana Tech University
Rebecca J. Bennett, Louisiana Tech University

Based on the classical assumptions of Agency Theory and mixing some theoretical insight from the deviance literature we investigated the corporate governance mechanisms of fraudulent companies. Using a matched-pair design we tested the impact of board, ownership, compensation and demographic structures of these firms. The results show that corruption is more likely when the board is composed of higher percentage of gray directors, and when all the outsiders are busy with their multiple directorships. Also, presence of blockholders represented on the board, lower stock-based compensation gap and longer tenure of the executives lowered the chance of corruption to get institutionalized.

NARCISSISTIC CHIEF EXECUTIVE OFFICERS: IMPLICATIONS FOR INTERNAL CORPORATE GOVERNANCE
Mario Krenn, Louisiana State University

This paper points out that the conceptualization of direct relationships between internal corporate governance mechanisms and firm performance in corporate governance research falls short in integrating individual differences between CEOs’ personality dispositions. Narcissism is a personality trait that is observed in many corporate leaders and that is proposed to function as a moderator between monitoring and control mechanisms and firm performance. This paper shows that the integration of the social psychological construct narcissism into research in internal corporate governance challenges assumptions of rational economic agency theory and alters some of the field’s basic conclusions regarding monitoring and incentive alignment mechanisms.

Friday, 8:30am - 10:00am in Grand Ballroom Salon A2
MH/ME: Evaluation and Assessment in Management Education

Session Chair: Wanda F. Lester, North Carolina A&T State University
Discussants:
Rosemary Maellaro, University of Dallas
Marie-Line Germain, St. Thomas University
Srini Venkatraman, Coastal Carolina University
James H. Schindler, Columbia Southern University

AN EMPIRICAL EXAMINATION OF TRAIT EMOTIONAL INTELLIGENCE AND STUDENT ACADEMIC PERFORMANCE
Natalie Shipley, Affluence Corporation
Sharon L. Segrest, University of South Florida-Saint Petersburg
Mary Jo Jackson, University of South Florida-Saint Petersburg

It is often assumed that emotional intelligence (EI) predicts students’ academic success; however, little empirical research examines this assertion. We administered the Trait Emotional Intelligence Questionnaire (Petrides & Furnham, 2006) to a sample of undergraduate students and found that EI was not significantly associated with academic performance, as measured by GPA. However, there was a significant association between the EI subset of well-being and GPA. While EI may not be critical for good student performance, the importance of EI in job performance suggests that universities focus on developing students’ EI abilities in order to better prepare them for workplace success.

ANTECEDENTS TO TOP TIER PUBLICATIONS IN MANAGEMENT
Matthew Valle, Elon University

This paper introduces an input-process-outcome (IPO) framework for studying the antecedents and consequences of the production of top tier research in management. Specifically, this research focuses on delineating the relevant status-based antecedent variables, job/organizational context variables, and individual level variables that may contribute to the production of significant (top tier) research outputs in the management discipline. Given the increasing focus on the impact of research by university administrations and accrediting agencies in recent years, this research seeks to describe the range of individual and organizational resources necessary to achieve significant impact. Implications for research program administration are discussed.

ASSESSING STUDENT LEADERSHIP LEARNING OBJECTIVES: IT ISN’T AS DIFFICULT AS IT APPEARS
Deborah Harley, East Tennessee State University
Tom W. Moore, East Tennessee State University
Karen Tarnoff IV, East Tennessee State University

Although many business schools seek to develop leaders and accreditation requires assessment of such objectives to document student achievement, the literature is devoid of leadership development approaches, learning objectives, or direct measures. Perhaps, this results from the perception that leadership is too amorphous or complicated to be defined and measured. This paper details the application of a critical relativist approach to define a graduate leadership learning objective, develop an analytic rubric to measure student achievement of that learning objective, and apply the rubric as both a course-embedded and summative measure to evaluate an interdisciplinary leadership minor’s program of study.
FROM EXTRA TO CO-CURRICULAR EXPERIENCES: DEVELOPING SOFT SKILLS IN BUSINESS EDUCATION

Claudia Gomez, New Mexico State University
Yasanthi Perera, New Mexico State University

The business and academic communities have called upon educators to foster students’ soft skills. Overall, management educators have been unsuccessful in this endeavor. Research indicates that involvement in extracurricular activities is related soft skills development. Based on various motivation theories, we posit that this is due to choice and personal relevance present in extracurricular activities. Therefore, we suggest that business students’ soft skills will be better developed through integrating extracurricular activities into the business curriculum. We present the case of Technological Institute of Higher Education in Mexico as an example of this integration, and discuss implications for research and practice.

Friday, 8:30am - 10:00am in Grand Ballroom Salon C1
OB: Abusive Supervision

Session Chair: Mary Bardes, Drexel University

Discussants:
Mary Bardes, Drexel University
Emily M. Hunter, Baylor University
Melissa K. Carsten, Winthrop University

ABUSIVE SUPERVISION AND SUBORDINATES’ SUPERVISOR-DIRECTED DEVIANCE: THE ROLE OF TRADITIONAL VALUES

Ho Kwong Kwan, Drexel University
Jun Liu, Renmin University of China
Longzeng Wu, Hong Kong Baptist University

This study examines how traditionality and abusive supervision influence subordinates’ supervisor-directed deviance by focusing on the mediating role of revenge cognitions. Using a sample of 283 supervisor-subordinate dyads in six electronic companies in the People’s Republic of China, we found that (1) abusive supervision was positively and traditionality was negatively related to subordinates’ supervisor-directed deviance, (2) traditionality moderated the association between abusive supervision and supervisor-directed deviance, such that the relationship was stronger among low traditionalists than among high traditionalists, and (3) revenge cognitions mediated the main effects of abusive supervision and traditionality, and their interaction effects on supervisor-directed deviance.

NEGATIVE PERCEPTUAL AND BEHAVIORAL OUTCOMES OF PSYCHOLOGICAL ENTITLEMENT

Paul Harvey, University of New Hampshire
Kenneth J. Harris, Indiana University Southeast
William E. Gillis, University of South Alabama
Mark J. Martinko, Florida State University

This study examines the effects of psychological entitlement, the tendency to experience inflated self-perceptions and expectations, on employees’ perceptions of abusive supervisor behaviors and their behavioral reactions to these perceptions. Results indicated that employees’ psychological entitlement levels were positively associated with self-serving attribution styles, which promoted the perception of abusive supervision. This perception of abuse was, in turn, associated with upward undermining behaviors and organizational deviance. Based on these results, suggestions for managing psychologically entitled employees are developed.

THE FALLOUT OF ABUSIVE SUPERVISION THROUGH WORK-FAMILY CONFLICT: THE IMPACT ON THE JOB INCUMBENT AND BEYOND

Dawn S. Carlson, Baylor University
Merideth J. Ferguson, Baylor University
Dwayne Whitten, Texas A&M University

Using the theoretical foundations of role theory and the resulting stress contagion effects, abusive supervision’s effects on work and family domains through work-family conflict are examined. A model of abuse supervision’s effects through conflict on job satisfaction and family satisfaction of a job incumbent, and on spouse reported family functioning is proposed. Using a matched set of 270 job incumbents and spouses/partners it was found that work-to-family conflict partially mediated the abusive supervision to job satisfaction relationship. Family-to-work conflict partially mediated the abusive supervision to job incumbent family satisfaction relationship and fully mediated the relationship with spouse/partner’s family functioning.

Friday, 8:30am - 10:00am in Grand Ballroom Salon C2

HRM/Careers: Selection and Membership

Session Chair: Sherry E. Sullivan, Bowling Green State University

Discussants:
Jo Ann E. Brown, Radford University
Marlon Winters, High Point University
Foard F. Jones, University of Central Florida

★BEST PAPER IN TRACK★
JOB SEEKERS’ REACTIONS TO INITIAL COMPANY FEEDBACK: INVESTIGATING THE ROLE OF JUSTICE PERCEPTIONS AND FEEDBACK CHARACTERISTICS

Harvell Jackson Walker III, Texas Tech University
Jeremy Bernerth, Louisiana State University
Hubert Feild, Auburn University
Jeremy C. Short, Texas Tech University

The authors designed two studies to investigate reactions to initial company feedback received after submitting applications of employment. Study 1 showed that organizations differ in the perceived quality of initial feedback provided to job seekers and that favorable reactions to initial feedback influenced important recruitment outcomes. Study 2 supplemented these findings and determined why job seekers responded favorably vs. unfavorably to initial feedback by investigating specific feedback characteristics associated with these attitudes. Results showed that inclusion of specific feedback content positively correlated with job seekers’ favorable perceptions of initial recruitment feedback.
**PRE-EMPLOYMENT PREDICTORS OF UNION ATTITUDES: LOOKING BEYOND PARENTAL UNION MEMBERSHIP**

Laci Rogers, Florida State University  
Elliott Junco, Florida State University  

This study examines the role of generation, gender, and socioeconomic status (SES) in predicting pre-employment union attitudes. Previous research supports family socialization as a substantial predictor of union attitudes among young people. In considering additional predictors, the Millennial generation has been discussed as differing in self-reliance and entitlement as compared to earlier generations. These characteristics are considered, along with gender and SES, as antecedents to union attitudes. Results suggest that women, individuals low on self-reliance and on SES view unions more favorably. Discussion centers on how unions might use these findings to stimulate the interest and participation of future professionals.

**THE EFFECT OF DIVERSITY AND JOB ATTRIBUTES ON ORGANIZATION ATTRACTIVENESS AMONG WHITE APPLICANTS**

Jason R. Lambert, University of Texas, Arlington  

Most organizations have minimized their challenges to recruiting minorities by implementing policies and practices that target women and minorities, but doing so without alienating majority member racial groups may prove to be a greater challenge. Using social categorization theory, expectancy theory, and literature and research in the areas of Organizational Attractiveness (OA) and organizational diversity, I propose a framework that conveys how job attributes moderate the relationship between OA among White applicants and a workplace environment promoted as being diverse.

**THE EFFECTS OF NATIONAL CULTURE ON THE EMPLOYER-EMPLOYEE RELATIONSHIP**

Christina L. Stamper, Western Michigan University  
Suzanne S. Masterson, University of Cincinnati  

The purpose of this paper is to explore the possible impact of national culture on the employee-employer relationship. We build conceptual arguments as to how national culture may shape both the level of value individuals ascribe to work and their motives for working, as well as the practices adopted by work organizations. We propose that the values and motives held by employees and the practices enacted by employers will affect the employees’ perceived obligations and expectations regarding their rights and responsibilities in the workplace, resulting in four possible relational tie conditions. We conclude by discussing the implications of our arguments.

