

Southern Management Association
2014 meeting

November 11-15, 2014. Savannah, Georgia



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Welcome to the 2014 Meeting of the Southern Management Association

Welcome to Savannah and to the 2014 SMA Meeting! Take a look around and you will see that we are in a prime location - in the heart of the largest historic district in the United States. The conference schedule has been modified this year to allow you time at lunch to get out of the hotel and enjoy all that Savannah has to offer.

Wednesday's pre-conference activities include two doctoral consortia (chaired by **Amy Henley** and coordinated by **Franz Kellermanns**, and **Janaki Gooty**) that are designated specifically for early (1st and 2nd year) and late (3rd and 4th year) program doctoral students. Our pre-conference activities also include a consortium (chaired by **Lucy Ford**) designed for students who have not yet begun their doctoral studies.

The conference begins with a Town Hall Meeting **Wednesday, 5:30pm-6:30pm, in Regency D, E, and F**. The session will follow a traditional Town Hall Meeting format. This informal public meeting is open to all SMA conference attendees. The goal of the session is to explain the governance structure of SMA and allow attendees to voice their opinions and ask questions of the SMA officers and Board Members. After a brainstorming session, opportunities to become more involved in SMA will be offered. We hope to see you there.

Another exciting event is a birthday party for the *Journal of Management* **Thursday, 1:15pm-2:15pm, in Harborside**. Please stop by to grab a piece of cake and join in the birthday celebration. Join in welcoming the new Editor, **Patrick Wright**, as he reveals the history and future of the *Journal of Management*.

Another new innovation to this year's program is the **Research Speed Dating Opportunity** sessions. Participants in these sessions will chat for 5 minutes with up to 9 people who also are looking for a new research collaborator in the same research area. At the end of the session, plans to further connect with any of the participants who sounded like potential co-authors may be made. We would like to extend a heartfelt thanks to **Jen Sexton** for managing these sessions.

On **Friday at 3:15** be sure to stop by the Verelst and Percival rooms to check out another session new to the program - **Act On Your Research**. **Julita Haber** and **Bart Debicki** have worked tirelessly making this session happen. The objective of this session is to create an innovative way to share research findings with fellow SMA attendees. Authors will physically *act out* their research models and findings in short films or short live theatre-like performances. A distinguished panel will judge the entries. Come join the fun!

One of the goals of SMA is to get members more involved. If you want to become more involved, be sure to attend one of the several **Member Involvement Opportunity Sessions** on **Friday from 5:00pm-6:00pm**. These sessions are designed to link SMA members who want to become more involved with Committee Chairs who are looking for members who want to serve. Check the program for a committee that interests you and be sure to attend that session.

Also new to the SMA program is an **Off-Site Experience** on Saturday morning. This opportunity will allow attendees to get behind the scenes of one of three local Savannah businesses and see how they operate. Preregistration is required.

Other highlights include our annual business meeting on Thursday evening, several receptions, a collaboration lunch, and the SMA party sponsored by Sage. The SMA party will be held on Friday evening and offer a chance to try your luck as we offer **High Rollin' on the River**. Each attendee will be issued "money" that can be turned into chips and used at any of the Vegas style gaming tables. Those lucky enough to end the evening with chips in their hands can trade them in for prizes.

As you may know, it takes a great many people to make the SMA conference the wonderful experience that it is. We first want to mention the track chairs (**Brian Connelly, Claudia Ferrante, Tim Golden, Jodi Goodman, Brad Harris, Ken Harris, Nathan Hartman, Aaron Hill, Paul Johnson, Taco Reus, Jintong Tang**) who managed the 500+ submission in a timely and professional manner. We also want to offer a BIG shout out to **Jim Combs** who put together the PDI sessions for this conference. Our heartfelt thanks go out to **Geralyn Franklin** (Site Coordinator) and **Joy Karriker** (On-site Coordinator) who set up and maintain the conference infrastructure. We also wish to thank all of those who submitted, reviewed, and attended this meeting. The wonderful volunteers who gave of their time are the only reason this conference can happen.

We are very excited to see you here in Savannah for the 2014 SMA conference and hope that the program will be memorable.

Sincerely,

Micki Kacmar, Vice President and Program Chair
Chris Shook, President

Program Highlights

In addition to the refereed portion of the program that follows, a variety of **Professional Development Institute (PDI)** sessions are scheduled throughout the conference. Specific descriptions of these sessions can be found in the program. **Research Speed Dating** sessions run throughout the conference in the Plimsoll room. The best papers in each track are designated in the program, and the awards for these papers will be presented in the sessions in which the paper is presented.

Wednesday (November 12)

5:30pm - 6:30pm in Regency D, E, and F - SMA Town Hall Meeting - Please join us at this informal public meeting to learn about the SMA governance, get your questions answered, and find ways to become more involved.

6:45pm - 7:45pm in Regency A and B - Welcome Networking Reception - Join us for light snacks and conversation with colleagues.

Thursday (November 13)

8:00am - 8:30am in Regency Ballroom Pre-Function - Café SMA - Coffee and tea are available

8:30am - 10:00am in Scarbrough 1 - PDI: Moderation, Mediation, and a Little Moderated Mediation: Recommended Practices (co-sponsored by the Research Methods Division of the Academy of Management)

10:15am - 11:45am in Scarbrough 1 - PDI: A Brief Introduction to Multilevel Modeling (co-sponsored by the Research Methods Division of the Academy of Management)

1:15pm - 2:15pm in Harbourside - JOM's Birthday Party

2:00pm - 2:45pm in Harbourside - Pre-doctoral Student Poster Session

3:00pm - 4:30pm in Scarbrough 1 - PDI: Dealing with Endogeneity – As an Author or Reviewer (co-sponsored by the Research Methods Division of the Academy of Management)

3:00pm - 4:45pm in Regency A - Paper Development Workshop - by invitation only

5:15pm - 6:30pm in Scarborough Ballroom - SMA Business Meeting

6:30pm - 7:30pm in Harbourside - SMA Presidential and Hunt/SOSA Award Reception

Friday (November 14)

8:00am - 8:30am in Regency Ballroom Pre-Function - Café SMA - Coffee and tea are available

8:30am - 10:00am in Percival - PDI: Where's the Gold in the Golden Years? Community of Academy Senior Scholars (CASS) Symposium on Encore Career Choices and Retirement Strategies for Senior Scholars

8:30am - 10:00am in Scarbrough 1 - PDI: Demystifying CAQDAS -- Analyzing Text Documents Using Software (co-sponsored by the Research Methods Division of the Academy of Management)

10:15am - 11:45am in Scarbrough 1 - PDI: Bootstrapping Basics (co-sponsored by the Research Methods Division of the Academy of Management)

10:15am - 11:45am in Scarbrough 1 - PDI: Meta-Analysis: Basics, Best Practices, and Helpful Tips (co-sponsored by the Research Methods Division of the Academy of Management)

10:15am - 11:45am in Verelst and Percival - PDI: Meet the Editors from AMJ, ETP, JOB, JOM, JOB, and ORM

12:00pm - 1:15pm in Harbourside - SMA Faculty Research/Teaching Collaboration Luncheon (preregistration required)

1:15pm - 2:45pm in Scarbrough 1 - PDI: Alternatives to Difference Scores: Polynomial Regression and Response Surface Methodology (co-sponsored by the Research Methods Division of the Academy of Management)

1:15pm - 2:45pm in Verelst and Percival - PDI: SMA Fellows Session: What Does the Future of our Profession Hold?

3:15pm - 4:45pm in Scarbrough 1 - PDI: Longitudinal data analysis (co-sponsored by the Research Methods Division of the Academy of Management)

3:15pm - 4:45pm in Verelst and Percival - PDI: Act On Your Research

5:00pm - 6:00pm - Member Involvement Meetings

6:30pm - 9:30pm in Harbourside - SMA Party: High Rollin' on the River

Saturday (November 15)

8:30am-9:00am in Regency Ballroom Pre-Function - Café SMA - Coffee and tea are available

8:45am-12:00pm Off-site Tours (preregistration required)

9:00am - 10:30am in Scarbrough 1 - PDI: Confirmatory Factor Models for Common Method Variance (co-sponsored by the Research Methods Division of the Academy of Management)

SMA Welcomes its Event and Award Sponsors



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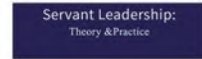


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SMA Welcomes its Exhibitors



About SMA

The Southern Management Association (SMA) is a domestic affiliate of the Academy of Management. The mission of SMA is to create value for our members, organizations, and society through professional development, high-impact scholarship and teaching, and engaging programs. We do this in a socially responsible manner while maintaining a sense of community that involves nurturing members, building collaborations, enhancing life-long friendships, and making a difference with our activities. Presently, the SMA membership consists of approximately 1,000 management professors, doctoral students, and executives representing more than 200 colleges, universities, and business firms in 43 states and several foreign countries.

SMA provides a variety of professional activities and events for those who are interested in the study of management. Towards this end, the critical objectives of SMA are the development and dissemination of new ideas and approaches to the research, teaching, and practice of management. It strives to keep members abreast of new knowledge and practices in the field and to create a professional community that exchanges ideas and provides assistance to others. In addition, SMA maintains the currency of knowledge and skills of members, as well as shares expertise about how to achieve excellence in the performance of our academic and professional roles. Finally, SMA promotes collegial relationships and friendships.

SMA Mission Statement

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

Southern Management Association

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Conference Site Coordinator

Geralyn McClure Franklin, United Arab Emirates University

Conference On-Site Coordinator

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Brian George Nagy, Bradley University

Conference Photographer

John Michael Mankelwicz, Troy University

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Conference Site Coordinator

Geralyn McClure Franklin, United Arab Emirates University

Conference On-Site Coordinator

Joy H. Karriker, East Carolina University

PDI Coordinator

James G. Combs, University of Alabama

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2012-2015 Term

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Commonwealth University

David J. Woehr, UNC Charlotte

2013-2016 Term

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Incoming: Patrick M. Wright, University of South Carolina

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Marshall Schminke, University of Central Florida

Jeremy C. Short, University of Oklahoma

J. Craig Wallace, Oklahoma State University

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John D. Blair, Texas Tech University

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Archie B. Carroll, University of Georgia

James G. Combs, University of Alabama

Russell Cropanzano, University of Arizona

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, West Virginia University

Charles R. Greer, Texas Christian University

Ricky W. Griffin, Texas A&M University

Theodore T. Herbert, Rollins College

Wayne Hochwarter, Florida State University

Bill Holley, Auburn University

K. Michele (Micki) Kacmar, Texas State University

Dave Ketchen, Auburn University

Mark Martinko, University of Queensland

Bruce M. Meglino, University of South Carolina

Kevin W. Mossholder, Auburn University

Pamela Perrewé, Florida State University

Chuck Pierce, University of Memphis

Terri A. Scandura, University of Miami

Chester Schriesheim, University of Miami

Anson Seers, Virginia Commonwealth University

Sherry Sullivan, Bowling Green University

Bennett Tepper, Ohio State University

Robert Vandenberg, University of Georgia

David D. Van Fleet, Arizona State University

Margaret "Peg" Williams, Wayne State University

Daniel A. Wren, University of Oklahoma

Shaker A. Zahra, University of Minnesota

Inactive Fellows

William Fox

Robert Fulmer, Pepperdine University

J. Bernard Keys

Dennis Ray

Vida Scarpello, Georgia State University

In Memoriam

Robert P. Vecchio

James G. "Jerry" Hunt

Leon Megginson

Charles R. Scott

Max S. Wortman, Jr.

PAST PRESIDENTS*

Tim Barnett	Mississippi State University	(2012-2013)
Bennett Tepper	Georgia State University	(2011-2012)
Mark B. Gavin	Oklahoma State University	(2010-2011)
Margaret L. Williams	Wayne State University	(2009-2010)
Allen C. Amason	University of Georgia	(2008-2009)
Charlotte D. Sutton	Auburn University	(2007-2008)
William L. Gardner	Texas Tech University	(2006-2007)
Anson K. Seers	Virginia Commonwealth University	(2005-2006)
Christine M. Riordan	Texas Christian University	(2004-2005)
Terri A. Scandura	University of Miami	(2003-2004)
Kevin W. Mossholder	Louisiana State University	(2002-2003)
Donna E. Ledgerwood	University of North Texas	(2001-2002)
Tammy G. Hunt	UNC Wilmington	(2000-2001)
Pamela L. Perrewé	Florida State University	(1999-2000)
Vida G. Scarpello	Georgia State University	(1998-1999)
Chester A. Schriesheim	University of Miami	(1997-1998)
Mark J. Martinko	Florida State University	(1996-1997)
Rose L. Knotts	University of North Texas	(1995-1996)
David D. Van Fleet	Arizona State University West	(1994-1995)
Robert C. Ford	University of Central Florida	(1993-1994)
J. Bernard Keys	Georgia Southern University	(1992-1993)
Charles R. Greer	Texas Christian University	(1991-1992)
Daniel S. Cochran	Mississippi State University	(1990-1991)
John A. Pearce II	George Mason University	(1989-1990)
James G. Hunt	Texas Tech University	(1988-1989)
W. Alan Randolph	University of South Carolina	(1987-1988)
B. Wayne Kemp	University of Tennessee-Martin	(1986-1987)
Achilles A. Armenakis	Auburn University	(1985-1986)
W. Jack Duncan	University of Alabama at Birmingham	(1984-1985)
William H. Holley, Jr.	Auburn University	(1983-1984)
Arthur G. Bedeian	Auburn University	(1982-1983)
Dorothy N. Harlow	University of South Florida	(1981-1982)
Dennis F. Ray	Mississippi State University	(1980-1981)
Vince P. Luchsinger, Jr.	Texas Tech University	(1979-1980)
John E. Logan	University of South Carolina	(1978-1979)
Ogden H. Hall	University of New Orleans	(1977-1978)
Jay T. Knippen	University of South Florida	(1976-1977)
James M. Todd	University of Memphis	(1975-1976)
John T. DeVogt	Washington & Lee University	(1974-1975)
Daniel A. Wren	University of Oklahoma	(1973-1974)
Leon C. Megginson	Louisiana State University	(1972-1973)
Richard I. Levin	UNC Chapel Hill	(1971-1972)
Max B. Jones	Old Dominion University	(1970-1971)
Robert M. Fulmer	Georgia State University	(1969-1970)
Bernard J. Bienvenu	University of Southwestern Louisiana	(1968-1969)
Burnard H. Sord	University of Texas-Austin	(1967-1968)
Claude S. George, Jr.	UNC Chapel Hill	(1966-1967)
Herbert G. Hicks	Louisiana State University	(1965-1966)
Charles R. Scott, Jr.	University of Alabama	(1964-1965)
William M. Fox	University of Florida	(1963-1964)
Joseph L. Massie	University of Kentucky	(1962-1963)
**William M. Fox	University of Florida	(1962-1963)
**Leon C. Megginson	Louisiana State University	(1961-1962)
**Claude S. George, Jr.	UNC Chapel Hill	(1960-1961)
***Howard R. Smith	University of Florida	(1957-1958)
***Edward H. Anderson	University of Florida	(1955-1956)
***Gustav T. Schwenning	University of Florida	(1947-1948)

* Affiliations are at time of office.

**The first three heads of the SMA were Program Chairs for the Management Section of the Southern Economic Association (SEA). Fox was Program Chair in 1962, but Massie was elected SMA's Founding President the same year.

***SEA President who was influential in establishing an SEA Management Section.

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

Mark B. Gavin	West Virginia University	2014
Kevin W. Mossholder	Auburn University	2013
Mark J. Martinko	University of Queensland	2012
Geralyn McClure Franklin	Stephen F. Austin State University	2011
K. Michele Kacmar	University of Alabama	2010
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 award*

SMA 2014 TRACK CHAIRS

- Entrepreneurship	- Ethics
- Innovation	- Social Issues
Jintong Tang, Saint Louis University	- Diversity Issues
	- Careers
- Health Care	Claudia Ferrante, U.S. Air Force Academy
- Hospitality Management	
- Public Administration	- Organizational Behavior
Paul Johnson, Western Carolina University	Jodi Goodman, West Virginia University
	Ken Harris, Indiana University Southeast
- Management History	
- Management Education	- Strategic Management
- Information Technology	Taco Reus, Erasmus, Netherlands
Nathan Hartman, Illinois State University	
	- Pre-Doctoral*
- Organization Theory	Aaron D. Hill, Oklahoma State University
- International Management	
Brian L. Connelly, Auburn University	- Innovative Teaching*
	Brad Harris, University of Illinois
- Human Resources	
- Research Methods	
Timothy Golden, Rensselaer Polytechnic Institute	

SMA 2014 SPEED DATING COORDINATOR

Jennifer Sexton, West Virginia University

BEST PAPER COMMITTEES

Best Overall Conference Paper

Dave Ketchen, Auburn University
Kevin W. Mossholder, Auburn University
Deborah E. Rupp, Purdue University
Jeremy C. Short, University of Oklahoma
Mary Uhl-Bein, Texas Christian University

Best Overall Doctoral Student Paper

David G. Allen, University of Memphis
Catherine A. Maritan, Syracuse University
Stephen Michael, University of Illinois
Pamela L. Perrewé, Florida State University
Sandy J. Wayne, University of Illinois at Chicago

BEST PAPER IN TRACK COMMITTEES

Innovative Teaching

Rebecca Thacker, Ohio University
Brendan Richard, Rollins College
Nichelle Carpenter, University of Illinois at Urbana-Champaign
Ryan Zimmerman, Virginia Polytechnic Institute and State University

Human Resources and Research Methods: Best Track Paper Committee

Michael Cole, Texas Christian University
Ray Gibney, Pennsylvania State University at Harrisburg
Eric Heggstad, University of North Carolina at Charlotte
Chris Henle, Colorado State University

Human Resources and Research Methods: Best Doctoral Paper Committee

George Christopher Banks, Longwood University
Arlise McKinney, Coastal Carolina University
Jerry Schoenfeld, Florida Gulf Coast University
Tom Stone, Oklahoma State University

Health Care/Hospitality Management/Public Administration

Mark Mitchell, Coastal Carolina University
Enrique Perez, Florida Institute of Technology
Skylar Rolf, University of Nebraska - Lincoln
Tom Sanders, University of Montevallo
Alex Susskind, Cornell University

Organization Theory/International Management: Best Track Paper Committee

R. Michael Holmes Jr., Florida State University
John Willis Upson, University of West Georgia

Organization Theory/International Management: Best Doctoral Paper Committee

LaKami T. Baker, Auburn University
Matthew James Mazzei, Samford University

Pre-Doctoral

Lucy Ford, Saint Joseph's University
Michael Lance Frazier, Old Dominion University
Don Kluemper, University of Illinois at Chicago
Lisa Lambert, Georgia State University
Laura Little, University of Georgia

Ethics/Social Issues/Diversity Issues/Careers: Best Track Paper Committee

Cynthia Cycyota, U.S. Air Force Academy
Oscar Holmes IV, Rutgers The State University of New Jersey
Daniel T. Holt, Mississippi State University

Ethics/Social Issues/Diversity Issues/Careers: Best Doctoral Paper Committee

Kenneth Knapp, University of Tampa
Susan Fox-Wolfgramm, Hawaii Pacific University
Matt Valle, Elon University

Entrepreneurship/Innovation

Birton Cowden, University of Massachusetts, Amherst
Hai Guo, Renmin University
Shaji A. Khan, University of Missouri, St. Louis
Zhi Tang, Rochester Institute of Technology
Jun Yang, Nankai University
Renhong Zhu, Sun Yat-Sen University

Management History/Management Education/Information Technology

Scott Allen, John Carroll University
Thomas Conklin, Georgia State
Joe Goodman, Illinois State

Strategy

Dave Luvison, DeVry University
Kimberly Ellis, Florida Atlantic University

Organizational Behavior: Best Track Paper Committee

Julita Haber, City University of New York
John M. Maslyn, Belmont University
Hannes Guenter, Maastricht University
Adam C. Stoverink, Northern Illinois University

Organizational Behavior: Best Doctoral Paper Committee

Edward O. Akoto, Henderson State University
Randy Evans, University of Tennessee at Chattanooga
Jeffrey Joseph Haynie, Nicholls State University
G. James Lemoine, Georgia Institute of Technology

2014 SMA Awards

BEST OVERALL CONFERENCE PAPER

PROMOTING MY OCB SO THE BOSS THINKS I'M PROMOTABLE: A MEDIATED MODERATION MODEL OF OCB, IMPRESSION MANAGEMENT, AND CAREER AND ORGANIZATIONAL OUTCOMES

Grace Lemmon, *DePaul University*
Eric J. Michel, *University of Illinois at Chicago*
Sandy J. Wayne, *University of Illinois at Chicago*
Jenny M. Hoobler, *University of Illinois at Chicago*

Presented: Thursday, 10:15am - 11:45am in Sloane

BEST OVERALL DOCTORAL STUDENT PAPER (TIE)

A STUDY OF THE IMPACT OF MEDIA COVERAGE ON IPO STOCK PERFORMANCE

Orhun Guldiken, *Old Dominion University*
Christina H. Tupper, *Old Dominion University*
Huizhu Yu, *Old Dominion University*
Anil Nair, *Old Dominion University*

Presented: Friday, 8:30am - 10:00am in Scarbrough 3

THE REAL MCCOY: INTEGRATING THE EMPIRICAL RESEARCH ON AUTHENTIC LEADERSHIP

James De Leon, *Louisiana Tech University*
William Scanu, *Louisiana Tech University*
Evan Robert Theys, *Louisiana Tech University*
Jerry Bryan Fuller, *Louisiana Tech University*

Presented: Friday, 1:15pm - 2:45pm in Regency D

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

Mark B. Gavin, *West Virginia University*

BEST TRACK PAPERS

Innovative Teaching

TECHNIQUES AND TOOLS FOR FACILITATING TEAM FORMATION AND PROCESS

J. Kay Keels, *Coastal Carolina University*
Darla J. Domke-Damonte, *Coastal Carolina University*
Janice A. Black, *Coastal Carolina University*
Dodi Hodges, *Coastal Carolina University*

Presented: Thursday, 10:15am - 11:45am in Vernon

Human Resources and Research Methods

THE INTERPLAY OF TRAINER STYLE AND LEARNER GOAL ORIENTATION ON TRAINING OUTCOMES

Holly Michelle Hutchins, *University of Houston*
Wonjoon Chung, *University of Illinois at Urbana-Champaign*
Dan Chiaburu, *Texas A&M University*
Brad Harris, *University of Illinois at Urbana-Champaign*

Presented: Friday, 1:15pm - 2:45pm in Regency B

Health Care/Hospitality Management/Public Administration

DEVIANT DOCTORS?: WORKPLACE DEVIANCE AMONG PHYSICIANS

Bella L. Galperin, *University of Tampa*
Dana L. Robbins, *Pinellas County*

Presented: Thursday, 10:15am - 11:45am in Verelst

Ethics/Social Issues/Diversity Issues/Careers

PROMOTING MY OCB SO THE BOSS THINKS I'M PROMOTABLE: A MEDIATED MODERATION MODEL OF OCB, IMPRESSION MANAGEMENT, AND CAREER AND ORGANIZATIONAL OUTCOMES

Grace Lemmon, *DePaul University*
Eric J. Michel, *University of Illinois at Chicago*
Sandy J. Wayne, *University of Illinois at Chicago*
Jenny M. Hoobler, *University of Illinois at Chicago*

Presented: Thursday, 10:15am - 11:45am in Sloane

Organization Theory/International Management

COALITIONS OF THE MIND: GENDER, SOCIAL NETWORKS AND KNOWLEDGE PRODUCTION

Juan Ling, *Georgia College & State University*
Ajay Mehra, *University of Kentucky*
Daniel Brass, *University of Kentucky*
De Liu, *University of Minnesota*
Stephen Borgatti, *University of Kentucky*

Presented: Thursday, 3:00pm - 4:30pm in Regency F

Entrepreneurship/Innovation

MANAGING THE INNOVATORS: ORGANIZATIONAL AND PROFESSIONAL COMMITMENT AMONG SCIENTISTS AND ENGINEERS

Sara Jansen Perry, *Baylor University*
Emily M. Hunter, *Baylor University*
Steven C. Currall, *University of California, Davis*

Presented: Thursday, 3:00pm - 4:30pm in Scarbrough 3

Organizational Behavior

A META-ANALYTIC REVIEW OF AUTHENTIC AND TRANSFORMATIONAL LEADERSHIP

George Christopher Banks, *Longwood University*
Kelly Davis McCauley, *West Texas A&M University*

Presented: Friday, 1:15pm - 2:45pm in Regency D

Strategy

TOP MANAGERS' GOAL ORIENTATIONS AND THEIR INFLUENCE ON ENVIRONMENTAL SCANNING BEHAVIORS AND FIRM PERFORMANCE

Justin Webb, *Oklahoma State University*
R. Michael Holmes Jr., *Florida State University*
Christopher Pryor, *High Point University*
Eric W. Liguori, *University of Tampa*

Presented: Thursday, 10:15am - 11:45am in Regency A

Management History/Management Education/Information Technology

DEVELOPING A JOB DEMANDS-RESOURCES MODEL TO STUDY ACADEMIC ENGAGEMENT IN THE BUSINESS SCHOOL

Anthony (Tony) Paul Ammeter, *University of Mississippi*
Danielle Beu Ammeter, *University of Mississippi*
Nancy R. Wiggers, *University of Mississippi*
Rebekah Reysen, *University of Mississippi*

Presented: Thursday, 10:15am - 11:45am in Percival

BEST DOCTORAL STUDENT PAPERS BY TRACK

Human Resources and Research Methods

I KNOW WHAT YOU REALLY MEAN: EXPLORING THE IMPLICATIONS OF NEGATIVE PERCEPTIONS OF POSITIVE FEEDBACK

John Edward Baur, *University of Oklahoma*
Alexandra E. MacDougall, *University of Oklahoma*
Michael R. Buckley, *University of Oklahoma*
Christopher George Banford, *University of Oklahoma*

Presented: Friday, 1:15pm - 2:45pm in Regency B

Health Care/Hospitality Management/Public Administration

THE ROLE OF TRANSFORMATIONAL LEADERSHIP ON VOLUNTARY NURSING TURNOVER

Kim Davey, *University of Alabama at Birmingham*

Presented: Thursday, 10:15am - 11:45am in Verelst

Ethics/Social Issues/Diversity Issues/Careers

INFLUENCE OF TOP MANAGEMENT TEAM COMPOSITION ON ORGANIZATIONAL VIRTUES

Robert Evert, *Texas Tech University*
G. Tyge Payne, *Texas Tech University*
Curt B. Moore, *West Virginia University*
Michael McLeod, *Texas Tech University*

Presented: Friday, 3:15pm - 4:45pm in Sloane

Strategy

INSIDER VS. OUTSIDER CEO SUCCESSION AND COMPETITIVE ADVANTAGE

Geoffrey A. Silvera, *Pennsylvania State University*
Eric W. Ford, *University of North Carolina at Greensboro*
Kevin B. Lowe, *University of Auckland*
Timothy Huerta, *Ohio State University*

Presented: Thursday, 10:15am - 11:45am in Scarbrough 2

Organization Theory/International Management

THE HOMOGENEITY AND HETEROGENEITY OF FIELDS

Rachida Aissaoui, *Ohio University*

Presented: Thursday, 10:15am - 11:45am in Regency F

Entrepreneurship/Innovation

A STUDY OF THE IMPACT OF MEDIA COVERAGE ON IPO STOCK PERFORMANCE

Orhun Guldiken, *Old Dominion University*
Christina H. Tupper, *Old Dominion University*
Huizhu Yu, *Old Dominion University*
Anil Nair, *Old Dominion University*

Presented: Friday, 8:30am - 10:00am in Scarbrough 3

Organizational Behavior

THE REAL MCCOY: INTEGRATING THE EMPIRICAL RESEARCH ON AUTHENTIC LEADERSHIP

James De Leon, *Louisiana Tech University*
William Scanu, *Louisiana Tech University*
Evan Robert Theys, *Louisiana Tech University*
Jerry Bryan Fuller, *Louisiana Tech University*

Presented: Friday, 1:15pm - 2:45pm in Regency D

Pre-Doctoral

IT'S ALL RELATIVE: SOCIAL COMPARISON AND WORK-FAMILY CONFLICT

Morgan D. Jones, *Indiana University-Purdue University Indianapolis*
Rachel Tomasik, *Indiana University-Purdue University Indianapolis*
Nathan Schultz, *Indiana University-Purdue University Indianapolis*
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Elizabeth M. Boyd, *Kennesaw State University*

Presented (Poster): Thursday, 2:00pm - 2:45pm in Harborside

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Human Resources, Research Methods

Eric Heggestad, U. of North Carolina at Charlotte

Management History, Management Education, Information

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Organizational Behavior

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Organization Theory, International Management

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 Maggie Ohara, U. of North Carolina
 ★John J. Oirya, Auburn U.
 Abbie Oliver, U. of Georgia
 Kenneth Vernon Oster, Northcentral U.
 Fred Oswald, Rice U.
 Jason Owen, U. of Mississippi
 William Paczkowski, Palm Beach St. College
 Timothy B. Palmer, Western Michigan U.
 Alankrita Pandey, U. of Texas at Arlington
 Satyendra C. Pandey, Xavier Institute of Management, Bhubaneswar
 Sinyoung Park, U. of Florida
 ★Laura Parks-Leduc, James Madison U.
 John A. Parnell, UNC Pembroke
 Heather R. Parola, Florida Atlantic U.
 Donna Boone Parsons, U. of North Carolina at Asheville
 ★Angela Passarelli, Case Western Reserve U.
 Ruchi Patel, North Carolina St. U.
 Vijay K. Patel, Kennesaw St. U.
 Surya Prakash Pati, Indian Institute of Management, Lucknow
 Marshall Pattie, James Madison U.
 Jeffrey Paul, Illinois St. U.
 Karen Paul, Florida International U.
 Stephanie Church Payne, Texas A&M U.
 Yasanthi Perera, New Mexico St. U.
 ★Enrique M. Perez, Florida Institute of Technology
 LaQue J. Perkins, Trident U. International
 Miljenka Perovic, Queensland U. of Technology
 Sara Jansen Perry, Baylor U.
 Martha Perryman, Florida A&M U.
 Matthew Randall Peters, Southern Illinois U.
 Zachary Peters, Cameron/U. of Texas at Tyler
 Oleg V. Petrenko, Oklahoma St. U.
 ★Amir Pezeshkan, Old Dominion U.
 Adam G. Pflieger, Louisiana St. U.
 Will Phillips, U. of Texas at San Antonio
 Rajnandini Pillai, California St. U. San Marcos
 Rhonda Polak, N.A.B.A.
 Jeffrey Mathew Pollack, North Carolina St. U.
 Amanda Marie Pozzuto, West Virginia U.
 Vana Prewitt, Mount Olive College
 Kanu Priya, Western Illinois U.
 Michael J. Provitera, Barry U.
 Vesa Puhakka, U. of Oulu
 Matthew Quade, Baylor U.
 David Quisenberry, U. of Nebraska-Lincoln
 Leah Raby, Ashford U.
 ★Indu Ramachandran, Texas St. U.

