Southern Management Association
2015 MEETING
# Table of Contents

WELCOME TO THE 2015 MEETING OF THE SOUTHERN MANAGEMENT ASSOCIATION ........ 1

PROGRAM HIGHLIGHTS ........................................................................................................... 2

SMA 2015 EVENT AND AWARD SPONSORS .......................................................................... 3

SMA 2015 EXHIBITORS ............................................................................................................. 4

ABOUT SMA ............................................................................................................................... 4

SMA OFFICERS .......................................................................................................................... 5

SMA 2015 PROGRAM COMMITTEE .......................................................................................... 5

SMA BOARD MEMBERS ......................................................................................................... 5

JOURNAL OF MANAGEMENT EDITORS ..................................................................................... 5

SMA FELLOWS .......................................................................................................................... 5

SMA PAST PRESIDENTS (LISTED BY YEAR) .......................................................................... 6

SUSTAINED OUTSTANDING SERVICE AWARD WINNERS (LISTED BY YEAR) ................. 7

SMA 2015 TRACK CHAIRS ....................................................................................................... 7

AWARDS COMMITTEES .......................................................................................................... 7

2015 SMA AWARDS ............................................................................................................... 9

SMA 2015 REVIEWERS ........................................................................................................... 11

SMA 2015 PROGRAM SCHEDULE .......................................................................................... 16

TUESDAY .................................................................................................................................... 16

WEDNESDAY ............................................................................................................................ 16

THURSDAY ............................................................................................................................... 18

FRIDAY ....................................................................................................................................... 37

SATURDAY ............................................................................................................................... 59

PARTICIPANT INDEX .................................................................................................................. 61

DALI MUSEUM INFORMATION ............................................................................................... 64

CALL FOR NOMINATIONS: 2016 HUNT SMA SUSTAINED OUTSTANDING SERVICE AWARD 65

SMA 2016 - CALL FOR PAPERS ............................................................................................. 66

HOTEL PROPERTY MAP .......................................................................................................... Back Inside Cover

HOTEL MEETING SPACE LAYOUT ......................................................................................... Back Outside Cover

Front cover photo credit: Visit St. Petersburg/Clearwater
Welcome to the 2015 Meeting of the Southern Management Association

Welcome to St. Pete Beach and to the 2015 SMA Meeting! Long a favorite of the SMA membership, the Tradewinds is a prime waterfront location on St Pete Beach.  The hotel has recently undergone a refurbishment that has maintained its historic Florida charm while at the same time freshening the facilities.  Last year the conference schedule was modified to allow members a longer break at lunch to get out of the hotel.  We have maintained that modified schedule this year to allow you to get outside and enjoy some tropical breezes and sunshine during your lunch break.

Wednesday's pre-conference activities include an exciting session focused on creativity led by Nathan Schwagler of the world renowned Dali Museum located in St. Petersburg. Nathan, who is also an SMA member, has offered to come on-site to the Tradewinds to make this session easy for SMA members to attend. Pre-registration is required and seating is limited to forty. Wednesday also contains the two doctoral consortia (chaired by Franz Kellermanns and coordinated by Janaki Gooty, and Neil Tocher) 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 Aaron Hill) designed for students who have not yet begun their doctoral studies. SMA is proud of its continuing commitment to support doctoral students to attend the SMA doctoral consortium/conference.

The conference begins with a Town Hall Meeting Wednesday, 5:30pm-6:30pm, in Long Key and Sawyer Key. 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. This year’s Town Hall Meeting will also include a preview of SMA’s new membership system and a discussion of our new conference management system. We really hope you will be there to provide input to how these new systems and functionalities can be leveraged to maximize member benefits.

In addition to a full program of high quality paper presentations, this year’s conference offers a number of interesting Professional Development Institute (PDI) sessions. These PDI’s continue a tradition of methods oriented sessions co-sponsored by the Research Methods Division of the Academy of Management, such as content analysis, construct development, multi-level modelling, latent change analysis, difference scores, dyadic analysis, moderation and mediation, and structural equation modelling. In addition to the methods sessions, the PDI’s cover a range of topics and interests including PechaKucha Presentations for Management Education, Meet the Editors Panel, the Community of Academy Senior Scholars (CASS) Symposium, and the SMA Fellows session, which focuses this year on Academic Politics: War Stories and Strategies. If you are staying though Saturday, do not miss the PDI session on teaching online cases on Saturday morning.