**ORGANIZATIONAL MINDFULNESS: AN EMPIRICAL VALIDATION AND MULTI-LEVEL CONSIDERATION**

Joshua Ray, University of Tennessee, Knoxville  
LaKami T. Baker, Auburn University  
Donde Ashmos Plowman, University of Tennessee  

Organizational mindfulness is a theoretical construct that has yet to be empirically validated. Because of this, organizational scholars have been limited in their ability to explore, empirically, the construct of organizational mindfulness. In this paper, we provide evidence of the five dimensions of organizational mindfulness as articulated by Weick & Sutcliffe (2001) and also consider the difficulties of using such a measure across hierarchical levels in the organization. We discuss the implications of our findings for both researchers and managers.

**RESILIENCE**

Resilience is defined in many ways in the literature. When applied to organizations it is thought of as problem solving behaviors. Taking this concept a bit further and applying it to business continuity practices during disruptions and crises, problem solving behaviors yield greater result, more resilience, than the traditional command and control model. The purpose of this paper is to offer a business continuity framework where problem solving behaviors display resilient outcomes. Considerations for future research and practice are also discussed.

**CULTURE CLASHES IN CROSS-BORDER MERGER & ACQUISITION BETWEEN FIRMS FROM TWO DISTANT CULTURES: A CASE-STUDY OF VOLVO IN SWEDEN AND SAMSUNG IN SOUTH KOREA**

Sung-Jun Lee, Hankuk University of Foreign Studies  
Joongwha Kim, Hankuk University of Foreign Studies  

This study focuses on how cultural differences were actually experienced in acquired firms during post-acquisition integration phases. We looked closely into a case of cross-border M&A with stark cultural differences in an exhaustive manner from both theoretical perspectives of classic concept and social constructivist. Semi-structured interviews were conducted in Volvo Construction Equipment Korea along with extensive search for any relevant information about the acquisition from newspapers, magazines, and journal articles. The classic concept of culture provided a theoretical basis to understand the culture clash. However, its effects were controlled by the self-images in each of the sub-cultural groups in VCEK.
During mergers and acquisitions a variety of integration management transgressions (both intentional and unintentional) occur that if not addressed will lead to severe and potentially permanent damage to the relationship between the organization and its employees. This area of study has been identified as lacking sufficient examination (Haleblian et al., 2009). We identify the common sources of these integration transgressions. Drawing on research based in social psychology and merger integration, we develop the construct of merger repair. We also identify several techniques for repairing the damaged relationships. Implications for practitioners and propositions to guide future research are developed.

EMERGING EMPLOYEES AND THE ENVIRONMENT: WHAT DETERMINES THE PROPENSITY OF UNIVERSITY STUDENTS TOWARDS ENVIRONMENTALLY FOCUSED BEHAVIORS?

Marieke C. Schilzpand, Georgia Institute of Technology
Terry C. Blum, Georgia Institute of Technology
Dail Fields, Regent University

Schwartz’s value theory, environmental concerns, and ecological worldview are examined as predictors of reuse/recycle and activist environmental behaviors. Priority on self transcendence values was positively related to both behaviors, while emphasis on self-enhancement was not related to either behavior. Concerns about the biosphere have independent effects on both environmental behaviors, while egoistic concerns do not. Environmental concerns interact with value priorities so that when biospheric concerns are greater, both self-transcendence and self-enhancement priorities relate more positively with reuse/recycle behaviors. Egoistic concerns have the opposite effect. Holding an ecological worldview was not related to reusing/recycling and negatively related to activist behaviors.

AN EXPLORATION OF THE INTERACTIVE EFFECTS OF SPIRITUALITY AND TRAIT CYNICISM ON PERFORMANCE

Matrecia Long James, Jacksonville University
Angela Miles, North Carolina A&T State University
Terry W. Mullins, University of North Carolina, Greensboro

The following study examined spirituality as a moderator between cynicism and performance (citizenship behavior and counterproductive work behavior). This exploration integrates the literature on spirituality, cynicism and performance by probing the impact that negative personality traits have on performance while considering the interactive effects of cynicism and spirituality. Trait cynicism was predicted to have a direct impact on performance. Results did not support this prediction. However, there was a significant interaction between cynicism and spirituality such that there were significant differences in the performance of highly spiritual cynics and those low in spirituality. Implications are discussed.

BEYOND COMPLIANCE: WORKPLACE SAFETY AS CORPORATE SOCIAL RESPONSIBILITY

Anushri Rawat, University of Pittsburgh
Ray Jones, University of Pittsburgh
Audrey J. Murrell, University of Pittsburgh

This case study describes the challenges faced by General Safety Corporation (GSC), an international company, with operations in North America, South America and Asia. Beyond its focus on safety in its products and global markets, GSC has made ensuring the safety of its own workers a major priority in its internal operations. One of the main tasks in this case study is to outline the business case for pursuing U.S. industry standards for quality management and world class standards for safety and health systems in GSC facilities across the U.S. and in two international locations: China and Brazil.
The leadership scandals that occurred over the last decade have encouraged a number of initiatives aimed at preventing organizational unethical behavior. Additionally, business scholars have placed greater emphasis on increasing the theoretical rigor of business ethics research (Treviño, Weaver, Reynolds, 2006; Tenbrunsel & Smith-Crowe, 2008). Although these initiatives offer encouraging steps in understanding and preventing unethical behavior, additional research is needed to determine their effectiveness and to encourage new thoughts. The purpose of this symposium is to (1) examine the effectiveness of initiatives aimed at preventing unethical behavior, and to (2) introduce new theory to help understand organizational unethical behavior.

THE ROLE OF REGRET IN INSTITUTIONAL PERSISTENCE AND CHANGE

Kin Fai Ellick Wong, Hong Kong University of Science and Technology
Gavin Schwarz, University of New South Wales
Jessica Y. Y. Kwong, The Chinese University of Hong Kong

This paper introduces regret as a mechanism for institutional persistence and change. We argue that organizational decision makers respond to institutional pressures with a regret aversion motive. This motive leads the decision maker to favor either isomorphic or non-isomorphic options based on an effort to minimize their future regret or manage their current level of regret. Drawing on regret literature, we identify key determinants of anticipated and experienced regret of isomorphism within institutional contexts. Finally, we highlight the connection between regret and the cognitive nature of institutionalism, and indicate how regret explains divergent organizational responses under similar institutional contexts.

TRANSFORMATIONAL LEADERSHIP AND ORGANIZATIONAL CHANGE: THE ROLE OF MIDDLE LEADERS

Min Z. Carter, Auburn University

Although organizational change depends on leadership, there has been little integration of the two bodies of literature. Moreover, middle leaders, who must lead and implement changes while they try to attain efficiency in their work units, have been largely overlooked by researchers. This study attempts to integrate both leadership and change literatures and develop a conceptual framework that explains the role of middle leaders in a change context. Specifically, this study proposes that the effect of middle leaders’ transformational leadership on followers’ commitment to change and team job performance is contingent upon followers’ perceived change impact and change frequency.

EMPLOYEE LIKING OF SUPERVISORS AND THE LMX-PERFORMANCE RELATIONSHIP

Keke Wu, University of Alabama
Qian Xiao, West Texas A&M University
Chenwei Li, University of Alabama

We examined the relationships among employee liking of supervisor, leader-member exchange (LMX), self performance appraisal (SA), and productivity in the work place. We presented two models for the moderating role of liking on the relationship between LMX and SA and on the relationship between LMX and productivity. Secondary data, with two samples of 486 and 786 each, of employees at an electric company, were used to test the two models. The results of the analysis provided support for both models where liking moderated the relationship between LMX and SA and the relationship between LMX and productivity.
Ericka Ruggs Lawrence, University of Alabama

Research examining the influence of leader-member exchange (LMX) on employee outcomes is plentiful. However, research exploring the dark side of LMX relationships has been limited. This research tests a model in which role conflict and job involvement mediate the relationship between LMX and stress. Results from a sample of 418 organizational employees indicate that both role conflict and job involvement partially mediate the relationship between LMX and stress. Strengths, limitations, practical implications, and directions for future research are also presented.

LMX AND PSYCHOLOGICAL EMPOWERMENT AS ORGANIZATIONAL ANTECEDENTS OF PERCEIVED RISK OF INJURY

Jeffrey Muldoon, Louisiana State University
Russell A. Matthews, Louisiana State University
Caroline Foley, Louisiana State University

This paper examines leader-member exchange (LMX) and psychological empowerment as indirect organizational antecedents of the perceived likelihood of being injured on the job. When respondents experienced low levels of LMX or empowerment, they were more likely to report feeling higher levels of work role stressors. Work role stressors and upward safety communication were both significantly related to perceived likelihood of being injured on the job. Physical risk factors, another important factor related to workplace injuries, was also included in the model, and functioned as predicted. LMX and psychological empowerment both demonstrated significant indirect effects on perceived likelihood of being injured.

DO GOALS MATTER? AN EMPIRICAL LOOK AT BOARD INVOLVEMENT IN STRATEGIC DECISION MAKING

Karen Ford-Eickhoff, University of Tennessee
Donde Ashmos Plowman, University of Tennessee
Reuben R. McDaniel Jr., University of Texas at Austin

Boards of directors have traditionally been viewed as monitors and advisors, and research efforts have focused on the composition which enhances the board's independence. Little research has targeted the direct involvement of boards in the strategic decision making process of the organizations they serve, the circumstances under which this involvement occurs, the timing of this involvement, or the composition that enhances their abilities to participate fully. In this study we found that hospitals with externally-oriented strategies reported broader expertise on their boards and that their boards were not only directly involved but involved earlier in the strategic decision making process.

OUTSIDERS AT THE WHEEL: A MODEL OF BOARD EXPERIENCE AND STRATEGIC CHANGE DURING PERIODS OF CEO STABILITY

Joel F. Bolton, Oklahoma State University

Although much of the research on the board’s impact on firm strategy is in the context of CEO turnover, this paper develops a theoretical model of strategic change during periods of CEO stability and suggests that the effect of the board on strategy is based on the changing experiences of the outside directors as expressed through an internal status-sorting process. This paper integrates the perspectives of group theory, upper echelon theory, and agency theory and develops several propositions for future empirical examination.

Friday, 10:30am - Noon in Grand Ballroom Salon C2
Strategy/OT/IM: Corporate Governance II: Board Involvement in Strategy

Session Chair: Joseph Heinzman Jr., Hodges University

Discussants:
Paper 1: John Willis Upson, University of West Georgia
Papers 2 & 3: Stephen Horner, Arkansas State University

DIRECTORS THAT DIRECT: BOARD INFLUENCES ON COMPETITIVE DYNAMICS

Brian L. Connelly, Auburn University

The competitive dynamics literature has established a number of environmental and organizational motivations for engaging in competitive activity. In addition to these, a firm's governance structure may play an important role in its competitiveness. This study explores how boards are likely to vary in how they influence competitive activity. I develop a conceptual model that describes how diversity on the board of directors is likely to affect their involvement in competitive dynamics. I also consider the role of information that boards receive via their interlocking directorates and how this interacts with diversity to affect a firm's competitive activity.

