



Southern Management Association 2009 MEETING

November 11 - 14, 2009. Asheville, North Carolina



Asheville,
North
Carolina

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	<i>Back Outside Cover</i>

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 barbecue-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

Southern Management Association

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

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

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

SMA Mission Statement

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

SMA Welcomes...

Our 2009 Meeting Sponsors



THE UNIVERSITY OF
MEMPHIS[®]

Department of Management
Fogelman College of Business & Economics

Our 2009 Meeting Exhibitors

Information Age Publishing

The Wall Street Journal

Interpretive Simulations

vLeader: People Skills and Leadership Simulator

Routledge

Wiley-Blackwell

SAGE

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

Placement Director

Frank B. Markham, Mesa State College

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
Ceasar 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 Poppe, 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. Bedean, 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) Kacmar, University of Alabama
Dave Ketchen, Auburn University
Mark Martinko, Florida State University
Bruce M. Meglino, University of South Carolina
Kevin W. Mossholder, Louisiana State University
Pamela Perrewé, Florida State University
Terri A. Scandura, University of Miami
Chester Schriesheim, University of Miami
Anson Seers, Virginia Commonwealth University
Sherry Sullivan, Bowling Green University
Bennett Tepper, Georgia State University
Robert Vandenberg, University of Georgia
David D. Van Fleet, Arizona State University
Margaret "Peg" Williams, 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 Megginson, 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*

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

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

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

*Affiliations are at time of office

SMA 2009 TRACK CHAIRS

Organizational Behavior

Mark Bing, University of Mississippi

Strategic Management/Organizational Theory/ International Management

G. Tyge Payne, Texas Tech University

Human Resources/Careers

Dawn Carlson, Baylor University

Research Methods

Gery Markova, Wichita State University

Management History/Management Education

Darla Domke-Damonte, Coastal Carolina University

Entrepreneurship/Information Technology/Innovation

Neil Tocher, Idaho State University

Ethics/Social Issues/Diversity

David Mayer, University of Michigan

Health Care/Hospitality Management/Public Administration

Marilyn Whitman , University of Alabama

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 Gooley, 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

BEST PAPER IN TRACK COMMITTEES

Track 1: Organizational Behavior: Best Track Paper Committee

David Allen, University of Memphis
Michael R. Buckley, University of Oklahoma
Walter Davis, University of Mississippi
Ceasar 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
Sherryllyn 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

BEST DOCTORAL STUDENT PAPERS BY TRACK

Track 1: Organizational Behavior

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

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

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

Track 4: Research Methods

AND JUSTICE FOR ALL! MEASUREMENT EQUIVALENCE OF ORGANIZATIONAL JUSTICE ACROSS SEVEN COUNTRIES

*Irina Cozma, University of Tennessee
David J. Woehr, University of Tennessee*
Presented: Friday, 10:30am - noon in Windsor Ballroom Salon 1

Track 5: Management History/Management Education

COLLEGES OF BUSINESS AND THE PREPARATION OF ENTREPRENEURS

*Adam R. Smith, University of Tennessee, Knoxville
Dennis Duchon, University of Tennessee*
Presented: Thursday, 1:15pm - 2:45pm in Grand Ballroom Salon A2

Track 6: Entrepreneurship/Information Technology/Innovation

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

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

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

*James Michael Vardaman, Mississippi State University
John Matthew Amis, University of Memphis*
Presented: Thursday, 3:15pm - 4:45pm in Berkeley Room

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

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 Bickle, 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. Breland, 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 Cenecista
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.

Jullet 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.

Ceasar 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.

Cherie E. Fretwell, Troy U.	Kiran Ismail, St. John's U.	MaryLynn Manns, U. of North Carolina, Asheville
Dwight D. Frink, U. of Mississippi	Dan Ispas, U. of South Florida	Juan Manso-Pinto, U. of Concepcion
Nolan T. Gaffney, U. of Memphis	Mary Jo Jackson, U. of South Florida-Saint Petersburg	Alejandra Marin Melo, Texas Tech U.
Thomas W. Gainey, U. of West Georgia	Nicole C. Jackson, Boston College	Laura E. Marler, Mississippi State U.
Timothy J. Galpin, U. of Dallas	Olenda E Johnson, North Carolina A&T State U.	Laurence Anthony Marsh, U. of Texas, El Paso
Patti Gander, USF Polytechnic	Coy Jones, U. of Memphis	Laura Martin, Midwestern State U.
Tanvi Gautam, U. of Pittsburgh	Foard F. Jones, U. of Central Florida	Thomas Martin, U. of Nebraska, Omaha
Richard Gentry, West Virginia U.	K. Michele Kacmar, U. of Alabama	Mark J. Martinko, Florida State U.
Marie-Line Germain, St. Thomas U.	Albert Kagan, Arizona State U.	John M. Maslyn, Belmont U.
Charlene C Gobeli, PSI Services, Inc. / Claremont Graduate U.	Michael J. Kavanagh, SUNY, U. at Albany	Kimberly Mathe, Oklahoma State U.
Caren Goldberg, American U.	J. Kay Keels, Coastal Carolina U.	Michael C. Matthews, Winthrop U.
Joseph M. Goodman, Illinois State U.	Franz Kellermanns, Mississippi State U.	Ruth C May, U. of Dallas
Janaki Gooty, SUNY, Binghamton	Lynn Marie Kendrick, St. Thomas U./Keiser U.	Lucy Newton McClurg, Georgia State U.
Heather Gordon, U. of North Carolina, Charlotte	Sven Kepes, Virginia Commonwealth U.	Warren G. McDonald Jr., Methodist U.
Jean Gordon, Capella U.	Christian Kiewitz, U. of Dayton	D'Lisa N. McKee, Mississippi State U.
C. Allen Gorman, Radford U.	Joongwha Kim, Hankuk U. of Foreign Studies	Arlise P. McKinney, U. of North Carolina, Greensboro
David Gras, U. of Connecticut	Dorothy Mary Kirkman, U. of Houston, Clear Lake	Brian McMahon, Georgia Institute of Technology
Rebecca Lee Greenbaum, Oklahoma State U.	Jennifer Lynn Kisamore, U. of Oklahoma-Tulsa	Heather S. McMillan, Southeast Missouri State U.
Regina A. Greenwood, Nova Southeastern U.	Don H. Klueper, Louisiana State U.	Arthur Meiners Jr., Marymount U.
Eric Gresch, Auburn U.	Bob Kolodinsky, James Madison U.	Esra Memili, Mississippi State U.
Melissa Gruys, Wright State U.	Mindy Michelle Krischer, U. of Houston	Adwaita Govind Menon, School of Inspired Leadership
Alka Gupta, Binghamton U.	Maribeth Kuenzi, Southern Methodist U.	James A. Meurs, U. of Mississippi
Bindu Gupta, Institute of Management Technology, Ghaziabad	David William Kunsch, U. of Western Ontario	Daniel F. Michael, Troy U.
Gouri Gupte, U. of Alabama, Birmingham	Ho Kwong Kwan, Drexel U.	Angela Miles, North Carolina A&T State U.
Indira Rita Guzman, TUI U.	Mary Dana Laird, U. of Tulsa	Sushanta kumar Mishra, Indian Institute of Management, Ahmedabad
Frank E. Hamilton, Eckerd College	Lisa Schurer Lambert, Georgia State U.	Vipanchi Mishra, SUNY, Albany
R. H. Hamilton, U. of Mississippi	Michael Latta, Coastal Carolina U.	Kaustav Misra, Mississippi State U.
MD Haque, Pepperdine U.	Gregory A. Laurence, Syracuse U.	Mark Mitchell, Coastal Carolina U.
Jason Harkins, U. of Maine	Ericka Ruggs Lawrence, U. of Alabama	Miriam Moeller, U. of Mississippi
Kenneth J. Harris, Indiana U. Southeast	James LeBreton, Purdue U.	Tom W. Moore, East Tennessee State U.
Thomas Brad Harris, Texas A&M U.	Jae Hwan Lee, Texas Tech U.	Scott Mooty, U. of Memphis
Paul Harvey, U. of New Hampshire	Kyuho Lee, Western Carolina U.	Rodger Morrison, Troy U.
Mario Hayek, U. of Mississippi	Chenwei Li, U. of Alabama	Todd W. Moss, Texas Tech U.
Jeffrey Joseph Haynie, Auburn U.	Hyoun Sook Lim, U. of Connecticut	John M. Mueller, U. of Louisville
Joyce Thompson Heames, West Virginia U.	Beverly Little, Western Carolina U.	Jeffrey Muldoon, Louisiana State U.
Joseph Heinzman Jr., Hodges U.	Laura M. Little, U. of Georgia	Greg Murphy, Idaho State U.
Michael Helford, Roosevelt U.	Yan Liu, Louisiana Tech U.	Brian Nagy, Bradley U.
S. Robert Hernandez, U. of Alabama, Birmingham	Rebecca Long, Mississippi State U.	Bob Nale, Coastal Carolina U.
Aaron Hill, Oklahoma State U.	Sony R. Lovell, Oklahoma	Ankur Prakash Nandedkar, U. of Texas, Pan-American
Amanda Sophia Hinojosa, Texas Tech U.	Kevin B. Lowe, U. of North Carolina, Greensboro	Millicent F Nelson, Middle Tennessee State U.
Oscar Holmes IV, Virginia Commonwealth U.	Sean Lux, U. of South Florida	Rao R Nemani, Metropolitan State U.
Daniel T. Holt, Air Force Institute of Technology	Jennifer Tao Ma, U. of Connecticut	Nhung T. Nguyen, Towson U.
Michael Kenneth Holt, Union U.	Erin MacKenzie, James Madison U.	David Noble, U. of Alabama
Larry W. Hughes, Central Washington U.	Melih Madanoglu, Florida Gulf Coast U.	Milorad Novicevic, U. of Mississippi
Tobias Michael Huning, Columbus State U.	Arun Madapusi, Drexel U.	Ernest H. O'Boyle Jr., Virginia Commonwealth U.
Emily M. Hunter, Baylor U.	Timothy M. Madden, U. of Tennessee, Knoxville	Boris Odynocki, Southern U.
Muharrem Nesij Huvaj, U. of Connecticut	Rosemary Maellaro, U. of Dallas	