An innovation brought forward from last year’s program is the Research Speed Dating Opportunity sessions which will be held in Horizons East. Each speed dating session has a topical theme (e.g. Family Business) where 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 connect further 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 10:15 be sure to stop by the Long Key room to check out another innovative session - Act On Your Research. Bart Debicki and Julita Haber and have worked tirelessly to make version 2.0 of this successful session from last year’s conference happen again. 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!

Another innovation brought forward from the 2014 SMA program is the SMA Off-Site Experience on Saturday. This year’s off-site experiences include a behind the scenes look at the operations of the National Football League’s Tampa Bay Buccaneers and a tour of local craft brewer 3 Daughters Brewing. Each event requires a nominal fee and these events are sequenced, with bus transportation provided, so that SMA members can attend morning sessions as well as one or both off-site visits. Preregistration for these two off-site events is required and space is limited. Discount admission to the Dali Museum in downtown St. Pete Beach also will be available at the hotel for members who would like to make their own transportation arrangements to visit this world renowned museum.

Other highlights include our annual business meeting on Thursday evening, several receptions, Café SMA (coffee and light breakfast networking opportunities), a research collaboration session, and the SMA party sponsored by Sage. The SMA Beach Bash party will be held beachfront on Friday evening from 6:30-9:30 on the Breek Deck. Come get some sand between your toes, enjoy tropical breezes, play beach games, and enjoy great food, drinks, music, and conversation under the stars with the beautiful Gulf of Mexico as your backdrop.

As you know, it takes a number of dedicated members to make the SMA conference the wonderful experience that it is. We first want to mention the track chairs (Robyn Brouer, Melissa Carsten, Gary Castrogiovanni, Karen Ford-Eickhoff, Joy Karriker, Stephen Lanovich, Misty Loughry, Arilse McKinney, Adam Stoverink, Hetty van Emmerik,) who managed the 500+ submissions in a timely and professional manner. We also want to offer a BIG THANK YOU to Micki Kacmar (President-Elect), who put together the PDI sessions for this conference and helped the Program in so many other ways. We also want to give a big shout-out to Sean Lux for his time and efforts in securing some great off-site experiences this year. Our heartfelt thanks go out to the tireless Joy Karriker (Conference Coordinator) who sets up and maintains the conference infrastructure. We also wish to thank all of those who submitted, reviewed, and attended this meeting. The wonderful volunteers who give of their time are the only reason this conference can happen. We are very excited to see you here in St. Pete Beach for the 2015 SMA conference and hope that the program will be memorable.

Sincerely,
Kevin Lowe, Vice President and Program Chair
Jim Combs, President
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 Horizons East 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 (October 28)**
- 1:00pm - 5:00pm in Indian Key - Infusing Creativity into Your Teaching with Legos – Teaching workshop led by Nathan Schwagler of the world renown Dali Museum. (Pre-registration required)
- 3:00pm – 7:45pm in Banyan Breezeway - Conference Registration
- 5:30pm - 6:30pm in Long Key and Sawyer Key - SMA Town Hall Meeting - Please join us at this informal public meeting to learn about the SMA governance, get your questions answered, and get a preview of SMA’s new membership and conference management systems
- 6:45pm - 7:45pm in South Beach Lawn - Welcome Networking Reception - Join us for light snacks and conversation with colleagues.

**Thursday (October 29)**
- 7:45am - 8:45am in Banyan Breezeway - Café SMA – Chat with colleagues over coffee, tea, and light breakfast fare
- 8:30am-5:00pm in Banyan Breezeway - Conference Registration
- 8:30am - 10:00am in Indian Key – PDI: Latent Change Analysis (co-sponsored by the Research Methods Division of the Academy of Management)
- 8:30am - 10:00am in Long Key - PDI: Strategicizing for Retirement with Authenticity, Balance, and Challenge. Community of Academy Senior Scholars (CASS)
- 10:15am - 11:45am in Indian Key - PDI: Construct Development (co-sponsored by the Research Methods Division of the Academy of Management)
- 10:15am - 11:45am in Long Key - PDI: Top 10 Do’s and Don’ts When Submitting to JOM
- 1:15pm - 2:45pm in Bird Key - PDI: A Brief Introduction to Multilevel Modelling (co-sponsored by the Research Methods Division of the Academy of Management)
- 1:15pm - 2:45pm in Long Key - PDI: Meet the Editors of JOM, AMJ, AMLE, GOM, JOB, LQ, and ORM
- 3:15pm - 4:45pm in Bird Key - Moderation, Mediation, and a Little Moderated Mediation: Recommended Practices (co-sponsored by the Research Methods Division of the Academy of Management)
- 3:15pm - 4:45pm in Long Key - PDI: SMA Fellows Session: Academic Politics: War Stories and Strategies
- 6:30pm - 7:30pm in Pavilion - SMA Presidential and Hunt/SOSA Award Reception