BOTH SIDES NOW: A STUDY OF BUYER-SELLER COMMUNICATION, RED TAPE AND CUSTOMER SATISFACTION IN PRIVATIZATION CONTRACTS

Kathleen Elizabeth Voges, Texas A&M University-San Antonio

Buyer-seller behaviors as exemplified by each actor’s communication efforts, as well as organizational context play a role in the extent to which there is customer satisfaction. Buyer-seller dyads in privatization contracts may have unique challenges because of potential differences in organizational context. An exploratory study of 56 buyer-seller dyads reveals as expected that the seller’s (private sector actor) communication effort is positively related to customer satisfaction. However, the extent to which red tape is present in the seller organization has a significant negative effect on customer satisfaction and diminishes the positive relationship between communication efforts and customer satisfaction.
DEVELOPING ECONOMIES’ SHIFT FROM SUPPLYING LOW-TO HIGH-VALUE ADDED IT ENABLED SERVICES: A CASE STUDY OF THE INDIAN HEALTHCARE OFFSHORING INDUSTRY

Nir Kshetri, University of North Carolina, Greensboro

Industrialized world-based healthcare providers are increasingly offshoring low-end healthcare services such as medical transcription, billing and insurance claims as well as high-skill physician jobs such as teleimaging and telepathology to developing countries. We integrate the institutional and healthcare management literatures to understand how unique and idiosyncratic features of the healthcare industry superimpose in a complex interaction with institutional factors in the sending country and economic factors to shape the entrepreneurial activities in the offshoring sector. We also analyze how such processes differ for low-end and high-end healthcare services.

THE EARNINGS OF UNIVERSITY FACULTY IN HEALTH ADMINISTRATION: WHAT CHARACTERISTICS INFLUENCE PAY?

Nir Menachemi, University of Alabama, Birmingham
Michael A. Morrissey, University of Alabama, Birmingham
John H. Cawley, Cornell University
Peter M. Ginter, University of Alabama, Birmingham

We present data from a 2009 survey of health administration faculty employed in programs recognized by the Association of University Programs of Health Administration or are U.S.-based academic members of the Academy of Management’s Health Care Management Division. We present summary statistics for faculty salaries by rank and school of employment. Next, we examine salaries in departments with an emphasis on teaching versus departments with an emphasis on research. Lastly, we estimate the association between faculty salaries and education, experience, measures of human capital and demographic characteristics.

Friday, 10:30am - Noon in Windsor Ballroom Salon 1

Research Methods: Similar or not so much: Scale Comparison

Session Chair: Jodi Goodman, University of Connecticut

Discussants:
Lisa Schurer Lambert, Georgia State University
Daniel T. Holt, Air Force Institute of Technology
Cynthia Ellen Ryder, Columbia Southern University

★BEST DOCTORAL PAPER IN TRACK★
AND JUSTICE FOR ALL! MEASUREMENT EQUIVALENCE OF ORGANIZATIONAL JUSTICE ACROSS SEVEN COUNTRIES

Irina Cozma, University of Tennessee
David J. Woehr, University of Tennessee

To date, little if any research on organizational justice (OJ) across countries has fully examined the cross-cultural generalizability of measures of the construct. Thus, we examine the measurement equivalence of the three factor model of OJ across seven countries and four languages. Specifically, we assessed the extent to which respondents from different countries interpret a measure of OJ in a conceptually similar manner. We also looked at the effect of language and geographic region. Our findings indicate that measures of OJ demonstrate relatively high levels of equivalence (configural, metric, scalar and uniqueness equivalence) across all seven countries.

★BEST PAPER IN TRACK★
DIFFERENTIATING AUTHENTIC FROM TRANSFORMATIONAL LEADERSHIP: SCALE DEVELOPMENT AND EMPIRICAL TESTS

Linda L. Neider, University of Miami
Chester A. Schriesheim, University of Miami
Sunchoon (Aviva) Sinclair, University of Miami

This paper begins validating a new measure of authentic leadership, the Authentic Leadership Inventory (ALI). It also assesses the recently developed Authentic Leadership Questionnaire (ALQ). Results indicate serious issues with the ALQ but support the content validity, reliability, factor structure, and discriminant validity of the ALI. The analyses also do not support treating authentic or transformational leadership as global constructs. Instead, it is argued that future research would better be served by using separate authentic and transformational leadership dimensions (rather than aggregate or global measures) to understand the unique aspects of both leadership constructs.

THE ORGANIZATIONAL COMMITMENT QUESTIONNAIRE (OCQ) AND THE AFFECTIVE COMMITMENT SCALE (ACS): DO THEY MEASURE THE SAME THING?

James W. Bishop, New Mexico State University
Steven M. Elias, New Mexico State University
Michael Turner, New Mexico State University
Chet Eric Barney, New Mexico State University

Organizational commitment is one of the most frequently researched concepts in the management literature. Frequently researchers have used the Organizational Commitment Questionnaire (OCQ) and the Affective Commitment Scale (ACS) interchangeably. This practice is viable as long as the scales measure the same construct. Using archival data and data collected by us, we set out to determine whether the two scales measure the same thing. Our analyses assessed unidimensionality, discriminant validity, convergent validity, nomological networks, and unique variance. All results suggest using the OCQ and ACS interchangeably is inappropriate; calling into question the veracity of a large amount of prior research.
THE RELATIVE IMPORTANCE OF ACTUAL VERSUS PERCEIVED PERSONALITY AND COGNITIVE TRAITS; IMPACT ON INTERVIEWER JUDGMENTS OF PERFORMANCE

Don H. Kluemper, Louisiana State University
Anindita Sen, Louisiana State University
Tim DeGroot, Midwestern State University

The aim of this article was to examine actual applicant’s traits and observers’ perceptions of these traits to assess how each related to employment recommendations. 111 interviewees were asked to complete self-report surveys of the Big five, emotional intelligence (EI), and general mental ability (GMA) test. Subjects were then video recorded when participating in a structured interview. The interviews were then assessed by 3 evaluators who rated personality, EI, and GMA. Finally, interviewer judgments of performance were assessed by 3 independent evaluators. Results indicate that observers’ perceptions were stronger than self-rated traits, particularly for observer rated extroversion, GMA, and EI.
Finding Fertile Time: An Temporal Investigation of Opportunity Using Patent Citation Data

Mark Brent Meldrum, University of Windsor

Technological change is a key source of entrepreneurial opportunity. This work investigates the nature of the relationship between opportunity and the business cycle by examining the relationship between technological change and the business cycle. We use the application dates of the top 1% of US patents in terms of citations received and match these to a monthly series of economic expansions and contractions as defined by the NBER for the time period January 1973 to December 1992. We find a strong pro-cyclical relationship for technological change in the private sector but a clear counter-cyclical relationship when considering the public sector.

Strategy/OT/IM: Identifying, Developing and Measuring Resources and Capabilities

Session Chair: J. Kirk Ring, Wichita State University

Discussants:
Papers 1 & 3: Cynthia Ccyota, United States Air Force Academy
Paper 2: J. Kirk Ring, Wichita State University

All Past Equal? The Differing Effects of Alliance Governance Experience on Firm Capability Building

Rui Wu, University of Southern California

Firms employ different governance structures in interfirm relationships. However we know little about how alliance governance structures affect firms’ capability development. I propose a theoretical model to analyze capability building processes from alliance governance structures. I focus on two specific capabilities pertaining particularly to interfirm collaboration: contract design capability and coordination capability. As firms accumulate alliance experience, they build these capabilities along different trajectories. Capability development processes are further moderated by technological diversity in alliance experience. This study contributes to alliance research by drawing upon both transaction cost economics and learning theories to explain governance effects on capability development.

Economizing and Strategizing in the Resource Evolution Lifecycle: Resource Management by New Ventures and Established Firms

Xiaodan Wang, Texas Tech University
G. T. Lumpkin, Syracuse University

This study proposes a theoretical framework of how firm resources evolve through identification, acquisition, combination, utilization and abundance. Since value of resources is determined externally by product and customer factors, identifying and acquiring valuable resources in a timely and cost-efficient manner are critical for a firm’s success in the dynamic business environment. Value of resources can be realized to the extent they are effectively and efficiently deployed. New ventures and established firms may emphasize different aspects (economizing and strategizing) in resources management to optimize their resource configurations.

Empirically Eliciting Capabilities in the Presence of Measurable and Transferable Resources

Joseph Clougherty, Wissenschaftszentrum Berlin
Thomas P. Moliterno, University of South Carolina

Measuring organizational capabilities presents empirical researchers with substantial difficulties. We propose quasi-experimental research design and panel data estimation techniques for future empirical work on capabilities. This approach allows researchers to uncover how, when building organizational capabilities through factor market resource acquisitions, firms differ significantly in their ability to leverage tangible and intangible complementary resources to enhance the operational performance of acquired resources. We illustrate this empirical approach with an investigation of the U.S. international airline industry from 1983-1992, during which time the industry experienced a significant transfer in the rights to operate U.S. international routes.

OB: Leader-Follower Relationships

Session Chair: Tom D. McFarland, Tusculum College

Discussants:
Mary Kay Copeland, Regent University
Paul Harvey, University of New Hampshire
Shanan Litchfield, Mississippi State University

Boundary Conditions of Trust Transference Between Leaders, Followers and Coworkers

Jeffrey Paul, Oklahoma State University
Wm. Matthew Bowler, Oklahoma State University

This study examines the spread of trust between supervisor-subordinate dyads to the broader employee network. Two separate three-way interactions are hypothesized and tested. The interactive effects of supervisor trust of subordinate, supervisor trust centrality and supervisor communication centrality were significant in predicting subordinate trust. This finding demonstrates the amount of communication between a supervisor and other employees enhances the combined effects of supervisor trust in the subordinate and network trust in the supervisor on network wide trust of the subordinate. Implications and future research directions related to these results and the overarching trust literature are discussed.