Osadebe Lovely Ogwudile, U. of Wales	James Emory Ryan, Troy U.	James Michael Vardaman, Mississippi State U.
Se Hyung Oh, Vanderbilt U.	Manjula S. Salimath, U. of North Texas	John Veiga, U. of Connecticut
Clark Olga, U. of Hartford	Tom J. Sanders, U. of Montevallo	Ramon Jose Venero, Nova Southeastern U.
Joy Oliver, Human Resources Research Organization	Bryan S. Schaffer, U. of North Carolina, Asheville	Sriini Venkatraman, Coastal Carolina U.
Rhonda S. Palladi, Georgia State U.	Marieke C. Schilpzand, Georgia Institute of Technology	Ana Alice Vilas-Boas, The Federal Rural U. of Rio de Janeiro
Alankrita Pandey, U. of Texas, Arlington	James H. Schindler, Columbia Southern U.	Peter Villanova, Appalachian State U.
Joon Hyung Park, U. of Houston	Margaret Murphy Schoenherr, Roosevelt U.	Kathleen Elizabeth Voges, Texas A&M U.-San Antonio
John A. Parnell, U. of North Carolina, Pembroke	Chester A. Schriesheim, U. of Miami	Sabrina DeeAnn Volpone, U. of Houston
Donna Boone Parsons, U. of North Carolina, Asheville	Gavin Schwarz, U. of New South Wales	Tony Vrba, Tarleton State U.
Marshall Pattie, James Madison U.	Sharon L. Segrest, U. of South Florida-Saint Petersburg	Preeti Wadhwa, U. of Kansas
bertrand PAUGET, Groupe ESC Troyes	T. T. Rajan Selvarajan, U. of Houston, Victoria	Christian Wagener, WHU - Otto Beisheim School of Management
Jeffrey Paul, Oklahoma State U.	Brooke Ann Shaughnessy, SUNY, Buffalo	Isaac Wanasiaka, U. of Northern Colorado
Yasanthi Perera, New Mexico State U.	Junko Shimazoe, U. of North Carolina, Chapel Hill	Liang Wang, York U.
Enrique M. Perez, Florida Atlantic U.	Jeremy C. Short, Texas Tech U.	Xiaodan Wang, Texas Tech U.
Pamela L. Perrewé, Florida State U.	Kathleen M. Shumate, U. of Texas, Arlington	Yu-Lin Wang, National Cheng Kung U.
John Perry, Wichita State U.	Gina M. Siemieniec, Roosevelt U.	Alfred Warner, Pennsylvania State U., Erie
Sara Jansen Perry, U. of Houston	Aneika L. Simmons, Sam Houston State U.	Sheila D. Watters, Virginia Commonwealth U.
Susie Wilson Pontiff, Florida Coastal School of Law	Manisha Singal, Virginia Tech	Barbara Wech, U. of Alabama, Birmingham
Krishna Prasad Poudel, U. of Louisville	Sally Sledge, Norfolk State U.	Frankie Jason Weinberg, U. of Georgia
Veena Prabhu, California State U., Los Angeles	Alexis Nicole Smith, Tulane U.	Anthony R. Wheeler, U. of Rhode Island
Sonya F Premeaux, Nicholls State U.	Sarah Jo Smith, Purdue U. North Central	J. Lee Whittington, U. of Dallas
Diane Joyce Prince, Clayton State U.	John E Spillan, U. of North Carolina, Pembroke	Wayne Wilkinson, Northern Illinois U.
Kanu Priya, U. of Georgia	Christina L. Stamper, Western Michigan U.	Alex Williams Jr., U. of Mississippi
S Douglas Pugh, U. of North Carolina, Charlotte	Lee P. Stepina, Florida State U.	Laura A. Williams, U. of Mississippi
Howard C. Ralph Jr., Clayton State U.	Susan Stewart, Western Illinois U. - Quad Cities	Raenada Wilson, U. of Houston
Zo Harivololona Ramamonjiarivelo, U. of Alabama, Birmingham	Curt H Stiles, U. of North Carolina	David J. Woehr, U. of Tennessee
Natasha Wilkins Randle, Mississippi State U. - Meridian	Thomas H. Stone, Oklahoma State U.	Shuk M. Wong, TUI U.
Richard Ray, George Washington U./Workforce Systems Design	Micheal T. Stratton, Hood College	Gabrielle Wood, Christopher Newport U.
Lora L. Reed, Eckerd College	Pakorn Sujchaphong, U. of Texas, Arlington	Keke Wu, U. of Alabama
Barbara Ann Reilly, Georgia State U.	Sherry E. Sullivan, Bowling Green State U.	Kehan Xu, Texas A&M U.
Robert W. Renn, U. of Memphis	Richard J Swersey, Devry U.	Nilay Yajnik, NMIMS U.
Elizabeth Ann Reusch, Purdue U.	Leslie Thomas Szamosi, City College	Keiichi Yamada, Nakamura Gakuen U.
J. Kirk Ring, Wichita State U.	Gregory P. Tapis, Mississippi State U.	Jiaqin Yang, Georgia College & State U.
Sheryllynn Roberts, U. of Texas, Arlington	AJ Taylor, Coastal Carolina U.	Jun Yang, SUNY, Buffalo
Laci Rogers, Florida State U.	Shannon G. Taylor, Louisiana State U.	Xin Yao, U. of Colorado, Boulder
sam leon rohr, Wright State U., Lake Campus	Vicki Fairbanks Taylor, Shippensburg U.	NILUFER YAPICI, Florida Atlantic U.
Alejandro Ruelas-Gossi, Adolfo Ibañez School of Management	Christopher H. Thomas, U. of Mississippi	Andy Yu, U. of Southern Indiana
Carlos Enrique Ruiz, Georgia Gwinnett College	Richard Charles Thompson, Jones International U.	Thomas J. Zagenczyk, Clemson U.
Elzotbek Rustambekov, Old Dominion U.	David H. Tobey, New Mexico State U.	Kelly Lee Zellars, U. of North Carolina, Charlotte
Matthew W. Rutherford, Virginia Commonwealth U.	Barbara-Leigh Tonelli, Kaplan U.	Ferhat Devrim Zengul, U. of Alabama, Birmingham
Raina Marie Rutti, Dalton State College	Thuhang Tran, Middle Tennessee State U.	Thomas Zeni, U. of Oklahoma
	Isaiah O. Ugboro, North Carolina A&T State U.	Zhen Zhang, U. of Alberta
	John Willis Upson, U. of West Georgia	L.F. Bill Zimmermann, Grenoble Graduate School
	Arnel Onesimo Uy, De La Salle U.	David B. Zoogah, Morgan State U.
	Matthew Valle, Elon 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, 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 Gooley, *SUNY Binghamton*
Amy B. Henley, *Kennesaw State University*
Mary Jo Jackson, *University of South Florida St. Petersburg*
K. Michele Kacmar, *University of Alabama*
Franz Kellermanns, *Mississippi State University*
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, 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, 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.

Wednesday, 9:00am - 4:00pm in Grand Ballroom Salon C1

**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.

Wednesday, 10:15am - 10:30am in Grand Ballroom Pre Function Corridor

Networking Break

Coordinator: Joy H. Karriker, East Carolina University

Wednesday, Noon - 1:15pm in Top of the Plaza

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

Wednesday, Noon - 5:00pm in Windsor Ballroom Salon 2

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

Wednesday, 12:30pm - 4:30pm in Grand Ballroom Salon C2

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.

Thursday, November 12

Conference Registration and Exhibits: 8:00am - 5:00pm 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 - 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 Bardes, *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.

Thursday, 8:30am - 10:00am in Grand Ballroom Salon A2

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

Ethics/Soc/Div: Ethics

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, Zembrot, & 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

Strategy/OTIM: Industry and Institutional Dynamics

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.

STRATEGIC FIT TO POLITICAL FACTORS AND SUBSEQUENT PERFORMANCE: EVIDENCE FROM THE U.S. COAL INDUSTRY 1988-2000

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.

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

Ent/IT/Innov: A Glance at Important Issues in Family Business

Session Chair: **Cynthia Cycyota, United States Air Force Academy**

Discussants:

Phil C. Bryant, University of Memphis

Joseph Heinzman Jr., Hodges University

Adrine Jevone Harrell, Southern University, New Orleans

AGENCY ISSUES IN TRANSITIONS FROM FAMILY TO NON-FAMILY OWNERSHIP VIA MANAGEMENT BUY-OUTS AND BUY-INS

James J. Chrisman, Mississippi State University

Jess H. Chua, University of Calgary

Lloyd P. Steier, University of Alberta

Mike Wright, Nottingham University

D'Lisa N. McKee, Mississippi State University

A firm's agency costs and the potential for those costs to increase or decrease after an ownership transition are of theoretical and practical importance. We compare the potential agency costs of family firms prior to a sale to outside parties with the potential agency costs after a management buy-out or buy-in by non-family investors. In the transition from family to non-family ownership, pre- and post-sale agency costs are path dependent and contingent. We discuss these paths and contingencies and present a framework detailing pre- and post-sale agency issues as they affect valuations and relative firm performance.

★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.

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 I

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

IMPEDIMENTS 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.

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.

SUPPORTIVE SUPERVISOR COMMUNICATION AS A MEDIATOR OF THE LEADER-MEMBER EXCHANGE AND SUBORDINATE PERFORMANCE RELATIONSHIP

Daniel F. Michael, *Troy University*
Stanley G. Harris, *Auburn University*
William F. Giles, *Auburn University*
Hubert Feild, *Auburn University*

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.

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

MH/ME: Influencing Business Student Behaviors

Session Chair: **Claudia Ferrante**, *United States Air Force Academy*

Discussants:

Wanda F. Lester, *North Carolina A&T State University*
J. Kay Keels, *Coastal Carolina University*

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.

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

Networking Break

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

Thursday, 10:30am - Noon in Grand Ballroom Salon A1

Strategy/OT/IM: Leadership and Upper Echelons

Session Chair: **Larry Weinzimmer**, *Bradley University*

Discussants:

Paper 1: **Sandra Renee Bryant**, *Regent University*
Papers 2 & 3: **Hetty Van Emmerik**, *Maastricht University*

CORPORATE GOVERNANCE SYSTEMS AND ORGANIZATIONAL CAPABILITIES

Manzur Rahman, *University of San Diego*

Claudio Carpano, *University of North Carolina, Charlotte*

The focus of this paper is on the manner in which corporate governance systems impact on firms' available resources. More specifically, we illustrate how the different systems of corporate governance adopted by U.S and German firms are key factors influencing their decision to develop manufacturing related organizational competencies. The argument presented is grounded in the Resource Based View of the firm and in Institutional Theory.

DO BEHAVIORS INFLUENCE PERCEPTIONS OF EFFECTIVE LEADERSHIP CHARACTERISTICS?

Tony Vrba, *Tarleton State University*

This quantitative study researched whether a relationship exists between follower behavior style and preferred leadership characteristics. Follower behavior has become more important for managers in order to ensure open communication in a diverse work environment. The question asked "Do behaviors influence perceptions of effective leadership characteristics?" was addressed. The target population was faculty and working adults enrolled at two colleges in Fort Worth, TX. The instruments used were the DISC Styles Insight instrument and the Leadership Perceptions Survey. Chi-square and cross tabulation methods were used to analyze the data. Findings reflected various relationships between follower behavior and preferred leadership characteristics.

ON THE POTENTIAL OF COGNITIVE PATTERNS AS DRIVERS FOR CHANGE

Daniela Patricia Blettner, *University of Southern Mississippi*

Why do managers resist changing strategy? - While this question has incited a lot of interest among researchers in the field of strategy, it remains inconclusive. This paper suggests that the cognitive maps of top management teams and, particularly, the evolution of underlying reasoning patterns can help us better understand this conundrum. Therefore I analyze the cognitive maps representing the argument underlying strategic choices of six software ventures in the German-speaking area over a period of two years. This longitudinal comparative case study reveals distinctive patterns of reasoning that are related to strategic change.

OB: Trust in the Workplace

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.