**Friday (October 30)**
- 7:45am - 8:45am in Banyan Breezeway - Café SMA - Chat with colleagues over coffee, tea, and light breakfast fare
- 8:30am-5:00pm in Banyan Breezeway - Conference Registration
- 8:30am - 10:00am in Indian Key - PDI: Alternatives to Difference Scores: Polynomial Regression and Response Surface Methodology (co-sponsored by the Research Methods Division of the Academy of Management)
- 10:15am - 11:45am in Bird Key - PDI: Content Analysis for Theory Elaboration (co-sponsored by the Research Methods Division of the Academy of Management)
- 10:15am - 11:45am in Long Key - PDI: Act On Your Research
- 12:00pm - 1:15pm in Pavilion - SMA Faculty Research/Teaching Collaboration Roundtable Session (preregistration required)
- 1:15pm - 2:45pm in Bird Key - PDI: Analyzing Dyadic Data: The Social Relations Model in the Organizational Sciences (co-sponsored by the Research Methods Division of the Academy of Management)
- 3:15pm - 4:45pm in Long Key - PDI: PechaKucha Presentations for Management Education
- 6:30pm - 9:00pm in Breck Deck - SMA Party: Beach Bash

**Saturday (October 31)**
- 8:30am - 9:00am in Banyan Breezeway - Café SMA - Coffee and tea are available
- 9:00am - 10:30am in Bird Key - PDI: SEM Model Evaluation (co-sponsored by the Research Methods Division of the Academy of Management)
- 9:00am - 10:30am in Long Key - PDI: Teaching With Cases Online
- 11:45am-3:30pm Off-Site Experience: Behind the Line of Scrimmage Tampa Bay Buccaneer Facilities (Pre-registration and payment required)
- 3:30pm-6:30pm Off-Site Experience: Craft Beer Tour Three Daughters Brewery (3DB) (Pre-registration and payment required)
SMA Welcomes its Event and Award Sponsors

DEPARTMENT OF
MANAGEMENT
And
SCHOOL OF ENTREPRENEURSHIP

Texas Tech University
Rawls College of Business™

Dept of Management & Information Systems
College of Business
Mississippi State University
Home of the Center of Family Enterprise Research

NC State
Poole College of Management
The Entrepreneurship Clinic

Haslam College of Business
The University of Tennessee, Knoxville

Kennesaw State University
Coles College of Business

Auburn University
Raymond J. Harbert College of Business

University of Central Florida
College of Business Administration

McCoy College of Business Administration
Texas State University
The rising STAR of Texas

JBE
Journal of Business & Entrepreneurship

West Virginia University
College of Business and Economics

Towson University
College of Business & Economics

Fogelman College of Business & Economics

The University of Memphis
Dreamers Thinkers Doers
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

OFFICERS

President
James G. Combs, University of Central Florida

President Elect
K. Michele Kacmar, Texas State University

Vice President/Program Chair
Kevin B. Lowe, University of Auckland

Vice President/Program Chair Elect
Annette L. Ranft, University of Tennessee

Treasurer
Cynthia Cycyota, U.S. Air Force Academy

Secretary and Membership Chair
Joyce Thompson Heames, West Virginia University

Past President
Christopher Shook, Auburn University

Journal of Management Editor
Patrick M. Wright, University of South Carolina

Communications Coordinator
Paul Johnson, University of Mississippi

Conference Coordinator
Joy H. Karriker, East Carolina University

Archivist
Brian George Nagy, Bradley University

Conference Photographer
John Michael Mankelwicz, Troy University

2015 PROGRAM COMMITTEE

VP & Program Chair
Kevin B. Lowe, University of Auckland

Conference Coordinator
Joy H. Karriker, East Carolina University

PDI Coordinator
K. Michele Kacmar, Texas State University

BOARD MEMBERS

2012-2015 Term
Laura M. Little, University of Georgia
Matthew W. Rutherford, Oklahoma State University
David J. Woehr, UNC Charlotte