Zo Harivololona Ramamonjariavelo, Governors St. U.
 Angela Randolph, Texas Tech U.
 ★Robert VDG Randolph, U. of Nevada Las Vegas
 Brandon Randolph-Seng, Texas A&M U.-Commerce
 Lisa Rashotte, U. of North Carolina at Charlotte
 Mary Rau-Foster, Belmont U.
 Rama Krishna Reddy, U. of Memphis
 Christopher Ray Reutzel, Sam Houston St. U.
 Rosemarie Reynolds, Embry-Riddle Aeronautical U.
 Deborah L. Rhodes, Capella U.
 Darryl Rice, U. of Central Florida
 ★Brendan Mark Richard, U. of Central Florida
 Kyle Ristig, Centenary College of Louisiana
 Alex Smith Ritenbaugh, Auburn U.
 Sandra L. Roberts, Barry U.
 ★Sheryllynn Roberts, U. of Texas at San Antonio
 ★James Robertson, U. of Reading
 Robert W. Robertson, -no affiliation-
 Tracey Rockett, Texas Christian U.
 Benjamin Wayne Rockmore, U. of Central Florida
 Steven Rogelberg, U. of North Carolina at Charlotte
 ★Bryan Rogers, Mississippi St. U.
 Laci Rogers, U. of Southern Indiana
 Skylar Rolf, U. of Nebraska-Lincoln
 ★Janet Romaine, St. Anselm College
 Kent Rondeau, U. of Alberta
 Johnathan Rose, South U.
 Mark M. Rose, Glendinning Products, LLC
 Fay Roseman, Barry U.
 Christopher Charles Rosen, U. of Arkansas
 Philip T. Roundy, U. of Texas at Austin
 Mary Beth Rousseau, Georgia Southern U.
 Michelle Ruiz, U. of Texas at El Paso
 ★Zachary A. Russell, Florida St. U.
 Matthew W. Rutherford, Virginia Commonwealth U.
 Margaret Sullivan Ryder, Piedmont College
 Noreen Saher, International Islamic U.
 Sarbananda Sahoo, Kushagra Institute of Information and Management Science
 Manjula S. Salimath, U. of North Texas
 Codou Samba, U. of Houston
 Morris Samit, Northwood
 ★Tom J. Sanders, U. of Montevallo
 Simone Santoni, U. of Bologna
 Catarina Marques Santos, Instituto Universitário de Lisboa (ISCTE-IUL)
 Neusa Maria Santos, Pontificia Universidade Católica de São Paulo (PUC-SP)
 Nina Sarkar, Queensborough Community College
 Nosheen Sarwat, Bahauddin Zakariya U.
 Rajeev J. Sawant, Baruch College, CUNY
 Bryan S. Schaffer, Florida Gulf Coast U.
 James H. Schindler, Columbia Southern U.
 Leon Schjoedt, U. of Central Florida
 ★Steven Schlachter, U. of Nebraska-Lincoln
 Katharina Schmitz, Maastricht U.
 Mel Schnake, Valdosta St. U.
 Jerry Schoenfeld, Florida Gulf Coast U.
 D Blaine Schreiner, Kennesaw St. U.
 Chester A. Schriesheim, U. of Miami
 Tiffany Schroeder, Case Western Reserve U.

Björn Schuller, Technische Universität München (TUM)
 Gavin Schwarz, U. of New South Wales
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 Kimberly Scruton, Methodist U.
 Anson Seers, Virginia Commonwealth U.
 Sharon L. Segrest, U. of South Florida St. Petersburg
 Charles F. Seifert, Siena College
 ★Chad Seifried, Louisiana St. U.
 Sally Selden, Lynchburg College
 Briana Christine Sell, Georgia Institute of Technology
 Postigo Sergio, Universidad de San Andrés
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 Mindy K. Shoss, Saint Louis U.
 Amit Shukla, Indian Institute of Management, Lucknow
 Archana Shukla, Indian Institute of Management, Lucknow
 Jane Shumski Thomas, U. of North Carolina at Charlotte
 Marc Siegall, California St. U., Chico
 Allison B. Siminovsky, U. of Georgia
 Shalei Vermil Kali Simms, Rutgers, The St. U. of New Jersey
 Barjinder Singh, U. of Houston-Victoria
 Sarah Singletary Walker, U. of Houston-Downtown
 Faye A. Sisk, Mercer U.
 Jeffrey Paul Slattery, Northeastern St. U. - Broken Arrow
 Sally Sledge, Norfolk St. U.
 Donna J. Slovensky, U. of Alabama at Birmingham
 Janice Witt Smith, Winston-Salem St. U.
 Mickey B. Smith, U. of Southern Mississippi
 ★Troy Smith, Texas A&M U.
 ★Caitlin E. Smith Sockbeson, Tulane U.
 Brian Philip Soebbing, Louisiana St. U.
 Marc Sollosy, Marshall U.
 ★Kristin Lee Sotak, St. U. of New York at Binghamton
 Lloyd J. F. Southern, Mercer U.
 Jessica Sowa, U. of Colorado Denver
 Paul E. Spector, U. of South Florida
 Chester Spell, Rutgers, The St. U. of New Jersey
 Barbara A. Spencer, Mississippi St. U.
 Joe Sprangel Jr., Mary Baldwin College
 Curtis R. Sproul, West Virginia U.
 Stephen Spulick, Georgia Southern U.
 Jeremy Stafford, U. of North Alabama
 ★Adam Steinbach, Michigan St. U.
 ★Robert Steinbauer, Brock U.
 Alice Stewart, North Carolina A&T St. U.
 Oscar Jerome Stewart IV, U. of North Carolina at Charlotte
 Steve Stewart, Georgia Southern U.
 Christopher Stone, U. of Texas at San Antonio
 ★Thomas H. Stone, Oklahoma St. U.
 Jason S. Stoner, Ohio U.
 ★Adam C. Stoverink, Northern Illinois U.
 Harika Suklun, Sullivan U.

★Sherry Sullivan, Bowling Green St. U.
 Malavika Sundararajan, NC Central U.
 ★Alex M. Susskind, Cornell U.
 Christine C. Sutton, Kennesaw St. U.
 Michael JD Sutton, Kent St. U.
 Trey Sutton, Florida St. U.
 Tony Swaim, Kennesaw St. U.
 Richard J. Swersey, DeVry U.
 Stephanie Dawn Swindler, Air Force Research Laboratory
 Leslie Thomas Szamosi, City College
 Filiz Tabak, Towson U.
 Jianyun Tang, Memorial U. of Newfoundland
 Erik Taylor, Louisiana St. U.
 Vicki Fairbanks Taylor, Shippensburg U.
 Jonathan E. Temple, Liberty U.
 Ryan Patrick Terry, U. of Texas at Arlington
 Rebecca Thacker, Ohio U.
 Evan Robert Theys, Louisiana Tech U.
 Christopher H. Thomas, Saint Louis U.
 C. Justice Tillman, Baruch College, CUNY
 Steven Toaddy, Louisiana Tech U.
 Neil M. Tocher, Idaho St. U.
 Barbara-Leigh Tonelli, Kaplan U.
 Christopher Torrance, Fort Valley St. U.
 Miguel M. Torres Sr., U. of Aveiro
 Nazanin Tourani, New Mexico St. U.
 Juanita Trusty, U. of Memphis
 Chou-Yu Tsai, St. U. of New York at Binghamton
 Thomas Tudor, U. of Arkansas, Little Rock
 Mustafa Zihni Tunca, Suleyman Demirel U.
 Christina H. Tupper, Old Dominion U.
 Serdar Turedi, Old Dominion U.
 Nicholas W. Twigg Jr., Coastal Carolina U.
 Isaiah O. Ugboro, North Carolina A&T St. U.
 Arun Upadhyay, U. of Nevada, Reno
 John Willis Upson, U. of West Georgia
 Mario Vaccari, U. of Phoenix / American Public U.
 Florin Vaduva, Titu Maiorescu U.

Alix Valenti, U. of Houston-Clear Lake
 Sean Valentine, U. of North Dakota
 Cheryl Van Deusen, U. of North Florida
 Chantal van Esch, Case Western Reserve U.
 Robert J. Vandenberg, U. of Georgia
 James M. Vardaman, Mississippi St. U.
 Hoda Vaziri, U. of Texas at Arlington
 Susana Velez-Castrillon, U. of West Georgia
 Sebastien Vendette, New Mexico St. U.
 Amy Klemm Verbos, Central Michigan U.
 Ana Alice Vilas-Boas, The Federal Rural U. of Rio de Janeiro
 Alexandra Virgets, U. of Houston
 Meghna Virick, San Jose St. U.
 Kathleen Elizabeth Voges, Texas A&M U.-San Antonio
 George Vozikis, Chaminade U. of Honolulu
 ★Veselina Vracheva, Old Dominion U.
 ★Preeti Wadhwa, California St. Polytechnic U., Pomona
 Wendy Jackson Walker, U. of North Georgia
 Alison Wall, Louisiana Tech U.
 Isaac Wanasika, U. of Northern Colorado
 Liang Wang, York U.
 Zheng Wang, U. of Texas Health Science Center
 Zhonghui Wang, U. of North Carolina at Greensboro
 Anna-Katherine Ward, U. of South Carolina
 ★Alfred Warner, Penn St. Erie, The Behrend College
 Vanessa M. Washington, Ashford U.
 Charlie Watts, John Carroll U.
 Jason D. Way, U. of South Florida
 Mark Weaver, U. of South Alabama
 Brian D. Webster, Oklahoma St. U.
 Barbara Wech, U. of Alabama at Birmingham
 ★Frankie Jason Weinberg, Loyola U. New Orleans
 James Welch Jr., Eckerd College
 ★Jon M. Werner, U. of Wisconsin, Whitewater

Curtis L. Wesley II, Indiana U.
 Clifford T. West Jr., Virginia Military Institute
 Robert Wheatley, Troy U.
 Anthony R. Wheeler, U. of Rhode Island
 Billy Whisnant, Eastern Michigan U.
 Christopher Wiese, U. of Central Florida
 Anne M. Wilkins, U. of Tennessee at Chattanooga
 David R. Williams, Appalachian St. U.
 Dylan Patrick Williams, U. of Alabama
 Glendon Williams, Keiser U.
 L. A. Witt, U. of Houston
 David J. Woehr, U. of North Carolina at Charlotte
 Juanita Woods, Florida Atlantic U.
 Peter Wright, U. of Memphis
 Thomas Wright, Fordham U.
 ★Bingqing Wu, U. of Illinois at Chicago
 Jun Wu, Savannah St. U.
 Haichang Xin, U. of Alabama at Birmingham
 Jie Xiong, ESC Rennes School of Business
 Lei Xu, Texas Tech U.
 Ning Xu, U. at Buffalo, SUNY
 Jiaqin Yang, Georgia College & St. U.
 Tae Seok Yang, Western Illinois U.
 Regina Yanson, U. at Albany, SUNY
 Nilufer Yapici, Florida Atlantic U.
 Carlton C. Young, Mississippi St. U.
 Marilyn Young, U. of Texas at Tyler
 Jia Yu, U. of Houston
 Jennifer Ellen Yugo, Bowling Green St. U.
 ★Miles A. Zachary, Texas Tech U.
 Mortaza Zare, New Mexico St. U.
 Ferhat Devrim Zengul, U. of Alabama at Birmingham
 Jing Zhao, Renmin U. of China
 Xia Zhao, California St. U., Dominguez Hills
 Dianhan Zheng, U. of Houston
 Zhiqing Zhou, Florida Institute of Technology
 L.F. Bill Zimmermann, Grenoble Ecole de Management
 Angelina Zubac, Strategy Link

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

Tuesday, November 11

Tuesday, 7:00pm - 8:00pm in Regency A

Consortia and Pre-Conference Welcome Reception

Get acquainted with other consortia participants and presenters and enjoy light refreshments.

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

Sponsored by **Georgia Southern University**

Wednesday, November 12

Conference Registration Setup: 1:00pm – 3:00pm in
Registration Booth-Mezzanine Level

Coordinator: **Cynthia Cycyota**, *United States Air Force Academy*

Conference Exhibits Setup: 1:00pm – 3:00pm in Pre-Function

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

Conference Registration: 3:00 – 7:45 in Registration Booth-Mezzanine Level

Coordinator: **Cynthia Cycyota**, *United States Air Force Academy*

Conference Exhibits: 3:00 – 7:45pm in Pre-Function

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

Wednesday, 8:00am - 8:30am in area outside Scarbrough & Regency F

Consortia Continental Breakfast (consortia participants only)

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

Sponsored by **West Virginia University**

Wednesday, 8:30am - 4:30pm in Regency F

Professional Development Institute: Pre-Doctoral Student Consortium (by invitation only)

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

Presenters:

Wendy Jean Casper, *University of Texas at Arlington*
Claudia C. Cogliser, *Texas Tech University*
Cynthia Cycyota, *United States Air Force Academy*
Bryan Joab Deptula, *Central Washington University*
Claudia Ferrante, *United States Air Force Academy*
Karen Ford-Eickhoff, *University of North Carolina at Charlotte*
Michael Lance Frazier, *Old Dominion University*
William L. Gardner, *Texas Tech University*
Mark B. Gavin, *West Virginia University*
Jonathon R. B. Halbesleben, *University of Alabama*
Joyce Thompson Heames, *West Virginia University*
Aaron Hill, *Oklahoma State University*
Kyle Ingram, *University of Greenwich*
Stacey R. Kessler, *Montclair State University*
Timothy M. Madden, *Old Dominion University*
Liam Patrick Maher, *Florida State University*
Jeremy D. Meuser, *University of Illinois at Chicago*
Laurence G. Weinzimmer, *Bradley University*

Sponsored by **Oklahoma State University**

Wednesday, 8:30am - 4:30pm in Scarbrough 1 & 2

Professional Development Institute: 25th Annual Doctoral Consortia - Early Stage (by invitation only)

Doctoral Consortia Chair: **Amy B. Henley**, *Kennesaw State University*

Early-Stage Consortium Coordinator Elect: **Janaki Gooty**, *University of North Carolina at Charlotte*

Presenters:

Mark B. Gavin, *West Virginia University*
Jonathon R. B. Halbesleben, *University of Alabama*
Amy B. Henley, *Kennesaw State University*
K. Michele Kacmar, *Texas State University*
Franz Kellermanns, *University of North Carolina at Charlotte*
Don H. Kluemper, *University of Illinois at Chicago*
Laura M. Little, *University of Georgia*
Catherine A. Maritan, *Syracuse University*
Timothy Paul Munyon, *University of Tennessee*
G. Tyge Payne, *Texas Tech University*
Annette Ranft, *University of Tennessee*
Steven Rogelberg, *University of North Carolina at Charlotte*
Mary Beth Rousseau, *Georgia Southern University*
Matthew W. Rutherford, *Virginia Commonwealth University*
Marshall Schminke, *University of Central Florida*
Lisa Schurer Lambert, *Georgia State University*
Linda Shanock, *University of North Carolina at Charlotte*
Christopher Shook, *Auburn University*
Jeremy C. Short, *University of Oklahoma*

Wednesday, 8:30am - 4:30pm in Scarbrough 3 & 4

**Professional Development Institute: 25th Annual
Doctoral Consortia - Late Stage
(by invitation only)**

Doctoral Consortia Chair: **Amy B. Henley**, *Kennesaw State University*

Late-Stage Consortium Coordinator: **Franz Kellermanns**, *University of North Carolina at Charlotte*

Presenters:

Garry Adams, *Auburn University*

David G. Allen, *University of Memphis*

Allen C. Amason, *Georgia Southern University*

Robin Cheramie, *Kennesaw State University*

James G. Combs, *University of Alabama*

Bart Debicki, *Towson University*

Bruce T. Lamont, *Florida State University*

Hettie A. Richardson, *Texas Christian University*

Mary Beth Rousseau, *Georgia Southern University*

Christopher Shook, *Auburn University*

Margaret L. Williams, *Wayne State University*

David J. Woehr, *University of North Carolina at Charlotte*

Sponsored by Mississippi State University

Wednesday, 5:30pm - 6:30pm in Regency D, E, and F

SMA Town Hall Meeting - Come one, come all!

Following a traditional Town Hall Meeting format, this informal public meeting is open to all SMA conference attendees. The goal of the session is to explain the governance structure of SMA and allow attendees to voice their opinions and ask questions of the SMA officers and Board Members. Opportunities to become more involved in SMA will be offered.

Coordinator: **K. Michele Kacmar**, *Texas State University* (SMA Program Chair)

Wednesday, 6:45pm - 7:45pm in Regency A and B

Welcome Networking Reception

Join us for light snacks and conversation with colleagues.

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

Wednesday, 9:00am - 11:00am in Savannah

**SMA Executive Officers Meeting
(by invitation only)**

Presiding: **Christopher Shook**, *Auburn University* (SMA President)

Wednesday, 11:15am - 11:45am in Savannah

**SMA New Officer and Board Member Orientation
(by invitation only)**

Presiding: **James G. Combs**, *University of Alabama* (Incoming SMA President)

Wednesday, 11:50am - 1:15pm in Harborside

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

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

Wednesday, 1:30pm - 4:30pm in Savannah

**SMA Executive Officers and Board Meeting
(by invitation only)**

Presiding: **Christopher Shook**, *Auburn University* (SMA President)

Thursday, November 13

Conference Registration: 8:30am-5:00pm in Registration Booth-Mezzanine Level
Coordinator: Cynthia Cycyota, United States Air Force Academy

Conference Exhibits: 8:30am-5:00pm in Pre-Function
Coordinator: Joy H. Karriker, East Carolina University

Thursday, 8:00am - 8:30am in Regency Ballroom Pre-Function

Café SMA (Coffee/Tea Bar)

Coordinator: Joy H. Karriker, East Carolina University

Sponsored by University of Miami

Thursday, 8:30am - 9:15am in Plimsoll

Research Speed Dating: Entrepreneurial Cognition

Coordinator: Jennifer Sexton, West Virginia University

Facilitator: Andy M. Cwalina, Nova Southeastern University

Thursday, 8:30am - 10:00am in Percival

IT: People and the Adoption of Technology

Facilitator: Tom J. Sanders, University of Montevallo

BOARD MONITORING AND INFORMATION TECHNOLOGY INVESTMENTS: EVIDENCE FROM THE MANUFACTURING INDUSTRY

Serdar Turedi, Old Dominion University
Orhun Guldiken, Old Dominion University

The role of board monitoring on information technology (IT) investment intensity is examined, using agency theory, to argue that firms with vigilant boards will devote greater funds to IT investments. Also literature on top management team dynamics is used to examine whether the chief information officer (CIO) presence in firms moderates this relationship. Empirical results show that the proportion of independent outside directors has a positive effect and chief executive officer duality has a negative effect on IT investment intensity and that the CIO presence weakens the positive relationship between the proportion of independent outside directors and IT investment intensity.

INVESTIGATING THE DETERMINANTS OF ERP SYSTEM DEPLOYMENT SUCCESS USING AN INNOVATION DIFFUSION LENS

Arun Madapusi, Drexel University
Derrick E. Dsouza, University of North Texas

In this study, we empirically investigate the influence of second-order determinants (competency factors) on the success of enterprise resource planning (ERP) system implementations. We draw on innovation diffusion theory to frame our investigation and then test the model using data gathered from a sample of 105 U.S. firms. The results indicate that ERP system modules impact firm performance differently, and that competency factors play a significant role in enhancing firm performance. The findings suggest that a competency factor-based approach to ERP system implementations can help firms garner substantial benefits from their deployments.

PHYSICIAN SENSEMAKING TOWARDS HEALTH INFORMATION EXCHANGE ACCEPTANCE

Michele L. Heath, Cleveland State University
Lori T. Peterson, Cleveland State University

Despite two decades of Health Information Exchange (HIE) failures across the country, the United States government has incorporated HIE into Meaningful Use Stage 2, which in turn, has sparked renewed physicians interest in health information exchange. We have learned from Electronic Health Records (EHR) that barriers and challenges exist beyond those associated with technology. We theorize that competition, revenue decrease, data integrity and lack of trust can be mediated by sensemaking which leads to HIE acceptance. Therefore, this study aims to draw from the theory of sensemaking to understand how physicians can overcome concerns and lead to greater HIE acceptance.

Thursday, 8:30am - 10:00am in Regency A

Strategy: Corporate Governance

Facilitator: Gregory G. Dess, University of Texas at Dallas

BOARD DIRECTORS AND FIRM REPUTATION: THE EFFECT OF WHO THEY ARE, WHAT THEY KNOW, AND WHO THEY KNOW

Susana Velez-Castrillon, University of West Georgia
Seemantini Pathak, University of Houston
Dusya Vera, University of Houston
Steve Werner, University of Houston

We use upper echelons theory to derive hypotheses about the individual and joint effects of the board's human capital, social capital, and demographic diversity on firm reputation. Our results show that the board's social connections enhance the benefits on the firm's reputation of having strong board human capital. We also detected a tradeoff in the case of diversity, with board social connections augmenting the impact of board gender diversity but weakening that of board age diversity on organizational reputation. Our results provide a more nuanced picture of how boards of directors serve firms and have important implications for director selection.

EFFECTS OF DIVERSITY IN BOARDS' AUDIT COMMITTEE ON FINANCIAL RESTATEMENTS

Codou Samba, *University of Houston*
Seemantini Pathak, *University of Houston*
Mengge Li, *University of Houston*

We examine the relationship between diversity of the audit committees and the incidence of financial restatements. We investigate the effects of relations-oriented and task-oriented diversity and distinguish between financial restatements stemming from fraud and those that are due to error. Our results suggest that social categorization processes, which arise from relations-oriented diversity, may be positive forces in the audit committee's monitoring role by preventing groupthink and thus ethical failures. We also show that task-oriented diversity may increase the audit committee's comprehensiveness and diligence, which translates into a lower probability for firms filing error-related financial restatements.

HOW THE CONTROLLING BLOCKHOLDER PURSUE ITS PRIVATE BENEFITS OF CONTROL: THE CASE OF CUMULATIVE VOTING

Zhonghui Wang, *University of North Carolina at Greensboro*
Thomas H. Brush, *Purdue University*
Charlotte R. Ren, *University of Pennsylvania*

Few studies investigate how a controlling shareholder pursues private benefits under the one-share-one-vote regime. We identify one of the non-pecuniary private benefits that a controlling shareholder can obtain as blockholder's private benefit of control or the exclusive opportunity and ability to influence and control the firm. We find that controlling blockholders oppose the existing cumulative voting rule that weakens their influence on the firms, even though the rule benefits those firms. Furthermore, controlling blockholders with weaker voting power support eliminating the rule more strongly than those with more voting power, despite the negative effect of this elimination on firm value.

INSTITUTIONAL OWNERSHIP AND COVERT OPPORTUNISM: THE CASE OF STOCK OPTION BACKDATING

Curtis L. Wesley II, *Indiana University*

This paper investigates whether institutional ownership is able to deter covert opportunism in the form of stock option backdating. We classify investors as dedicated, quasi-indexers, and transient investors based on their investment time horizon (Bushee, 2001) and by their fiduciary responsibilities (pension or professional investment fund). We find high levels of institutional ownership are associated with options backdating in firms as are institutional investors with long-term ownership interests yet passive investment strategies (quasi-indexers). Our results provide evidence that passive investing by institutional owners provides opportunity for more covert forms of managerial opportunism.

Thursday, 8:30am - 10:00am in Regency B

OB: Reactions to Psychological Contract Fulfillment/Breach

Facilitator: **Edythe Ann McNickle**, *University of Phoenix-Central Fl Campus*

A SOCIAL EXCHANGE PERSPECTIVE ON STUDENT RETENTION AND UNIVERSITY SUPPORT INTENTIONS

Ray Gibney Jr., *Pennsylvania State University at Harrisburg*
Ozge Yucel-Aybat, *Pennsylvania State University at Harrisburg*
Thomas T. Amlie, *Pennsylvania State University at Harrisburg*
Marick F. Masters, *Wayne State University*

Students' perception of their institutional social exchange relationships (perceived institutional support, psychological contract fulfillment, and perceived institutional obstruction) will affect their desire to remain at the university and alumni support intention. We hypothesized affective commitment will mediate these relationships. A sample of 451 undergraduate students at universities located in the eastern United States was used to test hypotheses using hierarchical linear regression. Social exchange variables predicted exit intentions and university support intentions with the exception of psychological contract fulfillment and university support intentions. The hypotheses regarding mediation found mixed support. Practical implications, future research and limitations were also discussed.

THE CATEGORICAL MODERATION OF THE MEDIATION OF PSYCHOLOGICAL CONTRACT ON THE RELATIONSHIP BETWEEN JOB DESIGN, LEADERSHIP AND TECHNOLOGY ACCEPTANCE BY GENDER

Billy Whisnant, *Eastern Michigan University*
Al Bellamy, *Eastern Michigan University*

The impact of the design of work and transformational leadership on the use of a new technology in the workplace were examined in this study when mediated by the psychological contract and moderated by worker gender. This study found that the relationship between transformational leadership and technology acceptance was partially mediated for males, however there was no significant relationship between transformational leadership and technology acceptance for females. This study also found that the relationship between job design and technology acceptance was partially mediated for females, however there was no significant relationship between job design and technology acceptance for males.

UNDERSTANDING DIFFERENTIAL EMPLOYEE REACTIONS TO PSYCHOLOGICAL CONTRACT BREACH: THE ROLE OF PSYCHOLOGICAL COLLECTIVISM

Bingqing Wu, *University of Illinois at Chicago*
Grace Lemmon, *DePaul University*
Sandy J. Wayne, *University of Illinois at Chicago*

Based on psychological contract theory and self-discrepancy theory, we develop a model to investigate the consequences of employees' beliefs that their employer has failed to fulfill an employment promise, called psychological contract breach (PCB). We also examine the role of psychological collectivism as a moderator of the relationships between breach and outcomes. Our results show that psychological collectivism augments PCB's direct effect on dejection-based emotion and indirect effect on loyalty, whereas psychological collectivism attenuates PCB's direct effect on agitation-based emotion and indirect effect on neglect, exit, and voice. Implications for the incorporation of identity into psychological contract theory are discussed.

OB: Investigations of Leader-Member Exchange and Its Effects

Facilitator: **Dianhan Zheng**, *University of Houston*

INTERACTIVE EFFECTS OF LEADER-MEMBER EXCHANGE AND ATTACHMENT STYLES ON ORGANIZATIONAL OUTCOMES

Shelley A. Davis, *Auburn University*
Kevin W. Mossholder, *Auburn University*
Stanley G. Harris, *Auburn University*

The current study draws on attachment theory to investigate the moderating role of general and supervisor-specific attachment styles on the associations between leader-member exchange (LMX) and workplace outcomes of varying bandwidth (i.e., supervisor incivility, affective organizational commitment, and work stress). Supervisor-specific attachment was expected to moderate the association between LMX and relationship-specific outcomes while general attachment was expected to moderate the association between LMX and outcomes that were broader in scope. Results from a sample of 329 currently or recently employed undergraduate students yielded support for several hypothesized relationships. Study results, implications, and directions for future research are discussed.

JOB PERFORMANCE AND WELL-BEING CONSEQUENCES OF PERCEIVED ENTITLEMENT BEHAVIOR: MODERATING ROLE OF RELATIONSHIP QUALITY

Kaylee J. Hackney, *Florida State University*
Liam Patrick Maher, *Florida State University*
Shanna R. Daniels, *Florida State University*
Wayne Hochwarter, *Florida State University*
Gerald R. Ferris, *Florida State University*

As hypothesized, there was a significant interaction of perceived entitlement behavior x relationship quality on job tension, satisfaction, and contextual performance (i.e., in Sample 1, and on all outcomes plus task performance in Sample 2), indicating that individuals who perceived higher quality relationships with their supervisors were less negatively affected by the perceived entitlement behavior of others than their peers who perceived low levels of relationship quality. Thus, relationship quality buffered the negative consequences of perceived entitlement behavior in Sample 1 and Sample 2.

THE ROAD FROM EMOTIONAL INTELLIGENCE TO POSITIVE WORK OUTCOMES: THE ROLE OF LMX

Minsu Lee, *Korea Military Academy*
Clifton O. Mayfield, *University of Houston-Clear Lake*
Yooshin Im, *Korea Military Academy*

Adopting a dyadic approach, we examine the processes through which leader-member exchange (LMX) mediates the relationship between emotional intelligence (EI) and work outcomes. Fitting the data from 204 unique pairs of leaders and followers to an actor-partner independence model (APIM), we found that follower EI positively affects LMX as perceived by both dyad members, whereas leader EI is positively related to only leader ratings of LMX. We also found that EI similarity between the leader and follower has a positive relationship with both leader and follower ratings of LMX. Further, LMX mediates the relationship between EI and important work outcomes.

OB: A Collection of Investigations of Organizational Phenomena

Facilitator: **Nicholas W. Twigg Jr.**, *Coastal Carolina University*

A DISCOVERY OF EARLY LABOR ORGANIZATIONS AND THE WOMEN WHO ADVOCATED WORK-LIFE BALANCE: AN ETHICAL PERSPECTIVE

Simone Trixie Allison Phipps, *Middle Georgia State College*
Leon Prieto, *Clayton State University*

“Work-life balance” is a relatively modern expression but the core concept is not novel as resistance to excessive incompatibility between work roles and personal roles has a history that predates contemporary struggles for a decline in unnecessary work-life conflict. A portion of this history is conveyed, from an ethics perspective, through efforts of early labor organizations and a social organization that addressed labor issues. The resolve of key female labor leaders and activists, who contributed to labor reform and served as early proponents for work-life balance is communicated, and implications and suggestions for practice and future inquiry are provided.

CLIENT IDENTIFICATION AND CLIENT COMMITMENT: UNIQUE CONSTRUCTS WITH OPPOSITE EFFECTS ON AUDITOR OBJECTIVITY

David N. Herda, *SUNY Empire State College*
Jim Lavelle, *University of Texas at Arlington*

We examine auditors’ identification with, and commitment to, clients, and their effects on auditor objectivity. Client identification reflects the extent to which an auditor’s self-concept and self-definition are derived from a perceived oneness with the client. In contrast, client commitment represents a positive attitude toward, and social exchange relationship with, the client. Drawing from the unique perspectives of social identity theory and social exchange theory, we hypothesize and find that client identification is distinct from client commitment. Further, we hypothesize and find that client identification is negatively related to auditor objectivity whereas client commitment is positively related.

CULTURE, GLOBALIZATION, AND GENERATIONS: IMPLICATIONS FOR PRACTICE AND FUTURE RESEARCH

Hoda Vaziri, *University of Texas at Arlington*

Globalization suggests that since people around the world are being exposed to similar life events and similar experiences, they are becoming more similar to each other. This article proposes a theoretical framework, using literature on immigrants’ adjustment, to better understand how globalization forces are being translated into individual culture and workplace values, attitudes, and behaviors. I also argue that, younger generations are more affected by globalization than older generations, which would help explain why these generations are becoming more and more similar in their cultural values, attitudes and beliefs. Research and managerial implications are discussed.

TELL ME ABOUT IT: THE DEVELOPMENT OF A BEHAVIORAL MEASURE OF RECEIVED SOCIAL SUPPORT (RSS)

Mindy K. Shoss, *Saint Louis University*
Clair Reynolds, *Saint Louis University*
Aaron Van Groningen, *Saint Louis University*
Morgan Robertson, *Saint Louis University*

The extant research on social support at work has focused on employees' expectations regarding the availability of support. The current paper argues that the study of actual received social support would greatly enhance our understanding. We develop a measure of received social support and address yet unanswered questions regarding the dimensionality of support behavior. We find evidence across three studies that employees distinguish amongst statements that (1) reflect the communication of comforting (placating support), (2) reflect validation and affirmation (validating support), (3) offer advice and tangible aid (instrumental support), and (4) are demeaning and otherwise unsupportive (unsupportive behaviors).

Thursday, 8:30am - 10:00am in Regency F

OT: Ties that Bind

Facilitator: **Rebecca M. Guidice**, *University of North Carolina at Wilmington*

ARE INDIRECT TIES ALWAYS HELPFUL?

Lei Zhang, *University of South Florida*

Cohesion and structural equivalence arguments offer different predictions regarding indirect ties. Meanwhile empirical studies show inconsistent results. This paper aims to solve the controversies in both theoretical and empirical fields by investigating tie formation in a multi-VC syndication context. It finds that indirect ties through inside common third parties will facilitate partnership formation between two VC firms unknown to each other, but indirect ties through common third parties who are not syndicate participants themselves will negatively influence new partnership formation at a diminishing rate. The negative impact of outside indirect ties will be weakened by greater concurrent inside indirect ties.