HRM/Careers: Development and Retention

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

Discussants:

C. Allen Gorman, Radford University

Julita Anita Haber, TUI University

Mark C. Kendrick, Methodist University

BETWEEN TURNOVER INTENT AND BEHAVIOR: A THEORY OF JOB ENTRAPMENT

Idriss J. Alexandre Djibo, Barry University

The purpose of this paper is to present the definition of a construct entitled job entrapment, framed within the unfolding model of voluntary turnover (Lee & Mitchell, 1994) and the theory of planned behavior (Ajzen, 1991). This paper provides an overarching theoretical framework guide future research on a real-word phenomenon, which is the state during which the implementation of a turnover decision is delayed by the lack of available options for job-to-job transitions, and its cognitive and behavioral outcomes. Propositions and a comparison with other similar constructs are included, as well as a discussion of implications for theory and practice.

★BEST OVERALL DOCTORAL PAPER AND BEST DOCTORAL PAPER IN TRACK★

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

This study explores the ways in which protégé learning orientation and three types of impression management (IM) tactics, mentor-focused, self-focused, and job-focused tactics, affect the dynamics and outcomes of mentoring relationships. Using longitudinal data of 917 mentor-protégé dyads participating in a formal mentoring program for eight months in China, we found that protégés' mentor-focused and self-focused IM tactics strengthened the relationship between protégés' learning goal orientation and the extent of mentoring provided by mentors, while job-focused IM tactics weakened this relationship. Moreover, the above interaction effects on protégés' creativity were mediated by the extent of mentoring provided by mentors.

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.

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

Ent/IT/Innov: Examining Factors Influencing Opportunity Recognition

Session Chair: **Matthew W. Rutherford**, *Virginia Commonwealth University*

Discussants:

William T. Jackson, *University of South Florida-Saint Petersburg*

LaKami T. Baker, *Auburn University*

David M. Ford, *University of Alabama*

BOUNDED RATIONALITY: AN ARGUMENT FOR ADHD AND ENTREPRENEURSHIP

Mario Hayek, *University of Mississippi*

The purpose of this paper is to explain why individuals with Attention Deficit/ Hyperactivity Disorder gravitate towards and excel in highly dynamic environments such as those encountered by entrepreneurs. People with weaker cognitive abilities make less rational decisions and within the framework of bounded rationality make more use of intuition and heuristic decision-making processes. Intuitive and heuristic decision-making is not only desirable but necessary in dynamic contexts. This paper outlines how individuals with ADHD suffer from diminished executive functions which forces them to make decisions and act upon information which would be insufficient for the non-entrepreneur.

FROM IDEA TO OPPORTUNITY: EVALUATION AS THE MECHANISM THAT BRIDGES THE CONCEPTS

David Noble, *University of Alabama*

Craig Armstrong, *University of Alabama*

Opportunity evaluation has received relatively little consideration in the theoretical development of the entrepreneurial process. In this article, we suggest that current definitions of entrepreneurial opportunities have inherent problems conceptualizing the entrepreneurial process, and that through the refinement of the concept of opportunity evaluation, we can further our understanding of the nature of entrepreneurial opportunities. We also suggest certain propositions that the results of informal evaluation of an opportunity will lead to specific exploitation strategies.

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★ Ethics/Soc/Div Symposium: "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*

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.

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

OB: Organizational Citizenship Behavior

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 rewardsannual 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 (HHRP) 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 HHRPs.

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.

Thursday, 10:30am - Noon in Windsor Ballroom Salon 2

Strategy/OT/IM: Organizational Identity, Sensemaking, and Failure

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

Discussants:

Frances H. Fabian, *University of Memphis*

Todd W. Moss, *Texas Tech University*

Kelly Marie Davis, *Texas Tech University*

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 hardiness 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.

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.

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 A1

SMA Fellows Panel Discussion: The Last Slide

Chair:

K. Michele Kaemar, *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 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.

★BEST DOCTORAL PAPER IN TRACK★
**COLLEGES OF BUSINESS AND THE PREPARATION OF
ENTREPRENEURS**

Adam R. Smith, *University of Tennessee, Knoxville*
Dennis Duchon, *University of Tennessee*

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.

**ODE TO THE BABSON ROCKET PITCH: ADAPTING AN
OUTREACH PROGRAM METHOD INTO AN
ENTREPRENEURSHIP EDUCATION COMPONENT**

Sheryllynn Roberts, *University of Texas, Arlington*

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.

**COGNITIVE CONTROL BIAS AND DECISION-MAKING IN
CONTEXT: IMPLICATIONS FOR ENTREPRENEURIAL
FOUNDERS OF SMALL FIRMS**

Jon C. Carr, *Texas Christian University*
Daniela Patricia Blettner, *University of Southern Mississippi*

Quality decision-making for founders of small firms can be critically important for firm success and survival. Using a longitudinal sample of 164 small firm founders, we examine the main and moderating effects of illusions of control, time stress, and prior industry experience on the decision quality associated with a business decision. As predicted, illusions of control have a negative effect on decision quality. Additionally, both time stress and prior industry experience significantly enhance this relationship, such that higher levels of stress and experience lead to much lower decision quality for founders of small firms.

**INTEGRATION OF ORGANIZATIONAL CHANGE AND
TECHNOLOGY ADOPTION: APPLICATION OF A MODEL
OF CHANGE CONTENT, PROCESS, CONTEXT, AND
INDIVIDUAL DIFFERENCES TO AN INCREMENTAL
TECHNOLOGY-RELATED CHANGE**

Steven Charles Brown, *Auburn University*

Achilles A. Armenakis, *Auburn University*

Eric Gresch, *Auburn University*

Stanley G. Harris, *Auburn University*

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.

Thursday, 1:15pm - 2:45pm in Grand Ballroom Salon C1

**Ent/IT/Innov: Organizational Change and Decision
Making**

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

Discussants:

Hyoun Sook Lim, *University of Connecticut*

Steven Charles Brown, *Auburn University*

Suzanne Zivnuska, *California State University, Chico*

**CHANGE CYNICS TO CHAMPIONS: ORGANIZATIONAL
INNOVATION EMPLOYING A CHANGE MESSAGE MODEL**

Gregory Hammond, *Air Force Institute of Technology*

Dean C. Vitale, *Air University*

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.

Thursday, 1:15pm - 2:45pm in Grand Ballroom Salon C2

Ethics/Soc/Div: Religion, Diversity, and Bullying

Session Chair: **Holly Henderson Brower**, *Wake Forest University*

Discussants:

Barbara-Leigh Tonelli, *Kaplan University*

David M. Ford, *University of Alabama*

Kay J. Bunch, *Georgia State University*

**DEFINING WORKPLACE BULLYING: VARYING
PERCEPTIONS BETWEEN EMPLOYEES AND HR
MANAGERS?**

Stacy McIlraith Campbell, *Kennesaw State University*

Robin Cheramie, *Kennesaw State University*

Amy B. Henley, *Kennesaw State University*

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 EMBEDDEDNESS 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 I

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, 2:45pm - 3:15pm in Grand Ballroom Salon B

Networking Break

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

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*

Cesar 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.

Thursday, 3:15pm - 4:45pm in Berkeley Room

HC/HM/PA: Effectuation and Effectiveness of Public Health Programs

Session Chair: **Michael C. Matthews, Winthrop University**

Discussants:

Warren G. McDonald Jr., Methodist University

Ferhat Devrim Zengul, University of Alabama, Birmingham

Tanvi Gautam, University of Pittsburgh

EXTENDING THE QUESTION TO WHY? AN INSTITUTIONAL PERSPECTIVE ON END-OF-LIFE SERVICES IN ACUTE CARE

Christopher Chippewa Tsavatewa, UAB

S. Robert Hernandez, University of Alabama, Birmingham

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 CRISES

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

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.

Thursday, 3:15pm - 4:45pm in Grand Ballroom Salon A1

2008 Research Incubator Presentations

Chair: Allen C. Amason, University of Georgia

In 2008 the SMA Board launched the SMA Research Incubator. The program was meant to encourage and facilitate the creation of research projects leading to publication in top tier journals. Proposals were invited and evaluated and the participants for the incubator were chosen. These participants, along with the incubator facilitators worked to create new projects around the theme of Corporate Social Responsibility: A Multiple Stakeholder Perspective. The proposals that emerged from this process were evaluated by a committee, consisting of SMA officers and board members. Three proposals were funded and have been in development since that original meeting in 2008. Those three projects are being presented in this session.

In essence, these projects reflect investments by the membership of SMA. These presentations then are offered as status reports, presented by the authors, to those who helped to make the research possible. Everyone is invited and encouraged to come and see these projects presented.

STAKEHOLDER PERCEPTIONS OF CORPORATE REPUTATION: DOES SERVANT LEADERSHIP MAKE A DIFFERENCE?

Deborah Vidaver-Cohen, Florida International University

Lora L. Reed, Ekerd College

TOP MANAGEMENT TEAM CHARACTERISTICS AND CORPORATE SOCIAL PERFORMANCE.

Kevin D. Clark, Villanova University

Jonathan P. Doh, Villanova University

DOES IT PAY TO BE A GOOD CITIZEN? THE EFFECTS OF JOURNAL EDITORSHIP ON CAREER OUTCOMES.

Michael L. Barnett, University of South Florida

W. Randy Evans, University of Arkansas, Little Rock

Lisa Schurer Lambert, Georgia State University

Sherry E. Sullivan, Bowling Green State University

Thursday, 3:15pm - 4:45pm in Grand Ballroom Salon A2

OB: CWBs and Other Negative Workplace Outcomes

Session Chair: **Yan Liu, Louisiana Tech University**

Discussants:

D'Lisa N. McKee, Mississippi State University

Emily M. Hunter, Baylor University

Jonathan Mark Phillips, George Washington University

AN EMPIRICAL INVESTIGATION OF THE MEDIATING EFFECTS OF EXPECTANCY THEORY VARIABLES ON THE RELATIONSHIP BETWEEN PAY FOR PERFORMANCE AND DEMORALIZATION

Faten Moussa, SUNY, Plattsburgh State

Areeg Barakat, Pace University

This laboratory research examines the process by which a pay-for-performance system influences demoralization (an opportunistic behavior where workers use unethical shortcuts to speed up production to earn more than they deserve) using the expectancy theory framework. The results showed that participants who demoralize have significantly higher performance, higher earnings, higher performance/effort ratio, higher personal goals, and higher motivational force than participants who do not. In addition, motivational force [a composite measure of perceived probability of task success (as measured by self-efficacy belief), perceived instrumentality of performance to monetary rewards, and amount of rewards] completely mediated the pay for performance-demoralization relationship.

LINKING WORKPLACE INCIVILITY TO CITIZENSHIP PERFORMANCE: A MODERATED MEDIATION STUDY

Shannon G. Taylor, Louisiana State University

Don H. Kluemper, Louisiana State University

Arthur G. Bedeian, Louisiana State University

Using a moderated mediation framework, we tested a model with matched data from 190 job incumbents and their supervisors. Results indicated that affective commitment mediated the relationship between experienced workplace incivility and citizenship performance. Moderated mediation analyses further revealed that conscientiousness moderated the mediated relationship between workplace incivility and citizenship performance through affective commitment, indicating that the indirect effects of workplace incivility on citizenship performance were stronger for those individuals higher in conscientiousness.