Key Determinants and Outcomes Associated with Relationship Conflict in Supervisor-Subordinate Dyads: A Subordinate Perspective

Kiran Ismail, St. John’s University
Orlando C. Richard, University of Texas, Dallas
Edward Taylor, Piedmont College

We go beyond relational demography research to explain the causes and outcomes of relationship conflict from affective approach, specifically, moods theory. We hypothesized and found that negative mood and positive mood interacted to impact the level of relationship conflict experienced by subordinates above and beyond any main effects. In addition, subordinates’ low collectivism values strengthened the positive mood-negative mood interaction impact on relationship conflict. We also find that mentoring and supervisor-subordinate dyad tenure weaken the relationship conflict to outcomes associations.
TRANSPARENCY, TRANSLUCENCE OR OPACITY? TWO FIELD INVESTIGATIONS OF THE MEDIATING ROLE OF POSITIVITY IN TRANSPARENT AND TRUSTFUL LEADER-FOLLOWER RELATIONS

Larry W. Hughes, Central Washington University
Steve Norman, Colorado State University-Pueblo
William L. Gardner, Texas Tech University

In this two-study research project, the relationship between transparency and trust is investigated. Furthermore, positivity, in the form of positive emotions and positive psychological capital, is posited to mediate the transparency-trust relationship. In Study 1, participants’ perceptions of a leader’s transparency were more predictive of trust than the experimenter designed manipulations. Study 2 revealed that positive psychological capital explained a significant portion of the transparency-trust relationship between leaders and followers. Study limitations, implications for management, and future research directions are discussed.

Friday, 1:15pm - 2:45pm in Swannanoa Room

HRM/Careers: Skills and Beliefs

Session Chair: Frankie Jason Weinberg, University of Georgia

Discussants:
Brian J. Collins, University of Southern Mississippi
Nhung T. Nguyen, Towson University
Caren Goldberg, American University

A PREDICTIVE INVESTIGATION OF REPUTATION AS MEDIATOR OF THE POLITICAL SKILL – CAREER SUCCESS RELATIONSHIPS

Gerhard Blickle, University of Bonn
Paula B. Schneider, University of Bonn
Yongmei Liu, University of Texas, Arlington
Gerald R. Ferris, Florida State University

Theories of political skill and reputation in organizations suggest that employees’ political skill predicts their career success, and that this relationship is mediated by employees’ reputation in the workplace. These hypotheses were tested in a predictive study, collecting two waves of data from 135 early career employees, covering a one-year timeframe. Political skill at time 1 predicted hierarchical position, income, and career satisfaction at time 2. Furthermore, reputation mediated the relationships between political skill and hierarchical position and career satisfaction. Contributions and implications, limitations, strengths, and future research directions are discussed.

THE IMPACT OF PERSONAL BELIEFS ON GROUP KNOWLEDGE SHARING OUTCOMES

Frankie Jason Weinberg, University of Georgia

This study proposes a social-constructivist, knowledge-based model through which organization members’ personal epistemological beliefs about knowledge and learning promote knowledge sharing behaviors in teams. Specifically, personal beliefs held by team members are argued to impact their individual knowledge sharing behaviors, which subsequently influence group knowledge sharing outcomes in the forms of transactive memory systems and group learning. Constraints upon the conceptualizations proposed in this study are discussed, and implications for future research and for practice are suggested.

Friday, 1:15pm - 2:45pm in Windsor Ballroom Salon 1

Strategy/OT/IM: Social Relationships and Competition

Session Chair: Justin L. Davis, Ohio University

Discussants:
Paper 1: Justin L. Davis, Ohio University
Papers 2 & 3: Sean Lux, University of South Florida

THE EMBEDDEDNESS OF INTERORGANIZATIONAL GUANXI AND KNOWLEDGE SHARING

Baiyun Gong, Nova Southeastern University
Yunshan Lian, Nova Southeastern University

Previous literature suggests that interorganizational guanxi is maintained by key individuals in the organizations. This ignores the involvement of collective activities across the organizational boundaries. This paper introduces the concept of the embeddedness of interorganizational guanxi (i.e., the extent to which various departments are involved in the interorganizational guanxi) and examines its impacts on trust and knowledge sharing between organizations. Survey data were collected among suppliers in the Chinese automobile industry. The findings indicate that embeddedness of interorganizational guanxi facilitates trust and knowledge sharing. Moreover, trust mediates the relation between embeddedness and knowledge sharing.

THE SOCIAL CONSTRUCTION OF COMPETITIVE RIVALRY THROUGH CEREMONIAL VISIBILITY: THE DARK SIDE OF STATUS

Curt Moore, Texas Christian University
Chad W. Autry, Oklahoma City University
Stanley Griffis, Michigan State University

Firm-level status has generally been examined in the context of cooperative relationships, rather than focusing on competitive marketplace dynamics. We examine how visibility in ceremonies involving competitors confers status upon firms, and how this status influences subsequent performance outcomes. Our results demonstrate several negative aspects of firms’ holding readily visible, high-status structural positions within the competitor network. Our findings are in contrast to those that would be expected in similar assessments of cooperative networks, and thus we contribute to the organizational theory and strategic management theory literatures by bringing competitive-based status to the forefront.

SOCIAL SKILL IN THE WORKPLACE: WHAT IS SOCIAL SKILL AND WHAT ARE ITS SUB-SKILLS?

Sharon Y. Wu, Greensboro College
Daniel B. Turban, University of Missouri

Although research indicates that social skill plays a role in influencing employees’ career success, there are many different and varied definitions of social skill. Hence, the goal of this study is to advance our knowledge of what social skill is. We review key social skill models with an aim to propose an integrated social skill framework. We then conduct studies to create a social skill measure and to test our proposed theoretical framework. Our paper provides both theoretical and practical implications for researchers interested in social skill and for firms interested in social skill training and development.
This paper presents the results of three studies designed to create and validate a measure of Implicit Followership Theories (IFT). IFTs are defined as schema-like knowledge structures that include specific beliefs regarding the characteristics followers should have and ways followers should behave while interacting with leaders. Our results provide evidence for IFT’s discriminant validity with personal characteristics variables and nomological validity with measures of employee beliefs, perceptions, and behaviors. The IFT scale offers researchers a new avenue to explore followers’ role in leadership and helps to advance a line of theorizing and research around followership.
This study examines person-organization (P-O) fit in the context of German Insurance teams. Team leaders and team members P-O fit on organizational culture dimensions of community and order are hypothesized to influence team performance and team learning. Results showed that team members’ P-O fit on order was significantly related to team performance while their P-O fit on community was positively related to team learning. Collective team identification partially mediated this relationship between community and team learning. Team leaders’ level of P-O fit was not related to any outcomes. Implications of the findings are discussed for future theory and empirical work.

WORKPLACE AUTONOMY SUPPORT, EMPLOYEE AUTONOMY ORIENTATION, AND JOB CREATIVITY: THE MEDIATING ROLE OF HARMONIOUS PASSION

Dong Liu, University of Washington-Seattle
Xiao-ping Chen, University of Washington-Seattle
Xin Yao, University of Colorado, Boulder

Drawing from the self-determination theory, we investigated how work team and unit support for autonomy as well as employee autonomy orientation affected an employee’s creativity via harmonious passion for work. Results based on our three-level data from 856 members on 111 teams within 23 work units indicate that unit and team support for autonomy as well as member autonomy orientation facilitate members’ harmonious passion for work, and that harmonious passion for work mediates the effects of 1) the interaction between unit autonomy support and member autonomy orientation, and 2) the interaction between unit and team support for autonomy, on creativity.

PERSON-ORGANIZATION FIT IN GERMAN INSURANCE TEAMS: THE IMPACT OF COMMUNITY AND ORDER CULTURAL GAPS ON TEAM PERFORMANCE

Sabine Wende, University of Cologne
Thomas R. Berry-Stoezlle, University of Georgia
Melanie J. Lankau, University of Georgia

This study investigates the impact of geographic dispersion on the task conflict – relationship conflict link. Based on data collected from 94 project teams, we examine whether it is more difficult for teams that are geographically dispersed to keep conflict task-oriented than it is for teams that are co-located. We also explore the impact of team tenure as a moderator of the impact of geographic dispersion on the task conflict – relationship conflict link. Our results support the notion that keeping conflict task-oriented is more problematic for geographically disperse teams compared to collocated teams and this problem persists over time.

This symposium highlights research on the motives and abilities associated with career-related decisions among the rising Black and Hispanic Americans entering the workforce. By 2050, Black and Hispanic individuals are projected to out number White non-Hispanic individuals in the working age population. This symposium will discuss this trend and provide insights on the motives and abilities that describe these minorities who will be pursuing college, and entering the workforce in increasing proportions now and in the near future. Four presentations will present study findings, and highlight the relevance of this topic for organizational researchers and practitioners.

AN EXAMINATION OF THE EFFECTS OF GEOGRAPHIC DISPERSION AND TEAM TENURE ON THE RELATIONSHIP BETWEEN TASK AND RELATIONSHIP CONFLICT

Patricia Holahan, Stevens Institute of Technology
Ann Mooney, Stevens Institute of Technology
Laura Finnerty Paul, Skidmore College

This study investigates the impact of geographic dispersion on the task conflict – relationship conflict link. Based on data collected from 94 project teams, we examine whether it is more difficult for teams that are geographically dispersed to keep conflict task-oriented than it is for teams that are co-located. We also explore the impact of team tenure as a moderator of the impact of geographic dispersion on the task conflict – relationship conflict link. Our results support the notion that keeping conflict task-oriented is more problematic for geographically disperse teams compared to collocated teams and this problem persists over time.
CULTURAL INTELLIGENCE AND IMPRESSION MANAGEMENT: AN INTEGRATION OF CULTURAL INTELLIGENCE AND IMPRESSION MANAGEMENT THEORY

Anna-Katherine Ward, University of South Carolina

While multinational companies strongly rely on the use of expatriate employees, lack of cultural fit often leads to premature assignment termination. This theoretical paper integrates the concepts of impression management and cultural intelligence to explore how a culturally different employee may shape his or her professional image to appeal to others in a foreign environment, thereby strengthening relationships, improving psychological well-being, and easing adjustment to the new setting. This paper serves as a significant contribution to the International Management literature by advancing the understanding of cross-cultural adjustment and expatriate success.

THE EFFECTS OF POLITICAL SKILL ON THE DEVELOPMENT OF PERSONAL REPUTATION

Mary Dana Laird, University of Tulsa

Despite the importance of personal reputation, little is known about how employees develop their personal reputations in a work environment. This study proposes that politically skilled employees develop strong relationships with their supervisors and perform citizenship behaviors that benefit their coworkers in order to develop the reputational dimensions of performance and character. Data from 269 employee-supervisor dyads of a Midwestern manufacturing organization provided support for the hypotheses.