ARE TIES VALUABLE? EXAMINING THE IMPACT OF DIRECTOR INTERLOCKS ON POST-ACQUISITION PERFORMANCE

Uyi Lawani, *Marshall University*

Even though managers' enthusiasm about acquisitions has not waned, studies show mixed results regarding the post-acquisition performance of acquiring firms. Some researchers have suggested the need for the further examination of antecedent variables connected to acquisition performance. A non-experimental cross-sectional study of 98 interlocked directorate companies simultaneously involved in acquisitions was conducted. Several multiple regression analyses were done and the results suggest a positive linear relationship exists between director interlocks and post-acquisition performance and that to some extent this relationship is moderated by acquisition experience. This research effort complements the body of knowledge on acquisitions and network theory.

MNE-NGO PARTNERSHIPS THAT FACILITATE THE INTERNATIONALIZATION PROCESS

Juanita Trusty, *University of Memphis*
Frances H. Fabian, *University of Memphis*

This manuscript proposes that MNE-NGO partnerships provide a unique contribution to facilitate MNE international expansion into developing countries. It reviews the challenges MNEs face with new market entry, outlines the conditions that are most optimal to facilitate market entry, and summarizes the contributions these partnerships can make at each step of the internationalization process. Using the theoretical lens of resource based view and business networks, the authors integrate research on the internationalization process and strategic alliances to provide a theoretical framework for partnerships that facilitate market entry and create economic and social value for the partners and the community

Thursday, 8:30am - 10:00am in Scarbrough 1

Professional Development Institute: Moderation, Mediation, and a Little Moderated Mediation: Recommended Practices
(co-sponsored by the Research Methods Division of the Academy of Management)

Lisa Schurer Lambert, *Georgia State University*

Models involving mediation or moderation are common in research. Despite the importance of moderation and mediation in theory development and testing, there can be considerable confusion over how to accurately test such models. This is a participative tutorial in best practices for testing moderation, mediation, and moderated mediated and mediated moderated models. The focus will be on the practical steps for specifying and testing models using examples common in management. Attendees will be encouraged to ask questions throughout the session.

Thursday, 8:30am - 10:00am in Scarbrough 2

Strategy: Judgments and Strategic Decision Making

Facilitator: **R. Michael Holmes Jr.**, *Florida State University*

CELEBRITY CEOs AND FIRM LEVEL INERTIA

Shelby John Solomon, *Louisiana State University*

The purpose of this paper is to use upper echelons theory to investigate the effects of celebrity status on a CEO's ability to adapt to their business environment. Numerous CEOs have attained celebrity status through infusion into media coverage. CEOs routinely enter into American popular culture. In consideration of the level of media attention given to CEOs, it is important to understand the impact such treatment will have on both CEO behavior and performance. I offer the general proposition that celebrity CEO's are more vulnerable than noncelebrity CEO's to becoming rigid in regard to their business strategy.

DOUBLING DOWN IN HOLLYWOOD: A MULTIDIMENSIONAL TEST OF THE DETERMINANTS OF ESCALATION OF COMMITMENT

Donald Conlon, *Michigan State University*
Jamal Shamsie, *Michigan State University*
Joel Koopman, *Michigan State University*

Four criticisms of escalation-of-commitment research involve (1) over-reliance on lab studies, (2) limited set of predictor variables, (3) over-emphasis on psychological determinants, and (4) inability to examine whether the escalation was ultimately successful. We address these shortcomings using data from over 1400 Hollywood films. Using a comprehensive model of escalation determinants, we test the relevance of eight determinants of escalation (specifically, each film's marketing budget) that studios engage in to protect their already-incurred investment. We then consider whether the escalation was a successful strategic decision by examining the relationship between escalation and financial performance using the film's box office revenues.

THE INFLUENCE OF ALLIANCE DECISION MAKER GOAL ORIENTATION ON ALLIANCE STRUCTURES AND PERFORMANCE

Dave Luvison, *DeVry University*
Jeffrey Lincoln Cummings, *Loyola University Maryland*

The role of alliance decision makers (ADMs) on alliance performance is under-investigated. ADMs matter because, in addition to being involved in the initial alliance choice and partner selection processes, they also set the performance goals for the alliance, define the governance model through which the alliance operates, and nurture and support different capability-development processes and partnering cultures. Drawing from both upper echelons and goal orientation theories we fill a gap in the literature by examining how ADMs' goal orientation can influence all of these elements and thereby performance.

THE LEADERSHIP AND LEARNING CHALLENGES WHEN MANAGING FOR EXPLOITATION AND EXPLORATION IN ABSORPTIVE CAPACITY

Nicole Jackson, *University of Connecticut*
Reut Livne-Taradanach, *University of Oregon*

A major challenge facing organizational leaders today is how they can help their employees assimilate and apply knowledge needed to advance organizational performance. This ability, often described at the organizational level as absorptive capacity, assumes that individual learning translate easily into actions. We take a counter view. Specifically, we argue that exploitation and exploration offer competing goals in absorptive capacity that are not easily reconcilable. Thus, they can contribute to cognitive dissonance in individuals, leading to learning challenges that impede organizational learning and advancement. We present these issues in a meso-conceptual model and conclude by offering a set of recommendations.

Thursday, 8:30am - 10:00am in Scarbrough 3

Ent: The Intentions, Emergence, and Exit of Entrepreneurial Firms

Facilitator: **Gary Castrogiovanni**, *Florida Atlantic University*

A DUAL PROCESS CONCEPTUALIZATION OF ENTREPRENEURIAL EXIT

M. Nesij Huvaj, *Suffolk University*

Given that entrepreneurs have dual owner and manager roles in the early stages of their ventures and that these roles can diminish over time, I develop a dual process-based conceptual model of entrepreneurial exit. Specifically, I argue that entrepreneurs can be detached from their ventures in the *equity* dimension, i.e. their equity stake can decrease in amount and extent, and in *managerial involvement* dimension, i.e. they can gradually remove themselves from the day-to-day management of the venture or be forced to do so. The paper contributes to the entrepreneurial exit literature by refining the entrepreneurial exit construct vis-a-vis firm failure.

SENSEGIVING, VENTURE LEGITIMACY, AND THE EMERGENCE OF INSTITUTIONS

Matthew W. Rutherford, *Virginia Commonwealth University*
Jeffrey Mathew Pollack, *North Carolina State University*
Brian George Nagy, *Bradley University*

An entrepreneur builds "new realities" in stakeholder contexts by fostering, what we conceptualize as primordial legitimacy. Put simply, though the nascent venture is not "real" by most conceptualizations, the entrepreneur must create perceptions of cognitive, normative, and pragmatic legitimacy types in the minds of constituents. Our novel theoretical framework integrates the sensegiving and legitimacy literatures and provides a mapping of sensegiving techniques that foster each type of legitimacy. Specifically, we argue that distinct types of sensegiving tactics enable entrepreneurs to attain specific types of primordial legitimacy. The implications and avenues for future work exploring how sensegiving facilitates legitimacy are discussed.

THE INFLUENCE OF ALTERNATIVE COPING STRATEGIES ON ENTREPRENEURIAL INTENTIONS FOLLOWING INVOLUNTARY JOB LOSS

Michael Abebe, *University of Texas-Pan American*
Jennifer Welbourne, *University of Texas- Pan American*

In the current study, we investigate whether situational coping strategies predict Entrepreneurial Intentions (EI) among individuals who have experienced involuntary job loss. Further, we test whether entrepreneurial self-efficacy mediates the relationship between coping and EI. Sample included 266 individuals who had recently experienced involuntary job loss. We found that use of problem-focused coping strategies following job loss was positively associated with EI and that this relationship was mediated by entrepreneurial self-efficacy. Our findings extend knowledge of situational predictors of EI by providing insight into the role that coping strategies play in determining EI, in the context of involuntary job loss.

Thursday, 8:30am - 10:00am in Scarbrough 4

RM [Symposium]: Ghosts of the Past and of the Future: Four Relevant and Key Methodological Issues

Chester A. Schriesheim, *University of Miami*
Yonghong Liu, *University of Miami*
Larry J. Williams, *Center for the Advancement of Research Methods and Analysis, University of North Dakota*
Zachary Fragoso, *Wayne State University*
Yuanmei Qu, *University of Miami*
Terri A. Scandura, *University of Miami*
Kevin B. Lowe, *University of Auckland*

Sound methodology is one of the cornerstones of good science. However, most social scientists appear to focus on gaining substantive knowledge rather than methodological expertise, creating a serious vulnerability with respect to evolving methodological developments in the field. Four presentations will be given in four different areas of research methods—testing of rival causal models, ensuring instrument convergent and discriminant validity, using cross-lagged study designs optimally, and avoiding article retraction due to methodological shortcomings. These presentations will each present unique ideas in these four areas and offer suggestions for advancing knowledge and practice in the critical subdomain of research methods.

Thursday, 8:30am - 10:00am in Sloane

Careers [Symposium]: Career Transitions in Academics: Could You Be An Academic Leader?

Margaret L. Williams, *Wayne State University*
Allen C. Amason, *Georgia Southern University*
Annette Ranft, *University of Tennessee*
Ceasar Douglas, *Florida State University*
Christopher Shook, *Auburn University*

Business schools typically (although not always) rely on faculty to fill leadership positions in academic administration, i.e., department chairs, associate deans, and deans. Faculty typically (although not always) enter academia because they are drawn to teaching and research roles and to the "professorial lifestyle," i.e., flexibility and autonomy. The effectiveness of our business schools depends on motivating faculty to make successful transitions from academics to administration (and sometimes back again). In this symposium, five experienced administrators will discuss their transitions to administration, the joys and challenges associated with their roles, and how others can pursue opportunities as academic administrators.

Thursday, 8:30am - 10:00am in Verelst

HC: Using Technology and Outsourcing in a Healthcare Organization

Facilitator: **S. Robert Hernandez**, *University of Alabama at Birmingham*

CONTRACTING FOR SERVICES: THE ANTECEDENTS AND CONSEQUENCES OF HOSPICE OUTSOURCING BEHAVIOR

Mengying He, *University of Alabama at Birmingham*
Haiyan Qu, *University of Alabama at Birmingham*
Stephen O'Connor, *University of Alabama at Birmingham*

Many hospices are outsourcing to other health care organizations to provide more number of services to patients. Transaction cost theory and resource-based view theory are used to explain the factors influence hospice outsourcing behavior and outcome. The 2007 National Home and Hospice Care Survey (NHHCS) is used to test hypotheses generated from the proposed conceptual framework. Results show that hospice ownership plays an important role in outsourcing behavior: for-profit hospices are more likely to contract with other health care organizations to provide services to patients. Outsourcing strategy enables for-profit hospices provide similar number of services to not-for-profit hospices.

HIGH TECHNOLOGY MEDICAL SERVICES AND QUALITY OF CARE AT U.S. HOSPITALS

Ferhat Devrim Zengul, *University of Alabama at Birmingham*
Robert Weech-Maldonado, *University of Alabama at Birmingham*
Larry Hearld, *University of Alabama at Birmingham*
Bunyamin Ozaydin, *University of Alabama at Birmingham*
Patricia Patrician, *University of Alabama at Birmingham*
Grant T. Savage, *University of Alabama at Birmingham*

This study examines the relationship between high-tech medical services and quality performance of U.S. hospitals. Quality performance was measured with a 30-day mortality rate for heart attack, heart failure and pneumonia. By using the resource based view of a firm and the structure-process-outcome quality framework It was hypothesized that high-tech services with certain attributes (i.e., large numbers, rare, and condition-specific) would be significantly and negatively associated with 30-day mortality rates. Longitudinal panel data covering 2006-2009 for 2,672 to 3,950 hospitals was analyzed by using random effects and fixed effects models. There was a partial support hypothesized relationships.

THE UTILIZATION OF WEBSITES FOR FUNDRAISING BY NCI-DESIGNATED CANCER CENTERS: EXAMINING THE CAPACITY FOR DIALOGIC COMMUNICATION WITH DONORS AND PROSPECTIVE DONORS

Cathleen O. Erwin, *Auburn University*
Ashley Dias, *Auburn University*

The purpose of this study is to explore how websites and other Internet tools are used for philanthropic fundraising by nonprofit healthcare organizations. The study utilizes a dialogic framework from the public relations literature to examine websites in the context of nonprofit healthcare organizations, specifically NCI-designated cancer centers. It also explores the concept of organizational embeddedness associated with the online presence and interconnectedness of nonprofit entities housed within a large and complex organizational structure. Descriptive statistical results are presented and discussed, and recommendations for future research are made regarding future exploration of the dataset and the embeddedness concept.

USABILITY AND QUALITY SATISFACTION WITH INFORMATION EXCHANGES

William Opoku-Agyeman, *University of Alabama at Birmingham*
Alan Jones, *University of Alabama at Birmingham*
Tory H. Hogan, *University of Alabama at Birmingham*

User satisfaction is critical to the long-term use of information exchanges. Expectation disconfirmation theory (EDT) suggests that satisfaction is achieved through a process of disconfirmation which involves a pre-used phase (expectation) and a post-use phase (perceived performance). The purpose of this paper is to propose a theoretical framework that explains the role of satisfaction in the use of health information exchanges in the framework of EDT. This paper offers contributions to both the theoretical and practical area of end-user satisfactions from an information exchange standpoint within the context of health care.

Thursday, 8:30am - 10:00am in Vernon

Teaching: Online Challenges and Opportunities: Innovative Solutions for Management Education

Facilitator: **Rob Koonce**, *Creighton University*

BUILDING STRONG FACULTY/STUDENT RELATIONSHIPS IN ONLINE GRADUATE BUSINESS PROGRAMS

Steven D. Charlier, *Georgia Southern University*

It is clear that online education has quickly become a prominent, and increasingly important, component of higher education. Yet the barriers between students and faculty - both physical and psychological - that are inherent in online education can make the formation of strong relationships difficult to achieve. Using the Community of Inquiry framework as a basis for discussion, this paper/presentation will outline the techniques that the author has found to be successful in helping to create relationships with students within a completely asynchronous online graduate business program.

IMPROVING ONLINE STUDENT ENGAGEMENT UNDER CONDITIONS OF LIMITED CONNECTIVITY

Joshua L. Ray, *Tusculum College*
Eva Lynn Cowell, *Tusculum College*
Rhonda Fawbush Smith, *Tusculum College*

The use of the internet and mobile technology has permeated higher education. However, this recognition of the importance of leveraging these tools has outpaced the availability of internet in rural areas. As such, educators must find innovative ways to leverage the internet in ways that are not overly burdensome to students living in rural areas. In this paper, we provide an example of innovative teaching approach that maximizes the use of mobile technology as the vehicle for accessing the internet while leveraging forums and social media to stimulate collaboration.

KIDS IN A CANDY STORE: ENRICHING CURRICULUM WHILE TEACHING INTERNET RESEARCH SKILLS

Mikelle Calhoun, *Georgia Southern University*

Not long ago, college students had to learn how to do library-based research as they progressed through coursework. Today, students rarely step away from their computers when conducting research. For students seeking knowledge, the Internet can be better than the proverbial candy store. University students are trained to use computers and manage online course tools, but their Internet researching skills can be limited. The problem for faculty is how to assess a research project that suffers due to poor Internet research skills and how to address these deficiencies that are outside of the course subject matter.

YAMMER, MATRIXED TEAMS, AND OTHER WAYS TO GET STUDENTS MORE ENGAGED: A CAPSTONE CLASS EXAMPLE

Alfred Warner, *Penn State Erie, The Behrend College*

I discuss use of tools like Yammer, a social media site, and techniques like matrixed teams to stimulate collaboration and creativity in a capstone class. I used Yammer to cultivate conversations outside the normal class hours that capitalized on in-class work. Matrixed teams involve assigning students to both a semester long team organized around a complex and detailed group paper and, at the same time, to a topic group that fed the content for the paper. The results have been good as participation is deeper and the quality of the written work is significantly better in structure and content.

Thursday, 9:30am - 10:15am in Plimsoll

Research Speed Dating: International Diversification

Coordinator: **Jennifer Sexton**, *West Virginia University*

Facilitator: **Roy Lynn Godkin**, *Lamar University*

Thursday, 10:15am - 11:45am in Percival

ME: When Students Find Success

Facilitator: **Juanda Beck-Jones**, *Florida A&M University*

★BEST PAPER IN TRACK★

DEVELOPING A JOB DEMANDS-RESOURCES MODEL TO STUDY ACADEMIC ENGAGEMENT IN THE BUSINESS SCHOOL

Anthony (Tony) Paul Ammeter, *University of Mississippi*
Danielle Beu Ammeter, *University of Mississippi*
Nancy R. Wiggers, *University of Mississippi*
Rebekah Reysen, *University of Mississippi*

The research described in this paper seeks to investigate the impact on academic performance of student engagement in Business School classes. We integrate research on work engagement with that of academic engagement in the context of management education, that is, we use management research to help study management education. In a study of 205 students in junior-level business school classes using the Job-Demands Resources approach, academic engagement was found to mediate the relationship between academic performance (final course grade) and the college class equivalents of job resources (feedback, collaboration, and psychological comfort) and personal resources (ability).

MANAGING STUDENT TEAMS: ANTECEDENTS AND EFFECTS OF CONFLICT AND DIVERSITY IN VIRTUAL AND FACE-TO-FACE TEAMS

Alix Valenti, *University of Houston-Clear Lake*
Tracey Rockett, *Texas Christian University*

Educators are using student teams, both in the classroom and in on-line courses, more frequently in response both to the need to develop teamwork skills and to handle the ever-increasing number of students enrolled in a course. With the use of teams comes conflict, and studies suggest that conflict will be more prevalent in virtual teams. This study observed two sets of student teams and found that the difference in perceived conflict was similar among members of virtual and face-to-face teams. The study also found that heterogeneous teams experienced less conflict than teams that were structured as homogeneous teams.

REFLECTION ON CHALLENGING EXPERIENCES: AN EXPLORATION OF CONTENT AND PROCESS

Todd Maurer, *Georgia State University*
Dina Leheta, *Georgia State University*

While structured or coached reflection is commonly used in management education, little is known about students' natural reflection tendencies. In this study, management students participated in surveys that addressed how they reflect on challenging experiences (i.e. the mode, content and process of their reflections), reasons why they reflect, the types of experiences that attract reflection as well as the outcomes of their reflections. We present detailed results and discuss research/theoretical as well as practical implications. We also offer a framework to help instructors, coaches and students more completely explore and comprehend possible differences in reflection tendencies and their implications.

SELF-REGULATION AND ACCEPTANCE OF ONLINE LEARNING TECHNOLOGY

Filiz Tabak, *Towson University*
Nhung T. Nguyen, *Towson University*
Rohit Rampal, *SUNY Plattsburgh*

Building on the technology acceptance model, we developed and tested a model of openness to experience, comfort with computers, self-regulation, and perceived ease of use and usefulness of technology. Our findings indicate that self-regulation is a predictor of perceived ease of use and usefulness of technology, and that comfort with computers partially mediates the relationship between self-regulation and perceived usefulness and perceived ease of use. Perceived ease of use also mediates the relationship between self-regulation and perceived usefulness. We discussed model implications for future research and practice and noted the limitations of the study.

Thursday, 10:15am - 11:45am in Regency A

Strategy: Capabilities and Challenges in Learning, Scanning and Innovation

Facilitator: **Indu Ramachandran**, *Texas State University*

DEMYSTIFYING THE PERPLEXITY OF CAPABILITY VALUE CREATION: A CONFIGURATION OF ORDINARY CAPABILITIES AND THE IMPACT ON FIRM PERFORMANCE

Joshua J. Daspit, *Mississippi State University*
Derrick E. Dsouza, *University of North Texas*

Ordinary capabilities are prominent drivers of firm performance, yet our understanding of ordinary capabilities, and how they are leveraged to advance performance, remains unclear. We extend prior research and offer an empirically tested configuration of ordinary capabilities consisting of three underlying dimensions: operational capability, customer capability, and innovation capability. We then explore the relationships among the identified capabilities and examine the influence of the configuration on performance. Using a sample of firms from the software industry, our findings suggest that ordinary capabilities are uniquely configured to enhance performance.

THE USE OF PUBLIC DISCLOSURE AND PATENT STRATEGIES TO CAPTURE VALUE FROM INNOVATION

Sharon D. James, *Arkansas State University*

Firms make tradeoffs in voluntarily and publicly disclosing R&D information. Disclosure can deter competition by signaling a technological advantage. However, such disclosures might signal technological opportunity and encourage competitors to develop competing innovations. This study investigates the effect of industry- and firm-specific advantages on the influence of voluntary public disclosure on competitors' patenting in the same technology space. Theoretical predictions are tested on a sample of 322 publicly traded firms between 1991 and 2004. The results are consistent with industry and firm-specific advantages moderating the effectiveness of disclosure along with patents as a strategy for capturing value from product innovation.

★BEST PAPER IN TRACK★

TOP MANAGERS' GOAL ORIENTATIONS AND THEIR INFLUENCE ON ENVIRONMENTAL SCANNING BEHAVIORS AND FIRM PERFORMANCE

Justin Webb, *Oklahoma State University*
R. Michael Holmes Jr., *Florida State University*
Christopher Pryor, *High Point University*
Eric W. Liguori, *University of Tampa*

Top managers face situations that are complex and create uncertainty. The authors draw upon an upper echelons perspective to develop hypotheses regarding how top managers' goal orientations influence their firms' environmental scanning behaviors and, in turn, firm performance. Consistent with the theory, results of a three-stage survey process of 344 top managers revealed that learning and performance avoid goal orientations positively and negatively influenced firms' environmental scanning behaviors, respectively. Results also revealed that firms' environmental scanning behaviors positively influenced firm performance. Finally, the results indicate that scanning behaviors partially mediated the relationship between top managers' goal orientations and firm performance.

Ent: Entrepreneurial Alertness and CognitionFacilitator: **Giles Jackson**, *Shenandoah University***ENTREPRENEURIAL COGNITION: A REVIEW AND THEMATIC ANALYSIS****Kevin C. Cox**, *Florida Atlantic University*

During the past three decades entrepreneurial cognition has received considerable attention resulting in the accumulation of various theoretical developments and important research findings. The domain of entrepreneurial cognition is now particularly well suited for a systematic and comprehensive review and analysis. Thus, the fundamental purpose of this article is to provide an extensive analysis and review of research that falls within the domain of entrepreneurial cognition. The intent of the review and thematic analysis is to systematically gather, organize, review and analyze entrepreneurial cognition research published in top entrepreneurship and management journals.

RESEARCH ON ENTREPRENEURIAL ALERTNESS: PAST CONTRIBUTIONS AND FUTURE OPPORTUNITIES**Ludvig Levasseur**, *University of Paris-Dauphine*

Alertness (the ability to notice overlooked opportunities) is central to entrepreneurship. However, database searches reveal only a few articles in top-tier entrepreneurship journals. We offer two contributions: a detailed historical review of the entrepreneurship literature to highlight the themes, links, and topicality of alertness, and suggestions for possible future research directions, including a discovery-oriented approach, a critical realist perspective, and a cross-disciplinary approach to alertness research, and other research opportunities. By revisiting theories and proposing future research directions, we hope that entrepreneurship scholars will be encouraged to include alertness and verify, amend, and extend existing theories.

TIME PERSPECTIVE: AN ANTECEDENT OF ENTREPRENEURIAL ALERTNESS**Ludvig Levasseur**, *University of Paris-Dauphine*

Findings from basic and recent articles indicate that the sum of the views individuals hold about their past, present, and future (their time perspective) influences their cognitions and behaviors. We extend these findings to the field of entrepreneurship and suggest that time perspective influences entrepreneurs' alertness. We propose a theoretical framework to better understand the role time perspective plays in key aspects of entrepreneurship (herein, entrepreneurial alertness).

OB: Leadership in Organizations: The Good and The BadFacilitator: **Yuanmei Qu**, *University of Miami***PICK ON SOMEONE YOUR OWN SIZE: HOW EMPLOYEE AND SUPERVISOR ADIPOSITY INFLUENCE EMPLOYEE REACTIONS TO ABUSIVE SUPERVISION****Shannon G. Taylor**, *University of Central Florida***Michael Addison Johnson**, *University of Central Florida***Chaim Letwin**, *University of Central Florida***Craig Crossley**, *University of Central Florida*

Amid the growing prevalence of obesity in the U.S. (and worldwide), this study examines how supervisor and subordinate adiposity (i.e., body fat) levels affect the relationship between abusive supervision and employee deviance. We draw on social identity theory to understand when deviant responses to perceived supervisor abuse are more or less likely to occur. Hypothesizing a three-way interaction between abusive supervision, subordinate adiposity, and supervisor adiposity, we find that employee deviance is most likely among adipose subordinates abused by supervisors with lower adiposity levels. Practical implications and future research directions are discussed.

THE PATH(S) TO INTERPERSONAL TRUST IN NASCENT AND ESTABLISHED EMPLOYEE-SUPERVISOR RELATIONSHIPS: A FUZZY SET ANALYSIS**Michael Lance Frazier**, *Old Dominion University***Christina H. Tupper**, *Old Dominion University***Stav Fainshmidt**, *Florida International University*

While the propositions of Mayer et al.'s (1995) model of trust have generally been supported, little is known about how time impacts the model's elements. We apply a configurational, set-theoretic perspective to trust which recognizes that there may be multiple paths that lead to trust. Results suggest that in the early stages of a relationship, high propensity to trust and high benevolence are necessary conditions for trust. In later stages, high ability is the only facet of trustworthiness that emerged as a necessary condition for trust. We discuss how these findings shape and advance our understanding of trust in organizations.

WHEN DOES EMPOWERING LEADERSHIP ENHANCE EMPLOYEES' CREATIVITY? A TEST OF THREE-WAY INTERACTION**Gukdo Byun**, *Southern Illinois University***Soojin Lee**, *Seoul National University***John M. Pearson**, *Southern Illinois University*

This study examines a 3-way interaction between empowering leadership, intrinsic motivation, and task visibility to predict employees' creative performance. Hypotheses were tested with a 224 employee-supervisor dyad sample in South Korean firms. As expected, a 3-way interaction among these factors was observed. Specifically, in situations of high task visibility, empowering leadership relates more positively to creativity for individuals low on intrinsic motivation than for those high on intrinsic motivation. Vice versa, in situations low on task visibility, empowering leadership relates positively to creativity for individuals high on intrinsic motivation than for those low on intrinsic motivation.

Thursday, 10:15am - 11:45am in Regency E

OB: Insights on Politics and Political Skill

Facilitator: **Gregory Hood**, *Walden University*

POLITICALLY SKILLED, NARCISSISTIC LEADERS AND THEIR EFFECT ON FOLLOWER LMX, AFFECTIVE COMMITMENT, AND VOLUNTARY TURNOVER

Stephanie R. Seitz, *University at Buffalo, SUNY*
Darren C. Treadway, *University at Buffalo, SUNY*
Ning Xu, *University at Buffalo, SUNY*
Emily Grijalva, *University at Buffalo, SUNY*
Jun Yang, *University at Buffalo, SUNY*

Political skill has a positive impact on a number of outcomes for organizational members. However, researchers argue that political skill requires a degree of motivation (i.e. political will) to be activated. This study explores whether leader political skill can be enhanced by traits that would tend to motivate political behavior. Specifically, we explore whether the relationships between leader political skill and organizational commitment, LMX, and turnover are moderated by leader narcissism. Results indicate that the effect of political skill on organizational commitment and LMX is enhanced by narcissism. However, high political skill combined with high narcissism resulted in high turnover.

RIISING ABOVE: THE MITIGATING EFFECTS OF TRANSCENDENCE ON POLITICS PERCEPTIONS - WORK OUTCOME RELATIONSHIPS

Charn Patrick McAllister, *Florida State University*

Perceptions of organizational politics (POPs) represent a workplace stressor shown to decrease employee well-being. This paper introduces transcendence, an antidote to POPs, which allows employees to refocus their attention away from proximal stimuli causing them stress, towards more distal goals. I examine the moderating role of transcendence in the relationship between perceptions of politics and several individual work outcomes. Specifically, I hypothesize that transcendence increases levels of job satisfaction and meaning, while decreasing experienced job tension, frustration, and emotional exhaustion when perceptions of politics are high. Contributions to research, practice, and future research directions are discussed.

SMOOTH OPERATORS- HOW POLITICALLY SKILLED LEADERS USE ETHICAL LEADERSHIP AS A SOCIAL INFLUENCE STRATEGY

Darryl Rice, *University of Central Florida*
Kensington Shields-Dutton, *University Of Central Florida*

Given the well-established belief that organizations are political arenas, this study examines the impact of leader political skill and various organizational outcomes. More specifically, by drawing on social influence and social exchange theories, we examine the relationship between leader political skill and followers' perceptions of ethical leadership. To this end, we propose that politically skilled leaders may use ethical leadership as a social influence strategy to enhance their effectiveness (i.e., followers' performance, citizenship behavior, and turnover intentions). Given their social astuteness and behavioral flexibility, politically skilled leaders may utilize ethical leadership for strategic purposes. Theoretical and practical implications are discussed.

THE MODERATING ROLE OF WORK DRIVE ON POLITICS PERCEPTIONS-WORK OUTCOME RELATIONSHIPS

Daniel Luis Herrera, *Florida State University*
Jennifer L. Franczak, *University of New Hampshire*
Wayne Hochwarter, *Florida State University*

This study examines the previously un-investigated relationship between politics perceptions and work drive. We hypothesized that those with high level of drive would experience fewer adverse effects when coupled with heightened politics perceptions relative to those with less work drive. Results provided by 143 municipal workers supported the study's main hypotheses. Politics had a significant, direct effect on job satisfaction, job tension, and exhaustion for those with less work drive. Conversely, little effect was shown for those with high work drive on any outcome. Implications of these findings for practice and science, strengths and limitations, and future research directions are discussed.

Thursday, 10:15am - 11:45am in Regency F

OT: Institutions and Their Discontents

Facilitator: **Jun Wu**, *Savannah State University*

MOVING INSTITUTIONAL MOUNTAINS: ANIMAL RIGHTS ORGANIZATIONS, EMOTION, AND FRAME ALIGNMENT

Lee Charles Jarvis Jr., *Florida Atlantic University*

A small but growing body of literature has begun the project of uniting the "inhabitants" of institutions to their social contexts. I add to this project by offering an analytic framework integrating social movement research and research on institutional change. I suggest social movement activists may reveal the "backstage" of social life--institutionalized practices, beliefs, and values of questionable normative moral value--to mobilization targets in the hopes of eliciting moral outrage and shame. These emotions facilitate the process of frame alignment, making it significantly more likely a target will opt to support a movement.

PRACTICE VARIATION IN HIGHLY INSTITUTIONALIZED FIELDS: MANAGERIAL FACILITATION OF CHANGE IN IDENTITY

Lee Charles Jarvis Jr., *Florida Atlantic University*
Trish Reay, *University of Alberta*
Elizabeth Goodrick, *Florida Atlantic University*

This study responds to lacunae in the sociology of identity literature and calls for more research into the cognitive processes by which individuals "receive" their institutional environments by positing identity work as an intermediary process in the relationship between the institutions and micro-level practice variation. Other contributions include conceptualizations of moderating forces on the relationship between institutions and identity, specifically identity work facilitation and support/resistance by identity workers. Propositions are offered on the basis of a qualitative case study of 35 interviews with 22 Canadian primary care physicians in Alberta during sweeping reforms in the institutional environment of Canadian healthcare.

★BEST DOCTORAL PAPER IN TRACK★

THE HOMOGENEITY AND HETEROGENEITY OF FIELDS

Rachida Aissaoui, *Ohio University*

This study examines the ways in which fields are structured, and explores the particular dynamics that foster homogeneity and heterogeneity in actors' behaviors. We found that actors' understanding of the field varied along six dimensions. These dimensions were interpreted based on the actor's perceived position in the field. As a result, actors' reactions to ongoing events varied too. Thus, this paper uncovers various factors shaping homogeneity or, conversely, heterogeneity in actors' understandings of, and subsequent reactions to ongoing events. In doing so, we contribute to our understanding of what fields are, and how their specific characteristics may affect actors' responses.