PURLOINING TIME IN ORGANIZATIONS: DEVELOPING A MEASURE OF TIME BANDITRY

Meagan E. Brock, University of Oklahoma

Laura Martin, Midwestern State University

Michael R. Buckley, University of Oklahoma

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.

Thursday, 3:15pm - 4:45pm in Grand Ballroom Salon C1

Ent/IT/Innov: Feeding the Innovation Flame

Session Chair: **Sally Sledge, Norfolk State University**

Discussants:

Sally Sledge, Norfolk State University

Sheila D. Watters, Virginia Commonwealth University

Eric Gresch, Auburn University

AN EMPIRICAL EXAMINATION OF THE IMPACT OF GOAL ORIENTATION AND PARTICIPATIVE LEADERSHIP ON THE RELATIONSHIP BETWEEN TASK CONFLICT AND INNOVATION FOR SMALL BUSINESS

Jun Yan, California State University

This study investigates the impact of goal orientation and participative leadership on the relationship between task conflict and innovation for small business. Hierarchical linear regression analyses of data from 219 small businesses found that when the primary goal of the small business is to generate profit and growth, task conflict is positively associated with innovation, and the association is positively moderated by participative leadership. However, when the primary goal is to generate family income, no relationship is found between task conflict and innovation, and no moderating effect by participative leadership is found either. Implications of this study are discussed.

FACTORS AFFECTING CORPORATE ENTREPRENEURIAL ACTIVITY AND FIRM PERFORMANCE: AN EMPIRICAL EXAMINATION AS TO WHETHER SIZE MATTERS

Donald F. Kuratko, Indiana University-Bloomington

Jeffrey Scott Hornsby, Kansas State University

Daniel T. Holt, Air Force Institute of Technology

Matthew W. Rutherford, Virginia Commonwealth University

The field of corporate entrepreneurship is in need of an integrative model that examines the process of the phenomenon. This manuscript submits and tests such a model. It is our contention that certain managerial practices will lead to increased entrepreneurial orientation within the firm. This will in turn lead to increased corporate entrepreneurial activity; which leads to improved firm performance. Moreover, we hypothesize that size will moderate each relationship. Utilizing a robust mediated moderated regression technique; we examine our model with a sample of 772 firms. Our findings indicate that the model holds, with one notable exception.

FINDING THE BRIDGE FROM CREATIVITY TO INNOVATION: A PARADIGMATIC APPROACH

Scott Mooty, University of Memphis

Ben L. Kedia, University of Memphis

This article examines linkages between the creativity and innovation literatures via a focused review process. Based on the review of the conceptual and empirical creativity literature, this article suggests that efforts to support multi-level theorization are hindered by the lack of clear construct definitions and assumptions that creativity is a unitary construct. Support for this argument is given through the application of the exploration/exploitation paradigm to assumptions, findings, and methods of creativity research examining cognitive patterns, emotional states, and collaborations between individuals and small groups.

Thursday, 3:15pm - 4:45pm in Grand Ballroom Salon C2

Strategy/OT/IM: Culture: The Tie that Binds

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 São 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 Swannanoa Room

OB: Work-Family Research

Session Chair: **Laura A. Williams**, *University of Mississippi*

Discussants:

H. Kristl Davison, *University of Mississippi*

Laura A. Williams, *University of Mississippi*

Nicole C. Jackson, *Boston College*

THE DEVELOPMENT OF A MULTIDIMENSIONAL MEASURE OF PERCEIVED WORK AND FAMILY SOCIAL SUPPORT

Scott L. Boyar, *University of Alabama, Birmingham*

Nathanael S. Campbell, *Henderson State University*

Don C. Mosley Jr., *University of South Alabama*

Charles M. Carson, *Samford University*

Measures of social support often confound source and type of support, and some combine within and across domain (e.g., work and family) into a single measure. In order to better identify the unique value of social support and its place in the nomological net, we develop a comprehensive measure of social support to include within and across domain support from the organization, supervisors, coworkers, and family for two types of support, emotional and instrumental. Using four diverse samples, we provide an initial validation of the 16 dimensions of support proposed. Future research and practical implications are discussed as well.

THE RELATIONSHIP AMONG OCCUPATIONAL CHARACTERISTICS, WORK FAMILY INTERFERENCE, AND PERSONAL AND WORK OUTCOMES

Elizabeth M. Poposki, *Michigan State University*

Ruchi Sinha, *Michigan State University*

Jessica Fandre, *Michigan State University*

Ann Marie Ryan, *Michigan State University*

Interference between work and family is an increasingly prevalent concern within organizations due to changes in the workforce and the now apparent consequences of interference. Research investigating work-domain predictors of interference has largely been successful in finding relationships between these predictors and interference but has been criticized for its almost total reliance on self-report data. This study contributes to this literature by assessing work characteristics, measured via the Occupational Information Network (O*NET), as predictors of interference and exploring the relationship between interference and outcomes. Results largely support the mediational model linking work characteristics with interference and interference with outcomes.

WHAT LEADS TO TRANSITIONS BETWEEN THE WORK AND FAMILY DOMAIN?

Doan Winkel, *University of Wisconsin, Milwaukee*

Russell W. Clayton, *University of Mississippi*

This study investigates the manner in which people separate their work and family roles and how they manage the boundaries of these two roles. Specifically, we focus on how role flexibility and salience influence transitions between roles. Results indicate that the ability and willingness to flex a role boundary and role salience are important predictors of transitions between roles. The joint effects of role flexibility and salience on transitions provided interesting results regarding the importance of role boundary flexibility and of the increasing importance attached to the family role. Limitations, suggestions for future research, and implications are discussed.

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 exacerbate 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

Friday, November 13

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*

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.

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*

BOARD OF DIRECTOR COMPOSITION AND FINANCIAL PERFORMANCE IN A SARBANES-OXLEY WORLD

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.

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 to 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 DEVIANCETHE 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 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 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.

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

OB: Macro-Level Considerations in Organizational Behavior

Session Chair: **Kanu Priya, University of Georgia**

Discussants:

Neal M. Ashkanasy, University of Queensland

Deborah L. Rhodes, Capella University

Mario Hayek, University of Mississippi

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.

PROBLEM SOLVING VERSUS THE COMMAND AND CONTROL MODEL: A FRAMEWORK FOR ORGANIZATIONAL RESILIENCE

Ramon Jose Venero, Nova Southeastern University

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.

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.

Friday, 8:30am - 10:00am in Windsor Ballroom Salon I

Strategy/OT/IM: M&A Challenges

Session Chair: **Marshall Pattie, James Madison University**

Discussants:

Laurence Anthony Marsh, University of Texas, El Paso

Marshall Pattie, James Madison University

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.

MERGER REPAIR: A CONCEPTUAL FRAMEWORK FOR RESTORING EMPLOYER/EMPLOYEE RELATIONSHIPS

Timothy J. Galpin, *University of Dallas*

J. Lee Whittington, *University of Dallas*

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 (Halebian 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.

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

Ethics/Soc/Div: Corporate Social Responsibility, Sustainability, and Spirituality

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

Discussants:

Ethlyn A. Williams, *Florida Atlantic University*

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

Marko Horn, *Florida State University*

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.

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

Marieke C. Schilpzand, *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.

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

Networking Break

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

Sponsored by:

Department of Management
Fogelman College of Business & Economics
University of Memphis

Friday, 10:30am - Noon in Berkeley Room

MH/ME Symposium: Assuring Quality in the Delivery of Online Classes

Jane Whitney Gibson, *Nova Southeastern University*

Susan Colaric, *Saint Leo University*

Julia Teahan, *Baker College Online*

Michael Nastanski, *Saint Leo University*

Regina A. Greenwood, *Nova Southeastern University*

The symposium participants, all long-time online faculty and administrators, discuss various methods of assuring quality in the delivery of online classes. These methods include standardization of courses, utilizing online protocols for both students and faculty, developing faculty training programs, and reinforcing and evaluating faculty performance through peer mentoring and evaluation.

Participants will include real-life experiences with the large online programs at their three institutions. The discussant will pull the symposium together with general comments and suggestions for other quality initiatives. Time for audience participation through a Q & A session will be provided.

Friday, 10:30am - Noon in Grand Ballroom Salon A1

Ethics/Soc/Div Symposium: New Perspectives in Business Ethics Research

Rebecca Lee Greenbaum, *Oklahoma State University*

Robert G. Folger, *University of Central Florida*

Robert C. Ford, *University of Central Florida*

Ann Buchholtz, *University of Georgia*

Jill A. Brown, *Lehigh University*

Thomas H. Stone, *Oklahoma State University*

Archie B. Carroll, *University of Georgia*

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.

Friday, 10:30am - Noon in Grand Ballroom Salon A2

OB: Organizational Change

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

Discussants:

Barbara Ann Reilly, *Georgia State University*

Preeti Wadhwa, *University of Kansas*

Ramon Jose Venero, *Nova Southeastern University*

THE EMOTIONS OF CHANGE: MERGER SENTIMENTS, EMOTIONS, AND EMOTIONAL EXPRESSION

Eric Gresch, *Auburn University*

Stanley G. Harris, *Auburn University*

Hubert Feild, *Auburn University*

Failing to manage the emotions of change is cited as a reason for implementation problems and resistance to change. In this paper, we examine the influences and consequences of emotions in the context of a large merger. In terms of influences, we examine the relationship between cognitive assessments and emotional reaction of pleasure. In assessing consequences, the experience of pleasure was related to the length and affective tone of written suggestions for organizational improvements. Pleasure with the merger was positively associated with job satisfaction and negatively associated with turnover intention. Implications are drawn for both scholars and organizational change agents.

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.

Friday, 10:30am - Noon in Grand Ballroom Salon CI

OB: Leader-Member Exchange

Session Chair: **Russell W. Clayton**, *University of Mississippi*

Discussants:

Papers 1 & 2: **Wm. Matthew Bowler**, *Oklahoma State University*

Paper 3: **Mary Dana Laird**, *University of Tulsa*

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.

LEADER-MEMBER EXCHANGE AND STRESS: THE MEDIATING ROLE OF JOB INVOLVEMENT AND ROLE CONFLICT

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.

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

Strategy/OT/IM: Corporate Governance II: Board Involvement in Strategy

Session Chair: **Joseph Heinzman Jr., Hodes 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.

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 Swannanoa Room

HC/HM/PA: Customer Satisfaction, Healthcare Offshoring, and Faculty Earnings

Session Chair: **Enrique M. Perez, Florida Atlantic University**

Discussants:

James Michael Vardaman, Mississippi State University

Warren G. McDonald Jr., Methodist University

Enrique M. Perez, Florida Atlantic University

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. Morrisey, *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 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.

Friday, 10:30am - Noon in Windsor Ballroom Salon 2

HRM/Careers: Personality in Selection

Session Chair: **Gerhard Bickle**, *University of Bonn*

Discussants:

Sharon L. Segrest, *University of South Florida-Saint Petersburg*

Joyce Thompson Heames, *West Virginia University*

C. Justice Tillman, *University of Alabama*

OTHER RATED PERSONALITY IN EMPLOYMENT SELECTION: THE USE OF SOCIAL NETWORKING WEBSITES

Don H. Kluemper, *Louisiana State University*

Eric Liguori, *Louisiana State University*

Kevin W. Mossholder, *Auburn University*

Peter A. Rosen, *University of Evansville*

Kerry Shaun Sauley, *Louisiana State University*

We examined the validity of other ratings of the Big five personality traits through assessment of social networking profiles. Results generally supported the three hypotheses tested. First, other ratings via social networking websites demonstrated convergent validity with self-ratings of personality. Second, the magnitudes of the validities of other ratings were at least as large as for self-ratings. Finally, other ratings generally accounted for significant variance in the criterion measures beyond self-ratings of personality and cognitive ability. Overall, the results suggest that validities of personality measures based on assessments of social networking profiles may provide value in employment selection.