FITTING THE FOREIGN MOLD: AN INTEGRATION OF CULTURAL INTELLIGENCE AND IMPRESSION MANAGEMENT THEORY

Anna-Katherine Ward, University of South Carolina

While multinational companies strongly rely on the use of expatriate employees, lack of cultural fit often leads to premature assignment termination. This theoretical paper integrates the concepts of impression management and cultural intelligence to explore how a culturally different employee may shape his or her professional image to appeal to others in a foreign environment, thereby strengthening relationships, improving psychological well-being, and easing adjustment to the new setting. This paper serves as a significant contribution to the International Management literature by advancing the understanding of cross-cultural adjustment and expatriate success.
This study compares the impact on IPO underpricing between two types of VC firms – private and corporate VC firms. We argue from multiple agency theory and resource based view that private VC firms and corporate VC firms have different impacts on IPO underpricing due to their different interests, motivations and capabilities. Using a sample of 200 U.S. VC-backed IPOs between 2000 and 2007, we found that percentage of private VC ownership is positively associated with IPO underpricing whereas percentage of corporate VC ownership is negatively associated with IPO underpricing.

This paper focuses on outcomes in hospitals which have implemented various quality improvement processes (QIP). The relationship between QIPs and consequences of their implementation are studied based upon patient and financial outcomes, and employee satisfaction. The proposed model uses Rogers (2001) diffusion of innovation theory to understand whether the QIPs imported from other industries have reflected similar success in healthcare. Various QIPs such as, Six sigma, Lean, Kaizen, continuous quality improvement and total quality management are included. Hypotheses are developed based upon the framework and exploration of the roles of these hypotheses is discussed for future research and managerial implications.

The quality of acute spinal cord Injury (SCI) rehabilitation care was examined using an extension of Donabedian’s outcome assessment model that included environmental and patient factors. Patients (N = 1974) were grouped based on admission Functional Independence Measure (FIM) score. Patient profiles and therapy received were related to outcomes measured by the FIM gain. Care structure measured by patient volume was negatively associated with outcomes, but facility level therapist-bed ratios were not related to outcomes. Medicare prospective payment system (PPS) interacted with patient profiles influencing outcomes. Findings provide some support for Donabedian’s model and suggest strategies for improving rehabilitation quality.
Session Chair: Bryan S. Schaffer, University of North Carolina, Asheville

Discussants:
Oscar Holmes IV, Virginia Commonwealth University
Sheila D. Watters, Virginia Commonwealth University
Cynthia Ellen Ryder, Columbia Southern University

★ BEST PAPER IN TRACK & BEST DOCTORAL PAPER IN TRACK ★
A COMPARISON OF GENDER ROLE AND ROLE SPILLOVER THEORY FOR PREDICTING SUPERVISORS’ PERFORMANCE EXPECTATIONS OF FATHERS WHO TAKE PARENTAL LEAVE

Kathleen M. Shumate, University of Texas, Arlington

According to gender role theory, men who take parental leave are violating gender role norms, and their performance expectations will be downgraded. According to role spillover theory, workers of either sex who experience facilitation from their family to their work roles will obtain workplace rewards. Congruity between the behaviors required within the work and parental roles, however, may determine whether or not spillover is positive (i.e., facilitation) or negative (i.e., conflict). Confirmation of hypotheses would clarify the circumstances under which fathers as well as mothers might experience workplace rewards or barriers to success.

DIVERSITY ENTREPRENEURSHIP EDUCATION: EXPLORING COMPONENTS OF EDUCATION FOR THE ENHANCEMENT OF MINORITY AND FEMALE ENTREPRENEURSHIP

Phil C. Bryant, University of Memphis
Frances H. Fabian, University of Memphis
Eric Kinnamon, University of Memphis

Although more African American youth reported entrepreneurial intent than did white youth (Walstad & Kourilsky, 1998: 9), African American-owned businesses represent 5.2% of US businesses while White-owned businesses represent 86.6% of US businesses (U.S. Census Bureau, 2005). Statistics are similar for women. While a growing literature has begun to identify factors that may explain this differential, the results of these studies have not been integrated into a practical model for addressing them. In this paper, the authors present a cluster of entrepreneurship education system components expected to produce increases in the rate, lifespan, and performance of minority and female entrepreneurship.

THE RELATIONSHIP BETWEEN ORGANIZATIONAL/BOARD CHARACTERISTICS AND THE EXTENT OF FEMALE REPRESENTATION ON CORPORATE BOARDS

Scott Geiger, University of South Florida-Saint Petersburg
Dan Marlin, University of South Florida-Saint Petersburg

Women are important stakeholders for corporations, serving as owners, employees, suppliers, and other functions critical to firm survival. However, female presence in the boardroom is still very low relative to men. The current study examines the relationship between organizational/board characteristics and the extent of female representation on corporate boards. The findings suggest that higher levels of outside board members, board size, and higher levels of directors serving on multiple boards are positively related to the percentage of women serving on a given board. The percentage of directors over 70 was negatively related to percentage of women serving on a board.

Ent/IT/Innov: Something for everyone

Session Chair: Gabi Eissa, Oklahoma State University

Discussants:
David Noble, University of Alabama
Sheryllynn Roberts, University of Texas, Arlington
Scott Mooty, University of Memphis

A REVIEW OF CURRENT CONSTRUCT MEASUREMENT PRACTICES IN ENTREPRENEURSHIP RESEARCH

Thomas Russell Crook, University of Tennessee
Christopher Shook, Auburn University
Timothy M. Madden, University of Tennessee, Knoxville
Michael Lane Morris, University of Tennessee

Construct measurement practices lay at the foundation of empirical research. They are central considerations for entrepreneurship researchers and for consumers of entrepreneurship-related research findings. Yet, little is known about the extent to which entrepreneurship researchers currently take into account these considerations. In this study, we assess the current state of measurement practices in entrepreneurship by content analyzing recent empirical research published in several leading journals. Our findings indicate that, in general, extant research relies far too heavily on measures that do not allow for the assessment of reliability. We offer important implications and provide ways to help surmount these challenges.

INSTITUTIONAL AND ECONOMIC FOUNDATIONS OF CYBERCRIMES

Nir Kshetri, University of North Carolina, Greensboro

We examine institutional and economic processes affecting cybercrimes. We analyze how anti-cybercrime institutions emerge through institutional change mechanisms. Cybercrimes may thrive in an economy if the legitimate IT industry cannot absorb available talents. Each cybercrime requires unique combination of crime, technical and social engineering skills and access to networks of other criminals. An organization’s digitization of wealth and a lack of technological and behavioral defense mechanisms co-vary positively with its probability of becoming a target.
THE ROLE OF GENDER IDENTITY IN EXPLAINING GENDER DIFFERENCES IN LEADERSHIP BEHAVIORS IN DECISION-MAKING TEAMS

Angela Larch, Binghamton University
Vishal Gupta, Binghamton University
Janaki Gooty, SUNY, Binghamton

Our paper examines the relationship between gender-role identity and leadership behaviors for men and women. We proposed that masculine gender identity would be positively related to initiating structure behaviors, and that this relationship would be stronger among men than women. We also proposed that feminine gender identity would be positively related to consideration behaviors, and that this relationship would be stronger among women than men. Our findings drawn from a sample of graduate business students working in teams of 4-6 individuals each, in a strategic simulation task, indicate partial support for our hypotheses. Research and practical implications are discussed.

Saturday, 8:30am - 10:00am in Grand Ballroom Salon C2

HRM/Careers: Individual and Financial Performance

Session Chair: Diane Bandow, Troy University

Discussants:
Jeremy Ray Brees, Florida State University
Chenwei Li, University of Alabama
Gayle Baugh, University of West Florida

FAMILY ROLE CONFIGURATION’S IMPACT ON EMPLOYEE ATTENDANCE, PERFORMANCE, AND LIFE SATISFACTION WHEN MODERATED BY CORE SELF-EVALUATIONS

Scott L. Boyar, University of Alabama, Birmingham
Teresa A. Wagner, Miami University
Amanda Edwards, Xavier University
Ronald B. McKinley, Texas Children's Hospital

We examine two important family role responsibilities, financial and caregiver. Specifically, we assess the impact of financial role responsibility (FRR) and caregiver role responsibility (CRR) on three important outcome variables: absenteeism, employee performance, and life satisfaction; we also explore the intervening impact of core self-evaluations (CSE) among these relationships. The results demonstrate the impact of FRR and CRR on important outcomes as well as limited support of the moderating impact of CSE. The research and practical implications, as well as limitations of this study are discussed.

THE EFFECTS OF DIFFERENTIAL PAY ALLOCATIONS ON EMPLOYEES

Sven Kepes, Virginia Commonwealth University
Srini Venkatraman, Coastal Carolina University

Differential pay allocations have been found to influence a variety of unit-level outcomes. Yet, empirical studies have been ambiguous about the directionality of the effect. We develop a comprehensive framework that tests the individual-level dynamics between differential pay allocations employee outcomes. Data from a sample of employees within a large firm in the telecommunications industry supports the idea that performance-based pay allocation differentials have positive effects on employee attitudes, work behaviors, and performance, and that these relationships are mediated by perceptions of distributive justice.
THE HUMAN RESOURCE FUNCTION AND THE BALANCE SHEET

David Herda, University of Texas, Arlington

Many studies of human resource management have demonstrated how HR practices can contribute to financial performance and there is no debate that an effective HR function is an important company asset. We argue that a successful human resource function is an identifiable intangible asset within existing accounting rules and its separate presentation in the financial statements improves financial reporting and may incite managers to maintain the HR function’s value by investing in HR programs, rather than eliminating those items first when budgets get tight.

Saturday, 8:30am - 10:00am in Swannanoa Room

OB: Emotions and Workplace Climate

Session Chair: Laura E. Marler, Mississippi State University

Discussants:
Julita Anita Haber, TUI University
Keke Wu, University of Alabama
Randy Evans, University of Tennessee, Chattanooga

★BEST DOCTORAL PAPER IN TRACK★
AFTER-ACTION REVIEWS: A VENUE FOR THE PROMOTION OF SAFETY CLIMATE

Joe Allen, University of North Carolina, Charlotte
Benjamin Baran, University of North Carolina, Charlotte
Cliff Scott, University of North Carolina, Charlotte

This study investigated the role of after-action reviews on perceptions of safety climate at the group and organizational levels. Moderated and mediated regression analyses of data from 67 firefighting crews suggest that after-action review frequency positively influenced both levels of safety climate. Safety-oriented group norms fully mediated the relationship between after-action review frequency and group-level safety climate. Fire-station busy-ness moderated the relationship between after-action review frequency and organization-level safety climate, such that the relationship was non-existent for highly busy stations. These findings suggest that after-action reviews constitute a specific venue through which managers can promote safety climate in high-risk environments.