Thursday, 10:15am - 11:45am in Scarbrough 1

Professional Development Institute: A Brief Introduction to Multilevel Modeling
(co-sponsored by the Research Methods Division of the Academy of Management)

Mark B. Gavin, *West Virginia University*

This workshop will begin with making a case, both theoretically and statistically, for the necessity of multilevel models. In doing so, the focus will be on the interplay between lower-level and higher-level variables in driving outcomes of interest in management and organizational research. Consideration will be given to various conceptual, methodological and analytical challenges faced when conducting multilevel research. There will not be an emphasis on any one particular software program but instead on the more general underlying analytical model.

Thursday, 10:15am - 11:45am in Scarbrough 2

Strategy: How do CEOs Matter for Real, for Good?

Facilitator: **Garry Adams**, *Auburn University*

HOW DO CEOS MATTER? IMPLICATIONS OF MANAGERIAL DISCRETION FOR THE AGENCY CONFLICT AND EXECUTIVE PAY

Mariana Lebron, *Towson University*

Executive compensation and pay for performance sensitivity change as sources of managerial discretion interact. Managerial discretion influences the "latitude of action" that influences the agency conflict, monitoring effectiveness and executive pay. Using insight from upper echelon and agency theories and 1997 and 2002 data from U.S. Economic Census and Compustat, we find CEO equity, an individual-level discretion source, interacts with product market competition, an industry-level source, to impact 1998 and 2003 compensation and pay for performance sensitivity. We contribute to corporate governance literature by demonstrating how CEO equity interacts with complexity in the firm's task environment, thus impacting pay for performance.

★BEST DOCTORAL PAPER IN TRACK★

INSIDER VS. OUTSIDER CEO SUCCESSION AND COMPETITIVE ADVANTAGE

Geoffrey A. Silvera, *Pennsylvania State University*

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

Kevin B. Lowe, *University of Auckland*

Timothy Huerta, *Ohio State University*

Though studies report mixed findings, investigating the relationship between inside versus outside Chief Executive Officer (CEO) succession and firms' competitive performance continues to interest strategy and leadership scholars. This study investigates to what extent insider CEO succession versus outsider succession impacts firms' competitive advantage vis-à-vis a sample of organizations that compete in the same sector. This study contributes via illustration a methodological recommendations to control for endogeneity within the study's design that more accurately approximates the resource based view of competitive advantage. Findings suggest that outsider CEO succession closed the gap towards the competitive advantage frontier faster than comparable firms.

LESS IS MORE? EXAMINING THE RELATIONSHIP BETWEEN CEO COMPENSATION AND NONPROFIT PERFORMANCE

Andrew Bennett, *Virginia Commonwealth University*

Joseph Coombs, *Virginia Commonwealth University*

We examine what occurs when CEOs sacrifice their own monetary rewards for the benefit of others. Examining when CEOs have peer compensation information and the opportunity to influence their own compensation, we hypothesize that self-sacrificial leadership will be associated with both greater financial and non-financial performance measures. This altruistic perspective draws on theories from leadership and psychology rather than the more typical agency perspective and focuses on the alignment between CEO and stakeholders in a nonprofit milieu. We find strong support for the relationship between self-sacrificial leadership and organization performance, while results for our moderating effects are mixed.

Thursday, 10:15am - 11:45am in Scarbrough 3

Ent: Strategic, Social, and Service Entrepreneurship

Facilitator: **Randy Evans**, *University of Tennessee at Chattanooga*

APOSTLES, AUTHORITIES, ARTISANS, AND ALTRUISTS: PROFESSIONAL SERVICE ENTREPRENEURS AND THEIR UNDERSTANDING OF ENTREPRENEURSHIP

Steve Stewart, *Georgia Southern University*

Bryant Hudson, *Florida Atlantic University*

Gary Castrogiovanni, *Florida Atlantic University*

We utilize role identity theory to examine how professional service entrepreneurs understand and apprehend entrepreneurship within their professional practice firms. Utilizing qualitative interviews from a sample of physicians who own their own practices, we develop a typology of four separate combinations of entrepreneurial and professional role identity centrality. This typology assists in understanding various understandings professional service entrepreneurs have of their role identity configurations, the enactment of their role identities, and their understanding of meaningful performance objectives.

SOCIALLY CONSTRUCTED OPPORTUNITIES: EXTENDING A TYPOLOGY OF SOCIAL ENTREPRENEURS USING A HISTORICAL CASE FROM THE EARLY TO MIDDLE 20TH CENTURY

Carolyn Davis Denise Davis, *Morehouse College*
Keith Hollingsworth, *Morehouse College*
Cheryl L. Allen, *Morehouse College*

Discovering socially constructed opportunities in an environmental context is important in social entrepreneurship. Recently, a typology of social entrepreneurs was developed that covers a wide spectrum of motivations, abilities and role perceptions used to discover social entrepreneurial opportunities. We analyze a historical entrepreneur not motivated to discover opportunities to address local needs or discern opportunities to develop scalable solutions to social problems or find opportunities to revolutionize normative institutions. We argue that this entrepreneur's motivation to discover traditional entrepreneurial opportunities in a socially constructed context of restricted opportunity results in an additional category of social entrepreneur, the Social Middleman.

STRATEGIC ENTREPRENEURSHIP AND OPPORTUNITY RECOGNITION IN FACE OF THE GULF OIL SPILL

Furkan Amil Gur, *Louisiana State University*
Josh Bendickson, *East Carolina University*

The Gulf Oil Spill was an unexpected external factor that created major shifts in the accommodations and food services industry. We shed light on strategic entrepreneurial opportunity recognition in the face of a crisis and accordingly develop an integrative framework. Utilizing a qualitative content analysis method, we investigate impacts of the oil spill, the roles of stakeholders', and the strategic decisions of entrepreneurs as they relate to opportunity identification and venture survival. The results suggest that disasters, while negative in many regards, disrupt markets and may spur entrepreneurial activity. Implications are discussed.

Thursday, 10:15am - 11:45am in Scarbrough 4

HRM: Avoiding Pitfalls in Hiring: A Road Filled with Potholes

Facilitator: **Harvell Jackson Walker III**, *Auburn University*

HIRE FOR PERSONALITY, TRAIN FOR SKILL: COGNITIVE AND NONCOGNITIVE HUMAN CAPITAL, DESIRED BEHAVIORS, AND WORK PERFORMANCE

Brian Martinson, *Tarleton State University*
Gary C. McMahan, *University of Texas at Arlington*

Using a more fully specified model including KSAs, personality, and values, we propose that both cognitive and noncognitive human capital predict employee behaviors and work performance. Using a sample of 100 employees across five organizations, results suggest that noncognitive human capital is a better predictor of OCBs and withdrawal behaviors than cognitive human capital, and HPWPs moderate these relationships.

FALSIFICATION IN THE JOB APPLICATION: BUT ARE THEY LIKABLE?

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

Job applications are ubiquitous tools used as an initial screen for needed job qualifications. This study examined how falsification in the application and likability of the applicant influence evaluations of the applicant. Falsification on hard qualifications resulted in more negative evaluation than falsification on soft qualifications, but personal standards regarding falsification did not influence evaluations. Likable applicants were evaluated more positively than dislikable applicants. The possible role of perceived responsibility underlying the effects on evaluations of applicants is discussed. Research directions and applied implications are addressed.

EFFECTS OF INTERNAL RECRUITING ON RESOURCE REDUCTION AND REALLOCATION

Matthew Leon, *University of Alabama*
Jonathon R. B. Halbesleben, *University of Alabama*

Internal recruitment is a common and well-regarded practice among organizations due to positive outcomes associated with internal recruiting such as increased employee motivation, reduced turnover, and access to information on applicants. However, while the promotion or transfer of high performing employees retains human capital, it may create a temporary loss in overall human capital resources where unit-level and organization-level capacities are reduced as a consequence of employee transitions within organizations. We offer a theoretical model detailing the proposed dissolution of emergent, unit-level human capital resources due to internal recruiting and potential unit-level reactions to resource loss and processes of recovery.

DO AS I DO, AND NOT AS I SAY: THE CONSEQUENCES FROM CONSIDERING RACE IN HIRING

Ozias A. Moore, *Cornell University*
Alex M. Susskind, *Cornell University*
Sean A. Way, *Ecole hôtelière de Lausanne*

The results of studies designed to test whether race and gender influenced HR managers' evaluations of applicants are reported. The first study showed a job description and a credential sheet for an applicant to 374 college students. The applicant varied by (a) suitability, (b) race, and (c) sex. A second study was conducted on a sample of 241 HR managers from a national hotel chain. The results indicate that, while certain participants underestimated the suitability of job applicants, these judgments did not affect their subsequent hiring decisions, seemingly creating the "Do as I Do, Not as I Say" postulate.

Thursday, 10:15am - 11:45am in Sloane

Careers: Political Skill, Impression Management and Work Outcomes

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

OVERQUALIFIED HUMAN RESOURCES, CAREER DEVELOPMENT EXPERIENCES, AND WORK OUTCOMES: LEVERAGING AN UNDERTULIZED RESOURCE

Zachary A. Russell, *Florida State University*

Gerald R. Ferris, *Florida State University*

Katina Thompson, *Illinois State University*

David Sikora, *Cal Poly San Luis Obispo*

We argue in this paper that overqualified employees represent an underutilized human resource that has the potential to be leveraged in impactful ways to enhance both personal and organizational effectiveness. Our proposed framework suggests that if organizations provide the proper developmental career experiences, through which overqualified employees can make unique contributions, they can become valued human resources to their organizations, and also develop greater satisfaction with their jobs, and commitment and attachment to their organizations. Implications, directions for future research, and practical implications are discussed.

POLITICAL SKILL AND OUTCOMES: THE EFFECT OF PERCEIVED SUBORDINATE INSINCERITY IN THE LEADER-MEMBER RELATIONSHIP

Matthew Valle, *Elon University*

The purpose of this investigation was to evaluate the moderating effect of perceived subordinate insincerity on the relationship between supervisor perceptions of supervisor-subordinate similarity, liking and influence, and outcomes (performance appraisal ratings and perceptions of promotability). Data on 203 subordinates from 59 managers of a state agency were used to test the study hypotheses. The results indicate that supervisor perceptions of subordinate promotability were attenuated by supervisor perceptions that the subordinates were not sincere in their influence attempts/political skill. Implications for the study of political skill and directions for future research are offered.

**★BEST OVERALL PAPER AND BEST PAPER IN TRACK★
PROMOTING MY OCB SO THE BOSS THINKS I'M PROMOTABLE: A MEDIATED MODERATION MODEL OF OCB, IMPRESSION MANAGEMENT, AND CAREER AND ORGANIZATIONAL OUTCOMES**

Grace Lemmon, *DePaul University*

Eric J. Michel, *University of Illinois at Chicago*

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

Jenny M. Hoobler, *University of Illinois at Chicago*

Drawing on social influence theory (Levy, Collins, & Nail, 1998) and signaling theory (Spence, 1979), the present study outlines two means by which employees and organizations can gain improved utility from OCB: by exhibiting OCB alongside ingratiation or self-promotion influence techniques. Employing a mediated moderation model, findings from a sample of 110 matched supervisor-subordinate dyads drawn from a Fortune 100 packing and transportation company suggest OCB has the greatest impact on outcomes through managers' promotability perceptions when deliberate, intentional influence is exerted on the manager. Findings suggest promotability is linked to career benefits for both employees and the organization.

Thursday, 10:15am - 11:45am in Verelst

HC: Behavioral Aspects of Hospitality and Healthcare

Facilitator: **Lorianne Mitchell**, *East Tennessee State University*

★BEST PAPER IN TRACK★

DEVIANT DOCTORS?: WORKPLACE DEVIANCE AMONG PHYSICIANS

Bella L. Galperin, *University of Tampa*

Dana L. Robbins, *Pinellas County*

The dominant physician norm in healthcare typically is to maintain an air of professionalism and objectivity, yet what makes patients feel satisfied is compassion. Physicians who deviate from the norms of medicine or those who engage in constructive deviance may be the physicians with more satisfied patients. The primary objective of this preliminary qualitative study are to investigate the factors that facilitate constructive deviance among physicians. The results suggest that physicians deviated from the norms of the hospital by: perspective taking, showing and saying words of compassionate care, and effective communication skills. Future research directions and practical implications are discussed.

★BEST DOCTORAL PAPER IN TRACK★

THE ROLE OF TRANSFORMATIONAL LEADERSHIP ON VOLUNTARY NURSING TURNOVER

Kim Davey, *University of Alabama at Birmingham*

Nurses represent the largest component of a hospital's staff in the U.S. and are essential to delivering high-quality, patient-centered care. High levels of voluntary nursing turnover have been associated with diminished patientcare (Aiken, Clark & Sloan, 2002; Bae, Mark & Fried, 2010; North, Leung, Ashton, Rasmussen, Hughes & Finlayson, 2013) and financial performance (Contino, 2004; Gelinis & Bohlen, 2002). The purpose of this paper is to develop theoretical propositions to examine the relationship between transformational leadership and voluntary nursing turnover. The mediating effect of job characteristics is considered in the review of this relationship and is posited to reduce turnover.

Thursday, 10:15am - 11:45am in Vernon

Teaching: Innovative Techniques Using Group Exercises and Collective Mindsets

Facilitator: **Julita Haber**, *City University of New York*

DRAWING STUDENTS INTO LEARNING WITH EASE: ENGAGEMENT AND ATTRACTION THROUGH SOCIAL EMPOWERMENT

Brittany Harker Martin, *University of Calgary*

Levels of student engagement are at an all-time low and teachers are rethinking how they deliver the curriculum. This session explores the psychology behind student motivation to learn, and presents a novel approach to teaching called Socially Empowered Learning. Drawing upon principles of social learning theory and educational cognitive psychology, Socially Empowered Learning engages students through activities that are entrepreneurial, empathetic, empowered, and ethical. Come hear examples from the field, such as a pilot project partnering MBA students with nonprofit organizations, and learn about preliminary findings from a study that measures the effect of Socially Empowered Learning on student engagement.

INTERNATIONAL ACCULTURATION: A TWO-WAY, SHORT-TERM STUDY ABROAD PROGRAM

Joseph Erba Jr., *University of North Carolina at Greensboro*

A presentation of an innovative course curriculum based on a full-credit, cross-cultural course, offering students an introduction to the business, academic and social environments of Europe and the U.S. The program incorporates a hybrid delivery structure of a virtual classroom, combined with a two-way, short-term study abroad component, for each geographic site. The structure of this course can be used for any field of academic study, while offering students an acculturation experience through a deep-dive into the U.S. and European systems.

MESSY, COMPLEX LEARNING: A PROJECT FOR LARGE CLASSROOMS INTENDED TO DRIVE TACIT KNOWLEDGE

Deborah Butler, *Georgia State University*

Chelsey J. Kannan, *Georgia State University*

In a classroom where enrollment exceeds 100 students, it is difficult to design learning interventions which permit the kind reflection, dialogue and action that supports learning so that students can complete the course with the kind of tacit knowledge that will enable them to make real contributions in future organizations. In this symposium, I will share a teaching innovation that has been used for a large classroom and one that is easily adaptable to smaller classes. This session will include the design, the materials used for the project, and the lessons learned through using this course project over 10 consecutive semesters.

★BEST PAPER IN TRACK★ TECHNIQUES AND TOOLS FOR FACILITATING TEAM FORMATION AND PROCESS

J. Kay Keels, *Coastal Carolina University*

Darla J. Domke-Damonte, *Coastal Carolina University*

Janice A. Black, *Coastal Carolina University*

Dodi Hodges, *Coastal Carolina University*

One of the most important goals of business school education programs is to prepare students for successful careers by guiding their development of professional work skills. Among the skills most often identified as desirable by potential employers are those associated with teamwork. As a means for helping students develop such professional work skills, team assignments are often a major component of many upper-level business school courses. This Innovative Teaching Track session presents a series of assignments and exercises that facilitate team formation at the beginning of the course and team processes throughout the remainder of the course.

Thursday, 10:30am - 11:15am in Plimsoll

Research Speed Dating: Diversity

Coordinator: **Jennifer Sexton,** *West Virginia University*

Facilitator: **Amanda S. Hinojosa,** *University of Houston-Clear Lake*

Thursday, 12:00pm - 1:00pm in Savannah

SMA Track Chair Luncheon (by invitation only)

Coordinator: **Kevin B. Lowe,** *University of Auckland*

Thursday, 1:15pm - 2:00pm in Plimsoll

Research Speed Dating: Social Networks

Coordinator: **Jennifer Sexton,** *West Virginia University*

Facilitator: **Brian J. Collins,** *The University of Southern Mississippi*

Thursday, 1:15pm - 2:15pm in Harborside

Journal of Management's Birthday Party

Come grab a piece of cake and join in the birthday celebration as we wish the *Journal of Management* a happy 40th birthday.

Thursday, 2:00pm - 2:45pm in Harborside

Pre-Doctoral: Student Poster Session

A DYADIC PERSPECTIVE OF MORAL IDENTITY ON THE SUCCESSION OF ABUSIVE SUPERVISION

Dan Yang, *Renmin University of China*

Zhenyu Liao, *National University of Singapore*

Yuchuan Liu, *Renmin University of China*

Invoking research on moral foundation and moral identity, we develop a three-dimension moral identity construct capturing moral identity as caring identity, just identity and brave identity. On the basis of this, we propose a model of abusive supervision explaining how both supervisors' and subordinates' moral identity impacts the escalating occurrence of abusive supervision. We suggest both supervisors' and subordinates' moral identity moderates the above relationship in the short term. Moreover, subordinates' moral identity will also affect response tactics of themselves. Different response tactics interact with supervisor moral identity would in turn lead different intensity of abusive supervision in the long term.

COGNITIVE STYLE SIMILARITY IN SUPERVISOR-SUBORDINATE DYADS: CONSTRUCT VALIDATION OF A PERCEPTUAL MEASURE

Danielle Douglas, *Towson University*

Abby Mello, *Towson University*

Individual differences in information processing and organizing are called cognitive style, and are important in areas such as the workplace. Previous research has examined actual cognitive style similarities in supervisor-subordinate dyads, but there is inconsistency regarding the advantages/disadvantages. One possible explanation is subordinate perceptions. The present study describes the development and validity assessment of the Perceptions of Cognitive Style Similarity (PCSS) with supervisor scale. Findings suggest a valid and reliable self-report scale that predicted several subordinate workplace outcomes, underscoring perceptions in explaining supervisor-subordinate functioning. Future research should compare perceptions to direct measures of cognitive similarity including longitudinal research designs.

EFFECTS OF FINANCIAL LITERACY AND FINANCIAL EFFICACY ON IRRESPONSIBLE AND RESPONSIBLE FINANCIAL BEHAVIOR

Osman Kavcar, *University of Houston-Downtown*
Sarah Singletary Walker, *University of Houston-Downtown*
Whitney Botsford Morgan, *University of Houston-Downtown*
Zunaira Khalid, *University of Houston-Downtown*

The current study explores the relationship between financial efficacy, financial literacy, and responsible and irresponsible financial behavior. Moreover, the current study applies Bandura's (1977) self-efficacy theory to financial behaviors to inform how individuals make financial decisions. As expected, results from pilot data indicate strong positive relations between financial illiteracy and irresponsible financial behavior, and financial efficacy and responsible financial behavior. In sum, our results were promising and suggest that further exploration of financial efficacy is necessary in order to better understand the dynamics of financial decision-making process of individuals.

EMPATHY AS AN ANTECEDENT OF SOCIAL JUSTICE BEHAVIOR

Matthew Cartabuke, *Appalachian State University*
Jim Westerman, *Appalachian State University*
Brian Whitaker, *Appalachian State University*

This paper examines empathy as an antecedent to perceptions of societal fairness as measured by four different business variables. These include concern for the Occupy Wall Street movement, social justice fairness, corporate social responsibility and socially responsible attitudes. Previous research on empathy has consistently demonstrated that empathy is an antecedent to both altruistic and prosocial behavior. In addition, research has demonstrated that empathy is related to ethical behavior in business students. Building upon this foundation, this study will examine the hypothesis that empathy is an antecedent for social justice fairness perceptions.

EVALUATING THE ROLE OF "GLOBAL GUIDES" IN PROGRAM EFFECTIVENESS

Aynur Nabiyeva, *Independent*

This study analyzes the role of volunteers towards achieving program effectiveness of a nonprofit organization aiming to create global citizens and inspire a peaceful world. The report evaluates their role and involvement around the following aspects of the program: 1) concept and design; 2) delivery and implementation; and 3) impact and outcomes. Based on the findings, the author recommends fostering evidence-based outcomes, increase engagement of volunteers within the organization and outside the classroom to provide continuity, and increase communication between teachers and volunteers to ensure an added value of the classrooms and workshops in achieving high academic performance.

GENDER DIFFERENCES IN RESPONSE TO PAY SYSTEMS: THE EFFECTS OF AGENCY, COMMUNION, AND SOCIAL PREFERENCES

Katherine U. Sosna, *University of Arkansas*

Gender differences were examined in pay systems, in the context of economic, management, and industrial organizational psychology literature. Although economics literature is replete in evaluating gender differences in pay systems, the same could not be said for management and industrial organizational. Reviewed literature indicated that men were associated with agentic traits of competition, tournament payment schemes, and decreased allocations to another. In contrast, women were associated with communal traits, piece rate payments, and increased reciprocity. The paucity of research around gender differences in pay systems within management and industrial organizational literature prompt critical questions and warrants further exploration.

INSIDE AND OUT, VOLUNTEERISM MAKES A DIFFERENCE: EVIDENCE FROM 'THE BEST COMPANIES TO WORK FOR'

Jessica Schroeder, *United States Air Force Academy*
Cynthia Cycyota, *United States Air Force Academy*
Claudia Ferrante, *United States Air Force Academy*

Employee volunteerism is gaining attention as a corporate practice that aids corporations internally and externally. Though employee volunteerism is typically considered to be just one of many activities comprising a corporation's corporate social responsibility (CSR) program, we suggest that volunteerism is a distinct component of CSR capable of linking the external efforts of a corporation (e.g., to broaden reputation and image) to the internal benefits (e.g., employee engagement). But of particular interest is how companies support employee volunteerism. We reviewed publicly available documents of twenty of Fortune's 'Best Companies to Work For' ranking to strengthen our understanding of these practices.

★BEST PRE-DOCTORAL PAPER★ IT'S ALL RELATIVE: SOCIAL COMPARISON AND WORK-FAMILY CONFLICT

Morgan D. Jones, *Indiana University-Purdue University Indianapolis*
Rachel Tomasik, *Indiana University-Purdue University Indianapolis*
Nathan Schultz, *Indiana University-Purdue University Indianapolis*
Zhenyu Yuan, *University of Iowa*
Elizabeth M. Boyd, *Kennesaw State University*

The workplace is an environment rife with social influences. However, the organizational literature, and particularly the literature on work-family conflict, has largely overlooked these influences. Moreover, social comparison has been proposed to be a ubiquitous and important phenomenon within organizations, yet has received very little attention within the organizational literature. As a result, in this paper we perform two studies to explore the impact of social comparison on perceptions of work-family conflict. In the first study we demonstrate that people engaging in more social comparisons regarding work-family conflict perceive greater amounts of work-family conflict. In the second study we experimentally manipulate social comparison and find that for individuals who are more materialistic, comparing themselves to upward others results in greater perceptions of work-family conflict. Practical and research implications of our results are discussed.

LOOKING TO CREATE HIGH LEADER DEVELOPMENT PROGRAM ENGAGEMENT? PRE-SCREEN FOR NARCISSISTS

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

The purpose of this research is to determine if narcissism predicts poor engagement during leader development programs (LDP). Based on a sample of undergraduate students participating in leader development programs ($N = 30$), the authors found a significant relationship between narcissism and several indicators of LDP engagement. Specifically, there was a negative relationship between narcissism and program director ratings of engagement with peers and self-reflection. The study suggests a series of dynamic relationships between narcissism, gender, and performance, questioning whether narcissists detract from leader development program culture and team formation.

MIDDLE MANAGERS, SYSTEM JUSTIFICATION AND THE SELF HATING ORGANIZATION

Eric Brandon Willson, *Marshall University*
Ivan Scott Muslin, *Marshall University*

Middle managers possess the ability to spread their influence along the length and breadth of the organization. However, what happens when the influence that the middle manager spreads is meant to be detrimental to positive organizational outcomes? Applying system justification theory to current applied psychology and management literature, we offer a behavioral model of the self hating organization. This model is an attempt to explain a phenomenon that is often overlooked by theories such as social identity theory. The model of the self hating organization offers a new theoretical framework that allows for simultaneous examination of inter-group and intra-group behaviors.

RELATIONSHIP BETWEEN PERCEIVED SELF-EFFICACY AND MOTIVATION IN COLLEGE ACADEMICS

Holly C. Cameron, *Old Dominion University*

Self-efficacy and motivation are important to retention theories. Subjective perceptions of these concepts is needed to understand their dynamic relationship and impact on retention. This study looks for a relationship between perceived academic self-efficacy and perceived academic motivation in undergraduate psychology students while considering for confounding demographic variables. The results of a Pearson's r test showed a significant relationship, $r(33) = .65$, $p = .000$. The results of a point-biserial correlation showed no significant relationship between demographics and either self-efficacy or motivation. Perceptions of self-efficacy and motivation in academics are positively related, unaffected by demographic variables, and appropriate for retention theories.

RESPONSE STYLES AND SCALE RESPONSE FORMATS: INVESTIGATING THE INTERACTION BETWEEN NUMBER OF RESPONSE OPTIONS, SOCIAL STATUS, AND RACE.

Nels Theilgard, *University of North Carolina at Charlotte*
Eric Heggstad, *University of North Carolina at Charlotte*
David J. Woehr, *University of North Carolina at Charlotte*

This study observes the relationships between acquiescent and extreme response styles and the number of response options in likert-type response formats, social status, and race. There were three experimental conditions: 5, 7, and 9 response options. The sample consisted of 162 undergraduate students. The results show that African Americans use extreme response options more frequently than other races, but do not provide acquiescent responses more than other races. These findings are important for researchers whose populations include large ratios of African Americans, as their data may have an inflated amount of extreme responses, which can decrease the integrity of data.

REVISITING THE RELATIONSHIP BETWEEN PERCEIVED ORGANIZATIONAL SUPPORT AND TURNOVER: EXAMINING A NON-LINEAR RELATIONSHIP

Anand Raj, *Christ University*
Satvir Singh, *University of Texas at El Paso*
Prajya R. Vidyarthi, *University of Texas at El Paso*

The current study revisits the relationship between perceived organizational support and employee turnover. We challenge the conventional wisdom of a linear relationship between exchange quality and turnover by demonstrating that the relationship can be best described as curvilinear. Multiple rules of social exchange and multiple motivations of turnover suggest that employees who are very high on the exchange relationship continuum with their organization will show higher likelihood of quitting. In a sample of 311 employees at a large educational institution, we found support for the existence of a U-shaped relationship between exchange quality and employee turnover.

THE EMOTIONAL SIDE OF LEADER MEMBER EXCHANGE (LMX) THEORY

Daniel Gullifor, *Bradley University*

Leader Member Exchange (LMX) theory has been developing for years. While so many aspects regarding the benefits and consequences of LMX relationships continue to develop, the differentiation in LMX relationships continue to occur. The material benefits and rewards of high quality relationships appear to explain why this differentiation happens. However, this paper explores the emotional draw and the emotional benefits associated with the high quality LMX relationships. It is proposed that these emotional draws and benefits are what truly motivate individuals to behave and act with the intention of achieving a high quality LMX relationship and in-group membership.

THE MODERATING EFFECT OF POSITIVE AFFECT ON THE RELATIONSHIP BETWEEN PERCEIVED ORGANIZATIONAL SUPPORT AND EMPLOYEE ENGAGEMENT

Christian H. Eatman, *University of North Carolina at Charlotte*
Nels Theilgard, *University of North Carolina at Charlotte*
Alexandra Dunn, *University of North Carolina at Charlotte*
Linda Shanock, *University of North Carolina at Charlotte*

The present study observes the relationship between perceived organizational support and employee engagement, and how that relationship is moderated by positive affect. This study used a sample of 194 human resources professionals located in America, Europe, the Middle East, Africa, and Asia. The results indicated that the relationship between perceived organizational support and engagement is moderated by positive affect. The implications of this study include the fact that perceived organizational support is related to employee engagement, and that employees with low positive affect especially need perceived organizational support in order to be highly engaged.

Thursday, 2:15pm - 3:00pm in Plimsoll

Research Speed Dating: CSR

Coordinator: **Jennifer Sexton**, *West Virginia University*

Facilitator: **Joe J. Eassa Jr.**, *Palm Beach Atlantic University*

Thursday, 3:00pm - 4:30pm in Percival

ME [Symposium]: Building Better Bridges: Designing Effective Undergraduate Strategy Capstone Courses

Karen Ford-Eickhoff, *University of North Carolina at Charlotte*
Tammy E. Beck, *University of Nebraska-Lincoln*
Misty Loughry, *Georgia Southern University*
Timothy M. Madden, *Old Dominion University*
Kathleen Wheatley, *University of Tennessee at Chattanooga*

This symposium will be an interactive session in which attendees will hear practical techniques that work well in the strategy capstone course included in most business curricula, get tips from panelists who have extensive experience with several design components, and share their ideas with other attendees. The panelists will discuss their experiences with 1) an icebreaker exercise that builds rapport among classmates; 2) a term project that utilizes multiple deliverables to keep teams on track; 3) a computer simulation that improves critical thinking skills; and 4) free, web-based tools that enable team formation (based on instructor-specified criteria) and self/peer evaluations.

Thursday, 3:00pm - 4:30pm in Regency B

OB: Insights into Undesirable Individual Differences

Facilitator: **Stephanie Andel**, *University of South Florida*

BOSS NARCISSISM AND SUPERVISOR POLITICAL SUPPORT

John N. Harris, *Florida State University*
Zachary A. Russell, *Florida State University*

Narcissistic supervisors can be a source of negative impact on their employees. Their self-aggrandizing and self-serving behavior can create an uncertain working environment, leading to negative outcomes such as reduced job satisfaction. Using a sample of working adults, supervisor political support, employees' perceptions that their supervisor uses organizational politics to benefit the subordinates, is analyzed as a moderator of the negative relationship between boss narcissism and various outcomes. Leader political support was hypothesized to attenuate the relationships between boss narcissism and employee job satisfaction, work effort, depressed mood at work, and resource availability. Support for all four hypotheses was found.

EMPLOYEE ENTITLEMENT AND PROACTIVE WORK BEHAVIORS: THE MODERATING EFFECTS OF NARCISSISM AND ORGANIZATIONAL IDENTIFICATION

Malayka Klimchak, *Winthrop University*
Melissa K. Carsten, *Winthrop University*
Daniel L. Morrell, *Middle Tennessee State University*

Organizations are concerned that the newest generation of workers believe they are entitled to positive organizational outcomes, regardless of their level of effort. To better understand employee entitlement and organizational outcomes, we tested whether entitlement was directly related to the proactive work behaviors of voice and taking charge. We also examined whether narcissism and organizational identification moderated these relationships. Findings suggest that entitlement is not directly related to voice or taking charge. However, narcissism moderated the relationship between entitlement and taking and organizational identification moderated both the relationship between entitlement and voice as well as between entitlement and taking charge.

WHEN THE BAD GET WORSE: THE INTERACTION OF PROMOTION AND THE DARK TRIAD

Mickey B. Smith, *University of Southern Mississippi*
Craig Wallace, *Oklahoma State University*
Patricia Jordan, *Oklahoma State University*

This study investigates the interactive effects of promotion focus and the dark triad (DT: i.e., Machiavellianism, narcissism, psychopathy) on employee performance. We integrate the prior literature on the DT with regulatory focus theory to offer a moderating mechanism to the negative relationship between DT and performance. When DT individuals are also promotion focused, the negative impact of the dark triad on performance will become worse. The results provided support for the hypothesized effects for narcissism and psychopathy, but not Machiavellianism. We discuss the theoretical and practical implications as well as the potential future for research in this area.