2013-2016 Term
T. Russell Crook, University of Tennessee
Mary Jo Jackson, University of Tampa
Lisa Schurer Lambert, Georgia State University

2014-2017 Term
Jon C. Carr, Texas Christian University
Lucy R. Ford, Saint Joseph's University
Don H. Klueemer, University of Illinois at Chicago

JOURNAL OF MANAGEMENT

Editor:
Patrick M. Wright, University of South Carolina

Associate Editor Team:
David G. Allen, Rutgers, The State University of New Jersey
Bianca Beersma, University of Amsterdam
Devi Gnyawali, Virginia Tech University
Brian Hoffman, University of Georgia
Eden B. King, George Mason University
Catherine A. Maritan, Syracuse University
Sucheta Nadkarni, University of Cambridge
Fred Oswald, Rice University
Anne Parmigiani, University of Oregon
Christopher O. L. H. Porter, Indiana University
Karen A. Schnatterly, University of Missouri
Bill Schulze, University of Utah
Craig Wallace, Oklahoma State University
William Wan, City University of Hong Kong

FELLOWS

Active Fellows
David G. Allen, Rutgers, The State University of New Jersey
Achilles Armenakis, Auburn University
Neil Ashkanasy, University of Queensland
Tim Barnett, Mississippi State University
Arthur G. Bedeian, Louisiana State University
John D. Blair, Texas Tech University
M. Ronald (Mike) Buckley, University of Oklahoma
Archie B. Carroll, University of Georgia
James G. Combs, University of Central Florida
Russell Cropanzano, University of Colorado
Angelo DeNisi, Tulane University
W. Jack Duncan, University of Alabama in Birmingham

Inactive Fellows
William Fox
Robert Fulmer, Pepperdine University
Theodore T. Herbert, Rollins College
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.

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
Wayne Hochwarter, Florida State University
Bill Holley, Auburn University
K. Michele (Micki) Kacmar, Texas State University
Dave Ketchen, Auburn University
Bruce Lamont, Florida State University
Kevin Lowe, University of Auckland
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
Chris Shook, Auburn 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, University of North Dakota
Daniel A. Wren, University of Oklahoma
Shaker A. Zahra, University of Minnesota

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
Wayne Hochwarter, Florida State University
Bill Holley, Auburn University
K. Michele (Micki) Kacmar, Texas State University
Dave Ketchen, Auburn University
Bruce Lamont, Florida State University
Kevin Lowe, University of Auckland
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
Chris Shook, Auburn 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, University of North Dakota
Daniel A. Wren, University of Oklahoma
Shaker A. Zahra, University of Minnesota

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
Wayne Hochwarter, Florida State University
Bill Holley, Auburn University
K. Michele (Micki) Kacmar, Texas State University
Dave Ketchen, Auburn University
Bruce Lamont, Florida State University
Kevin Lowe, University of Auckland
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
Chris Shook, Auburn 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, University of North Dakota
Daniel A. Wren, University of Oklahoma
Shaker A. Zahra, University of Minnesota

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
Wayne Hochwarter, Florida State University
Bill Holley, Auburn University
K. Michele (Micki) Kacmar, Texas State University
Dave Ketchen, Auburn University
Bruce Lamont, Florida State University
Kevin Lowe, University of Auckland
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
Chris Shook, Auburn 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, University of North Dakota
Daniel A. Wren, University of Oklahoma
Shaker A. Zahra, University of Minnesota