PREEMPLOYMENT PERSONALITY TESTING

Angela Tania Hall, *University of Texas, San Antonio*

Matthew Todd Royle, *Valdosta State University*

Robert Zinko, *East Carolina University*

In this paper, we discuss the implications of the Americans with Disabilities Act (ADA) and other law on preemployment personality testing. We begin by discussing personality testing, including its potential benefits from both an HRM and legal perspective. We briefly review the ADA, including the 2008 amendment and discuss the Karraker case and other relevant federal case law involving the ADA. We conclude with suggestions for researchers and employers to benefit from the usefulness of personality selection tools without violating applicable law.

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.

Friday, Noon - 1:15pm

Lunch Break (on your own)

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

Paper Development Workshop

Coordinator: Bennett Tepper, *Georgia State University*

Attendance in this session is by advance invitation only.

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

David G. Allen, *University of Memphis*

Dawn S. Carlson, *Baylor University*

Gary J. Castrogiovanni, *Florida Atlantic University*

William L. Gardner, *Texas Tech University*

Franz Kellermanns, *Mississippi State University*

Kevin W. Mossholder, *Auburn University*

Christopher Shook, *Auburn University*

Jeremy C. Short, *Texas Tech University*

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

Ent/IT/Innov: Innovation in Entrepreneurial Ventures

Session Chair: **Mario Hayek**, *University of Mississippi*

Discussants:

Gabi Eissa, *Oklahoma State University*

Thomas Hawver, *Virginia Commonwealth University*

Dorothy Mary Kirkman, *University of Houston, Clear Lake*

AN INVESTIGATION INTO FACTORS AFFECTING THE ADOPTION OF SOFTWARE DEVELOPMENT PATTERNS

MaryLynn Manns, *University of North Carolina, Asheville*

This study explores the factors that influence the adoption of a promising software process innovation known as patterns. Grounded in Diffusion of Innovation research, fifteen factors are proposed to have an influence on two types of pattern use: in individual work and with others in the organization. A field study of 130 software developers produced the final model, showing nine potential predictors as well as the correlations between them. The results initiate an understanding of pattern adoption and provide the groundwork for future hypotheses.

EXAMINING CEO-TMT EXCHANGE (CTX) ON CORPORATE ENTREPRENEURSHIP

Hyoun Sook Lim, *University of Connecticut*

Drawing on Leader-Member Exchange (LMX) theory in the CEO and Top Management Team (TMT) context, I advance propositions that suggest how the exchange relationships between CEO and TMTs (CTX) affect corporate entrepreneurship. In the model, I propose that CTX positively influence corporate entrepreneurship, and both behavioral integration and risk-taking propensity mediate the effect of CTX on corporate entrepreneurship. Theoretical implications and future research directions are also discussed.

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.

Friday, 1:15pm - 2:45pm in Grand Ballroom Salon C1

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

Session Chair: **J. Kirk Ring, Wichita State University**

Discussants:

Papers 1 & 3: **Cynthia Cycyota, 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.

Friday, 1:15pm - 2:45pm in Grand Ballroom Salon C2

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 Bickle, *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.

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.

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.

TRUST, BEHAVIOR, AND FIRM PERFORMANCE IN SUPPLY CHAINS

John Willis Upson, *University of West Georgia*
Erich B. Bergiel, *University of West Georgia*

Little is known about the effects of trust on performance within supply chain relationships. Drawing on social exchange theory we devise a model linking trust to displayed behaviors, both constructive and competitive, between supply chain partners. Constructive behaviors tend to strengthen the supply chain whereas competitive behaviors tend to weaken the supply chain. These behaviors, in turn, affect the performance of the respective firms within the supply chain. Implications of this research will be discussed as well as directions for future research.

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

OB: Regulatory Focus and Beliefs: Emerging Topics in OB

Session Chair: **Eric Liguori**, *Louisiana State University*

Discussants:

Sherry E. Moss, *Wake Forest University*

Lora L. Reed, *Eckerd College*

Anna-Katherine Ward, *University of South Carolina*

A QUANTITATIVE REVIEW OF THE REGULATORY FOCUS LITERATURE: A CLOSER LOOK AT SELF-REPORT MEASURES OF PROMOTION AND PREVENTION

C. Allen Gorman, *Radford University*

Benjamin L. Overstreet, *University of Georgia*

Steven Apodaca, *Angelo State University*

Ashley McIntyre, *Angelo State University*

Jennifer N. Godbey, *Angelo State University*

Regulatory focus (Higgins, 1997, 1998) has received a great deal of recent attention in the organizational behavior literature. Despite this increase in attention, a quantitative summary of this literature is lacking. The authors meta-analyzed correlations from 52 empirical studies that included self-report measures of promotion and prevention focus. Meta-analytic effect sizes between promotion and prevention focus and work-related antecedents and consequences are reported. In general, results indicated that promotion and prevention focus are orthogonal factors. The results demonstrate the importance of regulatory focus to organizational researchers as well as the need for a unified approach to its measurement.

★BEST PAPER IN TRACK★

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*

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.

MEDITATION, SPIRITUALITY AND WORK PERFORMANCE

Pawinee Petchsawang, *University of the Thai Chamber of Commerce*

Dennis Duchon, *University of Tennessee*

This paper reports two studies that examine how an organization might enable more productive work practices by encouraging the expression of its employees' spiritual selves in an Eastern context. Study 1 shows that people who regularly practice meditation have higher workplace spirituality scores than people who do not regularly practice meditation. Study 2 reports a quasi-experimental study in which people practiced insight meditation. The data did not reveal a direct effect for the meditation, however spirituality does relate to work performance. Moreover, the practice of meditation is also found to partially mediate the relationship between workplace spirituality and work performance.

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

MH/ME: Using Technology to Enhance Management Education

Session Chair: **Rosemary Maellaro**, *University of Dallas*

Discussants:

Barbara Ann Reilly, *Georgia State University*

Matthew Valle, *Elon University*

CONNECTING TO THE REAL WORLD: AUTHENTIC LEARNING AND TELEPHONIC VISITS

John Ballard, *College of Mount St. Joseph*

Katherine Moore, *School Psychologist*

Authentic learning is a constructivist educational approach little known among management educators in higher education. Authentic learning emphasizes interacting with others, using resources and tools, and doing activities that develop cognitive and knowledge competencies with transparent transferability to life and work. We differentiate between authentic learning and experiential learning and identify components of authentic learning activities: (1) connectedness to the real world, (2) student-centered, (3) student inquiry, (4) access to experts, (5) higher order thinking and reflection, (6) meaningful context and social discourse, (7) assessment. We then use telephonic classroom visits to illustrate these components.

★BEST PAPER IN TRACK★

STUDENT REACTIONS TO “FRIEND” REQUESTS FROM UNLIKELY SOURCES

Katherine A. Karl, *Marshall University*

Joy Van Eck Peluchette, *University of Southern Indiana*

This study examined student reactions to Facebook “friend” requests from their professor, boss and mother. We found students were most likely to accept a “friend” request and to have positive reactions (amused, pleased, honored) to such requests from their boss or mother. The more positive the students’ opinion of the “friend” request source, the more likely they were to have positive reactions and the less likely they were to have negative reactions. Significant gender differences were also found. These findings and implications for management educators are discussed.

Friday, 2:45pm - 3:15pm in Grand Ballroom Salon B

Networking Break

Coordinator: Joy H. Karriker, East Carolina University

Friday, 3:15pm - 4:45pm in Berkeley Room

MH/ME Workshop: Enhancing Management Education Courses with the Use of Video Sharing

**Lynn Marie Kendrick, St. Thomas University/Keiser University
Marie-Line Germain, St. Thomas University**

Technology is changing the way that we think, work, read, live and learn. Higher education is no exception. Podcasts and video sharing are seen as possible management course enhancers. GenEx and Millenial students tend to be technologically savvy and often expect the same of their instructors. Yet, faculty members are rarely trained on how to create technical content that can be integrated into their instructional material. The purpose of this workshop is to introduce participants to “video sharing” and to show them how to create a video they can integrate in their current instructional material (PowerPoint slides and Blackboard platform).

Friday, 3:15pm - 4:45pm in Grand Ballroom Salon A1

OB: Work Teams

Session Chair: **David J. Woehr, University of Tennessee**

Discussants:

David J. Woehr, University of Tennessee

Robert Wheatley, Troy University

Scott L. Boyar, University of Alabama, Birmingham

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.

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-Stoelzle, University of Georgia

Melenie J. Lankau, University of Georgia

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.

Friday, 3:15pm - 4:45pm in Grand Ballroom Salon A2

Ethics/Soc/Div Symposium: Today's Minorities, Tomorrow's Majority - The Motives and Abilities of the Rising Black and Hispanic Workforce

Taylor L. Poling, University of Tennessee, Knoxville

Brian K. Griepentrog, Fors Marsh Group, LLC

Amanda Anderson, Fors Marsh Group, LLC

Katherine Helland, Fors Marsh Group, LLC

Shawn Bergman, Appalachian State University

Camille Conley, The Futures Company

Kecia Monique Thomas, University of Georgia

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.

Friday, 3:15pm - 4:45pm in Grand Ballroom Salon C1

**HRM/Careers Symposium: The Conference
Continues...Putting SMA into Action for your Career**

Emily M. Hunter, Baylor University

Sara Jansen Perry, University of Houston

Have you ever attended an exciting, stimulating, invigorating conference, which generated new ideas for your research, teaching, and consulting, only to find that you scrap all those new ideas upon returning home? This symposium integrates a presentation by Gary Latham and other innovative activities to confront the problem of transfer by (1) focusing participant attention on transfer throughout the conference, (2) directing participants to set goals regarding transfer, (3) sharing other's experiences and stories to motivate participants, and (4) following up on participant transfer to track the effectiveness of the intervention and the SMA conference as a whole.

Friday, 3:15pm - 4:45pm in Grand Ballroom Salon C2

OB: Political Influence and Work Outcomes

Session Chair: **Robyn Brouer, SUNY, Buffalo**

Discussants:

Robyn Brouer, SUNY, Buffalo

Laci Rogers, Florida State University

Vickie Coleman Gallagher, Northern Kentucky University

**DO YOU HAVE POISE? THE INCREMENTAL VALIDITY OF
POLITICAL INFLUENCE SELF-EFFICACY AS A
PREDICTOR OF WORKPLACE ATTITUDE**

Laura C. Grattan, Appalachian State University

Peter Villanova, Appalachian State University

Rose Mary Webb, Appalachian State University

We proposed that more positive work attitudes and more beneficial outcomes would accrue to employees who maintained political influence self efficacy (POISE) that was more congruent with the political behaviors that prevailed in their social environment. An online survey of faculty members at a large southeastern university resulted in 277 completed surveys for subsequent analysis. Political influence self-efficacy perceptions were indeed associated with work-related attitudes and self-assessments. Correspondence between self efficacy perceptions for enacting political behaviors and the academic department political climate explained statistically significant incremental variance in work outcomes above that attributable to political climate perceptions or political preferences.