OB: Leadership and Its Many Effects

Facilitator: **Brian Hoffman**, *University of Georgia*

EMOTIONAL SELF-LEADERSHIP (ESL): A PROCESS FOR ENHANCING EMOTION SELF-INFLUENCE, EMOTION AUTHENTICITY, AND PERSONAL EFFECTIVENESS

Mel Fugate, *Southern Methodist University*
Charles C. Manz, *University of Massachusetts*
Jeffery D. Houghton, *West Virginia University*
Christopher Neck, *Arizona State University*

Emotions and leadership research largely has examined the effects of leader emotions on followers (an interpersonal perspective). We present emotional self-leadership (ESL) as a process for enhancing emotion self-influence, emotional authenticity, and personal effectiveness (the intrapersonal effects of emotions). To do so, we integrate emotion regulation and self-leadership to create a theoretical foundation explaining the degree of influence (what, how, and why), the origin of influence, incentives, and leadership orientation. Conceptual and practical benefits of ESL are explicated and contrasted with other notions of self-influence (emotional labor and emotion regulation) through a taxonomy of ESL targets, functions, and strategies.

FOLLOWER PERCEPTIONS OF CRISIS LEADER EFFICACY: UNDERSTANDING ANTECEDENTS, OUTCOMES AND MODERATOR EFFECTS IN THE CONTEXT OF THE 2012 U.S. PRESIDENTIAL ELECTION

Ethlyn A. Williams, *Florida Atlantic University*
Rajnandini Pillai, *California State University San Marcos*
Bryan Joab Deptula, *Central Washington University*
Kevin B. Lowe, *University of Auckland*

Crisis Leader Efficacy (CLE) was studied in the context of the 2012 U.S. presidential election. Longitudinal responses were collected on leadership ratings of the 2 main presidential candidates and reports of voting behavior and cynicism. Crisis perceptions were negatively related to charisma and authentic leadership for the incumbent, Obama, and positively for the challenger Romney. Charisma and authentic leadership were related to perceptions of CLE and this relationship was moderated by the extent to which the candidates had met follower expectations. CLE predicted voting behavior. CLE was negatively related to cynicism for Obama and positively related to cynicism for Romney.

THE TWO FACES OF EMPOWERING LEADERSHIP: ENABLING AND BURDENING

Minyoung Cheong, *State University of New York at Binghamton*
Seth M. Spain, *State University of New York at Binghamton*
Francis J. Yammarino, *State University of New York at Binghamton*
Seokhwa Yun, *Seoul National University*

Despite prior work primarily focused on positive outcomes resulting from empowering leadership, research in this realm has left the question unanswered whether, in all cases, more empowerment is actually associated with more desirable outcomes. Drawing from the reasoning of cost of autonomy and role theory, this study proposes that beyond an enabling process of empowering leadership, there is a burdening process in which specific empowering behaviors of the leader increase followers' job induced tension, diminishing the positive influence of empowering leadership on followers' work role performance. The results demonstrated these notions, suggesting that there are two faces of empowering leadership.

OB: Political Skill, Power, and Politics

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

EFFECT OF SELF-EFFICACY AND AUTONOMY ON PERFORMANCE UNDER POLITICAL CONDITIONS: A TWO-STUDY ANALYSES

Brian J. Collins, *University of Southern Mississippi*
Timothy Paul Munyon, *University of Tennessee*
Fujun Lai, *University of Southern Mississippi*

Utilizing two studies, we incorporate a multi-level, cross-national replication to evaluate how perceptions of organizational politics affect the interactive relationship of general self-efficacy and autonomy on task performance. After controlling for rater effects and employee conscientiousness, our findings show professional self-efficacy contributes to task performance only when employees have job autonomy and report low levels of perceived organizational politics. A negative relationship exists between professional self-efficacy and task performance when employees do not have job autonomy and report high levels of perceived organizational politics. These effects are not present when employees report low levels of organizational politics.

EMPLOYEE VOICE: THE MODERATING ROLE OF POWER, POLITICS, AND POLITICAL SKILL

Kunal Kamal Kumar, *T A Pai Management Institute (TAPMI) Manipal*

Sushanta Kumar Mishra, *Indian Institute of Management, Indore*

Taking cues from the interactionist model of personality research, we reasoned that strong situations interact with personality-based predispositions to influence employee voice. We took power and politics as situational variables, and willingness to communicate and political skill as personality variables. Based on a sample of 460 employees in a media-organization, we found that subordinates alter their voice behavior as per their perception of superior's power. Further, they adapt their voice behavior as per the perception of politics in the organization and their own political skills. The study contributes to a better understanding of the way organizational situations affect employee voice.

POLITICAL SKILL MODERATES THE IMAGE ENHANCEMENT MOTIVE, FEEDBACK SEEKING, AND TASK PERFORMANCE LINKS

Jason J. Dahling, *The College of New Jersey*
Brian Whitaker, *Appalachian State University*

Whereas feedback-seeking behavior (FSB) is generally used to acquire instrumental information that enables performance improvement, it can also be a form of impression management. Consistent with the self-concept enhancing tactician (SCENT) model, we show that employees who hold an image enhancement motive are more likely to seek feedback from their supervisors, and that FSB mediates the relationship between the image enhancement motive and task performance ratings. Further, we draw on socioanalytic theory to demonstrate that image enhancement motive translates into greater FSB and task performance ratings only for employees with high political skill.

Thursday, 3:00pm - 4:30pm in Regency F

OT: Mind and Voice

Facilitator: **Andy M. Cwalina**, *Nova Southeastern University*

★BEST PAPER IN TRACK★

COALITIONS OF THE MIND: GENDER, SOCIAL NETWORKS AND KNOWLEDGE PRODUCTION

Juan Ling, *Georgia College & State University*

Ajay Mehra, *University of Kentucky*

Daniel Brass, *University of Kentucky*

De Liu, *University of Minnesota*

Stephen Borgatti, *University of Kentucky*

This study offers insight into persistent questions about the role played by social networks in the gender stratification of scientific knowledge production. Using longitudinal data (1970-2006) on the co-authorship networks of 3889 management researchers (including 942 women) we tested three theoretical models. The results of panel data regression—which included controls for the effects of the year that an article was published as well as an individual's prior knowledge production, career stage, and institutional prestige—showed that gender and network characteristics exercised both independent and interactive effects on the production and use of knowledge.

GHOSTS AND SCHEMING: PROVOCATION ON ORGANIZATIONAL RESEARCHER CARE

Gavin Schwarz, *University of New South Wales*

Tom Cummings, *University of Southern California*

Chailin Cummings, *California State University at Long Beach*

In this paper, we consider the extent to which organizational scholars lose their personal voice and research identity that is close to their heart when their research evolves over time. This bounding is suggestive of what we call an Intellectual Ponzi in which the researcher is persuaded to “invest” care in those things that the larger research community promises will result in returns to scholarly achievement. After detailing the Ponzi we describe how it takes hold of the individual, and how the gradual moderation of ideas produces an amalgam of low risk, externally validated ideas as the norm.

IF I SPEAK, WILL YOU LISTEN? THE EFFECT OF CULTURE ON THE INFLUENCE OF VOICE

Anna-Katherine Ward, *University of South Carolina*

Elizabeth C. Ravlin, *University of South Carolina*

Brian Klaas, *University of South Carolina*

Robert Ployhart, *University of South Carolina*

Nancy Buchan, *University of South Carolina*

Employee voice, or constructive input from employees, may be particularly beneficial for organizations with a more diverse workforce, yet differences in managerial cultural norms regarding upward input may influence whether employee voice is actually heard. The current study uses High-/Low-Context Theory and Expectancy Violations Theory to explore the relationship between employee voice and influence over managerial decisions. Results, from a sample representing managers across six continents, showed that manager communication style and perceptions of relationship quality with the subordinate impact the subordinate's ability to affect managerial decisions through voice behavior. Limitations, implications, and directions for future research are discussed.

Thursday, 3:00pm - 4:30pm in Scarbrough 1

Professional Development Institute: Dealing with Endogeneity – As an Author or Reviewer (co-sponsored by the Research Methods Division of the Academy of Management)

Scott Johnson, *Oklahoma State University*

Researchers and reviewers are becoming increasingly aware of estimation problems created when an independent variable of interest is not randomly determined, or strictly exogenous. Reviewers often complain that authors have not dealt with their "endogeneity problem." Authors try a wide range of traditional and creative fixes for the problem. This workshop will discuss these various approaches while emphasizing that endogeneity issues require better theory and research design, not just methodological fixes.

Thursday, 3:00pm - 4:30pm in Scarbrough 3

Innov: Management and Innovation

Facilitator: **Ludvig Levasseur**, *University of Paris-Dauphine*

HOW DIVERSITY MANAGEMENT PRACTICES INFLUENCE FIRM PERFORMANCE: EXAMINING PRECURSORS TO FIRM INNOVATION

Jason R. Lambert, *Saint Xavier University*

John Anthony De Leon, *University of Texas at Arlington*

Although prior research demonstrates that cultural diversity is related to enhanced creativity and improved problem solving, there is limited evidence regarding the impact that diversity has on firm innovation. Drawing from the absorptive capacity construct and workplace diversity literature, we examine the relationships between indicators of diversity practices, innovation activity, and firm performance. Successful diversity practices were found to be negatively related to innovation activity, and innovation activity partially mediated the relationship between successful diversity practices and firm performance as measured by return on assets. The results demonstrate the influence that successful diversity practices have on firm innovation and performance.

INCUMBENT RESPONSE TO TECHNOLOGICAL INNOVATION: THE INFLUENCE OF COMPETITIVE DYNAMICS ON STRATEGIC CHOICE

William R. Carter, *University of North Texas*

Manjula S. Salimath, *University of North Texas*

Prior literature emphasizes many factors that affect firm performance after a technological shift. Ex ante decisions, however, determine firm responses to technological innovation and direct the path toward ex post outcomes. These decisions are critical because technological innovation often drives competitive performance. Incumbents' competitive behavior and expectations of rival interactions can affect these choices. We therefore examine incumbent response to emerging technological innovations through the lenses of strategic choice and competitive dynamics. We propose that incumbents' competitive orientations and perceptions of the environment affect strategic choice. Furthermore, we provide examples of how rivalry considerations affect stages of incumbents' decision processes.

★BEST PAPER IN TRACK★

MANAGING THE INNOVATORS: ORGANIZATIONAL AND PROFESSIONAL COMMITMENT AMONG SCIENTISTS AND ENGINEERS

Sara Jansen Perry, *Baylor University*

Emily M. Hunter, *Baylor University*

Steven C. Currall, *University of California, Davis*

We applied a fit framework to explore dynamics of organizational and professional commitment among 255 science and engineering researchers working in National Science Foundation Engineering Research Centers (ERCs). Innovation orientation was positively associated with organizational and professional commitment, but those relationships were moderated by ERC technology transfer impact and individual role significance. The strongest positive innovation orientation-organizational commitment relationship and strongest negative innovation orientation-professional commitment relationship emerged among researchers who perceived high role significance and worked in ERCs that were highly productive in technology transfer. Leaders who are aware of these dynamics may better manage loyalty among researchers.

Thursday, 3:00pm - 4:30pm in Scarbrough 4

HRM: Putting the Pieces Together for Superior Performance

Facilitator: **Deborah M. Houston**, *University of Mount Olive*

WANTS, NEEDS, AND GIVES: AN ALIGNMENT THEORY OF EMPLOYER AND INDIVIDUAL INTERESTS IN HEALTH BEHAVIORS

Chester Spell, *Rutgers, The State University of New Jersey*

Katerina Bezrukova, *Santa Clara University*

The main objective of this paper is to understand why some organizations get involved in their employees' health more than others. We attempt to answer this question by integrating ideas from multiple disciplines. The sociological discipline provides insights into factors that drive what the employer 'gives.' Strategic HRM explains how employers may engage in health-related practices to drive attitudinal and behavioral changes that the employees also want. The psychological discipline informs what employees actually 'need' based on employee attributes (e.g., predisposition to disease). A set of unique alignments adopted from each discipline is the common theme linking each of them.

HOW DO I KNOW I FIT? A RELATIONAL IDENTITY EXPLANATION

Brooke Ann Shaughnessy, *University at Buffalo, SUNY*

Rebecca Lee Badawy, *Youngstown State University*

Robyn Brouer, *Canisius College*

Darren C. Treadway, *University at Buffalo, SUNY*

Although perceptions of employee fit have been identified as a central aspect of organizational membership, little is known about antecedents to fit perceptions. Building on previous research on leader-employee relationships and the formation of fit perceptions (Sluss & Thompson, 2012), the present studies consider the psychosocial environment and the role of identity to understand how work relationships inform fit perceptions. The results of this constructive replication presented indicated that the relationship with the leader, as manifested in LMX (Study 1, N=112) and trust (Study 2, N=97), was a significant predictor of fit perceptions, above and beyond the relationship with coworkers.

EMPLOYEE RELATIONS IN NONPROFIT HUMAN SERVICE ORGANIZATIONS: THE IMPACT OF HIGH PERFORMANCE WORK SYSTEMS

Sally Selden, *Lynchburg College*

Jessica Sowa, *University of Colorado Denver*

Research on high involvement or high performance work systems (HPWS) has demonstrated that good HRM practices can have a direct impact on critical employee outcomes. Drawing on a sample of nonprofit human service organizations in eight states, this paper examines the impact of HPWS on employee relations, asking the research question: Do high performance work systems (HPWS) lead to more positive employee relations? Exploring seven HPWS, we find support for a relationship between three sets of practices associated with recruitment and selection (onboarding, hiring the best, and leadership succession) and employee participation and input on improved employee relations.

STRATEGIC HUMAN RESOURCE MANAGEMENT DURING ORGANIZATIONAL RENEWAL: IMPACT OF CEO SUCCESSION/ RETENTION

Indu Ramachandran, *Texas State University*

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

Vishag Badrinarayanan, *Texas State University*

Strategic human resource management (SHRM) plays an integral role in aligning human resource management with an organization's strategies and tactics. While SHRM's role has been examined for the growth and developmental periods of an organization's life stages, its role during periods of organizational renewal has hardly been studied. This paper identifies various CEO retention and succession options that correspond to different degrees of crisis severity. Further, for each crisis situation, strategic actions that contribute to organizational renewal are proposed. Finally, drawing from the literature on SHRM, the components of a HR system are discussed in the context of organizational renewal.

Thursday, 3:00pm - 4:30pm in Sloane

Diversity: Diversity, Identity and Employee Outcomes

Facilitator: **Arlise P. McKinney**, *Coastal Carolina University*

ASSESSING ORGANIZATIONAL IDENTIFICATION: THE ROLE OF DIVERSITY CLIMATE AND DIVERSITY VALUE BELIEFS

Brooklyn Cole, *Radford University*

Danielle Cooper, *University of North Texas*

While an abundance of research exists on demographic diversity, research has just begun to incorporate employees' perceptions of diversity as an influential factor affecting organizationally relevant employee outcomes. The purpose of this study is to examine the influence of diversity climate on employees' organizational identification. Furthermore, we investigate how organizational identification mediates the relationship between diversity climate perceptions and outcomes including job satisfaction and organizational citizenship behavior. Finally, we refine our understanding by identifying a personal characteristic that influences the diversity climate – organizational identification relationship.

INTERNS' PERCEPTIONS OF HR PRACTICES AND THEIR INFLUENCE ON FIT AND INTENTIONS TO JOIN

Christopher M. Harris, *Texas Woman's University*
Marshall Pattie, *James Madison University*

This study examines interns' perceptions of a system of human resource practices and their influence on interns' perceptions of person-organization fit, person-job fit, and intentions to join the organization. Human resource practices communicate information to interns about the organization and the jobs of the organization. We found positive perceptions of human resource practices rated at time one were related to increased person-organization fit, person job fit, and intentions to join the organization at time two. Our findings also indicated that person-organization fit and person-job fit mediated the relationship between human resource practices and intentions to join the organization.

THE EFFECTS OF GENDERED COMMUNICATION AND GENDER COMPOSITION ON OBJECTIVE INDICATORS OF CAREER SUCCESS

Caitlin E. Smith Sockbeson, *Tulane University*
Frankie Jason Weinberg, *Loyola University New Orleans*
Len J. Trevino, *Loyola University New Orleans*

In what ways do one's gendered communication style, biological sex, and workplace sex composition interact to predict career success? Drawing on theories of organizational demography, sex- and gender-based attributions, and social roles and expectations, this study predicts that masculine and feminine communication will differentially affect one's salary and advancement when taking into consideration the focal individual's sex and that of those around him or her. Results indicate that, after controlling for a number of factors previously found to predict objective career outcomes, considering 'who the communicator is' and 'who the audience is' appears to affect the gendered communication-career success relationship.

Thursday, 3:00pm - 4:30pm in Verelst

HC [Symposium]: MHEALTH: Reinventing healthcare?

Donna Malvey, *University of Central Florida*
Donna J. Slovensky, *University of Alabama at Birmingham*
Pamela Paustian, *University of Alabama at Birmingham*
Bob Garrie, *University of Alabama at Birmingham*
Barbara Alderman, *University of Central Florida*

Mobile health (mHealth) is emerging as part of a new mobile era that uses complex technology to greatly simplify things for the consumer, including changing the ways consumers search for health information and communicate with providers and insurers. Because billions of people worldwide carry mobile devices, and that number is expected to increase dramatically within the next few years, mHealth has the potential to reinvent healthcare: from service delivery to patient care to reimbursement systems to global outsourcing of both clinical and financial services. However, regulatory, privacy, and security issues may discourage or at least slow down mHealth innovation.

Thursday, 3:00pm - 4:30pm in Vernon

Teaching: Using Evidence, Encounters, and Experiences to Improve Student Learning and Application (Sponsored by Project Management Institute [PMI])

Facilitator: **Rebecca Thacker**, *Ohio University*

AN INNOVATIVE APPROACH TO TEACHING THE MBA CAPSTONE CLASS

Barbara A. Spencer, *Mississippi State University*

This paper describes the MBA capstone class at my university, in which student teams conduct consulting projects for on-going businesses and entrepreneurs. Although this general approach is used by other universities, the innovative aspects of this particular course include the following :1) The projects are identified by a University Center that is funded by the Department of Commerce; 2) Projects and resources are gained from partnerships with state-wide agencies, industry associations, community organizations, and other university groups; 3) Both on-campus and distance students MBA students are involved with local projects. Ideas for balancing student learning with client results are described.

INCORPORATING EVIDENCE-BASED MANAGEMENT INTO UNDERGRADUATE MANAGEMENT COURSES: LESSONS LEARNED FROM FOUR SEMESTERS

Andrew Bennett, *Virginia Commonwealth University*

Evidence-based management is a growing movement in our field that emphasizes gathering the best evidence available from science and organizations to make business decisions. Regarding the teaching of evidence-based management, some of the more recent publications have focused on teaching and textbooks at the graduate level. This session focuses on how to bring evidence-based management into undergraduate classes. Specifically, I discuss some of the mistakes I have made when trying to incorporate an evidence-focused approach, as well as how my class has evolved and become effective and perceived as more relevant to business practice.

TEACHING PROFESSIONALISM IN THE MANAGEMENT CLASSROOM: CHALLENGES AND APPROACHES

Valerie Vogt Pape, *Bradley University*
Jennifer Robin, *Bradley University*

Professionalism and related interpersonal behaviors are important objectives of business education and sought after by employers. Professionalism also creates a positive class experience conducive to learning. Some professionalism skills are challenging to teach and assess in a classroom setting. The paper examines a sequential approach in two undergraduate courses. The course design includes: content about the importance of professionalism for future success; assessments to increase self-awareness; group exercises, behavioral anchors and examples to encourage critical thinking; opportunities to give and receive feedback; and grading rubrics to assess growth. Examples of these tactics and discussion of their impact will be discussed.

THE EXPERIENTIAL LEARNING CYCLE (. . .) IN A WRITING ASSIGNMENT: THE PERSONAL HR CASE ASSIGNMENT

Gordon Meyer, *Canisius College*

Describes a personal case writing assignment that is consistent with the steps in Kolb's experiential learning cycle. The assignment challenges students to reflect upon and learn from their previous organizational experiences while developing their skills in descriptive and expository writing.

THE USE OF EXTERNAL STAKEHOLDERS IN MANAGEMENT EDUCATION AND LEARNING

Bryan S. Schaffer, *Florida Gulf Coast University*

Donna Boone Parsons, *University of North Carolina at Asheville*

Dennis Cole, *University of North Carolina at Asheville*

This paper addresses the value of using external stakeholders as part of the learning process in management courses. We draw on personal experience and existing literature to outline the benefits of this approach. Implications and recommendations for practice are offered.

Thursday, 3:00pm - 4:45pm in Regency A

Paper Development Workshop

Coordinator: **Kevin B. Lowe**, *University of Auckland*

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*

Neal M. Ashkanasy, *The University of Queensland*

T. Russell Crook, *University of Tennessee*

William L. Gardner, *Texas Tech University*

Mark B. Gavin, *West Virginia University*

Janaki Gooty, *University of North Carolina at Charlotte*

Mark J. Martinko, *The University of Queensland*

Annette Ranft, *University of Tennessee*

Terri A. Scandura, *University of Miami*

Thursday, 3:15pm - 4:00pm in Plimsoll

Research Speed Dating: Recruitment Selection

Coordinator: **Jennifer Sexton**, *West Virginia University*

Facilitator: **Jeffrey B Paul**, *The University of Tulsa*

Thursday, 4:15pm - 5:00pm in Plimsoll

Research Speed Dating: Scale Development

Coordinator: **Jennifer Sexton**, *West Virginia University*

Facilitator: **Laurence G. Weinzimmer**, *Bradley University*

Thursday, 5:15pm - 6:30pm in Scarbrough Ballroom

SMA Business Meeting

Presiding: **Christopher Shook**, *Auburn University* (SMA President)

Thursday, 6:30pm - 7:30pm in Harborside

SMA Presidential and Hunt/SOSA Award Reception

Come enjoy light refreshments and honor outgoing SMA President Christopher Shook and our Hunt/SOSA Honoree Mark B. Gavin.

James G. (Jerry) Hunt SMA Outstanding Service Award

sponsored by Texas Tech University

All-SMA Main Event Reception sponsored by University of Alabama

Friday, November 14

Conference Registration: 8:30am-5:00pm in Registration Booth-Mezzanine Level

Coordinator: Cynthia Cycyota, *United States Air Force Academy*

Conference Exhibits: 8:30am-3:15pm in Pre-Function

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

Friday, 8:00am - 8:30am in Regency Ballroom Pre-Function

Café SMA (Coffee/Tea Bar)

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

Sponsored by University of Miami

Friday, 8:30am - 9:15am in Plimsoll

Research Speed Dating: Leadership

Coordinator: Jennifer Sexton, *West Virginia University*

Facilitator: Jack Howard, *University of Alabama at Birmingham*

Friday, 8:30am - 10:00am in Percival

Professional Development Institute: Where's the Gold in the Golden Years? Community of Academy Senior Scholars (CASS) Symposium on Encore Career Choices and Retirement Strategies for Senior Scholars

Robert C. Ford, *University of Central Florida*

Myron D. Fottler, *University of Central Florida*

Anson Seers, *Virginia Commonwealth University*

Mark J. Martinko, *The University of Queensland*

W. Jack Duncan, *University of Alabama at Birmingham*

Sherry Sullivan, *Bowling Green State University*

Friday, 8:30am - 10:00am in Regency A

ME [Symposium]: Open Access for Management Scholars

Jim Jawahar, *Illinois State University*

Thomas H. Stone, *Oklahoma State University*

Neal M. Ashkanasy, *University of Queensland*

In this symposium, panelists Jim Jawahar, Neal Ashkanasy, and Tom Stone will examine issues related to open access from the perspectives of administrators, authors, reviewers, and editors. Open access is gaining traction and it is important we educate ourselves about its implications in the management field. Questions to be addressed are: What is open access? How it is achieved? What are universities and publishers doing about it? Why might we support it? What are the longer-term ramifications of open access? Panelists will discuss the potential drawbacks and benefits of open access and provide resources for learning about it.

Friday, 8:30am - 10:00am in Regency B

OB: Workplace Dynamics: Studies on Fit and Diversity

Facilitator: Linda McMullen, *LaGrange College*

DIVERSITY BELIEFS AS A MODERATOR BETWEEN WORKGROUP DIVERSITY AND GROUP OUTCOMES: A REVIEW

Dennis Marquardt, *University of Texas at Arlington*

The main effects focus of diversity research has created a landscape of mixed results and more questions than answers. As scholars call for more rigorous studies into the contingencies that influence diverse workgroup processes, diversity beliefs has emerged as a promising moderator. This paper reviews the diversity belief literature from 2000-2012, with the hope of offering an analysis of the current state of research as well as suggesting new areas for future research. The most consistent findings indicate that pro-diversity beliefs have a positive effect on group identification, work involvement, and group performance, often mediated through information elaboration.

PERSON JOB FIT: DO YOU SEE ME LIKE I SEE ME?

Rebecca Lee Badawy, *Youngstown State University*

Robyn Brouer, *Canisius College*

We develop a theoretical framework that addresses questions of how individuals' self-concepts affect the social nature of working relationships. Grounded in identity theory, the roles of psychological entitlement and the impostor phenomenon are explored in the assessment of person-job(PJ)fit. It is argued that these self-concepts create discrepancies between self and leader perceptions of employees' PJ fit (e.g., my boss thinks I have the skills to do the job, but I do not) and that this results in impression management behaviors to lessen these identity discrepancies. We explore the leader mentoring styles in reaction to the different impression management tactics.

Friday, 8:30am - 10:00am in Regency D

OB [Symposium]: Mistreatment in Organizations: The Role of Abusive Supervision

Pamela L. Perrewé, *Florida State University*

Paul E. Spector, *University of South Florida*

Rachel Elizabeth Frieder, *Old Dominion University*

John N. Harris, *Florida State University*

Charn Patrick McAllister, *Florida State University*

Zhiqing Zhou, *Florida Institute of Technology*

Marie S. Mitchell, *University of Georgia*

Supervisor abuse is a specific form of psychological workplace mistreatment and has emerged as an important topic of research due to the negative impact on employee well-being, behavioral outcomes, and organizational outcomes. This symposium advances knowledge by examining correlates of supervisory abuse and factors that mitigate or exacerbate the negative effects of supervisory abuse. Presentations will examine a range of moderators in the abusive supervision – outcome relationship such as Machiavellianism, self-regulation, resilience, and leader charisma; further, these papers include longitudinal and multi-sample studies. This session provides new empirical and conceptual insight into both abusive supervision and psychological workplace mistreatment.

Friday, 8:30am - 10:00am in Regency E

OB: Tensions in the Work-Family Interface and Conflict with Co-Workers

Facilitator: **Heather S. McMillan**, *Southeast Missouri State University*

ADDITIONAL EFFECTS OF INTERROLE CONFLICT: HOW FAMILY INTERFERING WITH WORK INFLUENCES ORGANIZATIONAL CITIZENSHIP AND COUNTERPRODUCTIVE WORK BEHAVIORS

Brittany Kathleen Mercado, *Baruch College, CUNY*
Stephan Dilchert, *Baruch College, CUNY*

Because most employed adults must manage both work and family responsibilities, many employees also experience conflict between their roles, which often leads to compromised performance in one or both domains. Whereas work interfering with family (WIF) has been the focus of intense study, family interfering with work (FIW) has received less attention in the scholarly literature. We examined FIW and a broad set of counterproductive work behaviors (CWB) and organizational citizenship behaviors (OCB) in three samples with a multi-measure, time-lagged design. Results support our hypotheses that employees who experience FIW would display increased CWB and decreased OCB levels overall.

GRIN AND BEAR IT? EMPLOYEES' USE OF EMOTIONAL LABOR DURING COWORKER CONFLICT

Ashley E. Nixon, *Willamette University*
Valentina Bruk-Lee, *Florida International University*

Survey study of 459 employees identified the moderated-mediation role of emotional labor during coworker conflicts to predict employee depression, job satisfaction, and performance. Task, relationship, and non-task organizational conflict were negatively related to job satisfaction and performance, and positively related to depression. Surface acting negatively related to all conflict types. Moderated-mediation analysis revealed that surface acting mediates the relationship between relationship and non-task organizational conflict with depression when conflict is infrequent, the relationship between task conflict and job satisfaction, and the relationships between all types of conflict and performance when conflict is frequent. Future research directions and applications are discussed.

MANAGING FAMILY IDENTIFICATION VIA SEGMENTING WORK FROM HOME: THE IMPORTANCE OF CONTEXT

Samantha Paustian-Underdahl, *Florida International University*
James E. King, *University of Alabama*

In this research, which is underpinned by boundary theory and person-environment fit theory, we examined how aspects of employees' work environments (i.e. pressure from the workplace and/or supervisor to bring work home) interact with their family identification to affect their preferences and abilities to segment work from home, and their subsequent work-interference-with-family and job performance. Research in this area is quite timely given the considerable attention the 'always on' work mentality has received both in the U.S. and abroad. In two studies we examine how boundary management processes vary for senior leaders and individual contributors.

PARENTAL RESOURCE DRAIN AND IMPLICIT BELIEFS: EXAMINING IMPLICATIONS OF PARENT WORK FOR ADOLESCENT CORE-SELF EVALUATIONS

Kimberly French, *University of South Florida*
Marcus M. Butts, *University of Texas at Arlington*
Tammy D. Allen, *University of South Florida*

This study investigates the process through which parent time and energy resource drain relate to adolescent core self-evaluations, examining parent-child interactive activities and social support mediators. Implicit beliefs about dual-earner parenting are examined as a moderator for the resource drain and parent-child interactive activities relationship. Using multisource data from the 500 Family Study, we find partial evidence for the proposed relationships. Work hours relate to parent-child interactive activities and subsequent social support for mothers and fathers. Father social support directly relate to adolescent core-self evaluations, and father implicit beliefs amplify a positive relationship between work fatigue and parent-child interactive activities.

Friday, 8:30am - 10:00am in Regency F

OT: New Ideas in Corporate Governance

Facilitator: **James Welch Jr.**, *Eckerd College*

A MODEL OF CEO-DIRECTOR RELATIONSHIPS AND THE IMPACT ON CEO REPLACEMENT DECISIONS

Zonghui Li, *Mississippi State University*

Observations in business practice indicate that CEO-director relationships vary across firms and in firms, and that the various relationships have an impact on directors' behavior in general and CEO replacement decisions in particular. Drawing on social exchange theory and taking the relationship as the level of analysis, this paper develops a two dimensional model of CEO-director relationships and argues monitoring and trust are the essence of the two dimensions respectively. Based on this model, firms in which directors keep high vigilance on monitoring and have high trust on CEOs are more likely to recover from performance decline.

BETWEEN CHANGE AND CONTINUITY IN CORPORATE GOVERNANCE: LITERATURE REVIEW AND FUTURE RESEARCH

Mario Krenn, *Southeastern Louisiana University*

This paper reviews and critiques current research on corporate governance reform. The review highlights that firms face both pressures for change and continuity in corporate governance. From a theoretical perspective, the author argues that corporate governance is part of a nation's institutional framework and therefore, its evolution needs to be treated as institutional change. Building upon this perspective, a discussion and research framework is proposed to integrate the disparate corporate governance reform literature and to provide promising directions for future research.

REDISCOVERY OF JEWISH COVENANTAL THEORY: AN EXTENSION OF STEWARDSHIP THEORY WITHIN CORPORATE GOVERNANCE

Curtis L. Wesley II, *Indiana University*

Josh Plaskoff, *Indiana University-Purdue University Indianapolis*

The purpose of this paper is to explain how covenantal relationships are important in stewardship behavior. While the concept of covenant has been explicitly adopted as the foundation for stewardship (Davis, et al., 1997; Hernandez, 2012), an examination of the religious/spiritual/philosophical roots of covenantal relationships expands our understanding of the relationships between individuals and each individual and their community. We focus on the history of the Jewish community and the teachings within the Torah as it provides a historical, institutional context of covenantal relationships, how they were modeled in Judaic history, and how they may be manifested in today's society.