LEADERS’ EMOTIONAL INTELLIGENCE AND EMPLOYEE PERFORMANCE AND EMBEDDEDNESS: THE EFFECTS OF POWER DISTANCE AND TASK INTERDEPENDENCE

Prajya R. Vidyarthi, University of Illinois, Chicago
Smriti Anand, University of Illinois, Chicago
Robert C. Liden, University of Illinois, Chicago

The current study examines the effects of within-group task interdependence and leaders’ perception of power distance on the relationship between leaders’ emotional intelligence and employee outcomes. Using social impact theory we argue that the link between leaders’ emotional intelligence and employee job embeddedness and job performance depends on the degree of interdependence and level of power distance in the social exchange relationship. We tested our hypotheses using 350 leader-member dyads nested in 74 workgroups. Hierarchical linear modeling results found support for a stronger relationship between leaders’ emotional intelligence and employee outcomes under conditions of high task-interdependence and low power distance.

SERVICE WITH A DISENGAGED SMILE: CLIMATE FOR SERVICE AND INTERNAL SERVICE AS SERVICE-ORIENTED RESOURCES

Sara Jansen Perry, University of Houston
L. A. Witt, University of Houston

The service literature has explored organization-level customer-oriented outcomes in conjunction with service constructs and largely ignored employee outcomes. As front-line employees are vital to the delivery of high-quality customer service, we positioned climate for service and internal service as service-oriented resources that protect employees from experiencing disengagement by enabling them to effectively and efficiently deliver customer service. In a study of 1377 retail bank employees, we found that employees perceiving high climate for service and internal service experienced the lowest levels of disengagement. These results may inform development of employee wellness programs as well as service and stress theory.

Saturday, 8:30am - 10:00am in Windsor Ballroom Salon 1

Strategy/OT/IM: Work Structures in a Shrinking World

Session Chair: Peter Foreman, Illinois State University

Discussants:
Papers 1 & 2: Gregory P. Tapis, Mississippi State University
Paper 3: Mambo Governor Mupepi, University of Michigan Health System/Grand Valley State University

EXPLORING PERCEPTIONS OF "FOREIGNNESS" IN VIRTUAL TEAMS: THE IMPACT ON MEMBER SATISFACTION AND TURNOVER INTENTION

Gary Garrison, Belmont College
Michael Harvey, University of Mississippi
Miriam Moeller, University of Mississippi

This paper uses status inconsistency theory to identify factors related to satisfaction with the composition of virtual teams to predict turnover intentions. The paradox that increasing diversity maximizes the creation and use of organizational knowledge while increasing dissatisfaction and turnover is a critical issue in the formation/management of virtual teams. We therefore examine how perceptions of differences among members (i.e., their ‘liability of foreignness’) impact the stability of team membership. Findings from both studies indicate that perceptions of foreignness have a detrimental effect on satisfaction with one’s team members while satisfaction is likely to decrease turnover intention.

GOING NATIVE: PREDICTORS OF HOST COUNTRY ATTACHMENT

Erin MacKenzie, James Madison University
Marshall Pattie, James Madison University
William Ritchie, James Madison University

While many expatriates follow the traditional expatriation process of deployment and repatriation, many others take nontraditional career paths. The findings in this study indicate expatriates who are older, have children, are satisfied with their careers and are contacted less by recruiters have stronger attachment to the host country. These findings suggest that reasons for remaining in a host country are similar to those for not accepting an international assignment. Managerial implications and recommendations for future research are given.
IS TELEWORK EFFECTIVE FOR ORGANIZATIONS? A META-ANALYSIS OF EMPIRICAL RESEARCH ON PERCEPTIONS OF TELEWORK AND ORGANIZATIONAL OUTCOMES

Brittany Harker Martin, University of Calgary
Rhiannon J. MacDonnell, University of Calgary

Telework is an alternative work relationship with demonstrated positive benefits for individuals and society, yet it has not been implemented with enthusiasm by the majority of organizations. This could be due to the lacking evidence for organizational decision makers regarding whether or not telework is actually good for the firm. Thus, 62 empirical studies on telework are reviewed and analyzed, based on 29 correlations, to find that there is a small but positive relationship between telework and organizational outcomes. Meta-analytical techniques were used to find that telework is perceived to increase productivity, secure retention, strengthen organizational commitment, and improve performance.

WHAT FACTORS INFLUENCE RESIDENTIAL CARE/ASSISTED LIVING FACILITIES TO REOPEN OR STAY CLOSED AFTER HURRICANE KATRINA/RITA

Adrine Jevone Harrell, Southern University, New Orleans
Leslie Klieb, Grenoble Ecole de Management

This research, at the border between governance and health care, considers the factors that influenced reopening of Residential Care/Assisted Living Facilities in Louisiana after Hurricanes Katrina and Rita. The motivation of the owners and managers was found to be the strongest determinant of intent to reopen or time it took to reopen.

LEARNING TO THINK REFLECTIVELY USING LEARNING JOURNALS IN LEADERSHIP

Rhonda S. Palladi, Georgia State University

The purpose of this paper is to discuss using learning journals in an undergraduate leadership class to improve students' reflective thinking skills. While there is a great deal of research on using learning journals in diverse areas of higher education, not much attention has been paid to its use for business students. After a review of the literature, I recommend that learning journals be used to provide students with a unique opportunity for practicing reflective thinking. Details based on the experience of implementing learning journal assignments using Kolb's learning model is provided.

PROMOTING CRITICAL THINKING SKILLS THROUGH AN ORGANIZATIONALLY SENSIBLE EMPLOYMENT LAW COURSE

Kay J. Bunch, Georgia State University

Critical thinking is essential for managerial success, but evidence suggests that business undergraduates lack sufficient skills to analyze problems, develop solutions, and communicate recommendations to various audiences. After a brief overview of critical thinking concepts, I discuss findings that HR decision-making is overly influenced by litigation fears. Next, I propose that an organizationally sensible (Roehling & Wright, 2006) employment law course is an ideal vehicle for increasing domain knowledge and developing critical thinking. Finally, I address relevant pedagogical issues and describe how court cases can serve as a foundation for a variety of writing activities.
Session Chair: Thomas Russell Crook, University of Tennessee

Discussants:
Papers 1 & 2: Shanan Litchfield, Mississippi State University
Paper 3: Guclu Atine, Louisiana Tech University

**BUILDING OF DYNAMIC CAPABILITY**

Balancing Exploration and Exploitation in a Declining Industry: Antecedents to Firm Adaptation Strategy and Performance

William Burpitt, Elon University
Matthew Valle, Elon University

This paper utilizes the theoretical framework of Raisch and Birkinshaw (2008: 381) to investigate the performance implications of three strategic adaptation approaches (exploitation, exploration, and organizational ambidexterity) in 94 small firms supplying tools and materials to the U.S. - based furniture industry. We measured four organizational antecedents to strategic adaptation as well as the performance outcomes associated with adaptation choice. Results demonstrate that organizational deftness, group potency, elements of communication and cooperation within the firm, and low centralization were significantly related to organizational ambidexterity, and that ambidexterity was positively related to revenue and profit growth.

**STRUCTURAL INERTIA AND THE ARCHITECTURE OF ROUTINES**

Benjamin Powell, Appalachian State University

Existing organizational theories neglect the intra-organizational causes of structural inertia. The purpose of this manuscript is to explicate a parsimonious framework that identifies the fundamental conditions within organizations that give rise to structural inertia. To achieve this goal, I merge a fine-grained unit of analysis, the organizational routine, with one of the core principles of structural contingency theory, interdependence, to articulate an architecture for routines. This architecture facilitates specification of the conditions affecting structural inertia: decomposability, fungibility, munificence, and specificity. In explaining how these conditions impede change, I present and apply the ‘wiring’ of routines as a useful metaphor.

**THE ROLE OF ORGANIZATIONAL SCHEMA IN THE BUILDING OF DYNAMIC CAPABILITY**

Liang Wang, York University

Dynamic capabilities have been suggested to be the key to business success in turbulent environments. Despite a growing body of literature on the dynamic capability view, the process of dynamic capability building remains understudied. Based on the case study on Kodak’s response to the technology revolution from traditional imaging technology to digital imaging technology in the imaging industry, this paper injects the notion of organizational schema from social psychology into the dynamic capability view and builds a process model of dynamic capability building.

Session Chair: Angela Larch, Binghamton University

Discussants:
Jeffrey Muldoon, Louisiana State University
Christopher J. L. Cunningham, University of Tennessee, Chattanooga
Oscar Holmes IV, Virginia Commonwealth University

★BEST OVERALL PAPER AND BEST PAPER IN TRACK★
AGGRESSIVE REACTIONS TO ABUSIVE SUPERVISION: THE ROLE OF INTERACTIONAL JUSTICE AND FRAGILE SELF-ESTEEM

James Burton, Northern Illinois University
Jenny M. Hoobler, University of Illinois, Chicago

In this paper, two studies are reported that examine the role that interactional justice and fragile self-esteem play in an employee’s decision to respond aggressively to an abusive supervisor. In both studies, we demonstrate that interactional justice partially mediates the relationship between an abusive supervisor and subsequent employee aggression. In addition, we demonstrate that an individual’s fragility of self-esteem interacts with interactional justice perceptions to predict workplace aggression. Specifically, individuals with high, but fragile self-esteem are the employees who are most likely to respond aggressively to an abusive supervisor.

JUSTICE AND POLITICS: MECHANISMS FOR THE UNDERLYING RELATIONSHIPS OF ROLE DEMANDS TO EMPLOYEES’ SATISFACTION AND INTENTION TO TURNOVER

Jun Yang, SUNY, Buffalo

The current study has adopted a combination of justice and politics perspective on role ambiguity and role conflicts in organizational settings. It has investigated the meditational effects of procedural justice and perception of politics on role demands- organizational outcomes relationships: supervisor satisfaction, pay satisfaction, and intention to turnover. Results supported that procedural justice and perception of politics mediate the role demands and three outcomes except for perception of politics does not mediate the role demands – intention to turnover relations. Specifics of findings and implications are discussed.

ORGANIZATIONAL JUSTICE, EQUITY SENSITIVITY, AND WORKPLACE ATTITUDES

Tatiana Brittany Trevor, University of Tennessee, Chattanooga
Brian Joseph O’Leary, University of Tennessee, Chattanooga
Christopher J. L. Cunningham, University of Tennessee, Chattanooga
Bart L. Weathington, University of Tennessee, Chattanooga

Organizational justice is a multifaceted construct used to measure perceptions of equity within an organization. Utilizing hierarchical regression analysis, this study tested how equity sensitivity moderated the relationship between organizational justice and overall job attitudes, including job satisfaction and affective commitment. A sample of employees at one small and one medium southeastern university were used to demonstrate that equity sensitivity influenced perceptions of justice resulting in an increase or decrease in individual and organizationally-directed workplace attitudes. Implications and directions for future research are discussed.
**Saturday, 10:30am - Noon in Grand Ballroom Salon C1**

**MH/ME Symposium: Undergraduate Business Education Innovation - Learning from Liberal Arts Models**

**Mary Grace Neville, Southwestern University**

Increasing controversy surrounds what should be included in ideal management education programs. However, little attention gets allocated to the particular needs and challenges of distinct constituency groups. In particular, this symposium focuses on questions and answers emerging regarding undergraduate business education because of the distinctly different cognitive, moral, and psycho-social developmental stages of undergraduate compared to MBA business students. The symposium creates a forum for teacher-scholars to discuss the ways in which we can distinctly shape undergraduate business education in order to better reach philosophical and developmental objectives of college. Emergent research and innovations will be shared.