**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.

**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.

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

Strategy/OT/IM: IPOs and New Entry

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

Discussants:

Papers 1 & 3: **Greg Bell, University of Dallas**

Paper 2: **Franz Kellermanns, Mississippi State University**

**DIFFERENT STAGES OF CHINESE INITIAL PUBLIC
OFFERINGS**

Guclu Atinc, Louisiana Tech University

Yan Liu, Louisiana Tech University

Mark Kroll, Louisiana Tech University

Bruce Walters, Louisiana Tech University

Using longitudinal data, this study investigates the impact of managerial ownership, director ownership, state ownership, firm size, and blockholders on initial public offering (IPO) of Chinese listed companies from 1991 to 2007. Underpricing of IPO is examined at three specifically identified time periods which we call primitive stage, development stage and maturity stage. Our results indicate that those corporate governance factors we examined in this study exhibit different characteristics at different stages for Chinese publicly listed companies which signifies a need to assess the impact of governance mechanisms on IPO processes of emerging economies from a different perspective.

**KNOWLEDGE SEEKING FOREIGN DIRECT INVESTMENT
BY EMERGING MARKET MULTINATIONAL
ENTERPRISES: DRIVERS, MOTIVATIONS, LOCATION
CHOICE, AND ENTRY MODE**

Nolan T. Gaffney, University of Memphis

Ben L. Kedia, University of Memphis

Jack Clampit, University of Memphis CIBER

In an increasingly connected and highly competitive world, it has been argued that knowledge is the preeminent resource of firms that wish to become and/or remain globally competitive. We posit that this is especially true for EMNEs, whose ability to overcome their inherent disadvantages as latecomers relies heavily on their ability to seek knowledge outside of their home borders through FDI. In this paper, we offer a conceptual framework that explores the drivers of EMNE knowledge-seeking FDI, the types of functional knowledge sought, the role of firm-specific capabilities, and the impact on location choice and entry mode.

★ BEST PAPER IN TRACK & BEST DOCTORAL PAPER IN TRACK ★

**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*

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.

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

**HC/HM/PA: Evaluating Quality Improvement
Processes in Health Care Organizations**

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

Discussants:

Warren G. McDonald Jr., *Methodist University*

Tom J. Sanders, *University of Montevallo*

Michael C. Matthews, *Winthrop University*

**DIFFUSION OF QUALITY IMPROVEMENT PROCESSES IN
HOSPITALS: EVALUATION OF THE STRATEGY TO
IMPROVE QUALITY**

Gouri Gupte, *University of Alabama, Birmingham*

S. Robert Hernandez, *University of Alabama, Birmingham*

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.

★BEST PAPER IN TRACK★

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

Haiyan Qu, *University of Alabama, Birmingham*

Richard M Shewchuk, *University of Alabama, Birmingham*

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.

**TOTAL FACTOR PRODUCTIVITY IN U.S. HOSPITALS:
THE MALMQUIST INDICES**

Eric W. Ford, *University of North Carolina, Greensboro*

Timothy Huerta, *Texas Tech University*

William F. Ford, *MTSU*

This paper analyzes hospital data to assess changes in productivity over a five-year period. The Malmquist Indices derived indicate that Total Factor Productivity and Technical Efficiency both increased during that time frame. The low Technological Change index indicates that improvements to organizational processes did not contribute substantially to productivity. A secondary analysis of Leapfrog Group respondents found that they experienced greater gains in the TC and TFP than non-respondents. These findings support the Value Proposition that efforts to improve quality will lead to gains in productivity creating win-win situations for hospitals that are proactive in adopting positive change cultures.

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

**Methods Symposium: Best Practices in Scale
Development**

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

Terri A. Scandura, *University of Miami*

Ben Hardy, *Cambridge University*

Manuel J. Tejeda, *Barry University*

Marissa Edwards, *University of Queensland*

Neal M. Ashkanasy, *University of Queensland*

Jerald Greenberg, *RAND Corporation*

Sandra A. Lawrence, *Griffith University*

Michael Edward Rossi, *University of South Florida*

Claudia C. Coglieri, *Texas Tech University*

There has been much attention in the research methods literature to the issues of construct validity of measures; however treatment of the issue of item generation is scant, and contained to basic coverage in survey research methods textbooks. In this symposium, we will present support for improved scale development practices in survey research, suggestions for using Grounded Theory in the item generation process, and examples of best practices in current research.

Friday, 6:00pm - 10:00pm in Grand Ballroom Salon B

SMA Networking Social and Party

This Western North Carolina-inspired event will feature a barbecue buffet, a live bluegrass band and a performance by an award-winning clogging troupe.

Saturday, November 14

Saturday, 8:30am - 10:00am in Berkeley Room Ethics/Soc/Div: Diversity

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 Kinnaman, *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.

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

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.

★BEST PAPER IN TRACK★

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*

Using dyadic pairings of European countries over a 10-year time span, this study examines how regulative, normative, and cultural-cognitive institutional differences are related to cross-border venture capital (VC) investment flows. As expected, we find that increased regulatory and cultural-cognitive distances are related to lower levels of VC flows between countries. Contrary to expectations, however, we find that increased normative distance is associated with higher levels of cross-border VC flows. Together, these findings suggest that institutional differences may play a more complex role than originally expected in determining cross-border VC investment decisions, and subsequent entrepreneurial activity, than evidenced in previous research.

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

OB: Leadership Differences and Gender

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

Discussants:

Kevin B. Lowe, *University of North Carolina, Greensboro*

Carrie A. Blair, *College of Charleston*

Brian Joseph O'Leary, *University of Tennessee, Chattanooga*

A FEMALE LEADER IS A FEMALE LEADER, BUT MALE LEADERS DIFFER: SEX, GENDER, AND LEADER EFFECTIVENESS

Ceasar Douglas, *Florida State University*

Lucy L. Gilson, *University of Connecticut*

Gary N. Powell, *University of Connecticut*

Transformational leadership and leader-member exchange are strongly linked to leader effectiveness. Prior attention has been given to sex differences in leadership style and effectiveness; however the moderating effects of leader and subordinate sex have not been examined. In a field study, we examine whether leader sex, subordinate sex, and the sex composition of the leader-subordinate dyad moderated the linkages between each form of leadership and leader effectiveness provided by the leader's subordinates and direct supervisor. Implications for the existence of a "glass ceiling" hindering women's managerial advancement are discussed.

LOOKING FOR CLUES: IDENTIFYING THE ANTECEDENTS OF COGNITIVE DIFFERENCES IN LEADERS

J. Lee Whittington, *University of Dallas*

Wofford and his associates (Wofford & Goodwin, 1994; Wofford, Goodwin, & Whittington, 1998) found significant differences between the cognitive processes of transformational leaders and those of transactional leaders. They suggested that an explanation for this variation may be related to the experiences these leaders have had. This paper seeks to develop a more thorough understanding of these differences by examining the potential developmental antecedents of these cognitive processes. A cross-disciplinary approach is used to develop a set of propositions that will assist in the identification and development of transformational leaders

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 Gooley, *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 busyness 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 I

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.

Saturday, 8:30am - 10:00am in Windsor Ballroom Salon 2

HC/HM/PA: Governance, Human Capital, and Residency Training in Health Care Organizations

Session Chair: **James Michael Vardaman, Mississippi State University**

Discussants:

Gouri Gupte, University of Alabama, Birmingham

Laura Lovell Alderson, University of Memphis

Terrie C. Reeves, University of North Carolina, Greensboro

GOOD HOSPITALS PREPARE FOR BAD THINGS: THE ROLE OF HUMAN CAPITAL IN HOSPITAL DISASTER PREPAREDNESS

Alankrita Pandey, University of Texas, Arlington

Gary C. McMahan, University of Texas, Arlington

Christopher Harris, University of Texas, Arlington

Patrick Wright, Cornell University

We examine the relationship between human capital and disaster preparedness of a regionally defined section of hospitals in the United States. Human Capital is defined as the task specific Knowledge, Skills and Abilities required to collectively prepare for hospital, community and regional disasters. We find that each component (knowledge, skills, and abilities) of the human capital measure positively predicted the disaster preparedness of the hospitals. Additionally, the human capital scale made up of all KSAs examined in the study is also positively related to disaster preparedness.

RESIDENCY TRAINING AS SITUATED LEARNING: EXPLORING THE ROLE OF LEADER MEMBER EXCHANGE IN ENHANCING LEARNING OUTCOMES

Tanvi Gautam, University of Pittsburgh

Tiang-Hong Chou, Virginia Commonwealth University

Residency training is a critical stage in the preparation for a successful medical career. The current research agenda emphasizes the ‘content’ of residency learning at the cost of ‘contextual’ factors which impact effective learning outcomes. We draw upon two distinct theories- the situated learning theory and the leader-member exchange theory to propose a different viewpoint on learning during residency. We propose that residency learning be conceptualized as initiation into a community of practice, and the role of the attending physician be cast as one who legitimizes and enhances both the participation in practice and the learning in the residency program

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.

Saturday, 9:00am - 10:00am in Grand Ballroom Salon A2

MH/ME: Critical Thinking and Cognition in Management Education

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

Discussants:

Barbara Ann Reilly, Georgia State University

J. Kay Keels, Coastal Carolina University

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.

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

Networking Break

Coordinator: Joy H. Karriker, East Carolina University

Saturday, 10:30am - Noon in Grand Ballroom Salon A1

Strategy/OT/IM: Organizational Change and Adaptation

Session Chair: **Thomas Russell Crook, University of Tennessee**

Discussants:

Papers 1 & 2: **Shanan Litchfield, Mississippi State University**

Paper 3: **Guclu Atinc, Louisiana Tech University**

BALANCING EXPLORATION AND EXPLOITATION IN A DECLINING INDUSTRY: ANTECEDENTS TO FIRM ADAPTATION STRATEGY AND PERFORMANCE

William Burritt, 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.

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

OB: Organizational Justice and Workplace Outcomes

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.

MITIGATING JOB TENSION IN THE WORK-FAMILY CONFLICT – TURNOVER INTENTIONS RELATIONSHIP: THE ROLES OF TENURE, NEGATIVE AFFECTIVITY, AND POLITICAL SKILL

Chris Henle, Colorado State University

Kelly Lee Zellars, University of North Carolina, Charlotte

Anthony R. Wheeler, University of Rhode Island

The present study investigates the work-family conflict – intent to turnover relationship. Consistent with conservation of resources theory, we hypothesize that work-family conflict threatens or diminishes employee resources, which leads employees to feel job tensions. In turn, tension increases employee intentions to turnover. We further hypothesize that three internal sources of employee resources should moderate the job tension – turnover intentions relationship: employee tenure, negative affectivity, and political skill. Using both mediated and moderated regression analyses on a sample of working adults, we found support for our hypothesized model. We discuss implications, limitations, and future directions for this research.

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.