Friday, 8:30am - 10:00am in Scarbrough 1

Professional Development Institute: Demystifying CAQDAS -- Analyzing Text Documents Using Software

(co-sponsored by the Research Methods Division of the Academy of Management)

Anne Smith, *University of Tennessee*

This session will identify approaches to analyze text data – inducing themes from the text, overlaying existing theory and dimensions onto the text, or utilizing dictionaries to see patterns in the data. These different approaches will be illustrated with examples from research projects and using QDA Miner/Provalis software. (The session is not a how-to with software nor any sales pitch for the software! Most software to analyze text documents have similar functionality.) During this session, I will show examples of coding approaches using this software and provide a few tricks to reduce coding time, enhance reliability, and uncover relationships in the text. Experience with qualitative text analysis is not required, only an interest in text analysis using computers.

Friday, 8:30am - 10:00am in Scarbrough 2

Strategy: Change Strategies

Facilitator: **Carolee M. Rigsbee**, *University of Illinois at Springfield*

BEYOND STRATEGIC CHANGE: A DYNAMIC STUDY OF STRATEGIC STAGING IN STRATEGY EXECUTION

Timothy David Hubbard, *University of Georgia*

Scott D. Graffin, *University of Georgia*

This study explores strategic staging, defined as the pace at which strategic change decisions are implemented. Using latent growth modeling we show two factors—financial performance and CEO media coverage—interact to drive strategic staging. We show that financial performance leads CEOs to reduce strategic staging; that is, slow down their rates of strategic change. On the other hand, increasing CEO media coverage leads CEOs to engage in greater strategic staging. When considering these two predictors together we show that increasing CEO media coverage leads CEOs to greater strategic staging with declining performance and less strategic staging with increasing performance.

MAKING THE PIE AND TAKING THE PIE: COOPERATION AND OPPORTUNISM IN INTERORGANIZATIONAL RELATIONSHIPS UNDER ENVIRONMENTAL VOLATILITY

Han Jiang, *University of Memphis*

We challenge the literature's common assumption that cooperation and opportunism are flip sides of the same coin and that a given relationship is therefore either predominantly cooperative or predominantly opportunistic. We introduce a new, strategic choice-based perspective on cooperation and opportunism, which reflects that fact that each creates value for partner firms through different means and different rationale. Our hypotheses are largely supported using a particularly rich dataset with reduced potential self-report bias and consistency bias by including responses from both suppliers and buyers for each relationship and gathering data on predictors and predicted effects in two separate time periods.

SURVIVING DECLINE AND DISRUPTIVE CHANGE: A FRAMEWORK OF STRATEGIC TRANSITION

Mark Mallon, *Old Dominion University*

Stephen E. Lanivich, *Old Dominion University*

Recently, scholars have called for content-based research regarding strategic renewal (Agarwal & Helfat, 2009; Sirmon, Hitt, Ireland, & Gilbert, 2011) as well as resource-based strategic responses to organizational or industrial decline (Trahms, Ndofor, & Sirmon, 2013). This paper fills a gap in these streams of literature by providing a framework of strategic transition from one industry to another. Drawing from the resource-based view, we propose that resource fungibility, uncertainty, and slack resources influence the decision for firm leaders to change industries. Additionally, we explore the potential for dynamic capabilities and transition barriers to affect firms with transition opportunities.

Friday, 8:30am - 10:00am in Scarbrough 3

Ent: Stakeholders and Institutional Factors of Entrepreneurship

Facilitator: **Ambika Prasad**, *Tulane University*

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

A STUDY OF THE IMPACT OF MEDIA COVERAGE ON IPO STOCK PERFORMANCE

Orhun Guldiken, *Old Dominion University*

Christina H. Tupper, *Old Dominion University*

Huizhu Yu, *Old Dominion University*

Anil Nair, *Old Dominion University*

This study uses signaling theory to examine the role of media coverage on IPO stock performance. Specifically, we investigate how the credibility of the media and the tone of media coverage about an IPO firm influence its weekly stock performance. By using firms that completed an IPO in 2006, we found that signals coming from credible media sources were more influential in increasing an IPO firm's stock price than those coming from less credible media sources. Additionally, we found that the greater the uncertainty of the tone of media coverage about an IPO firm, the lower its stock price increase.

NAVIGATING THE ENTREPRENEURIAL PROCESS IN EMERGING MARKETS: THE INFLUENCE OF EXPLORATION AND EXPLOITATION AND INSTITUTIONAL FACTORS

Indu Ramachandran, *Texas State University*

Joshua J. Daspit, *Mississippi State University*

Limited attention has been given to the entrepreneurial processes of incumbent firms in the emerging markets. Accordingly, the primary objective of this contribution is to understand how firms navigate the entrepreneurial process in emerging markets by employing a learning-oriented perspective. Specifically, we suggest that the firm's ability to explore and exploit new knowledge, influences the entrepreneurial process. Additionally, we propose that certain institutional factors within emerging markets influence the extent to which exploration and exploitation relate to the entrepreneurial process. The framework offered conceptualizes how firms use internal/ external exploration and exploitation to navigate the entrepreneurial process in emerging markets.

SURVIVAL AT WHAT COST? HOW NEW FIRMS COUNTER DEPENDENCE ON GOVERNMENT

Curtis R. Sproul, *West Virginia University*

Andrew Michael Carnes, *West Virginia University*

Matthew R. Marvel, *West Virginia University*

Amanda Marie Pozzuto, *West Virginia University*

Resource dependence theory suggests that new organizations are typically at a substantial disadvantage when conducting business with larger organizations. New firms dealing with the government are particularly likely to face this disadvantage, as the standard power-balancing mechanisms such as mergers are not available when dealing with the government. However, due to the relative stability of the government, new firms are more likely to survive when the government is their customer. Additionally, intellectual property, government financial support, and product diversification can reduce the disadvantage that leads to lower firm performance.

Friday, 8:30am - 10:00am in Scarbrough 4

HRM: Working Hard No Matter What: Investigating Status, Openness, and Recessions

Facilitator: **C. Justice Tillman**, *Baruch College, CUNY*

OPENNESS AND ACADEMIC PERFORMANCE: THE BENEFIT OF INTERPERSONAL INFLUENCE, CONSTRUCT SPECIFICITY, AND CONTEXTUALIZATION

Mareike Kholin, *University of Bonn*

James A. Meurs, *University of Calgary*

Gerhard Blickle, *University of Bonn*

Christian Ewen, *University of Bonn*

Andreas Wihler, *University of Bonn*

This study examines the relationship of openness to experience with performance-related outcomes. We narrowed both the research context (higher education academic performance in science disciplines) and the personality construct (learning approach) and interactively combined personality with a type of social skill (interpersonal influence). We conducted multi-level analyses on a sample of 148 targets and 264 peers. Those high on learning approach received higher performance evaluations. Furthermore, for those high and average on interpersonal influence, increased learning approach was associated with higher peer-ratings of performance. Contributions to science and practice, strengths and limitations and directions for future research are discussed.

THE IMPACT OF STATUS LEVELING SYMBOLS ON EMPLOYEE ATTITUDES: A MODERATED MEDIATIONAL ANALYSIS

David Morand, *Pennsylvania State University*

Lu Zhang, *Ulsan National Institute of Science and Technology*

This paper investigated the relationship between status leveling practices (practices used to remove, blur, or downplay hierarchical distinctions) and employee attitudes, as mediated through perceptions of organizational culture. We also examined how individual power-distance orientation moderates this mediated relationship. Using data from 147 working adults, our results largely supported the theoretical model. This study is among the first to measure status leveling, and to empirically investigate linkages between status leveling and relevant work related outcomes. Overall, such practices need to be integrated with other high involvement HR practices so as to create and sustain the culture desired by the organization.

IMPLICATIONS OF A RECESSION: THE RELATIONSHIP BETWEEN ECONOMIC TRAUMA, LOCUS OF CONTROL, AND WORK ETHIC

Melissa J. Mann, *Winston-Salem State University*

This study provides a preliminary glimpse into the impact of economic traumas, such as those experiences during periods of recession, on an individual's locus of control and work ethic. Relatively little is known about the antecedents of work value formation or the malleability of such beliefs. Even fewer studies have addressed the possible implications of recessions and wide spread organizational downsizings and layoffs on work ethic espousal. The current research used self-reported surveys and a sample of currently employed individuals. Results indicate that economic traumas will negatively influence work ethic espousal through the mechanism of locus of control.

Friday, 8:30am - 10:00am in Sloane

Social: CSR & Corporate Governance

Facilitator: **John Michael Mankelwicz**, *Troy University*

A RESOURCE-BASED VIEW OF CORPORATE SOCIAL RESPONSIBILITY: GETTING MORE BANG FOR THE BUCK

George D. Bingham, *Nova Southeastern University*

An approach is proposed to better reconcile CSR expectations with maximizing shareholder value. Paper proposes normative 3D model evaluating CSR initiatives, inspired by Carroll's (1979) model. The primary dimension matches CSR initiatives with the firm's competitive resources, based on a resource-based view. Other dimensions include consideration of priority stakeholders; and the social impact of the issues evaluated. The approach is expected to result in greater social impact for resources invested, more buy-in from stakeholders, and greater impact on corporate reputation. These and other benefits are expected to positively impact firm performance.

BOARD OF DIRECTORS AND INDUSTRY DETERMINANTS OF CORPORATE PHILANTHROPY: AN EMPIRICAL INVESTIGATION

Wonsuk Cha, *University of Texas-Pan America*
Michael Abebe, *University of Texas-Pan American*

This study examines the relationship between proportion of outside and female directors and level of philanthropy. Furthermore, we also propose that there is a strong industry effect in terms of the level of philanthropy such that there is a significant difference in the level of philanthropic activities. We analyzed three year philanthropic data from 104 U.S. Corporations. Our findings provide empirical support for the relationship between the number of female board directors and the level of philanthropy. Furthermore, we found significant inter-industry variations in the level of philanthropy among sample firms. Implications for research and practice are discussed.

OWNERSHIP STRUCTURE AND CORPORATE SOCIAL RESPONSIBILITY: EMPIRICAL TESTING OF COMPLEMENTARITY IN GOVERNANCE MECHANISMS

Won-Yong Oh, *University of Calgary*
Jongseok Cha, *Hansung University*
Young kyun Chang, *University of Wisconsin - Whitewater*

The extant literature has examined the effects of ownership structures on corporate social responsibility (CSR) and/or irresponsibility (CSIR), yet overlooked the effects of interactive dynamics among major shareholder groups. In this study, we examine the non-linear and interactive effects of insider and institutional ownerships on both CSR and CSIR. With a sample of the U.S. Fortune 1,000 firms, evidence from polynomial regression analysis suggests that insiders and institutional ownerships should be complementarily interacted to yield higher levels of CSR. Our findings offer a more complete understanding of the relationships between ownership structures and corporate social outcomes.

PROFIT AND SOCIAL MISSION IN TANDEM: B CORPORATIONS' RATIONALES AND PERFORMANCE IMPACT

Hansin Bilgili, *University of Arkansas*
Dan Worrell, *University of Arkansas*
Alan Edwin Ellstrand, *University of Arkansas*

Benefit Corporations are part of a growing movement of for-profit entities that are managed not only for the benefit of their shareholders, but also for the benefit of the public, society and the environment at large. We examine rationales for becoming a Certified B Corporation (B Corp) and performance impact score categories for 609 B Corps. We address the influence of legal Benefit Corporation status, founding status, and rationales for becoming a B Corp on impact scores. Our findings highlight the importance of the varying types, motives and social impact of this new hybrid organizational form.

Friday, 9:30am - 10:15am in Plimsoll

Research Speed Dating: Strategic Decision-Making

Coordinator: **Jennifer Sexton**, *West Virginia University*

Facilitator: **Joel F. Bolton**, *University of Southern Mississippi*

Friday, 10:15am - 11:45am in Regency A

Ent: Family vs. Non-Family Businesses

Facilitator: **Jean McGuire**, *Louisiana State University*

A LONGITUDINAL ANALYSIS OF THE ENTRENCHMENT INDEX IN FAMILY VERSUS NON-FAMILY FIRMS AND GENERATIONAL DIFFERENCES

Esra Memili, *University of North Carolina at Greensboro*
Zhonghui Wang, *University of North Carolina at Greensboro*

We examine the differences between family and non-family publicly-traded firms as well as among family firms concerning the use of entrenchment index (E-index) provisions. We first suggest that family firms will be less likely to use E-index provisions than non-family firms. We also suggest that family firms with the majority of founding generation family managers and/or directors will be positively associated with the use of E-index provisions, whereas those with the majority of second or later generation will be negatively associated with E-index. We test our hypotheses on a sample of S&P500 publicly-traded firms. The results support our hypotheses.

BEYOND FAMILY FIRM BOUNDARIES: EXAMINING SOCIOEMOTIONAL WEALTH IN FAMILY AND NONFAMILY FIRMS

David Jiang, *University of Tennessee*
Mary Beth Rousseau, *Georgia Southern University*
Franz Kellermanns, *University of North Carolina at Charlotte*

Growing interest in Socioemotional Wealth (SEW), or family firms' use of emotional value as a decision reference point, can explain why family firms are generally known to make risk averse decisions. However, research suggests that nonfamily firms can also use loss of emotional value as a reference point. Using prospect theory, we apply a SEW perspective to both family and nonfamily firms. We hypothesize that SEW increases with the number of blockholders in management, duration of control, and TMT ownership concentration. Our findings suggest that SEW, as a theory of the family firm, can contribute to the broader management literature.

WE HAVE TO STICK TOGETHER: A STUDY OF PERFORMANCE-ENHANCING EFFECTS OF SOCIOEMOTIONAL WEALTH AND GROUP PHENOMENA IN FAMILY FIRMS

Bart Debicki, *Towson University*
Robert VDG Randolph, *University of Nevada Las Vegas*

This paper considers the effect of the importance of three socioemotional wealth (SEW) dimensions (family reputation, family sustainability and family obligations) on performance in family firms. The impact of SEW on performance is argued to occur due to the positive effect of SEW-related goals on group potency and group cohesion between family members, which in turn improves family firm performance. A family's pursuit of SEW-related goals is commonly believed to be detrimental to economic performance. We take this relationship under scrutiny by considering contexts where the pursuit of SEW may lead to the performance-enhancing group phenomena.

WORK-FAMILY CONFLICT AND WORK TENSION AMONG FAMILY AND NON-FAMILY BUSINESSES

Jon C. Carr, *Texas Christian University*
Keith Hmieleski, *Texas Christian University*

This study examined the effects of work and family conflict on work tension for founders of family versus non-family businesses. Drawing on role theory, it was predicted that founders of family businesses would experience significantly greater work tension from family-work conflict than for founders of non-family businesses. Conversely, it was predicted that work-family conflict would exert more negative effects on founders of non-family businesses than for those running family businesses. Results from a national (United States) sample of business founders supported these predictions. Implications for the management of work and family conflict in family versus non-family businesses are discussed.

Friday, 10:15am - 11:45am in Regency B

Careers [Symposium]: New Directions in Mentoring Research

Terri A. Scandura, *University of Miami*
Ethlyn A. Williams, *Florida Atlantic University*
Juanita Woods, *Florida Atlantic University*
Attila Hertelendy, *The George Washington University*
Ronnie Grant, *University of Miami*
Monica Sharif, *San Francisco State University*
Stephanie Maynard-Patrick, *New Mexico State University*
James W. Bishop, *New Mexico State University*
Bryan Joab Deptula, *Central Washington University*

Mentoring has been researched in the careers literature for over 30 years. Mentor's career and psychosocial support significantly and positively relates to career outcomes for protégés. Research has examined mentoring from the mentor's point of view demonstrating the mentors perceive costs and benefits from mentoring and thus, reciprocity has been a theme in the mentoring literature. Mentoring research has also discussed the mutuality of mentoring relationships since mentors and protégés become co-learners in high quality relationships. The purpose of this symposium is to further these themes in mentoring research with four innovative paper presentations and discussion of new research directions.

Friday, 10:15am - 11:45am in Regency D

OB [Symposium]: Mistreatment in Organizations: Behavioral and Strain Consequences

Paul E. Spector, *University of South Florida*
Pamela L. Perrewé, *Florida State University*
Maryana L. Arvan, *University of South Florida*
Erin Eatough, *Baruch College, CUNY*
Vickie Coleman Gallagher, *Cleveland State University*
Shani Pindek, *University of South Florida*
Darren C. Treadway, *University at Buffalo, SUNY*
Rebecca J. Bennett, *Louisiana Tech University*
Jeffrey Bentley, *University at Buffalo, SUNY*

Psychological workplace mistreatment has emerged as an important topic of research due to its prevalence and negative impact on employee well-being and behavioral outcomes. This symposium advances knowledge by arguing for a more diverse and expansive view on what constitutes psychological workplace mistreatment, and by focusing on the interplay between its affective, physical, and behavioral strains. Presentations will summarize empirical findings from studies on a broad range of psychological mistreatment phenomena, and include meta-analytic, longitudinal, daily diary, and multi-level research designs. This session provides new empirical and conceptual insight on psychological workplace mistreatment and its consequences.

Friday, 10:15am - 11:45am in Regency E

OB: Let's Build Something: Development of Employee Skills, Leader Identity, and Employee Resources

Facilitator: **Elwin Jones**, *Columbia Southern University*

BUILDING POSITIVE EMPLOYEE RESOURCES BY MAKING WORK FUN

John W. Michel, *Loyola University Maryland*
Michael J. Tews, *Pennsylvania State University*

Having fun at work is becoming a cornerstone of the modern workplace. Organizational scholars have conducted a number of studies to explore the role of fun at work. This research has provided insight as to what employees consider fun, the employee outcomes influenced by fun, the mechanisms through which fun impacts employees, and the individual differences that determine whether or not an employee will have fun. In this paper, we review the workplace fun literature and propose a theoretical framework based on the affective events and broaden-and-build theories to explain the process by which fun influences employees flourishing at work.

THE DEVELOPMENT OF LEADER IDENTITY: LEADERSHIP SKILLS, TRAINING, AND GOAL ORIENTATION

Darja Miscenko, *Maastricht University*
Hannes Guenter, *Maastricht University*
David V. Day, *University of Western Australia*

Leadership development has often been conceptualized as acquisition of specific skills, therefore ignoring deeper knowledge structures involved. In addition, the longitudinal nature of development has not been fully addressed empirically. We propose an integrative approach to leadership development that combines leadership skills and leader identity to make visible how both change over time. We collected longitudinal data (8 weeks) for 98 graduate students participating in leadership course to test hypotheses. We find that leader identity develops in a J-shaped pattern. Leadership skills and goal orientations were positively related to leader identity development. Results, implications, and future directions are discussed.

UNPACKING POLITICAL SKILL: USING OPPORTUNITY RECOGNITION AND CAPITALIZATION TO EXPLAIN DIMENSIONAL PROCESS DYNAMICS

Charn Patrick McAllister, *Florida State University*
B. Parker Ellen III, *Florida State University*
Gerald R. Ferris, *Florida State University*

Although political skill consistently demonstrates its ability to predict important work outcomes, little is actually known about the “how” of political skill, or its underlying process dynamics. To address this limitation, a theoretical argument and model are presented in an effort to explain this construct’s inner-workings. Using the current research on opportunity recognition and capitalization, it is shown that these two constructs represent the underlying mechanisms responsible for how the political skill dimensions resonate with one another, and produce favorable work outcomes. Contributions to theory and research, organizational implications, and directions for future research are discussed.

Friday, 10:15am - 11:45am in Regency F

OT: Alternative Perspectives on Venturing and Innovation

Facilitator: **Anthony C. Hood**, *University of Alabama at Birmingham*

AN EXAMINATION OF CORPORATE VENTURING THROUGH ORGANIZATION THEORY

Matt Hersel, *Auburn University*

Corporate Venturing (CV) is the establishment of a new business from within an existing firm. Utilizing CV provides organizations with a means of achieving strategic renewal which revitalizes their operations and building new capabilities which create value for their stakeholders. The purpose of this paper is to examine CV through the perspectives of various organizational theories in order to better understand why, when, and how organizations engage in CV activities. The insights developed in this paper provide new perspectives for scholarly investigation and provide managers with decision-making ammunition when considering entrepreneurial projects within their organization.

EXPLORING FRANCHISE SYSTEM DEVELOPMENT IN FRANCE

Laurent Sié, *Groupe ESC PAU*
Tim Pett, *Rollins College*
Ian Hipkin, *ESC-Pau*

Franchising is a business model for organisational growth and geographic extension, and its increasing popularity has led to a considerable research in this area. The steps necessary for launching and implementing a successful franchise have received limited attention in the literature. A notable exception of is found in the study by Floyd and Fenwick (1999), which identifies significant activities in the franchising process. The purpose here is to replicate this franchise development model in France. Using a case study approach of franchisors in France in order to determine how they practised the process. The findings somewhat support the model.

THE COGNITIVE DIMENSION OF INNOVATIVE SOCIAL NETWORKS

Rajeev J. Sawant, *Baruch College, CUNY*

I examine the role of a social network’s cognitive dimension in the network’s innovative ability by integrating research in organizational cognition with network theory. By conceptualizing a network’s cognitive dimension as a knowledge structure (KS), defined as a mental template that actors impose on an information environment to give it form and meaning, I propose that a change in network KS is a necessary condition for innovation. I explore conditions that hinder or facilitate network KS change by examining the process of individual KS aggregation and the effect of network relational and structural dimensions on network KS change.

THE RHETORICAL STRATEGIES OF INSTITUTIONAL ENTREPRENEURS

Theodore Waldron, *Baylor University*
Gregory Fisher, *Indiana University*
Mike Pfarrer, *University of Georgia*

Rhetoric constitutes the lifeblood of institutional entrepreneurs’ efforts to convince field members to adopt new arrangements. Using a sociocognitive perspective, we identify and explain variation in the rhetorical strategies favored by institutional entrepreneurs. Our conceptualization proposes that institutional entrepreneurs’ perceptions of field arrangements and members—informed by their identities and perceived power—affect how such actors will call for desired change. Overall, we enhance theory by reconnecting with and expanding on the role of agency in institutional entrepreneurs’ change projects.

Friday, 10:15am - 11:45am in Scarbrough 1

Professional Development Institute: Hot Topics (co-sponsored by the Research Methods Division of the Academy of Management)

SEGMENT 1: BOOTSTRAPPING BASICS

Joel Koopman, *Michigan State University*

Bootstrapping is increasingly used by organizational researchers for testing mediation and moderated hypotheses. This brief session is designed to provide an accessible explanation of how bootstrapping works, what information researchers should provide in method sections to ensure that findings are replicable, and threats to the interpretation of bootstrapping results. We will begin with single-level mediation and moderated-mediation and, time permitting, extend to multi-level applications. *(continued on Pg. 48)*

Continued from Pg. 47

SEGMENT 2: META-ANALYSIS: BASICS, BEST PRACTICES, AND HELPFUL TIPS

Dana Joseph, *University of Central Florida*

Given the rising popularity of meta-analysis, many resources exist to guide researchers in conducting meta-analytic work. However, navigating these resources can be difficult and often, these resources only briefly touch on some of the basics of meta-analytic procedures. This tutorial is designed to cover the basics of meta-analysis, with a focus on often-overlooked issues in meta-analytic searching, analyses, and reporting. Attendees will be given sample meta-analytic syntax and will be encouraged to ask questions.

Friday, 10:15am - 11:45am in Scarbrough 2

Strategy: Strategies in Crisis

Facilitator: **Michael Becraft**, *Park University*

GLOBAL INDUSTRY CHARACTERISTICS, ASSET MANAGEMENT CAPABILITY, AND FIRM PERFORMANCE DURING A CRISIS

Stav Fainshmidt, *Florida International University*
Anil Nair, *Old Dominion University*

Although dynamic capabilities (DCs) is a central strategic management concept, our knowledge of why firms develop DCs is still nascent. Further, the contribution of DCs to firm performance during crises remains unclear. Drawing from imprinting theory and Northian institutionalism, we argue and find that global industry dynamism has a positive impact on asset management capability of multinational enterprises (MNEs). However, counter to our theoretical prediction, asset management capability was negatively associated with performance during the 2008 economic crisis, though this effect was positive for MNEs operating in munificent global industries. We discuss implications for the DCs and organizational resilience literatures.

THE EFFECT OF CONFLICT TYPE AND ORGANIZATIONAL CRISIS ON STRATEGIC DECISION EFFECTIVENESS: AN EMPIRICAL INVESTIGATION

Kevin J. Hurt, *Columbus State University*
Michael Abebe, *University of Texas-Pan American*

This study identified cognitive conflict as a nonlinear phenomenon and revealed that organizational crisis alters the relationship between conflict-type and strategic decision outcomes. Organizational crisis negatively moderates the relationship between conflict-type and strategic decision quality. These results help clarify mixed findings about conflict's effects within strategic decision-making teams, providing insight on how these teams can maximize conflict in the strategic decision-making process. Importantly, our findings indicate high crisis contexts lessen the influence of conflict-type on strategic decision quality, suggesting that intra-team conflict dynamics among executive teams could be superseded by the urgent need for prompt decision-making and collaboration.

TMT ATTENTION TO THE THREATS FROM TECHNOLOGICAL DISASTERS: EVIDENCE FROM POLLUTERS IN THE S&P 1500

Jaemin Kim, *Richard Stockton College of New Jersey*
Clay Dibrell, *University of Mississippi*
Richard Gentry, *University of Mississippi*
Samantha J. Fairclough, *University of Mississippi*

Drawing on the attention-based view, we propose that technological disasters that happen in a focal firm's affiliated industry will result in a response by the TMT to increase a firm's environmental action, as mediated by the increased concerns and confidence about natural environmental issues. Using 10-year panel data, we found TMT attention to the environmental issues was a key cognitive instrument that links technological disasters and a firm's protective environmental actions. Furthermore, family influence, ownership dispersal, and outside directors play critical roles in having a TMT reframe its cognitive map and sense the signals from technological disasters.

Friday, 10:15am - 11:45am in Scarbrough 3

Ent: Entrepreneurial Orientation and Firm Performance

Facilitator: **Justin L. Davis**, *University of West Florida*

ASSESSING A MEASUREMENT OF ENTREPRENEURIAL ORIENTATION AT THE INDIVIDUAL-LEVEL OF ANALYSIS

Marshall Pattie, *James Madison University*
Anna-Katherine Ward, *University of South Carolina*
William John Wales, *James Madison University*

Research has suggested that the manifestation of entrepreneurial orientation is an important facet of an individual's entrepreneurial and business performance. This study develops items and assesses a measurement of entrepreneurial orientation at the individual-level of analysis (EO-I). The items were observed to exhibit promising validity and reliability. In sum, initial EO-I measurement items are offered which focus on general work place attitudes and behaviors, and build upon the rich tradition of EO research at the firm-level. Our EO-I instrument development studies present a timely contribution toward advancing research in the emerging area of EO at the individual-level within the managerial literature.

ENTREPRENEURIAL ORIENTATION AND THE PERFORMANCE OF MICROFINANCE INSTITUTIONS

Aaron Anglin, *University of Oklahoma*
Thomas H. Allison, *Washington State University*
Aaron Francis McKenny, *University of Central Florida*
Jeremy C. Short, *University of Oklahoma*

A rich history in the entrepreneurship literature has examined the impact of entrepreneurial orientation on firm performance. We extend this research to the social entrepreneurship domain by examining the role of entrepreneurial orientation in microfinance performance. Using a longitudinal research design including 167 microfinance institutions, we examine the importance of entrepreneurial orientation to the sustainability of operations and social impact from 2011-2014. Our findings suggest that the dimensions of autonomy, competitive aggressiveness, and innovativeness play a substantial role in the social impact of microfinance institutions.

RISK TOLERANCE, INFORMATION UNCERTAINTY, AND EXCHANGE ORIENTATION: AN INVESTIGATION OF THEIR ROLES IN SOCIAL EXCHANGES

Curtis L. Wesley II, *Indiana University*

Todd Saxton, *Indiana University*

M. Kim Saxton, *Indiana University*

John R. Busenbark, *Arizona State University*

We argue helping behaviors are a form of social exchange, and leverage expectancy and signaling theories to show how a person's risk tolerance, exchange orientation, and perception of uncertainty associated with the information provided influences their likelihood to provide assistance to others. Using assessments from venture community members judging presentations of entrepreneurs soliciting for support, we find risk tolerance and exchange orientation are associated with helping behaviors while information uncertainty is negatively related to helping behaviors. Likewise, risk tolerance positively moderates while information uncertainty negatively moderates the relationship between a person's exchange orientation and willingness to engage in helping behaviors.

Friday, 10:15am - 11:45am in Scarbrough 4

HRM: Changing The Way We Work to Achieve Better Results: Flexibility, Job Change, and High-Involvement

Facilitator: **Stacy Campbell**, *Kennesaw State University*

THE LINK BETWEEN FLEXIBLE WORK ARRANGEMENTS AND EMPLOYEE WORK OUTCOMES: A MULTILEVEL MODEL

Yan Chen, *Rutgers, The State University of New Jersey*

Ingrid Smithey Fulmer, *Rutgers, The State University of New Jersey*

This study uses a multilevel perspective to explore the effects of organizational-level flexible work arrangements (FWA) and employee experiences with FWA on job satisfaction and organizational commitment. Using data from the 2011 Workplace Employment Relations Study, we found that when FWA were offered by organizations, employee perceived availability were positively associated with their job satisfaction and organizational commitment. However, employee actual use did not predict job satisfaction or organizational commitment. Moreover, the number of FWA adopted by organizations negatively moderated the relationships between perceived availability and both job satisfaction and organizational commitment. The theoretical and practical contributions are discussed.

PLURALISTIC IGNORANCE OF FAMILY-FRIENDLY WORK BENEFITS

Ashley Mandeville, *University of Alabama*

Jonathon R. B. Halbesleben, *University of Alabama*

Marilyn Whitman, *University of Alabama*

Despite their increasing popularity, family-friendly benefits are frequently underused. This study examines the role of pluralistic ignorance on employees' utilization of family-friendly benefits. In a sample of 440 nurses on 46 units, we found that employees misperceived their coworkers' support of benefits utilization and behave in a manner congruent with the misperceived norm, even if personal preference for benefit utilization is incongruent with this norm. This creates a situation in which employees within an organization may wish to utilize the family-friendly benefits offered by their organization; however, they do not because they mistakenly perceive utilization is not socially accepted.

INDIVIDUAL PERFORMANCE AND JOB CHANGE: THE CHANGE OF SCENERY EFFECT

Bryan Rogers, *Mississippi State University*

James M. Vardaman, *Mississippi State University*

This paper examines the role of leaving one organization for another in fostering individual performance. With insights derived from psychological capital theory and drawing on an analysis of batting performance of Major League Baseball players from 2003-2013, this study reveals that individuals perform significantly better after changing organizations, suggesting a change of scenery effect on performance. The differential roles of voluntary and involuntary job change, as well as the effect of re-entering an organization in which one was previously employed are also examined. Implications for psychological capital theory and directions for future research are also discussed.

HIGH INVOLVEMENT WORK PRACTICES AT THE TEAM-LEVEL: INVESTIGATING THE VALUE OF KNOWLEDGE SHARING

Carol Flinchbaugh, *New Mexico State University*

Pingshu Li, *University of Kansas*

Matthew Luth, *Pacific Lutheran University*

We identify how employees' heterogeneous perceptions of strategic high involvement work practices (HIWPs) between teams leads to divergent team outcomes of quality service climate. We also examine the benefit of a mediating behavioral process, namely knowledge sharing at the team-level. Using multi-level modeling in a sample of 25 work teams from five non-profit service organizations we found that employees' perceptions of HIWPs enhanced knowledge sharing, leading to consequent improvements in the team level climate of service quality. The study results contribute to the HRM literature through examining the different effects of HIWPs and mediating processes at the team-level.