**Saturday, 10:30am - Noon in Grand Ballroom Salon C2**

**Ethics/Soc/Div Symposium: Hypersensitivity to Security and Safety**

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

**Jennifer D. Oyler, Texas A&M University-Commerce**

**Nir Kshetri, University of North Carolina, Greensboro**

**Merlyn Griffiths, University of North Carolina, Greensboro**

**Sammie L. Robinson, Prairie View A&M University**

**Channelle D. James, University of North Carolina, Greensboro**

**Norma Achieng Juma, Washburn University**

**Garry Adams, Auburn University**

This symposium explores issues impacting the global marketplace and raises questions for managing organizational, consumer, and employee concerns of safety and security in the aftermath of the September 11, 2001 attacks in the United States. Organizations and individuals alter their behaviors in order to reduce the dissonance they experience between their view of safety concerns and the decision making process. Central themes in this session include: customer roles, cybercrime, salient threat, and cross-cultural diversity examined from multidisciplinary research areas. The aim of this symposium is to generate research streams in this area to inform both science and practice.

**Saturday, 10:30am - Noon in Swannanoa Room**

**HRM/Careers: Work-Family Conflict**

Session Chair: **Karen Ferguson, Franklin University**

Discussants:
- **Keke Wu, University of Alabama**
- **Mary Jo Jackson, University of South Florida-Saint Petersburg**
- **Monica L. Forret, St. Ambrose University**

**EFFECTS OF FAMILY ON CHINESE BUSINESS OWNERS: A TEST OF CONSERVATION OF RESOURCES THEORY**

**Ho Kwong Kwan, Drexel University**

**Victor P. Lau, Chinese University of Hong Kong**

**Kevin Au, Chinese University of Hong Kong**

With Conservation of Resources theory as a framework, this research explores (1) the relationships of work-family conflict with job satisfaction and social networking, and (2) the moderating effects of family business and perceived financial attainment. Results from a sample of 158 Chinese business owners showed that the relationships between work-to-family conflict and the two outcomes were stronger than those of family-to-work conflict. Moreover, family business moderated the relationships of family-to-work conflict linked to job satisfaction and social networking. Further investigation suggests that perceived financial attainment was behind the above moderating effects caused by family business.

**THE RELATIVE IMPORTANCE OF JOB-RELATED PREDICTORS OF WORK-FAMILY CONFLICT**

**Tracy Lambert Griggs, Winthrop University**

**Bryan S. Schaffer, University of North Carolina, Asheville**

**Phillip Wayne Braddy, Center for Creative Leadership**

Although previous research has identified work-related antecedents of work-family conflict, little is known about the relative importance of these predictors. Using Johnson’s (2000, 2001) relative weights analysis, this study examines the relative influence of 11 job-related predictors on work interfering with family (WIF) and family interfering with work (FIW). Results suggest that although each variable contributes uniquely to the prediction of WIF, work scheduling variables are more important than family-friendly culture, job characteristics, and general organizational support variables. Of the 7 predictors related to FIW, family friendly culture was the most important predictor, followed by work schedule and workload.
CONSIDERING "ENVIRONMENT": AN EXAMINATION OF CHANGE TERMINOLOGY

Sheryllynn Roberts, University of Texas, Arlington

Environmental change is commonly referred to in a variety of literatures, but the development of terminology that accurately reflects change concepts in the environment has lagged. This study examines foundation literature for clues on aspects that can reflect unique levels of analysis, targets, impacts, and scope of environmental changes. It outlines elements that may help in the development of more definitive terminology.

NATURAL ENVIRONMENT, MARKET ORIENTATION, AND FIRM INNOVATIVENESS: A LIFE CYCLE PERSPECTIVE

Clay Dibrell, University of Mississippi
Justin B. Craig, Bond University
Eric Hansen, Oregon State University

We investigate the moderating effects of the natural environment on the market orientation to firm innovativeness relationship in growth versus mature firms. 237 owners or chief executive officer respondents allowed us to establish evidence of (1) positive linkage between market orientation and firm innovativeness and (2) natural environmental policy moderates the market orientation to firm innovativeness relationship in growth ventures and not in their more mature peers. Our findings suggest ventures characterized as being in the growth stage are more likely to employ a more positive policy toward the natural environment to gain a long-term competitive advantage through firm innovativeness.

WHAT DOES IT MEAN TO BE “SUSTAINABLE”? AN EMPIRICAL INVESTIGATION OF CORPORATE SUSTAINABILITY POLICIES

Peter Jack Gallo, University of North Carolina, Chapel Hill
Lisa Jones Christensen, University of North Carolina, Chapel Hill

The phrase “corporate sustainability” is increasingly prevalent in both the industry press and management journals (Engardio, 2007; Montiel, 2008). However, a consensus definition has not been achieved, and empirical studies on how managers are defining and enacting the construct are lacking. In a large sample (n = 1,187) study of accounting executives at U.S-based firms, we find evidence that few managers perceive formal sustainability policies at their firms. Additionally, data collected in the form of open-ended questions provided insight into the differences between practitioners’ and academics’ understanding of sustainability.

AN EXTENDED MODEL OF SOCIAL EMBEDDEDNESS: APPLYING SOCIAL NETWORK THEORY TO ENRICH JOB EMBEDDEDNESS THEORY

Peter Hom, Arizona State University
Kristie M. Rogers, Arizona State University
David G. Allen, University of Memphis

Drawing from network theory and research, we extend job embeddedness theory by refining the conceptualization of links to incorporate strength of links, network closure among colleagues, social capital, and potentially unembedding social forces, and use network methodology to more fully operationalize these constructs. We surveyed 133 financial representatives from a nationwide firm. Hierarchical regression analyses determined normative pressures to quit, defecting links, and sparse networks among external professional contacts explained an additional 10% of the variance in withdrawal cognitions beyond that explained by job embeddedness, job satisfaction, and perceived alternatives.

CITIZENSHIP BEHAVIOR OF INCLUDED AND EXCLUDED EMPLOYEES: A SOCIAL NETWORK ANALYSIS

Kristin Scott, Clemson University
Thomas J. Zagenczyk, Clemson University

Drawing on the group value model, we tested and found empirical support for the notion that employees’ social network positions influence their performance of supervisor-rated ICBs. Using multisource data in an organizational setting, we confirmed a curvilinear relationship between network position and ICBs such that excluded employees performed lower levels of ICBs while more central – but not the most central – employees engaged in higher levels of ICBs. Because highly central employees tempered their use of ICBs, this positive, linear relationship was attenuated at high levels of network centrality. Practical implications and directions for future research are addressed.

INDIVIDUAL AND SOCIAL DETERMINANTS OF THRESHOLD MODELS OF COLLECTIVE ACTION: A LABORATORY SIMULATION

Emily Sarah Block, University of Notre Dame
Laura Erskine, Illinois State University
Peter Foreman, Illinois State University