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

Strategy/OT/IM: The "Environment": Whatever That Means...

Session Chair: **Greg Bell, University of Dallas**

Discussants:

Papers 1 & 2: **Mambo Governor Mupepi, University of Michigan Health System/Grand Valley State University**

Paper 3: **John Willis Upson, University of West Georgia**

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.

Saturday, 10:30am - Noon in Windsor Ballroom Salon 2

OB: Social Networks and Social Influence in the Workplace

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

Discussants:

Christopher H. Thomas, University of Mississippi

Lucy L. Gilson, University of Connecticut

Elizabeth M. Poposki, Michigan State University

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.

PARTICIPANT INDEX

A

- Adams, Garry 50
 Alder, G. Stoney 16
 Alderson, Laura Lovell 48
 Allen, David G. 12, 17, 38, 51
 Allen, Joe 47
 Amason, Allen C. 14, 26, 29
 Amis, John Matthew 26
 Anand, Smriti 47
 Anderson, Amanda 42
 Apodaca, Steven 41
 Armenakis, Achilles A. 23
 Armstrong, Craig 20
 Ashkanasy, Neal M. 33, 44
 Atine, Guclu 31, 43, 49
 Au, Kevin 50
 Autry, Chad W. 40

B

- Bachrach, Daniel G. 21
 Baker, LaKami T. 20, 28, 33
 Ballard, John 41
 Bandow, Diane 29, 35, 46
 Barakat, Areeg 27
 Baran, Benjamin 47
 Bardes, Mary 15, 32
 Barelka, Alex J. 30
 Barnett, Michael L. 26
 Barney, Chet Eric 37
 Basuray, Manoj Tom 18
 Bauer, Talya 13
 Baugh, Gayle 15, 46
 Bedeian, Arthur G. 27
 Bell, Greg 43, 46, 51
 Bennett, Rebecca J. 31
 Bergiel, Erich B. 41
 Bergman, Shawn 42
 Bernerth, Jeremy 32
 Berry-Stoelzle, Thomas R. 42
 Bing, Mark N. 25
 Bishop, James W. 19, 22, 37
 Blair, Carrie A. 46
 Blass, Fred R. 24, 30
 Blettner, Daniela Patricia 18, 23
 Bickle, Gerhard 38, 40
 Block, Emily Sarah 51
 Blum, Terry C. 13, 34
 Bolton, Joel F. 30, 36
 Bowler, Wm. Matthew 35, 39
 Boyar, Scott L. 28, 42, 46
 Braddy, Phillip Wayne 50
 Brees, Jeremy Ray 46
 Brock, Meagan E. 15, 27
 Brouer, Robyn 24, 43
 Brower, Holly Henderson 23
 Brown, Jill A. 35
 Brown, Jo Ann E. 32

- Brown, Steven Charles 23
 Bryant, Phil C. 17, 45
 Bryant, Sandra Renee 18, 22
 Brymer, Rhett 16
 Buchholtz, Ann 35
 Buckley, Michael R. 27
 Bunch, Kay J. 23, 48
 Burpitt, William 49
 Burt, Winona M. 16
 Burton, James 49

C

- Campbell, Nathanael S. 28
 Campbell, Stacy McIlraith 23
 Carlson, Dawn S. 32, 38
 Carpano, Claudio 18
 Carr, Jon C. 23
 Carroll, Archie B. 35
 Carson, Charles M. 28
 Carsten, Melissa K. 32, 41
 Carter, Min Z. 35
 Castrogiovanni, Gary J. 12, 38
 Cawley, John H. 37
 Chang, Erick Paulo Cesar 17
 Chen, Xiao-ping 42
 Chen, Ying 21
 Cheramie, Robin 23
 Chou, Tiang-Hong 48
 Chrisman, James J. 17
 Christensen, Lisa Jones 51
 Chua, Jess H. 17
 Clampit, Jack 43
 Clark, Kevin D. 26
 Clayton, Howard 20
 Clayton, Russell W. 21, 28, 35
 Clougherty, Joseph 39
 Cogliser, Claudia C. 44
 Cohen, Deborah Vidaver 26
 Colarie, Susan 34
 Collins, Brian J. 21, 40
 Collins, Mark E. 16
 Combs, James G. 12
 Conley, Camille 42
 Connelly, Brian L. 36
 Conner, John Paul 30
 Copeland, Mary Kay 25, 39
 Cox, Susie S. 17
 Cozma, Irina 37
 Craig, Justin B. 51
 Crawford-Mathis, Krista 30
 Crook, Thomas Russell 12, 45, 49
 Cunningham, Christopher J. L. 49
 Cycyota, Cynthia 17, 20, 39

D

- Davis, Justin L. 40, 46
 Davis, Kelly Marie 21

- Davison, H. Kristl 25, 28
 De Cuyper, Nele 25
 de Janasz, Suzanne C. 29
 DeGroot, Tim 38
 Dibrell, Clay 51
 Djibo, Idriss J. Alexandre 19
 Doh, Jonathan P. 26
 Douglas, Ceasar 25, 46
 Duchon, Dennis 23, 41

E

- Edwards, Amanda 46
 Edwards, Marissa 44
 Eissa, Gabi 38, 45
 Eldredge, Chris C. 17, 19
 Elias, Steven M. 37
 Erskine, Laura 51
 Evans, Randy 21, 26, 47

F

- Fabian, Frances H. 21, 23, 45
 Fandre, Jessica 28
 Feild, Hubert 18, 32, 35
 Ferguson, Karen 50
 Ferguson, Merideth J. 32
 Ferrante, Claudia 18, 20, 22
 Ferris, Gerald R. 40
 Fields, Dail 34
 Fisher, Greg Campbell 17
 Fogel, Daniel 13
 Foley, Caroline 36
 Folger, Robert G. 35
 Ford, David M. 20, 23
 Ford, Eric W. 44
 Ford, Lucy R. 22, 44
 Ford, Robert C. 35
 Ford, William F. 44
 Ford-Eickhoff, Karen 36
 Foreman, Peter 21, 47, 51
 Forret, Monica L. 50
 Franczak, Jennifer L. 16
 Frazier, Michael Lance 19
 Friedman, Ray 21
 Frink, Dwight D. 25

G

- Gaffney, Nolan T. 24, 43
 Gallagher, Vickie Coleman 24, 43
 Gallo, Peter Jack 51
 Galpin, Timothy J. 34
 Gardner, William L. 13, 38, 40
 Garrison, Gary 47
 Gautam, Tanvi 26, 48
 Gavin, Mark B. 12
 Geiger, Scott 45
 Germain, Marie-Line 24, 31, 42

H

- Haber, Julita Anita 19, 47
 Hall, Angela Tania 38
 Hammond, Gregory 23
 Hansen, Eric 51
 Hardy, Ben 44
 Harley, Deborah 31
 Harrell, Adrine Jevone 17, 48
 Harris, Christopher 48
 Harris, Kenneth J. 32
 Harris, Stanley G. 18, 23, 35
 Harris, Thomas Brad 17
 Harvey, Michael 47
 Harvey, Paul 15, 32, 39
 Hawver, Thomas 38
 Hayek, Mario 20, 33, 38
 Haynie, James Michael 30
 Heames, Joyce Thompson 38
 Heinzman, Jr., Joseph 17, 30, 36
 Helland, Katherine 42
 Henle, Chris 50
 Henley, Amy B. 12, 23
 Herda, David 47
 Hernandez, S. Robert 26, 44
 Holahan, Patricia 42
 Holmes, IV, Oscar 45, 49

Holt, Daniel T.	27, 30, 37
Hom, Peter	51
Hoobler, Jenny M.	49
Horn, Marko	34
Horner, Stephen	36
Hornsby, Jeffrey Scott	27
Huerta, Timothy	44
Hughes, Larry W.	40
Hunter, Emily M.	27, 32, 43

I

Ismail, Kiran	25, 39
---------------	--------

J

Jackson, Mary Jo	12, 13, 31, 50
Jackson, Nicole C.	18, 28
Jackson, William T.	20
James, Channelle D.	50
James, Matrecia Long	34
Jawahar, Jim	25
Johnson, Olenda E	20
Jones, Foard F.	32
Jones, Ray	16, 34
Juma, Norma Achieng	50
Junco, Elliott	33

K

Kacmar, K. Michele	12, 22
Kang, Jaeyoung	30
Karl, Katherine A.	41
Karricker, Joy H.	13, 14, 18, 25, 34, 42, 48
Kedia, Ben L.	27, 43
Keels, J. Kay	18, 22, 48
Kellermanns, Franz	12, 38, 43
Kendrick, Lynn Marie	42
Kendrick, Mark C.	19
Kepes, Sven	46
Ketchen, Dave	22
Kim, Joongwha	33
King, James E.	16
Kinnaman, Eric	45
Kirkman, Dorothy Mary	38
Klieb, Leslie	48
Kluemper, Don H.	27, 38
Kopka, Jr., Donald	18
Krenn, Mario	24, 31
Kroll, Mark	31, 43
Kshetri, Nir	37, 45, 50
Kunsch, David William	24
Kuratko, Donald F.	27
Kwan, Ho Kwong	17, 32, 50
Kwong, Jessica Y. Y.	35

L

Laird, Mary Dana	35, 43
Lambert, Jason R.	33
Lambert, Lisa Schurer	19, 26, 37
Lankau, Melenie J.	12, 19, 42
Larch, Angela	46, 49

Lau, Victor P.	50
Lawrence, Ericka Ruggs	36
Lawrence, Sandra A.	44
Le Blanc, Pascale	25
Lee, Sung-Jun	33
Leonel, Sr., Jordan Nassif	28
Lester, Wanda F.	18, 31
Lewicki, Roy	13
Li, Chenwei	35, 46
Li, Ning	17
Li, Stan X.	16
Lian, Yunshan	40
Liden, Robert C.	47
Liguori, Eric	38, 41
Lim, Hyoun Sook	23, 38
Litchfield, Shanan	39, 49
Little, Laura M.	12, 19
Liu, Dong	17, 19, 42
Liu, Jun	32
Liu, Yan	27, 43
Liu, Yongmei	40
Lowe, Kevin B.	13, 46
Lueg, Jason	17
Lumpkin, G. T.	22, 28, 39
Lux, Sean	17, 40

M

Ma, Jennifer Tao	24
MacDonnell, Rhiannon J.	48
MacKenzie, Erin	47
Madden, Timothy M.	34, 45
Madhok, Anoop	16
Maellarlo, Rosemary	22, 31, 41
Manns, MaryLynn	30, 38
Marion, David	15
Markham, Frank B.	12, 15, 30
Marler, Laura E.	17, 47
Marlin, Dan	45
Marsh, Laurence Anthony	33
Martin, Brittany Harker	48
Martin, Laura	27
Martinko, Mark J.	15, 21, 32
Masterson, Suzanne S.	33
Matherne, III, Curtis Francis	16
Matheus, Carolyn C.	19
Matthews, Michael C.	26, 44
Matthews, Russell A.	36
Matuszek, Tish	29
McCulloh, Donald	18
McDaniel, Jr., Reuben R.	36
McDaniel, Michael A.	12
McDonald, Jr., Warren G.	26, 36, 44
McFarland, Tom D.	39
McIntyre, Ashley	41
McKee, D'Lisa N.	17, 27
McKinley, Ronald B.	46
McKinney, Arlise P.	24, 50
McMahan, Gary C.	48
Meldrum, Mark Brent	30, 39
Memili, Esra	17
Menachemi, Nir	37