Friday, 10:15am - 11:45am in Sloane

Diversity: Diversity, Identity and Team Performance

Facilitator: **Alison V. Hall**, *University of Texas at Arlington*

DIVERSE PERSPECTIVES ON INCLUSION: EXPLORING THE EXPERIENCES OF INDIVIDUALS IN HETEROGENEOUS GROUPS

Sarah Singletary Walker, *University of Houston-Downtown*

Enrica N. Ruggs, *University of North Carolina at Charlotte*

Whitney Botsford Morgan, *University of Houston-Downtown*

Sandra DeGrassi, *University of Houston-Downtown*

Zunaira Khalid, *University of Houston-Downtown*

Osman Kavcar, *University of Houston-Downtown*

There is paucity of research examining the perceptions of racioethnic minorities in group decision-making tasks. The current research uses a longitudinal design to examine the extent to which racioethnicity influences perceptions of inclusion (i.e., information sharing, collective efficacy, satisfaction, and relationship conflict) when working in racially heterogeneous groups. Results reveal that individuals representing diverse racioethnic groups are, in general, satisfied while working in racially heterogeneous groups. However, reports of relationship conflict and information sharing varied as a function of racioethnicity. Results suggest that more research is needed to understand how to create more inclusive organizations.

FAULTLINES AND IDENTITY: EXAMINING THE DIVERSITY-PROCESS-PERFORMANCE LINK

Jessie Lynn Olien, *University of North Carolina at Charlotte*

Using faultline theory and social identity theory, this paper proposes a theoretical framework explaining how faultlines, team and subgroup identification, and participatory problem solving work to affect team performance in diverse teams. While diversity has been found to spur creativity and innovation, it has also been found to negatively affect team cooperation and coordination. This paper attends to these equivocal findings, both argument for the importance of both differentiating between diversity type and considering the role that identification plays in moderating the relationship between faultlines and participatory problem solving.

WHEN DISSIMILARITIES MATTER: EXAMINING THE RELATIONSHIP BETWEEN SOCIAL CATEGORIZATION, SUBGROUP COMPOSITION, AND INTERPERSONAL HELPING IN TEAMS

Jessie Lynn Olien, *University of North Carolina at Charlotte*
Lisa Slattery Walker, *University of North Carolina at Charlotte*

While organizations rely on teams comprised of people with unique backgrounds, knowledge, and skill-sets, organizational scholars have yet to thoroughly address how both the differences between individuals and the subgroup composition of a team relate to teammate helping behavior. Drawing on theories of social identity and social categorization, this study examines how nominal in-group and out-group distinctions operate in conjunction with intrateam subgroups to affect helping intentions. Using a sample of 390 undergraduates, this study finds evidence that the subgroup composition of a team, specifically, a person's standing as an intrateam isolate, negatively relates to intentions to help out-group teammates.

Friday, 10:15am - 11:45am in Verelst and Percival

Professional Development Institute: Meet the Editors from AMJ, ETP, JOB, JoM, JOB, and ORM

Coordinator: **David G. Allen**, *University of Memphis*

Panelists:

Scott D. Graffin, *University of Georgia* (Associate Editor, Academy of Management Journal)

Franz Kellermanns, *University of North Carolina at Charlotte* (Editor, Entrepreneurship: Theory & Practice)

Neal M. Ashkanasy, *The University of Queensland* (Editor-in-Chief, Journal of Organizational Behavior)

Patrick M. Wright, *University of South Carolina* (Editor-in-Chief, Journal of Management)

Anne Smith, *University of Tennessee* (Associate Editor, Organizational Research Methods)

Friday, 10:15am - 11:45am in Vernon

Teaching: Hands On! Experiential Classroom Exercises for Teaching Job Design and Strategic Management

Facilitator: **Brendan Mark Richard**, *University of Central Florida*

BLOCK WRAPPING: AN EXPERIENTIAL APPROACH TO TEACHING JOB DESIGN

Regina Yanson, *University at Albany, SUNY*

Sue Epstein, *SUNY Empire State College*

Melissa J. Mann, *Winston-Salem State University*

Many management educators agree that more experiential learning should be included in the classroom, but are not sure how to go about it. This paper provides an experiential teaching exercise that will help students develop a better understanding of job design and redesign, and the important role it plays in every organization. The core elements of job design are especially important because they serve as the foundational blocks for a deeper understanding and application of Job Characteristics Model (JCM).

BUILDERIFIC AS AN EXPERIENTIAL STRATEGIC MANAGEMENT EXERCISE

Timothy M. Madden, *Old Dominion University*

Laura T. Madden, *East Carolina University*

Karen Ford-Eickhoff, *University of North Carolina at Charlotte*

Builderific is an experiential strategic management exercise in which teams of students use Builderific-brand construction toys to create the tallest free-standing tower within a given timeframe. Originally developed by Coff and Hatfield (2003), this exercise has been adapted for a variety of class settings and provides an opportunity to discuss abstract strategic management topics including intellectual property, the role of resources and competitive advantage, organizational learning, and hypercompetitive environments. This presentation will provide attendees with an overview of the exercise, tips for successfully running it themselves, and best practices learned from more than twenty iterations.

Friday, 10:30am - 11:15am in Plimsoll

Research Speed Dating: Power and Politics

Coordinator: **Jennifer Sexton**, *West Virginia University*

Facilitator: **Wayne S. Crawford**, *University of Alabama*

Friday, 12:00pm - 1:15pm in Harborside

SMA Faculty Research/Teaching Collaboration Luncheon (pre-registration required)

Coordinators:

Mary Jo Jackson, *The University of Tampa*

Johnna Capitano, *Drexel University*

Friday, 12:00pm - 3:00pm in Savannah

SMA Officers and Board Luncheon Meeting

Coordinator: James G. Combs, *University of Alabama* (Incoming SMA President)

Friday, 1:15pm - 2:00pm in Plimsoll

Research Speed Dating: Strategic Change

Coordinator: Jennifer Sexton, *West Virginia University*

Facilitator: Johnna Capitano, *Drexel University*

Friday, 1:15pm - 2:45pm in Regency A

OB: Stressors in the Workplace and Beyond: Implications for Well-Being and Performance

Facilitator: Chris Bradshaw, *University of Missouri*

EXHAUSTION, DEVIANCE AND EMPLOYEES IN SMES: THE ROLE OF EMPLOYABILITY

Mahrane Hofaidhllaoui, *ESSCA School of Management*
Amina Raza Malik, *York University*
Shayna Frawley, *York University*

This study of 209 French automotive-sector employees examined the relationship between employability, depletion/exhaustion and deviance. Using Conservation of Resource theory, we argue employability is a personal resource that can help reduce feelings of depletion; conversely, burnt-out employees may engage in deviance to restore lost resources. Results indicate that two facets of employability (occupational expertise and balance) were negatively related to burnout, while burnout is positively related to interpersonal and organizational deviance. These findings suggest that organizations should build a family-friendly environment, facilitate knowledge sharing, and focus on employees' personal development to increase the well-being of both employees and the organization.

OH NO, PEOPLE MIGHT SEE MY PERFORMANCE! THE IMPACT OF FELT ACCOUNTABILITY, COMPETENCY NORMS, AND TENSION ON THE RELATIONSHIP BETWEEN THE IMPOSTOR PHENOMENON AND PERFORMANCE.

Rebecca Lee Badawy, *Youngstown State University*
Robyn Brouer, *Canisius College*
Joseph Ramia, *University at Buffalo, SUNY*
Brooke Ann Shaughnessy, *University at Buffalo, SUNY*

The impostor phenomenon describes successful individuals who feel like "fakes" and "phonies" (Clance & Imes, 1978), somehow having fooled others into believing they are competent individuals. Research has demonstrated that the impostor phenomenon leads to higher performance, yet holds individuals back due to lack of self-efficacy and confidence. Grounded in identity theory, we present a study demonstrating the conditional effect of felt accountability on the impostor phenomenon-performance relationship. Results (N=414) indicated that impostors' performance is negatively impacted when they feel they are being evaluated. To further understand this relationship, the role of competency norms and tension are explored as mediators.

ORGANIZATIONAL CITIZENSHIP BEHAVIOR AS A CONTRIBUTOR CAUSE OF BURNOUT

Chantal van Esch, *Case Western Reserve University*
Kylie Rochford, *Case Western Reserve University*

In this paper we consider the relationship between Organizational Citizenship Behavior (OCB) and burnout-exhaustion. Using the Job Demands-Resources (JD-R) model and Conservation of Resources theory, we posit that OCB increases job demands leading to exhaustion. An individual's perception of OCB as a demand versus a resource is argued to moderate the relationship between OCB and job demands. Perceived pressure to perform, perceived return, and personality impact the perception of OCB. Finally, we consider the role of OCB in creating social support, and argue that this social support will moderate the relationship between job demands and exhaustion-burnout.

WORK STRESSORS AND HEALTH: COMPARING LESBIAN, GAY, AND HETEROSEXUAL INDIVIDUALS

Soner Dumani, *University of South Florida*
Kimberly French, *University of South Florida*
Laurenz Meier, *University of Fribourg*
Kaspar Hurni, *University of Berne*

Currently, we know little about how work-related experiences of lesbian and gay individuals relate to their health compared to their heterosexual counterparts. The current study addresses this gap by comparing lesbian and gay individuals from Switzerland to heterosexual individuals in terms of work stressors and health. Results indicate that work stressors such as strain-based work-to-family conflict, work demand, and lack of time control at work have stronger relationships with health indicators such as gastrointestinal problems when reported by lesbian and gay individuals than when reported by heterosexual individuals.

Friday, 1:15pm - 2:45pm in Regency B

HRM: Its All About Process: Reflection, Style, and Feedback

Facilitator: Jeanne Johnson Holmes, *North Carolina A&T State University*

DEVELOPMENTAL REFLECTION AS INDIVIDUAL DIFFERENCE: A MODEL OF PREDICTORS AND OUTCOMES IN LEADER DEVELOPMENT

Todd Maurer, *Georgia State University*
AJ Corner, *Georgia State University*
Greg Falcon Hardt, *Georgia State University*
Dina Leheta, *Georgia State University*

Prior research generally treats reflection as something to be induced or manipulated in which the effects of reflection interventions (e.g. coached reflection or After Event Reviews) are the focus. In the present model, "constructive developmental reflection" is treated as a distinct individual difference construct that is both relatively stable and malleable. The model outlines the individual and situational predictors of this construct as well as its relationships with important outcomes such as development, success and satisfaction, leadership identity, commitment and stress coping. The model is discussed in terms of dimensions underlying a theoretical contribution, including originality, utility and prescience.

★BEST PAPER IN TRACK★

THE INTERPLAY OF TRAINER STYLE AND LEARNER GOAL ORIENTATION ON TRAINING OUTCOMES

Holly Michelle Hutchins, *University of Houston*

Wonjoon Chung, *University of Illinois at Urbana-Champaign*

Dan Chiaburu, *Texas A&M University*

Brad Harris, *University of Illinois at Urbana-Champaign*

We investigate the interplay between perceptions of trainer style and trainees' motivational orientations (learning goal orientation) as a predictor of trainee satisfaction and transfer of training. Results indicate trainer directiveness matters, displaying significant relationships with both training transfer and satisfaction. Further, it does so even when accounting for trainer competence and for trainee learning goal orientation. We discuss further research inquiry into trainer style, and practical implications for how trainers can influence learner motivation and align their style to learner needs and training context to maximize learning outcomes.

★BEST DOCTORAL PAPER IN TRACK★

I KNOW WHAT YOU REALLY MEAN: EXPLORING THE IMPLICATIONS OF NEGATIVE PERCEPTIONS OF POSITIVE FEEDBACK

John Edward Baur, *University of Oklahoma*

Alexandra E. MacDougall, *University of Oklahoma*

Michael R. Buckley, *University of Oklahoma*

Christopher George Banford, *University of Oklahoma*

Attributions impact several organizational phenomena however how employees make sense of feedback has frequently been overlooked. While scholars note that feedback providers cannot assume their intentions are accurately perceived by respondents, researchers have yet to explore these implications. In two studies we examine why employees negatively perceive positive feedback and the subsequent implications. We find that negative perceptions to positive feedback are a common phenomenon and, through our inductive typology, seven reasons for these perceptions are evident. Additionally, path analysis of two dimensions from the typology negatively impact organizational perceptions, job satisfaction, and affective commitment, while increasing intentions to quit.

Friday, 1:15pm - 2:45pm in Regency D

OB: Investigations on Authentic Leadership

Facilitator: **Martha Perryman**, *Florida A&M University*

★BEST PAPER IN TRACK★

A META-ANALYTIC REVIEW OF AUTHENTIC AND TRANSFORMATIONAL LEADERSHIP

George Christopher Banks, *Longwood University*

Kelly Davis McCauley, *West Texas A&M University*

Authentic leadership (AL) has seen a dramatic increase in scholarly attention within the last decade. However, the contribution of AL is not yet clear. The current study examines the empirical nomological network of AL using 16,742 individuals across 69 independent samples. Analyses showed that AL did not have greater relative weight than transformational leadership across outcomes examined, such as task performance (18.6% vs. 81.4%) and leader effectiveness (41.5% vs. 58.5%). Yet, AL did demonstrate dominance when predicting group or organization performance (79.0% vs. 21.0%) and OCB (73.2% vs. 26.8%). We conclude with a discussion of the implications for further research.

AN ONTOLOGICAL DEVELOPMENT OF INAUTHENTICITY: AN EXPLORATION OF THE ANTENARRATIVE DECISION PROCESS

Rohny Saylor, *New Mexico State University*

Sebastien Vendette, *New Mexico State University*

At the theoretical base of authentic leadership is the often cited, but underdeveloped, ontology of Martin Heidegger. Heidegger's work was not particularly focused on authenticity, but rather the process of falling away from authentic care by making inauthentic decisions. Authentic leaders make decisions about how to go about storytelling the future of an organization. The point of decision wherein this bet is placed comes from an antenarrative, a pre-narrative betting process. Our purpose is to develop the processes that surround inauthentic decisions. We explore a psychoanalytic criticism of authentic leadership through five ontological processes developed from Heideggerian ontology.

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

THE REAL MCCOY: INTEGRATING THE EMPIRICAL RESEARCH ON AUTHENTIC LEADERSHIP

James De Leon, *Louisiana Tech University*

William Scanu, *Louisiana Tech University*

Evan Robert Theys, *Louisiana Tech University*

Jerry Bryan Fuller, *Louisiana Tech University*

This study provides the first quantitative review of outcomes and correlates of authentic leadership (AL). Results indicate significant relationships between AL and follower job performance (.27), organizational citizenship behavior (.44), counterproductive work behavior (-.33), follower job satisfaction (.47), organizational commitment (.56), work engagement (.33), psychological capital (.43), trust in supervisor (.60), and satisfaction with supervisor (.64). Although these results are promising, we found significant overlap between AL and three leadership constructs: transformational leadership, ethical leadership, and LMX. We also found the dimensions of AL to be highly intercorrelated. As a result, we suggest a radical agenda for future research.

Friday, 1:15pm - 2:45pm in Regency E

OB: Studies on Employee Networks, Teams, and Groups

Facilitator: **Anita Blanchard**, *University of North Carolina at Charlotte*

EXAMINING AN INPUT-PROCESS-OUTPUT FRAMEWORK IN VIRTUAL TEAMS

Julia Hoch, *California State University, Northridge*

Steve Kozlowski, *Michigan State University*

Jim Dulebohn, *Michigan State University*

We examined the role of structural supports, transformational leadership, and team composition as predictors of virtual team (VT) processes and performance using an Input-Process-Output (IPO) framework. Data was collected from 40 globally distributed virtual teams. Results indicated structural supports were primarily related to cognitive team processes, transformational leadership to motivational processes, and team composition to affective processes. While cognitive and motivational team processes were related to VT performance irrespective of the degree of virtuality, affective team processes related to VT performance only in highly, rather than less, geographically dispersed VTs. Implications for VT management, and future research directions are discussed.

LINKING GROUP ENTITATIVITY AND PERCEIVERS' IMPLICIT THEORIES TO COLLECTIVE BLAME

Kurt Wurthmann, *Florida Atlantic University*

The questions of whether, why, and when perceivers assign blame to members of a group besides the member(s) who directly caused a negative outcome are examined. Two experiments provide evidence that: 1. Higher levels of group entitativity are linked to higher levels of collective blame, 2. This link is mediated by inferences that group members (a) indirectly caused the act, and (b) share common character traits with the wrongdoer, and 3. Perceivers' implicit theories about people's traits are associated with systematic differences in the inferences they favor in associating entitativity with collective blame.

MANAGING POSITIVE AND NEGATIVE NETWORK DENSITY IN TEAMS: ROLE OF LEADER EXPRESSED HUMILITY

Chia-Yen Chiu, *University at Buffalo, SUNY*

The present study is designed to investigate how leader expressed humility promotes team performance via managing positive and negative networks. Drawing on the social ledger theory and using a sample of 70 work teams, we propose and find that leader expressed humility is positively related to friendship network density but negatively associated with hindrance network density. Plus, we discover that hindrance ties would have a stronger effect than friendship density in mediating the relationship between leader humility and team performance. Finally, we find that the negative influence of hindrance ties would be seriously exaggerated when friendship network density is high.

THE DYNAMIC ROLE OF SOCIAL NETWORKS IN MEDIATING THE RELATIONSHIP BETWEEN TEAM CONFLICT AND ENGAGEMENT

Martijn Jungst, *Maastricht University*
Hetty van Emmerik, *Maastricht University*
Boris Blumberg, *Maastricht University*

This study examines how social networks dynamically mediate team conflict and employee engagement. We tested a dynamic mediation model using latent growth modeling on the data of 73 student project teams at three points in time over a period of three weeks. Dynamic mediation modelling showed positive changes in relationship conflict to decrease the quality of the social networks. By finding dynamic mediation of the quality of the social networks, we were able to show that testing for the effects of team conflict should not be isolated from the quality of the social networks to explain ultimate employee engagement.

Friday, 1:15pm - 2:45pm in Regency F

Int: Going Abroad: Corporate Internationalization

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

INTERNATIONALIZATION OVER TIME, IMPACT OF SLACK RESOURCES, AND ROLE OF THE CEO: EXAMINING THE DUALITY OF STRUCTURE AND AGENCY

Dev K. Dutta, *University of New Hampshire*
Shavin Malhotra, *Ryerson University*
PengCheng Zhu, *University of the Pacific*

This paper investigates the evolution of internationalization in multinationals under the contingent impact of availability of slack resources and the influence of the firm's CEO. Utilizing Giddens' (1984) structuration theory as a theoretical lens, we develop arguments for how and why path dependencies associated with entry mode decisions gives way to strategic change, demonstrating the duality of structure and agency characterizing this evolutionary process. Further, we indicate how organizational slack and CEO overconfidence affect the nature of this relationship, albeit in dramatically different ways. Our hypotheses are tested in a large sample of 4,812 CBAs by U.S. firms between 2000–2010,

MEASURING A FIRM'S DEGREE OF GLOBALIZATION

Victor B. Marshall, *Kennesaw State University*
Lance Brouthers, *Kennesaw State University*

How do scholars measure a firm's level of globalization? Prior attempts first used categorical and then continuous measures. Here we offer a new measure, the degree of globalization (DOG), that is mathematically equivalent to the previously used continuous measure but is based on more commonly reported geographic segment data, can be calculated for more firms, is not region-bound, is based on a firm's primary market rather than its home market, and produces a continuous ratio variable ranging from zero (a domestic firm) to one (a global firm). Implications and future research are discussed.

THE INFLUENCE OF ENVIRONMENTAL UNCERTAINTY AND MUNIFICENCE ON INTERNATIONAL ENTRY TIMING

Melih Madanoglu, *Florida Atlantic University*
Gary Castrogiovanni, *Florida Atlantic University*

Studies of international market entry timing tend to focus on manufacturing firms and modes of entry that involve equity. In contrast, we investigate how environmental uncertainty and munificence in both the home and host countries influence international entry timing of U.S. service franchising firms. We find that uncertainty and munificence in both the home and host countries have an effect on the timing of international entry. Thus, we extend the international management literature by demonstrating that the economic environment has an influence on international market entry via non-equity entry modes.

Friday, 1:15pm - 2:45pm in Scarbrough 1

Professional Development Institute: Alternatives to Difference Scores: Polynomial Regression and Response Surface Methodology (co-sponsored by the Research Methods Division of the Academy of Management)

Jeffrey R. Edwards, *University of North Carolina at Chapel Hill*

For decades, difference scores have been used in studies of fit, similarity, and agreement in management research. Despite their widespread use, difference scores have numerous methodological problems. These problems can be overcome by using polynomial regression and response surface methodology to test hypotheses that motivate the use of difference scores. These methods avoid problems with difference scores, capture the effects difference scores are intended to represent, and can examine relationships that are more complex than those implied by difference scores. This workshop will review problems with difference scores, describe the fundamentals of polynomial regression and response surface methodology, and illustrate the application of these methods using an empirical example.

Friday, 1:15pm - 2:45pm in Scarbrough 2

Strategy: Power, Status, and Stigma in Mergers and Acquisitions

Facilitator: **Bruce T. Lamont**, *Florida State University*

A BEHAVIORAL APPROACH TO REALIZING ACQUISITION SYNERGIES

Troy Smith, *Texas A&M University*

By integrating leadership behavior theories with the acquisition literature, I broaden our understanding regarding how firms unlock potential synergies in the acquisition integration process. I argue that leadership behaviors have positive relationships with several different acquisition performance drivers, which positions leadership behaviors as antecedents to the realization acquisition synergies. Also, I propose that specific CEO leadership behaviors influence the strategic frequency in which firms engage in acquisition behaviors. Finally, I introduce how CEO celebrity status can aid in the realization of acquisition synergies. In general, I theorize that leadership behaviors and status are key components of the acquisition integration process.

FUZZY ACQUISITION BOUNDARIES: A SUCCESS MODEL OF REGULATORY STAKEHOLDER INTERESTS

Terry R. Adler, *New Mexico State University*
Thomas Pittz, *New Mexico State University*

The purpose of this paper is to describe how powerful regulatory stakeholder interests succeed due to what we refer to as "fuzzy acquisition boundaries." As discussed in this article, the city of Seattle, Washington lost their professional basketball team, the Seattle Supersonics, due to a combination of legitimate strategic deception, lack of stakeholder salience, and legal disputation power on the part of the acquiring interest—the Peoples Basketball Club. While archival, secondary source data is used as a basis for our investigation, we apply a stakeholder and transaction cost lens to provide insights for understanding the underpinnings of the acquisition.

MANAGERIAL ACCOUNTS AND STIGMA REDUCTION

Lee Charles Jarvis Jr., *Florida Atlantic University*

A recent meta-analysis concluded that the relationship between acquisitions and market value of the acquiring firm upon announcement of the deal is either insignificant or slightly negative. Much recent research has been devoted to adding boundary conditions to this relationship. I add to this literature by considering acquisitions of bankrupt firms and suggesting that market value upon announcement of a deal is effectively a proxy for stigma transferred from a bankrupt target. I develop a taxonomy of proactive managerial accounts based on RBV which differentially effect the stigma transferred of the acquiring firm upon announcement of a bankrupt acquisition.

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

Ent: Social Capital, Social Networks, and Social Resources of Entrepreneurship

Facilitator: **William R. Forster**, *Lehigh University*

ENHANCED OPPORTUNITY EXPLOITATION VIA LEVERAGING ENTREPRENEUR SOCIAL RESOURCES TOWARD KNOWLEDGE GAP REDUCTION

Neil M. Tocher, *Idaho State University*
Sharon Oswald, *Mississippi State University*

Uncertainty and equivocality often characterize opportunities exploited by new ventures, making such ventures among the most risky business propositions. A substantial body of research finds that social resources (social capital and social competence) tend to enhance new venture opportunity exploitation because they provide entrepreneurs access to the critical information needed for knowledge gap reduction. Given this, we build on both the uncertainty/equivocality distinction and the social capital/social competence distinction to develop a model which articulates how entrepreneurs can leverage social resources toward enhanced opportunity exploitation via knowledge gap reduction.

ENTREPRENEURIAL TEAMS AND VENTURE FUNDING: THE SOCIAL CAPITAL OF TEAMS ALTERING THE PECKING ORDER HYPOTHESIS

Robert VDG Randolph, *University of Nevada Las Vegas*
Bart Debicki, *Towson University*
Rebecca Long, *Mississippi State University*

Building from the foundation of extant research on the social capital of entrepreneurial teams, we study team affinity for external sources of startup capital. Our findings suggest that the pecking order hypothesis of startup capital acquisition strategies fails to take into account the distinct characteristics of entrepreneurial teams. By first replicating the pecking order hypothesis and then testing its limitations our study contributes to ongoing discussions regarding new venture startup strategies. We discuss contributions to the study of entrepreneurial teams by providing evidence that their strategic idiosyncrasies manifest distinctly, particularly in the pre-founding stage of capital acquisition.

SOCIAL NETWORKS, COGNITION AND ENTREPRENEURIAL RISK RECOGNITION

Junping Yang II, *Zhejiang Sci-Tech University*
Jing Zhang, *Old Dominion University*

Although risk has always been in the center of entrepreneurship, research on entrepreneurship risk recognition in new venture operation is very limited. Applying cognitive information processing theory, we develop a theoretical framework that explores the interactive influences of entrepreneurs' social networks and cognitive characteristics on risk recognition. We test the framework on a sample of 226 Chinese entrepreneurs. Our results show that network size, strength and structural hole enhance risk recognition outcomes, and such effects are reduced by cognition (i.e., risk propensity and illusion of control), except that the effect of structural hole is not influenced by illusion of control.

Friday, 1:15pm - 2:45pm in Scarbrough 4

RM: Unraveling Measurement Issues: Problems and Potential Solutions

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

WHO I AM AFFECTS HOW I RESPOND: VALIDATING A NEW METRIC OF SURVEY RESPONSE QUALITY

Alexandra Dunn, *University of North Carolina at Charlotte*
Eric Heggstad, *University of North Carolina at Charlotte*
Linda Shanock, *University of North Carolina at Charlotte*
Paul Schmidt, *University of North Carolina at Charlotte*
David Tarkenton, *University of North Carolina at Charlotte*

Surveys are one of the most popular ways to collect information from employees. Despite widespread use, data quality is a concern and validated techniques for detecting careless responding are scant. We introduce and validate a new comprehensive and robust metric for detecting response quality: the intra-individual response variability index (IRV index). Results indicated that highly conscientious and highly agreeable individuals had higher IRV index scores (indicative of good data), while individuals who were prone to boredom had lower IRV index scores. Recommendations include computing the IRV index during the data-cleaning process to ensure high-quality data is used for further analyses.

AN EXAMINATION OF THE MULTILEVEL CROSS-LEVEL DIRECT EFFECT: A MEANINGFUL INTERPRETATION

Alexander Christopher LoPilato, *University of Georgia*
Robert J. Vandenberg, *University of Georgia*

This article focuses on the cross-level direct effect, which is understood as the effect of a macro-level variable (e.g. organizational commitment) on a micro-level variable (e.g. employee attitudes). While it is theoretically possible for a cross-level direct effect to occur, it is still not possible to statistically test such an effect. That is, this article shows that the cross-level direct effect that is estimated by a random coefficients model is not comparable to the hypothesized theoretical cross-level direct effect. Rather, the statistical cross-level direct effect is the effect of a macro-level variable on the group average of the micro-level variable.

EXAMINING GROUP-LEVEL EMERGENT STATES: DO AGGREGATION INDICES REALLY MATTER?

Jane Shumski Thomas, *University of North Carolina at Charlotte*
Andrew C. Loignon, *University of North Carolina at Charlotte*
Janaki Gooty, *University of North Carolina at Charlotte*
David J. Woehr, *University of North Carolina at Charlotte*

Aggregation indices provide empirical support for the 'sharedness' of constructs at the team level, but it is unclear whether the magnitude of these indices influences substantive relationships between team-level constructs. Based on a quantitative review of 285 articles, we examined whether the correlation between team emergent states and performance is associated with the magnitude of team members' agreement. Our results suggest that there are differences across constructs regarding the magnitude of rwg and ICC(1) estimates and that there is a stronger correlation between team emergent states and performance when team members provide more consistent ratings (i.e., higher ICC(1) values).

Friday, 1:15pm - 2:45pm in Sloane

Ethics: Ethics, Diversity and LMX

Facilitator: **Margaret Sullivan Ryder**, *Piedmont College*

MENTOR INFLUENCE ON PROTÉGÉ MORAL DISENGAGEMENT: A LONGITUDINAL INVESTIGATION

Robert Steinbauer, *Brock University*
Robert W. Renn, *University of Memphis*
Robert R. Taylor, *University of Memphis*
George Deitz, *University of Memphis*

Scholars have recently begun assessing mentors' influence on protégés' ethics. Our research joins this conversation by investigating how 79 mentors shaped their protégés' moral disengagement during an 8 month formal mentoring program. Using three waves of data and hierarchical moderated regression analysis, we found that protégés' moral disengagement improved during the mentoring program and that protégés' moral disengagement was affected by mentors' ethical leadership skills, moral identity internalization, and moral awareness. We discuss theoretical implications for moral disengagement and mentoring theories and practical contributions.

MONKEY SEE BAD, MONKEY CARE, MONKEY THINK, MONKEY DO: THE MODERATING ROLE OF LMX ON THE RELATIONSHIP BETWEEN SUPERVISOR AND EMPLOYEE UNETHICAL BEHAVIOR

Joseph Kichul Kim, *Oklahoma State University*
Rebecca Lee Greenbaum, *Oklahoma State University*

Drawing on social learning theory and the theory of reasoned action, this study examines how employees adopt unethical behavior from supervisor's action. Additionally, this study examines the role of LMX as a boundary condition that strengthens the relationship between supervisor unethical behavior and employee's unethical tolerance. Consistent with our hypothesis, results support our theoretical model. Our results suggest that employees are more tolerant of supervisor's unethical behavior in high-LMX situations. Also, our findings support a process based model such that when employees are encountered with supervisor's unethical behavior, employees exhibit tolerance of unethical behavior before demonstrating unethical behavior themselves.

RACIAL DIVERSITY IN LEADER-MEMBER EXCHANGES

Brandon Randolph-Seng, *Texas A&M University-Commerce*
Claudia C. Coglisier, *Texas Tech University*
Angela Randolph, *Texas Tech University*
Carliss D. Miller, *University of Texas at Dallas*
K. Rachele Smith, *Texas Tech University*

Leader-Member Exchange (LMX) was examined in the context of racial diversity. In the first study, supervisor-subordinate dyads in a work setting were examined, and in the second study, a laboratory experiment was utilized. Results of Study 1 indicated that cross-race and minority dyads reported different relationship attributes of LMX compared with dyads where both members were of the racial majority. Results of Study 2 indicated that racial compositions of dyads was not associated with reported differences in LMX relationships, but was associated with differences in task performance. Implications of these findings for future research on LMX and diversity are discussed.

Friday, 1:15pm - 2:45pm in Verelst and Percival

SMA Fellows Session: What Does the Future of our Profession Hold?

Although they have no crystal ball, they have many years of experience in our field. Come listen to the prognostications about the field of management from a panel of SMA Fellows.

Coordinator: **Mark B. Gavin**, *West Virginia University*

Panelists:

Dave Ketchen, *Auburn University*
Kevin W. Mossholder, *Auburn University*
Charles A. Pierce, *University of Memphis*
Sherry E. Sullivan, *Bowling Green State University*

Sponsored by Project Management Institute (PMI)

Friday, 2:45pm - 3:15pm in Regency Ballroom Pre-Function

Networking Snack Break

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

Sponsored by:

University of Memphis
Texas State University
West Virginia University

Friday, 3:15pm - 4:00pm in Plimsoll

Research Speed Dating: Social Networks

Coordinator: **Jennifer Sexton**, *West Virginia University*

Facilitator: **Jenny M. Hoobler**, *University of Illinois at Chicago*

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

OB: Insights into Desirable Individual Differences

Facilitator: **Don H. Kluemper**, *University of Illinois at Chicago*

DEVELOPING A CULTURAL INTELLIGENCE MINDFULNESS MODEL (CQMM): INITIAL APPLICATION TO HEALTH CARE ORGANIZATIONS

Sophie Revillard Kaufman, *Pace University*
Alvin Hwang, *Pace University*

The purpose of this study is threefold: first, to explore the potential of mindfulness as a possible alternative motivational construct in cultural intelligence (CQ), second, to develop a CQ Mindfulness Model (CQMM), and third, to examine the potential influence of the CQMM on cultural competence measures in the U.S. health care sector. The CQMM revealed significant influence of mindfulness on culturally congruent patient care, and to a significant, yet lesser extent, the influence of behavioral CQ on culturally congruent patient care (n=215). Contributions of the CQMM to theory and practice are discussed.