Collective action takes many forms in organizations. It is situated social action that occurs when a group of individuals act toward a common end and participation in a collective act is contingent on the participation of others. Although sociological theories of collective action have suggested that an individual’s propensity for collective action is based on their threshold (Granovetter, 1978), these theories have not sought to inform the determinants of these thresholds. This paper seeks to recognize the individual’s role in group level action and therefore attempts to build theory on the micro-underpinnings of organizational phenomena.
<table>
<thead>
<tr>
<th>Name</th>
<th>Pages</th>
</tr>
</thead>
<tbody>
<tr>
<td>Shook, Christopher</td>
<td>13, 38, 45</td>
</tr>
<tr>
<td>Short, Jeremy C.</td>
<td>12, 22, 32, 38</td>
</tr>
<tr>
<td>Shumate, Kathleen M.</td>
<td>45</td>
</tr>
<tr>
<td>Sikora, David</td>
<td>15</td>
</tr>
<tr>
<td>Simmering, Marcia J.</td>
<td>17</td>
</tr>
<tr>
<td>Sinclair, Sunchoon (Aviva)</td>
<td>37</td>
</tr>
<tr>
<td>Sinha, Ruchi</td>
<td>28</td>
</tr>
<tr>
<td>Sledge, Sally</td>
<td>27</td>
</tr>
<tr>
<td>Smith, Adam R.</td>
<td>23</td>
</tr>
<tr>
<td>Smith, Janice Witt</td>
<td>24</td>
</tr>
<tr>
<td>Smola, Karen W.</td>
<td>29</td>
</tr>
<tr>
<td>Stamper, Christina L.</td>
<td>19, 33</td>
</tr>
<tr>
<td>Steier, Lloyd P.</td>
<td>17</td>
</tr>
<tr>
<td>Stepina, Lee P.</td>
<td>28</td>
</tr>
<tr>
<td>Stone, Thomas H.</td>
<td>35</td>
</tr>
<tr>
<td>Sullivan, Sherry E.</td>
<td>26, 32</td>
</tr>
<tr>
<td>Sun, Pubin</td>
<td>21</td>
</tr>
<tr>
<td>Sutton, Charlotte D.</td>
<td>20</td>
</tr>
<tr>
<td>Taber, Thomas D.</td>
<td>19</td>
</tr>
<tr>
<td>Tapis, Gregory P.</td>
<td>16, 47</td>
</tr>
<tr>
<td>Tarantino, IV, Karen</td>
<td>31</td>
</tr>
<tr>
<td>Taylor, Edward</td>
<td>39</td>
</tr>
<tr>
<td>Taylor, Shannon G.</td>
<td>27</td>
</tr>
<tr>
<td>Teahan, Julia</td>
<td>34</td>
</tr>
<tr>
<td>Tejeda, Manuel J.</td>
<td>44</td>
</tr>
<tr>
<td>Tepper, Bennett</td>
<td>12, 22, 38</td>
</tr>
<tr>
<td>Thomas, Christopher H.</td>
<td>51</td>
</tr>
<tr>
<td>Thomas, Kecia Monique</td>
<td>42</td>
</tr>
<tr>
<td>Tillman, C. Justice</td>
<td>38</td>
</tr>
<tr>
<td>Tonelli, Barbara-Leigh</td>
<td>23</td>
</tr>
<tr>
<td>Tranquillo, Mary D.</td>
<td>16</td>
</tr>
<tr>
<td>Trevor, Tatiana Brittany</td>
<td>49</td>
</tr>
<tr>
<td>Tsavatewa, Christopher Chippewa</td>
<td>26</td>
</tr>
<tr>
<td>Turban, Daniel B.</td>
<td>40</td>
</tr>
<tr>
<td>Turner, Michael</td>
<td>37</td>
</tr>
<tr>
<td>Uhl-Bien, Mary</td>
<td>41</td>
</tr>
<tr>
<td>Upson, John Willis</td>
<td>36, 41, 51</td>
</tr>
<tr>
<td>Uy, Arnel Onesimo</td>
<td>28</td>
</tr>
<tr>
<td>Valle, Matthew</td>
<td>31, 41, 49</td>
</tr>
<tr>
<td>Van Emmerik, Hetty</td>
<td>18, 25</td>
</tr>
<tr>
<td>Van Ness, Raymond Kenneth</td>
<td>30</td>
</tr>
<tr>
<td>Vandenberg, Robert J.</td>
<td>22</td>
</tr>
<tr>
<td>Vardaman, James Michael</td>
<td>26, 36, 48</td>
</tr>
<tr>
<td>Veiga, John</td>
<td>15</td>
</tr>
<tr>
<td>Venero, Ramon Jose</td>
<td>33, 35</td>
</tr>
<tr>
<td>Venkatraman, Srinivas</td>
<td>31, 46</td>
</tr>
<tr>
<td>Vesey, Jermaine</td>
<td>16</td>
</tr>
<tr>
<td>Vidyarthi, Prajya R.</td>
<td>47</td>
</tr>
<tr>
<td>Villanova, Peter</td>
<td>43</td>
</tr>
<tr>
<td>Vitale, Dean C.</td>
<td>23</td>
</tr>
<tr>
<td>Vogel, Ryan M.</td>
<td>19</td>
</tr>
<tr>
<td>Voges, Kathleen Elizabeth</td>
<td>15, 36</td>
</tr>
<tr>
<td>Vrba, Tony</td>
<td>18, 24</td>
</tr>
<tr>
<td>Wadhwa, Preeti</td>
<td>25, 35</td>
</tr>
<tr>
<td>Wagner, Teresa A.</td>
<td>46</td>
</tr>
<tr>
<td>Walker, III, Harvell Jackson</td>
<td>32</td>
</tr>
<tr>
<td>Walters, Bruce</td>
<td>43</td>
</tr>
<tr>
<td>Wan, William P.</td>
<td>44</td>
</tr>
<tr>
<td>Wang, Hui</td>
<td>21</td>
</tr>
<tr>
<td>Wang, Liang</td>
<td>16, 49</td>
</tr>
<tr>
<td>Wang, Sheng</td>
<td>19</td>
</tr>
<tr>
<td>Wang, Xiaodan</td>
<td>24, 39, 44</td>
</tr>
<tr>
<td>Ward, Anna-Katherine</td>
<td>41, 43</td>
</tr>
<tr>
<td>Watson, Bernadette</td>
<td>22</td>
</tr>
<tr>
<td>Watters, Sheila D.</td>
<td>22, 27, 45</td>
</tr>
<tr>
<td>Wayne, Sandy J.</td>
<td>19</td>
</tr>
<tr>
<td>Weathington, Bart L.</td>
<td>49</td>
</tr>
<tr>
<td>Webb, Rose Mary</td>
<td>43</td>
</tr>
<tr>
<td>Weinberg, Frankie Jason</td>
<td>40</td>
</tr>
<tr>
<td>Weinzimmer, Larry</td>
<td>16, 18</td>
</tr>
<tr>
<td>Wende, Sabine</td>
<td>42</td>
</tr>
<tr>
<td>Wesley, II, Curtis L.</td>
<td>16</td>
</tr>
<tr>
<td>Westgren, Randall</td>
<td>21</td>
</tr>
<tr>
<td>Wheatley, Robert</td>
<td>42</td>
</tr>
<tr>
<td>Wheeler, Anthony R.</td>
<td>50</td>
</tr>
<tr>
<td>Whetten, David A.</td>
<td>21</td>
</tr>
<tr>
<td>Whitten, Dwayne</td>
<td>32</td>
</tr>
<tr>
<td>Whittington, J. Lee</td>
<td>34, 46</td>
</tr>
<tr>
<td>Williams, Ethlyn A.</td>
<td>12, 22, 34</td>
</tr>
<tr>
<td>Williams, Larry J.</td>
<td>14</td>
</tr>
<tr>
<td>Williams, Laura A.</td>
<td>15, 28</td>
</tr>
<tr>
<td>Williams, Margaret L.</td>
<td>13, 22, 30</td>
</tr>
<tr>
<td>Winkel, Doan</td>
<td>28</td>
</tr>
<tr>
<td>Winters, Marlon</td>
<td>32</td>
</tr>
<tr>
<td>Witt, L. A.</td>
<td>47</td>
</tr>
<tr>
<td>Woehr, David J.</td>
<td>37, 42</td>
</tr>
<tr>
<td>Wong, Kin Fai Ellick</td>
<td>35</td>
</tr>
<tr>
<td>Wright, Mike</td>
<td>17</td>
</tr>
<tr>
<td>Wright, Patrick</td>
<td>48</td>
</tr>
<tr>
<td>Wu, Keke</td>
<td>35, 47, 50</td>
</tr>
<tr>
<td>Wu, Longzeng</td>
<td>32</td>
</tr>
<tr>
<td>Wu, Rui</td>
<td>15, 39</td>
</tr>
<tr>
<td>Wu, Sharon Y.</td>
<td>40</td>
</tr>
<tr>
<td>Xiao, Qian</td>
<td>35</td>
</tr>
<tr>
<td>Yan, Jun</td>
<td>27</td>
</tr>
<tr>
<td>Yang, Jun</td>
<td>49</td>
</tr>
<tr>
<td>Yao, Xin</td>
<td>42</td>
</tr>
<tr>
<td>Zagenczyk, Thomas J.</td>
<td>51</td>
</tr>
<tr>
<td>Zellars, Kelly Lee</td>
<td>50</td>
</tr>
<tr>
<td>Zengul, Ferhat Devrim</td>
<td>26</td>
</tr>
<tr>
<td>Zhang, Shuoyang</td>
<td>21</td>
</tr>
<tr>
<td>Zinko, Robert</td>
<td>38</td>
</tr>
<tr>
<td>Zivnuska, Suzanne</td>
<td>23</td>
</tr>
</tbody>
</table>
MISSION: The primary purpose of Placement Services is to provide a conduit between qualified teaching and research professionals who are seeking career opportunities and academic and research institutions that are seeking qualified faculty or field specialists.

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

- **Wednesday:** 4:00 p.m. - 7:00 p.m. – for late registration only; review 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).

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 by September each year. You may link through the SMA website or go directly to the Placement Services website <www.southernmanagement.org/meetings/2009/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.

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. Since the P.O. Box is not checked daily, please do not send with “signature required,” it will likely delay delivery by as much as a week.

- **Registration at the conference** will be available in the Placement Services area on Wednesday, 4 - 5 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 by September 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.

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

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.** If your organization requires “vendor approval” please use the contact information and tax-exempt number provided above.

SERVICES PROVIDED:

- Applicant listings  
- Position listings  
- Interview tables  
- Photocopy support ($0.25 per page)

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.  

Updated October 6, 2009
CALL FOR PAPERS: Southern Management Association 2010 Meeting
October 27-30, 2010 – TradeWinds Island Grand Resort, St. Pete Beach, Florida

Submission Deadline: April 10, 2010

Program Chair: Ben Tepper, Georgia State University (btepper@gsu.edu)

The Southern Management Association invites submissions for its 2010 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 2010. 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 2010 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 2010.

SUBMISSION TRACKS & TRACK CHAIRS

1. Organizational Behavior
   Chair: Ron Piccolo, Rollins College (rpiccolo@rollins.edu)
2. Strategic Management / Organizational Theory / International Management
   Chair: Garry Adams, Auburn University (adamsg1@auburn.edu)
3. Human Resources / Careers
   Chair: Marie Mitchell, University of Georgia (msmitche@terry.uga.edu)
4. Research Methods
   Chair: Lisa Schurer Lambert, Georgia State University (lisalambert@gsu.edu)
5. Management History / Management Education
   Co-chair: Milorad Novicevic, University of Mississippi (mnovicevic@bus.olemiss.edu)
   Co-Chair: John Humphreys, Texas A&M Commerce (John_Humphreys@tamu-commerce.edu)
6. Entrepreneurship / Information Technology / Innovation
   Chair: Jon Carr, Texas Christian University (jon.carr@tcu.edu)
7. Ethics / Social Issues / Diversity
   Chair: Chris Henle, Colorado State University (Chris.Henle@business.colostate.edu)
8. Health Care / Hospitality Management / Public Administration Chair: Mary Bardes, Drexel University (meb359@drexel.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/2010/ 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/.
- Papers should not have been previously accepted, published, presented, or be under review for another meeting or journal. Subsequent publication, with proper acknowledgement, is encouraged.
- If a paper/case study is accepted, at least one author (for other formats, every author) must register and present their work at the conference.
- No participant is allowed to be included as an author, presenter, session chair, discussant, etc. in more than three program sessions.
- The maximum length of paper submissions is 8500 words. This limit includes the body of the text, notes, and appendices. It excludes the abstract, references, tables and figures. Paper format should follow the Academy of Management Journal’s Style Guide (see http://journals.aomonline.org/amu/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 2010.
- 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/2010/sample.

NEED ASSISTANCE? Please email our support team at support@southernmanagement.org or call us at 1.201.633.3208.

Submit papers and volunteer to review at www.southernmanagement.org/meetings/2010/
Plan now to attend
SMA 2010

TradeWinds Island Grand Resort
St. Pete Beach, Florida

October 27 - 30, 2010

Join us for SMA 2010 at the TradeWinds Island Grand Resort in St. Pete Beach, Florida, October 27-30. Close to everything, yet miles away. A beautiful peninsula located on Florida’s West coast, the area is bordered by the Gulf of Mexico to the west and by Boca Ciega Bay to the east. St. Pete is where you want to be!

TradeWinds Island Grand is the classic, AAA four-diamond, family-friendly resort. It is tropical yet traditional, casual yet crisp, with a hint of the island tropics; complete in its offerings, yet individual in its attention. More importantly, the resort has great meeting facilities for our event.

Located just 30 minutes from the award-winning Tampa International Airport, the resort is located on an 18-acre strand of sugar white beach directly on the Gulf of Mexico. For more details, go to http://www.tradewindsresort.com.

The standard group rate for SMA 2010 is $129 single/double. Standard rooms are assigned at random and views, etc. will vary. Attendees may guarantee specific views at higher prices, beginning at $144 single/double. Specific information will be provided on the SMA website at http://www.southernmanagement.org.