Michael, Daniel F.	18, 25
Michel, Eric J.	16
Miesing, Paul	30
Miles, Angela	24, 34
Mishra, Vipanchi	25
Moeller, Miriam	47
Moliterno, Thomas P.	39
Monteiro, Sr., Plínio Rafael Reis	28
Mooney, Ann	42
Moore, Curt	24, 40, 46
Moore, Katherine	41
Moore, Tom W.	24, 31
Mooty, Scott	27, 45
Morris, Michael Lane	45
Morrisey, Michael A.	37
Mosley, Jr., Don C.	28
Moss, Sherry E.	15, 41
Moss, Todd W.	21, 22
Mossholder, Kevin W.	12, 38
Moussa, Faten	27
Mueller, John M.	15, 20
Muldoon, Jeffrey	36, 49
Mullins, Terry W.	34
Mupepi, Mambo Governor	47, 51
Murphy, Jr., Edward Francis	28
Murrell, Audrey J.	16, 34

N

Nastanski, Michael	34
Neider, Linda L.	37
Nelson, Debra L.	19
Neville, Mary Grace	50
Nguyen, Nhung T.	18, 40
Nichols, Thomas W.	25
Noble, David	20, 30, 45
Norman, Steve	40

O

Oh, Se Hyung	21
O'Leary, Brian Joseph	46, 49
Overstreet, Benjamin L.	41
Oyler, Jennifer D.	50

P

Palladi, Rhonda S.	25, 48
Pandey, Alankrita	48
Parsons, Donna Boone	30
Pattie, Marshall	33, 47
Paul, Jeffrey	19, 39
Paul, Laura Finnerty	42
Payne, G. Tyge	46
Peiperl, Maury	29
Peluchette, Joy Van Eck	41
Perera, Yasanthi	32
Perez, Enrique M.	26, 36
Perry, Sara Jansen	19, 43, 47
Petchsawang, Pawinee	41
Phillips, Jonathan Mark	21, 27
Piccolo, Ronald F.	15
Pierce, Charles A.	12, 15, 30

Plowman, Donde Ashmos	21, 33, 36
Poling, Taylor L.	42
Poposki, Elizabeth M.	28, 51
Powell, Benjamin	49
Powell, Gary N.	46
Prabhu, Veena	20, 24, 34
Priya, Kanu	33

Q

Qu, Haiyan	44
------------	----

R

Rahman, Manzur	18
Ralph, Jr., Howard C.	17
Ramsey, Jase R.	28
Rawat, Anushri	16, 34
Ray, Joshua	21, 33
Reed, Lora L.	26, 41
Reeves, Terrie C.	48
Reilly, Barbara Ann	35, 41, 48
Rhodes, Deborah L.	33
Richard, Orlando C.	39
Richardson, Hettie A.	12
Ring, J. Kirk	39
Ritchie, William	47
Roberts, Sheryllynn	23, 45, 51
Robinson, Sammie L.	50
Rogers, Kristie M.	51
Rogers, Laci	33, 43
Rosen, Peter A.	38
Rossi, Michael Edward	44
Rowe, W. Glenn	24
Royle, Matthew Todd	38
Rutherford, Matthew W.	13, 20, 27
Rutti, Raina Marie	17
Ryan, Ann Marie	28
Ryder, Cynthia Ellen	37, 45

S

Sanders, Tom J.	44
Sauley, Kerry Shaun	38
Sauser, Jr., William I.	20
Scandura, Terri A.	22, 44
Schaffer, Bryan S.	45, 50
Schilpzand, Marieke C.	34
Schindler, James H.	22, 31
Schneider, Paula B.	40
Schreurs, Bert	25
Schriesheim, Chester A.	37
Schwarz, Gavin	16, 22, 35
Scott, Cliff	47
Scott, Kristin	51
Seers, Anson	13
Segrest, Sharon L.	31, 38, 48
Seifert, Charles F.	30
Self, Dennis R.	29
Sen, Anindita	38
Sheep, Mathew	21
Shewchuk, Richard M.	44
Shipley, Natalie	31

Shook, Christopher	13, 38, 45
Short, Jeremy C.	12, 22, 32, 38
Shumate, Kathleen M.	45
Sikora, David	15
Simmering, Marcia J.	17
Sinclair, Sunchoon (Aviva)	37
Sinha, Ruchi	28
Sledge, Sally	27
Smith, Adam R.	23
Smith, Janice Witt	24
Smola, Karen W.	29
Stamper, Christina L.	19, 33
Steier, Lloyd P.	17
Stepina, Lee P.	28
Stone, Thomas H.	35
Sullivan, Sherry E.	26, 32
Sun, Fubin	21
Sutton, Charlotte D.	20

T

Taber, Thomas D.	19
Tapis, Gregory P.	16, 47
Tarnoff, IV, Karen	31
Taylor, Edward	39
Taylor, Shannon G.	27
Teahan, Julia	34
Tejeda, Manuel J.	44
Tepper, Bennett	12, 22, 38
Thomas, Christopher H.	51
Thomas, Kecia Monique	42

Tillman, C. Justice	38
Tonelli, Barbara-Leigh	23
Tranquillo, Mary D.	16
Trevor, Tatiana Brittany	49
Tsavatewa, Christopher Chippewa	26
Turban, Daniel B.	40
Turner, Michael	37

U

Uhl-Bien, Mary	41
Upson, John Willis	36, 41, 51
Uy, Arnel Onesimo	28

V

Valle, Matthew	31, 41, 49
Van Emmerik, Hetty	18, 25
Van Ness, Raymond Kenneth	30
Vandenberg, Robert J.	22
Vardaman, James Michael	26, 36, 48
Veiga, John	15
Venero, Ramon Jose	33, 35
Venkatraman, Srinivasan	31, 46
Vesey, Jermaine	16
Vidyarthi, Prajya R.	47
Villanova, Peter	43
Vitale, Dean C.	23
Vogel, Ryan M.	19
Voges, Kathleen Elizabeth	15, 36
Vrba, Tony	18, 24

W

Wadhwa, Preeti	25, 35
Wagner, Teresa A.	46
Walker, III, Harvell Jackson	32
Walters, Bruce	43
Wan, William P.	44
Wang, Hui	21
Wang, Liang	16, 49
Wang, Sheng	19
Wang, Xiaodan	24, 39, 44
Ward, Anna-Katherine	41, 43
Watson, Bernadette	22
Watters, Sheila D.	22, 27, 45
Wayne, Sandy J.	19
Weathering, Bart L.	49
Webb, Rose Mary	43
Weinberg, Frankie Jason	40
Weinzimmer, Larry	16, 18
Wende, Sabine	42
Wesley, II, Curtis L.	16
Westgren, Randall	21
Wheatley, Robert	42
Wheeler, Anthony R.	50
Whetten, David A.	21
Whitten, Dwayne	32
Whittington, J. Lee	34, 46
Williams, Ethlyn A.	12, 22, 34
Williams, Larry J.	14
Williams, Laura A.	15, 28
Williams, Margaret L.	13, 22, 30

Winkel, Doan	28
Winters, Marlon	32
Witt, L. A.	47
Woehr, David J.	37, 42
Wong, Kin Fai Ellick	35
Wright, Mike	17
Wright, Patrick	48
Wu, Keke	35, 47, 50
Wu, Longzeng	32
Wu, Rui	15, 39
Wu, Sharon Y.	40

X

Xiao, Qian	35
------------	----

Y

Yan, Jun	27
Yang, Jun	49
Yao, Xin	42

Z

Zagenczyk, Thomas J.	51
Zellars, Kelly Lee	50
Zengul, Ferhat Devrim	26
Zhang, Shuoyang	21
Zinko, Robert	38
Zivnuska, Suzanne	23

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
(adams@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/amj/style_guide.pdf). Nonconforming submissions will be returned without review. Descriptions of and formatting requirements for submission types other than papers will be available on the SMA website in 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.

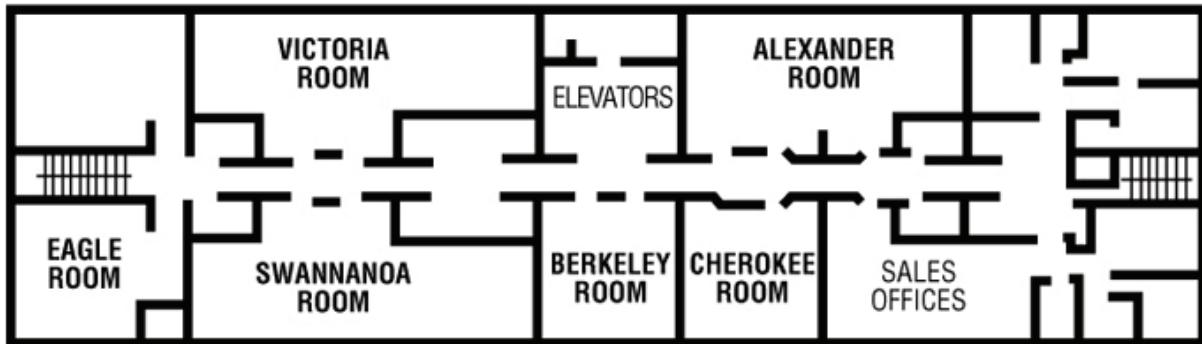
Located just 30 minutes from the award-winning Tampa International Airport, the resort is located on an 18-acre strand of sugar white beach directly on the Gulf of Mexico. For more details, go to <http://www.tradewindsresort.com>.

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>.

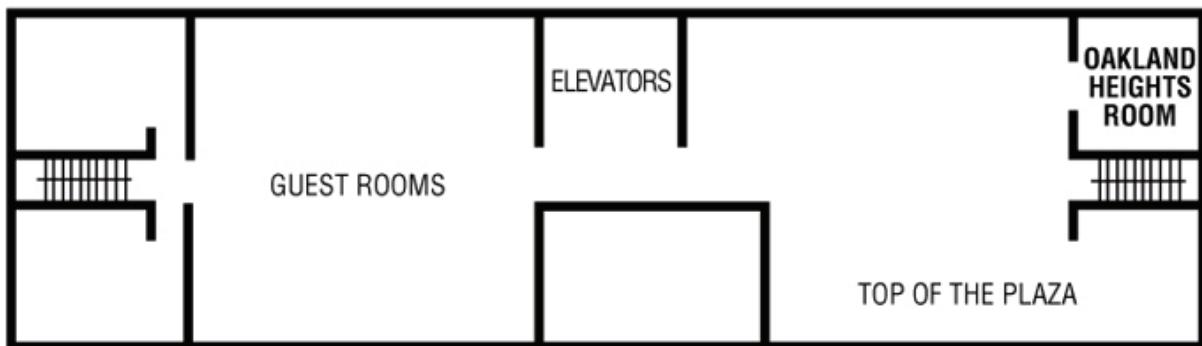


Asheville Renaissance Hotel – Meeting Space Layout

SECOND FLOOR



12TH FLOOR



LOBBY LEVEL