NO MUSE NECESSARY: A REVIEW OF THE CREATIVE SELF-EFFICACY LITERATURE

Brian Waterwall, *Louisiana Tech University*
Heather Budden, *Louisiana Tech University*
Jerry Bryan Fuller, *Louisiana Tech University*

This study reports the results of a meta-analytic integration of the creative self-efficacy (CSE) literature. Relationship estimates between personality and CSE indicate mixed results, ranging from no relationship (i.e., agreeableness) to strong effect sizes (e.g., openness to experience, creative personality), with moderate effect sizes being found for most personality predictors. Results of the antecedent analysis indicate job design, leadership, and support have moderate positive relationships with CSE. With regard to outcomes, the positive relationship between CSE and creative behavior was found to be moderated by research design (self-report and other-report). Implications and suggestions for future research are discussed.

THE CURVILINEAR RELATIONSHIP BETWEEN OPTIMISM AND PERFORMANCE: A CASE FOR OPTIMAL MARGINS

Randall Croom, *University of Florida*

In an investigation about the nature of the relationship of optimism to performance, we examined 6,383 participants in a particular half-marathon in each of two years. Using polynomial regressions and response surface modeling, results indicated that optimism has a curvilinear relationship with performance, such that increasing optimism is positively associated with improved performance up to a point, after which optimism is negatively associated with performance. We attribute the nature of this relationship to optimism's association with performance-enhancing and performance-diminishing mechanisms. Implications for theory, practice, and contributions to an ongoing debate about the effects of positive illusions and self-deception are discussed.

THE MODERATING EFFECT OF EMOTIONAL INTELLIGENCE ON THE RELATIONSHIP BETWEEN COGNITIVE ABILITY AND PERFORMANCE

Benjamin Bradshaw Uhrich, *University of North Carolina at Charlotte*

Eric Heggstad, *University of North Carolina at Charlotte*

Linda Shanock, *University of North Carolina at Charlotte*

Leanne Barry, *University of North Carolina at Charlotte*

The current study posits that Emotional Intelligence (EI) moderates the relationship between cognitive ability and performance, so that the association between cognitive ability and performance strengthens as emotional intelligence increases. Our findings show that cognitive ability has a positive relationship with both task performance and OCBI when EI is high, but the strength of these relationships weaken as EI decreases; EI did not moderate the relationship between cognitive ability and OCBOs. We could not replicate these findings using social skill as the moderator variable, suggesting that this moderation effect is unique to EI. Theoretical and practical implications are discussed.

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

OT: Change: Ready, Set, Go!

Facilitator: **David Hancock**, *Cambium Break Consulting*

READY OR NOT, HERE COMES CHANGE: A MULTITHEORETICAL PERSPECTIVE ON CREATING READINESS FOR ORGANIZATIONAL CHANGE

Alex Smith Ritenbaugh, *Auburn University*

Organizations today compete in a constantly changing environment and must be able to respond quickly and effectively to such change. It is for this reason that creating readiness for change in organizations is a task that must be taken seriously and executed effectively. This paper provides a theoretical foundation upon which creating readiness for change can be expanded and researched further through the perspectives and assumptions of systems, resource dependence, institutional, agency, upper-echelons, network, signaling, and real options theory. These theories are explored with the purpose of aiding researchers' understanding of how to better create readiness for change in organizations.

ROLE THEORY, ORGANIZATIONAL CULTURE THEORY, AND INSTITUTIONAL THEORY: THE CONVERGENCE OF THREE STREAMS OF THOUGHT IN MAKING SENSE OF ORGANIZATIONAL EVENTS

Katarina Knutsen Brant, *Florida Atlantic University*

In this article, I present an analysis of meaning making as an interplay between three interrelated yet separate streams of thought—role theory, organizational culture theory, and institutional theory. I examine the origins of each theory and how they each provide a unique view of making sense of organizational events. I then discuss the current status of their relationships with each other and acknowledge their reluctance to work together. I propose that a convergence of these three theories can enhance meaning making of organizational events across scopes and with globalization potential.

TOWARDS A NOMOLOGICAL MODEL OF SENSEMAKING, LEARNING, AND PLANNED CHANGE

Kulraj Singh, *University of Memphis*

Brian Janz, *University of Memphis*

John Matthew Amis, *University of Edinburgh*

Sandra Richardson, *University of Memphis*

Peter Wright, *University of Memphis*

We review the literature in the area of organizational learning and draw the concepts of sensemaking, organizational learning, and organizational change together. Theoretical propositions in the paper and the model help to better understand (1) how the process of change unfolds when organizational members come across a new planned change initiative, (2) what is the nomological relationship among the constructs of interest (sensemaking, learning, and change) and how this theoretical clarity will help us in our understanding of change process, and (3) what is the role of problem recognition in the process of learning that leads to change.

Friday, 3:15pm - 4:45pm in Regency D

OB: Examining Leadership in Its Different Forms

Facilitator: **Phillip W. Moery**, *Piedmont College*

LEADERSHIP AND ORGANIZATIONAL CITIZENSHIP BEHAVIORS: A REVIEW OF THE IMPACT OF DIFFERENT LEADERSHIP STYLES

Kevin Knotts, *West Virginia University*

The impact of the leader on the behavior of followers is unquestionably one of the most important things that happens in an organization. This review seeks to investigate the literature involving different styles of leadership and impact that those leadership styles have on organizational citizenship behaviors. After reviewing each theory, its respective model will be depicted. After reviewing all theories of leadership, a comprehensive model that ties together differing leadership styles and organizational citizenship behaviors will be presented. The article concludes with a discussion of the contributions of the review as well as future research areas of interest.

LEADERSHIP AND POWER IN COMPLEX ADAPTIVE SYSTEMS: INTEGRATING POWER AND INFLUENCE IN COMPLEXITY LEADERSHIP THEORY

Miles A. Zachary, *Texas Tech University*

James Douglas Carlson, *Texas Tech University*

Complexity leadership theory (CLT) argues that leadership is not the exclusive function of any single leader, but rather the collective efforts of individuals. Given this shared and emergent perspective on leadership, power and influence—which are inherent to organizing—would seem to limit or destroy the necessary conditions for adaption, creativity, and thus leadership. In this paper, we investigate how power and influence contribute or detract from effective leadership and work to integrate them into the elements of CLT. Contrary to conventional wisdom, we argue that power is actually more likely to foster administrative and enabling leadership than inhibit it.

ON TRACK FOR PROMOTION OR HEADED FOR DERAILEMENT? THE JOINT ROLES OF LEADER PROACTIVITY AND UNETHICAL BEHAVIOR ON PROMOTABILITY

Craig Crossley, *University of Central Florida*
Shannon G. Taylor, *University of Central Florida*
Regina Michelle Taylor, *University of Central Florida*
Darryl Rice, *University of Central Florida*

Extending research on the role of proactivity in the career progression of individual workers, this study integrates new insights on organizational embodiment and unethical behavior to better understand the link between the proactivity and promotability of leaders. Results of a moderated mediation model indicate leader proactivity is positively associated with perceived organizational embodiment, which in turn relates to higher promotability ratings. Further, unethical leader behavior moderated the relationship between proactivity and organizational embodiment, operating as a boundary condition on the indirect relation between proactivity and promotability, and helping explain why the careers of proactive leaders might be enhanced or derailed.

OPPOSING DOMAINS OF LEADERSHIP: THE ROLE OF EMOTIONAL INTELLIGENCE AND EMOTION REGULATION IN INTEGRATING TASK AND RELATIONSHIP

Kylie Rochford, *Case Western Reserve University*

It is now generally accepted in the cognitive neuroscience literature that analytical reasoning and socio-emotional reasoning are two distinct, anti-correlated cognitive modes. In this paper I argue that emotional intelligence and emotion regulation are critical variables that enable leaders to effectively navigate the tension between these two types of reasoning. Two new antecedent variables for leadership effectiveness are introduced: (1) The speed at which a leader is able to toggle between analytical and socio-emotional reasoning and (2) timing of switching between analytical and socio-emotional reasoning.

Friday, 3:15pm - 4:45pm in Regency F

Int: New Ideas About Global Business

Facilitator: **Joel F. Bolton**, *University of Southern Mississippi*

AN EXAMINATION OF RJPS AND ELPS FOR EXPATRIATES

Carter Gibson, *University of Oklahoma*
Jay Henderson Hardy III, *University of Oklahoma*
John Edward Baur, *University of Oklahoma*
Dwight D. Frink, *University of Mississippi*
Michael R. Buckley, *University of Oklahoma*

Expatriate assignments are a primary tool used by organizations to extend their influence internationally. While potentially of great value, there are significant costs to both the organization and individual if they fail. Because of high risks, there has been significant interest in interventions to increase the likelihood of success. One underexplored area relates to expatriate expectations. We first review the literature of expectation based interventions, including realistic job previews, realistic living condition previews, and expectation lowering procedures, and then develop a theoretical model for expatriates. From this model, we suggest several important theoretical and practical questions that deserve future attention.

THE INTERPLAY OF COMPLEXITY THEORY AND RESOURCE DEPENDENCE THEORY ON EMERGING MARKET MULTINATIONAL FOREIGN DIRECT INVESTMENT

Rusty Karst, *University of North Texas*
Nolan Gaffney, *University of North Texas*

Using an interactive lens of Complexity Theory and Resource Dependence Theory, we explore how, why and to what degree Emerging Market Multinationals seek to compete globally through FDI. Dominant theoretical paradigms and behavioral prescriptions either explicitly or implicitly identify the importance of resources and/or open systems adaptation to an EMNE's ability to globally compete as a latecomer. We position a conceptual model to illustrate the iterative process by which an EMNE's complex adaptive system interacts with resource dependencies. This theoretical interplay informs the current literature by illuminating how EMNEs develop system complexity through resource decisions, evolve and globally compete.

Friday, 3:15pm - 4:45pm in Scarbrough 1

Professional Development Institute: Longitudinal Data Analysis (co-sponsored by the Research Methods Division of the Academy of Management)

Robert J. Vandenberg, *University of Georgia*

It is well known that editors and reviewers are increasingly discouraging the use of cross-sectional designs. As such, there has been an increase in longitudinal data collection. Longitudinal data, however, present their own conceptual and analytical challenges. The broad purpose of this PDI session is to present some of these challenges, and what may be done to address at least some of them. We will start with a discussion of the conceptual challenges, and end with a review of some data analysis tools with particular emphasis on growth modeling.

Friday, 3:15pm - 4:45pm in Scarbrough 2

Strategy: Making Acquisition Decisions

Facilitator: **Dan Marlin**, *University of South Florida St. Petersburg*

EXECUTIVE CHARACTERISTICS AND CORPORATE ACQUISITION: THE STRATEGIC CHOICE VIEW

Ana Marcella Sariol, *University of Texas-Pan American*
Stephanie Black, *University of Texas at San Antonio*

The following proposes a model regarding CEO power and its effects on acquisition activity (type and premium exchanged). Little research has examined the effects this executive characteristic may hold as a (executive) predictor of acquisition activity. Through the Strategic Choice theory, we propose that as CEO power increases, so too does the likelihood that CEOs will undergo acquisitions that are more risky and pay higher premiums. That is, riskier acquisitions and the higher premiums they may require necessitate higher levels of power from the firms' primary decision-maker. Such relationships bare implications for risky strategic choices a powerful CEO may make.

PROXIMITY AND PREMIUMS: THE EFFECTS OF GEOGRAPHIC AND COGNITIVE PROXIMITY ON ACQUISITION PREMIUMS

Heather R. Parola, *Florida Atlantic University*
Peggy Golden, *Florida Atlantic University*

This paper examines the role of proximity in the determination of acquisition premiums of knowledge-intensive firms. An integration of the proximity literature and the acquisition premium literature is used to investigate the reinforcing effects of both cognitive and geographic proximity on reducing information asymmetries and opportunism that are inherent in the valuation of knowledge-intensive firms. The hypotheses are tested on a sample of 244 U.S. domestic deals of knowledge intense firms. Results indicate that both cognitive proximity and geographic proximity have a direct and positive effect on acquisition premiums, but their interaction does not significantly impact bid premiums.

WITH EXPERIENCE COMES WISDOM? EXAMINING MARKET RESPONSES TO ACQUIRERS RELYING ON INVESTMENT BANK EXPERIENCE

Adam Steinbach, *Michigan State University*
Jerayr Haleblian, *University Of Georgia*
Gerry McNamara, *Michigan State University*

To overcome limitations in their own experience with a strategic action, firms often outsource to firms that have greater experience with such actions. Our study attempts to show whether, and under what conditions, such experience may be assessed as favorable to focal firms. In the context of acquisitions, we find that acquisition experience of outside investment banks typically garners negative market reactions, but that may change if sufficient experience is derived from contexts similar to that of acquirers. Further, we find that if acquirers signal their own aptitudes in leveraging bank experience, the market reacts more positively to their acquisition.

Friday, 3:15pm - 4:45pm in Scarbrough 3

Innov [Symposium]: The Nexus of Innovation and Entrepreneurship

Mary Beth Rousseau, *Georgia Southern University*
Franz Kellermanns, *University of North Carolina at Charlotte*
Jennifer Sexton, *West Virginia University*
Joshua J. Daspit, *Mississippi State University*
Dev K. Dutta, *University of New Hampshire*
Manpreet Hora, *Georgia Institute of Technology*

This symposium brings together four presentations that focus on the nexus of innovation and entrepreneurship. We propose new insights on the influence of entrepreneurship on innovation overall, and in the specific context of family firms. We also provide evidence on how innovation influences entrepreneurial strategy, specifically exit via acquisition. Finally, we examine how innovative and entrepreneurial capabilities influence firm performance. The pivotal role of knowledge at the intersection of innovation and entrepreneurship is emphasized throughout the symposium. The session is designed to stimulate lively discussion and further research in this area.

Friday, 3:15pm - 4:45pm in Scarbrough 4

RM [Symposium]: Current Issues in Scale Development

Johnna Capitano, *Drexel University*
Rebecca J. Bennett, *Louisiana Tech University*
Lauren D'Innocenzo, *Drexel University*
Abbie Shipp, *Texas Christian University*
Paul E. Spector, *University of South Florida*

The goal of this symposium is to discuss key issues associated with scale development and validation. To this end, four experts – Paul Spector, Rebecca Bennett, Abbie Shipp and Lauren D'Innocenzo – will discuss issues surrounding development and validation of scales, with a focus on identifying points addressing the balance between the need for precision and the proliferation of measures. Panelists will provide their perspectives on specific issues within this topic, then attendees will have the opportunity to ask questions and discuss scale development issues with panelists in small groups.

Friday, 3:15pm - 4:45pm in Sloane

Ethics: Ethical Decision Making

Facilitator: **Bob Stephens III**, *Wesleyan College*

★BEST DOCTORAL PAPER IN TRACK★ **INFLUENCE OF TOP MANAGEMENT TEAM COMPOSITION ON ORGANIZATIONAL VIRTUES**

Robert Evert, *Texas Tech University*
G. Tyge Payne, *Texas Tech University*
Curt B. Moore, *West Virginia University*
Michael McLeod, *Texas Tech University*

Despite extensive study, research has yet to fully examine the mechanisms through which virtues are developed and expressed at the organizational level. Advancing the concept of organizational virtue, we empirically test how the composition of the top management team (TMT) is related to the virtues demonstrated across different sized organizations. We test our hypotheses using a data set of 141 IPO firms; results demonstrate that the age and gender of TMTs are related to the virtues espoused in these firms, but that other TMT attributes vary in their relationship to organizational virtues when the effects of firm size are considered.

PRO-SOCIAL RULE BREAKING IN THE WORKPLACE: THE ROLE OF ETHICAL WORK CLIMATE

Meagan E. Brock Baskin, *University of Central Oklahoma*
James M. Vardaman, *Mississippi State University*
Julie Hancock, *Rutgers, The State University of New Jersey*

While pro-social rule breaking (PSRB) is burgeoning in the ethical decision-making literature, the role of ethical climate in fostering such behavior has not received significant empirical attention. Pro-social rule breaking is an ethical decision rife with tradeoffs and this study extends PSRB research by exploring ways in which ethical climates influence well-intended rule breaking. Results show that perceptions of instrumental and independence climate are positively associated with different forms of PSRB, and that moral disengagement enhances the influence of an independence climate. Further, rules and caring climates are negatively associated with different forms of PSRB.

THE DEEPWATER HORIZON OIL SPILL AND ATTRIBUTIONS OF RESPONSIBILITY

Stacey R. Kessler, *Montclair State University*
Kevin T. Mahoney, *South Dakota State University*
Brandon Randolph-Seng, *Texas A&M University-Commerce*
Mark J. Martinko, *University of Queensland*

The current study focuses on attributions of blame associated with the Deepwater Horizon Oil Spill. We presented 326 members of eight stakeholder groups with factual information surrounding the event. We then asked participants to indicate the extent to which they blamed a individuals/entities associated with the oil spill and to complete a survey assessing their attribution styles. Results indicated that stakeholder group membership as well as the interaction of stakeholder group membership and attribution style directly affected perceptions of blame. We explain these results using attribution theory, suggesting that individuals might rely on attribution styles despite readily available factual information.

Friday, 3:15pm - 4:45pm in Verelst and Percival

Professional Development Institute: Act On Your Research

Come watch your fellow SMA attendees **act out** their research models and findings through short films or short live theatre-like performances. Actors will identify key relationships and findings about which they will create a story-line. These story-lines will illustrate the implications and applicability of the conclusions of their studies in real life situations.

Coordinators:

Julita Haber, *City University of New York*
Bart Debicki, *Towson University*

Judges:

James G. Combs, *University of Alabama*
Christopher Shook, *Auburn University*
Matthew W. Rutherford, *Virginia Commonwealth University*
Robyn Brouer, *Canisius College*
Bart Debicki, *Towson University*

Presentations:

EXECUTIVE SUCCESSION AND UNDERPERFORMANCE: A PATH DEPENDENT EXPLANATION FOR WHY NEW CEOs FAIL TO MEET EXPECTATIONS

Candace Esken, *Louisiana State University*

EXECUTIVE CHARACTERISTICS AND CORPORATE ACQUISITION: THE STRATEGIC CHOICE VIEW

Ana Marcella Sariol, *The University of Texas-Pan American*
Stephanie Black, *University of Texas at San Antonio*

THE JUDGEMENT-RATING DIVIDE IN PERFORMANCE APPRAISALS: TOWARDS AN INTEGRATED MODEL

Daanish Pestonjee, *University of Arkansas*

EMPLOYEE COMMITMENT TO CLIENT ORGANIZATIONS: A DISTINCT FORM OF WORKPLACE COMMITMENT

John J. Oirya, *Auburn University*

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KIDS IN A CANDY STORE: ENRICHING CURRICULUM WHILE TEACHING INTERNET RESEARCH SKILLS

Mikelle Calhoun, *Georgia Southern University*

THE IMPACT AND PERCEPTION OF EGOCENTRISM, PASSION AND AGREEABLENESS ON NASCENT ENTREPRENEURSHIP FUNDING

Vivien E. Jancenelle, *Cleveland State University*
Susan Faye Storrud-Barnes, *Cleveland State University*
Shannon Irene Lyons, *Cleveland State University*
Mark Dobeck, *Cleveland State University*

FIEDLER'S CONTINGENCY MODEL OF LEADER EFFECTIVENESS: A DYADIC APPROACH TO CONCEPTUALIZING AND MEASURING SITUATIONAL CONTROL DISPERSION

Adam C. Stoverink, *Northern Illinois University*
Emilija Djurdjevic, *University of Rhode Island*
Darel Hargrove, *Texas A&M University*
Tomas G. Thundiyil, *Texas A&M University*

RETALIATION: LEXINGTON-FAYETTE URBAN COUNTY GOVERNMENT

Harika Suklun, *Sullivan University*

WHAT'S THE PROBLEM? TEACHING MANAGEMENT WITH PRE-PROBLEMS

James O'Brien, *Saint Mary's University*

THE CLOCKWISE METHOD: A BOARDROOM STRATEGY SIMULATION

Giles Jackson, *Shenandoah University*
Jacob Young, *Shenandoah University*
Shannon Davis, *Shenandoah University*
Adam Flees, *Shenandoah University*
Matthew Wilson, *Shenandoah University*
Daniel Hillgren, *Shenandoah University*
Rachel Coffin, *Shenandoah University*
Michelle Fransen, *Shenandoah University*
Richard Chambers, *Shenandoah University*
Ardy Wunder, *Shenandoah University*
Demetrius Younger, *Shenandoah University*
Sean Blackman, *Shenandoah University*
Robert Wickham, *Shenandoah University*

Sponsored by Towson University

Friday, 4:15pm - 5:00pm in Plimsoll

Research Speed Dating: Investment and Adoption of Technology

Coordinator: **Jennifer Sexton**, *West Virginia University*

Facilitator: **Anthony C. Hood**, *University of Alabama at Birmingham*

Friday, 5:00pm - 6:00pm in Percival

Member Involvement Meeting: Membership and Involvement

Coordinator: **Matthew W. Rutherford**, *Virginia Commonwealth University*

Plan to attend this session if you want to become more involved in SMA. Committee duties include findings ways to increase SMA membership and directly involve more members.

Friday, 5:00pm - 6:00pm in Regency D

Member Involvement Meeting: Website

Coordinator: **Don H. Kluemper**, *University of Illinois at Chicago*

Plan to attend this session if you want to become more involved in SMA. Committee duties include findings ways to make the SMA website better for all SMA members.

Friday, 5:00pm - 6:00pm in Regency F

Member Involvement Meeting: Sponsorship

Coordinator: **Jeffrey Mathew Pollack**, *North Carolina State University*

Plan to attend this session if you want to become more involved in SMA. Committee duties include findings ways to generate more donations for the SMA conference.

Friday, 5:00pm - 6:00pm in Sloane

Member Involvement Meeting: Teaching

Coordinator: **Laura M. Little**, *University of Georgia*

Plan to attend this session if you want to become more involved in SMA. Committee duties include findings ways to add valuable teaching tools and activities for SMA members.

Friday, 5:00pm - 6:00pm in Vernon

Member Involvement Meeting: Conference Experience

Coordinator: **Kevin B. Lowe**, *University of Auckland*

Plan to attend this session if you want to become more involved in SMA. Committee duties include findings ways to make the annual meeting better for all SMA members.

Friday, 6:30pm - 9:30pm in Harborside

SMA Party: High Rollin' on the River

Enjoy an evening in a riverfront casino! Free tokens will be available with which to play. Those who are lucky enough to come away with tokens at the end of the night can turn them in for a variety of gifts. The odds of having a fabulous time are in your favor! Food and drinks also are provided.

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The University of Auckland

The University of Tennessee-Knoxville

Project Management Institute (PMI)

Saturday, November 15

Saturday, 8:30am - 9:00am in Regency Ballroom Pre-Function

Café SMA (Coffee/Tea Bar)

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

Sponsored by University of Miami

Saturday, 8:45am - 12:00pm in Hyatt Underpass on River Street

Off-Site Experience

Join us for a behind the scenes tour of one of two local Savannah businesses to see how they operate: Benedetto Guitars - the world's foremost maker of custom archtop jazz guitars; and Savannah Bee - home to the world's finest honey and naturally luxurious health and beauty products. Transports available for loading at 8:45 and depart at 9:00 for Savannah Bee Company and at 9:30 for Benedetto Guitars. (\$10.00 registration fee and preregistration required)

Sponsored by Texas State University

Saturday, 9:00am - 10:30am in Regency D

OB [Symposium]: Advancing Multiple Perspectives on Idiosyncratic Deals Research

Smriti Anand, *Illinois Institute of Technology*

Roya Ayman, *Illinois Institute of Technology*

Sargam Garg, *Rutgers, The State University of New Jersey*

Lei Lai, *Tulane University*

Chenwei Liao, *Michigan State University*

Marshall Schminke, *University of Central Florida*

Patrick M. Wright, *University of South Carolina*

Customized employment arrangements called idiosyncratic deals (i-deals) provide a new perspective to the changing nature of the employment relationship, and are thus highly relevant to OB/HRM research. In this symposium, we bring together scholars with different theoretical perspectives to advance an enriched understanding of the growing area of i-deals research. We draw from multiple perspectives, including leadership, organizational justice, social network theory, strategic human resource management, and societal culture to engage the audience in an interactive session. With this symposium we hope to identify, ascertain, and assess various factors that can facilitate or hinder the success of i-deals.

Saturday, 9:00am - 10:30am in Scarbrough 1

Professional Development Institute: Confirmatory Factor Models for Common Method Variance (co-sponsored by the Research Methods Division of the Academy of Management)

Larry J. Williams, *Center for the Advancement of Research Methods and Analysis, University of North Dakota*

Alyssa State McGonagle, *Wayne State University*

Common method variance is an important problem for organizational researchers, and statistical techniques for addressing it have been developed and evaluated. This workshop will introduce three sets CFA models for measured method variables (e.g., social desirability, negative affectivity), marker variables, and unmeasured latent method constructs (ULMC). The logic of these models will be presented, examples using each will be provided, and recommendations for their optimal use will be discussed.

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CALL FOR PAPERS - SMA 2015 Meeting

October 27th-31st, 2015 Marriott City Center – Charlotte, NC

Submission Deadline: Monday April 20, 2015 11:59pm EST

Submit papers and volunteer to review at www.southernmanagement.org/meetings/2015

Program Chair: Kevin B. Lowe, University of Auckland (k.lowe@auckland.ac.nz)

SMA invites submissions for its 2015 Annual Meeting. All submissions will be reviewed on the basis of potential theoretical, empirical, and/or methodological contribution. Submissions may take the form of **papers, symposia, or panel discussions**. All accepted submissions will be presented at the meeting, and all accepted papers have the option of being published in the Annual Meeting Proceedings.

SUBMISSION AREAS AND CHAIRS

- Entrepreneurship

- Innovation

Steve Lanivich, Old Dominion University

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- Health Care

- Hospitality Management

- Public Administration

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- Management Education

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- Innovative Teaching*

Adam C. Stoverink, Northern Illinois University

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***PRE-DOCTORAL** - There will be a special poster session to showcase papers by students who **have not yet started** their doctoral studies. Faculty members may play a supporting authorship role on these papers, but the lead author must not have started his/her doctoral studies before April 20, 2015. Regardless of topic area, pre-doctoral student papers should be submitted to the Pre-Doctoral Track.

***INNOVATIVE TEACHING** - SMA sponsors an innovative teaching track to showcase best practices in teaching and curricular design. Submissions to this track should describe an innovative teaching technique or curricular innovation and propose an engaging format for sharing the innovation in a 10-15 minute presentation. With the exception of the word limit, which is 2,000 words, proposals are to be prepared according to the paper submission guidelines below.

PAPER DEVELOPMENT WORKSHOP - Authors of accepted papers will have the opportunity to apply to the Paper Development Workshop held at the 2015 meeting. The purpose of this workshop is for authors to receive feedback on their papers from experienced scholars to enhance their papers' publication potential. More information will be available on the SMA website in 2015.

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 also will 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 <http://www.southernmanagement.org/meetings/2015/> no later than April 20, 2015 at 11:59 pm Eastern Standard Time. The deadline is firm and no extensions will be granted.
- Only complete papers should be submitted. Incomplete 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/.
- Before entering SMA's blind review process, all submitted papers will be evaluated via electronic plagiarism software (self and others). Papers that do not pass this evaluation will be returned to the authors and not be entered into SMA's blind review process.
- Submitted papers must not have been previously presented or scheduled for presentation, nor published or accepted for publication. Submitted papers also may be submitted to a journal (but not a conference) after the SMA submission deadline, but must not appear online or in print before the 2015 SMA meeting. Subsequent publication, with proper acknowledgement, is encouraged.
- If a paper is accepted, at least one author (for panel discussions, every author) must register and present the work at the conference. If at least one author of an accepted paper is not registered for the conference by October 15, 2015, the paper will be removed from the program.
- Rule-of-Three: No one is allowed to be included as an author, presenter, or panelist on more than three submissions. Likewise, no participant is allowed to serve as an author, presenter, session chair, discussant, etc. in more than three program sessions. The Rule-of-Three does NOT apply to Professional Development Institute (PDI) 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 *Journal of Management's* Style Guide found at http://mc.manuscriptcentral.com/societyimages/jom/JOM%20specific%20style%20guide_May%202013%20update.pdf Nonconforming submissions will be returned without review.
- Manuscripts should be double spaced with 1 inch margins on all four sides. The page setup should be for standard U.S. letter size (8.5 x 11 inches). Manuscripts should be prepared in Times New Roman font, size 12.
- The entire paper must be in a single document created in Microsoft Word.
- Paper submissions will be blind reviewed; thus, no author names or other identifying information should appear anywhere in the manuscript (not even on the title page). Symposia, panel discussions, and PDI submissions can contain author information, as these are not blind-reviewed.
- A sample of a correctly formatted paper can be found at <http://mc.manuscriptcentral.com/societyimages/jom/JOM-Paper-Template.pdf>

SYMPOSIUM SUBMISSIONS

- A symposium can be in either a panel format or a presenter format. A panel symposium engages a group of panelists in a formal, interactive discussion around a particular topic. A presenter symposium involves a collection of authored papers revolving around a common theme. Symposia are NOT blind reviewed and will be judged on overall quality, innovativeness, interest to SMA members, relevance to the track to which they were submitted, and contribution.
- If a symposium is accepted, all participants must register and present their portion of the symposium at the conference.
- A symposium submission must include:
 - A title page with the title of the symposium, the complete formal name and contact information for all participants, an abstract (100 word maximum), and 3 key words identifying the major subject of the symposium.
 - A 3-5 page overview of the symposium. This page limit applies to the body of the text, notes, and appendices, but excludes any references, tables, or figures.
 - An explanation of why the symposium should be of interest to the track to which it is being submitted.
 - A 2-5 page synopsis of **each** presentation (for presenter symposia only). This page limit applies to the body of the text, notes, and appendices, but excludes any abstract, references, tables, or figures.
 - A summary of the panelists' discussion (for panel symposia only).
 - A description of the symposium's format (e.g., who will be presenting first, whether there will be a Q & A, etc.)
 - A statement from the organizer declaring: "I have received signed statements from all intended participants agreeing to participate in the entire symposium, and they are not in violation of the rule of three."
- Nonconforming submissions will be returned without review.

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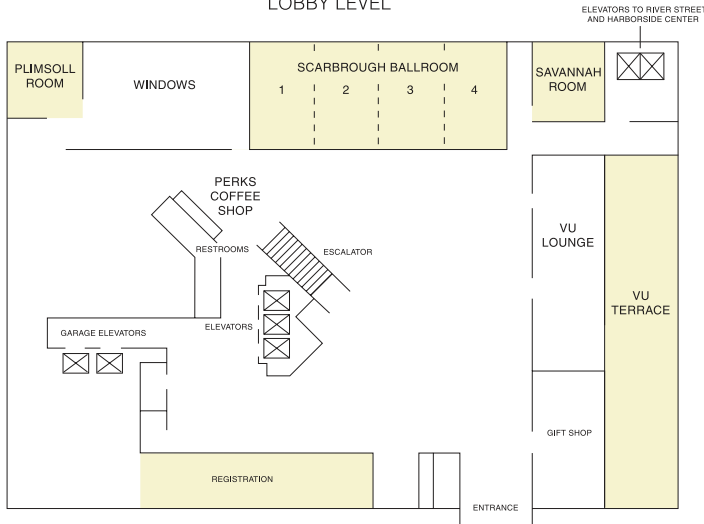
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