In Memoriam
Robert P. Vecchio
James G. "Jerry" Hunt
Leon Megginson
Charles R. Scott
Max S. Wortman, Jr.
<table>
<thead>
<tr>
<th>PAST PRESIDENTS*</th>
</tr>
</thead>
<tbody>
<tr>
<td>Christopher Shook</td>
</tr>
<tr>
<td>Tim Barnett</td>
</tr>
<tr>
<td>Bennett Tepper</td>
</tr>
<tr>
<td>Mark B. Gavin</td>
</tr>
<tr>
<td>Margaret L. Williams</td>
</tr>
<tr>
<td>Allen C. Amason</td>
</tr>
<tr>
<td>Charlotte D. Sutton</td>
</tr>
<tr>
<td>William L. Gardner</td>
</tr>
<tr>
<td>Anson K. Seers</td>
</tr>
<tr>
<td>Christine M. Riordan</td>
</tr>
<tr>
<td>Terri A. Scandura</td>
</tr>
<tr>
<td>Kevin W. Mossholder</td>
</tr>
<tr>
<td>Donna E. Ledgerwood</td>
</tr>
<tr>
<td>Tammy G. Hunt</td>
</tr>
<tr>
<td>Pamela L. Perrewé</td>
</tr>
<tr>
<td>Vida G. Scarpetta</td>
</tr>
<tr>
<td>Chester A. Schriesheim</td>
</tr>
<tr>
<td>Mark J. Martin</td>
</tr>
<tr>
<td>Rose L. Knotts</td>
</tr>
<tr>
<td>Daniel S. Cochran</td>
</tr>
<tr>
<td>John A. Pearce II</td>
</tr>
<tr>
<td>W. Alan Randolph</td>
</tr>
<tr>
<td>B. Wayne Kemp</td>
</tr>
<tr>
<td>Achilles A. Armenakis</td>
</tr>
<tr>
<td>W. Jack Duncan</td>
</tr>
<tr>
<td>Dorothy N. Harlow</td>
</tr>
<tr>
<td>Dennis F. Ray</td>
</tr>
<tr>
<td>Vince P. Luchsinger, Jr.</td>
</tr>
<tr>
<td>John E. Logan</td>
</tr>
<tr>
<td>Ogden H. Hall</td>
</tr>
<tr>
<td>Jay T. Knippen</td>
</tr>
<tr>
<td>James M. Todd</td>
</tr>
<tr>
<td>Daniel A. Wren</td>
</tr>
<tr>
<td>Leon C. Megginson</td>
</tr>
<tr>
<td>Richard I. Levin</td>
</tr>
<tr>
<td>Max B. Jones</td>
</tr>
<tr>
<td>Bernard J. Bienvenu</td>
</tr>
<tr>
<td>Burnard H. Sord</td>
</tr>
<tr>
<td>Claude S. George, Jr.</td>
</tr>
<tr>
<td>Herbert G. Hicks</td>
</tr>
<tr>
<td>William M. Fox</td>
</tr>
<tr>
<td>Joseph L. Massie</td>
</tr>
<tr>
<td><strong>William M. Fox</strong></td>
</tr>
<tr>
<td><strong>Leon C. Megginson</strong></td>
</tr>
<tr>
<td><strong>Claude S. George, Jr.</strong></td>
</tr>
<tr>
<td><em><strong>Howard R. Smith</strong></em></td>
</tr>
<tr>
<td><em><strong>Edward H. Anderson</strong></em></td>
</tr>
<tr>
<td><em><strong>Gustav T. Schwenning</strong></em></td>
</tr>
</tbody>
</table>

* 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.
## SMA 2015 TRACK CHAIRS

- **Entrepreneurship**  
  Steve Lanivich, Old Dominion University

- **Innovation**

- **Health Care**  
  Karen Ford-Eickhoff, UNC Charlotte

- **Hospitality Management**  
  Misty L. Loughry, Georgia Southern University

- **Public Administration**

- **Management History**  
  Gary Castrogiovanni, Florida Atlantic University

- **Management Education**

- **Information Technology**

- **Organization Theory**  
  Hetty van Emmerik, Maastricht University

- **International Management**

- **Human Resources**

- **Research Methods**

## SMA 2015 SPEED DATING COORDINATOR

Jennifer Sexton, West Virginia University

---

*Affiliations are at time of award*
BEST PAPER COMMITTEES

**Best Overall Conference Paper**
Tim Barnett, Mississippi State University
M. Ronald (Mike) Buckley, University of Oklahoma
Charles Pierce, University of Memphis
Sherry Sullivan, Bowling Green University

**Best Overall Doctoral Student Paper**
Brian Miller, Texas State University
Christopher Shook, Auburn University
Bennett Tepper, Ohio State University
Robert Vandenberg, University of Georgia

**BEST PAPER IN TRACK COMMITTEES**

**Innovative Teaching: Best Track Paper Committee**
Emilija Djurdjevic, University of Rhode Island
Lauren Simon, Portland State University
Tomas Thundiyil, Central Michigan University

**Human Resources and Research Methods: Best Track Paper Committee**
Gayle Baugh, University of West Florida
Vickie Coleman Gallagher, Cleveland State University

**Human Resources and Research Methods: Best Doctoral Paper Committee**
Sherry Sullivan, Bowling Green State University
Jim Jawahar, Illinois State University
Tim Golden, Rensselaer Polytechnic Institute

**Health Care/Hospitality Management/Public Administration: Best Track Paper Committee**
Cathleen Erwin, Auburn University
Kathryn Hyer, University of South Florida
Deshia Leonhirth, University of South Carolina
Nitish Patidar, Quinnipiac University
Carol Young, Memorial Hermann Healthcare System

**Health Care/Hospitality Management/Public Administration: Best Doctoral Paper Committee**
Laura Madden, East Carolina University
David McLain, SUNY Oswego
Kathryn Ostermeier, University of North Texas

**Organization Theory/International Management**
Ratan Dheer, Florida Atlantic University
Jennifer Franczak, University of New Hampshire
Mingxiang Li, Florida Atlantic University

**Ethics/Social Issues/Diversity Issues/Careers: Best Track Paper Committee**
E. Holly Buttner, University of North Carolina at Greensboro

**Ethics/Social Issues/Diversity Issues/Careers: Best Doctoral Paper Committee**
C. Justice Tillman, Baruch College - City University of New York
Nichole T. Phillips, University of Mary Washington
Bryan Schaffer, Florida Gulf Coast University

**Entrepreneurship/Innovation: Best Track Paper Committee**
R. Michael Holmes, Florida State University
David S. DeGeest, University of Groningen

**Management History/Management Education/Information Technology**
Steven D. Charlier, Georgia Southern University
Kathleen Wheatley, University of Tennessee - Chattanooga
Tom J. Sanders, University of Montevallo

**Strategic Management**
Laura Madden, East Carolina University
Tim Madden, Old Dominion University
Mary Beth Rousseau, Georgia Southern University
Tyge Payne, Texas Tech University
Brian Connelly, Auburn University
Peter Gianiodis, Clemson University

**Organizational Behavior: Best Track Paper Committee**
Neal M. Ashkanasy, University of Queensland
Darren C. Treadway, University at Buffalo, SUNY
Amy B. Henley, Kennesaw State University

**Organizational Behavior: Best Doctoral Paper Committee**
G. James Lemoine, University at Buffalo, SUNY
John Maslyn, Belmont University
Michael Buckley, University of Oklahoma
Linda Shanock, University of North Carolina, Charlotte

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

Bruce T. Lamont, Florida State University
Amy B. Henley, Kennesaw State University
Mark B. Gavin, West Virginia University
Pamela L. Perrewé, Florida State University
Kevin B. Lowe, University of Auckland
2015 SMA Awards

**BEST OVERALL CONFERENCE PAPER**
*Sponsor: SAGE*
"IF ONLY I WERE LESS ETHICAL": WHEN SOCIAL COMPARISONS OF ETHICAL BEHAVIOR AND PERFORMANCE LEAD TO SELF-THREAT, SOCIAL UNDERMINING, AND OSTRACISM
Matthew Quade, Baylor University
Rebecca Lee Greenbaum, Oklahoma State University
Presented: Thursday, 1:15pm - 2:45pm in Sabal Room

**BEST OVERALL DOCTORAL STUDENT PAPER**
*Sponsor: Coles College of Business at Kennesaw State University*
PREDICTING CAREER ADVANCEMENT: THE ROLES OF GENDER, SELF-EFFICACY, AND HUMAN CAPITAL INVESTMENT STRATEGIES
Kyoung Yong Kim, University of Houston
Leanne Atwater, University of Houston
Myungsun Kim, University of Houston
Phillip M. Jolly, University of Houston
Presented: Thursday, 3:15pm - 4:45pm in Palm Room

**JAMES G. (JERRY) HUNT SMA SUSTAINED OUTSTANDING SERVICE AWARD**
*Sponsor: Rawls College of Business at Tech Tech University*
Charles R. (Bob) Greer, Texas Christian University

**BEST TRACK PAPERS**

**Innovative Teaching**
USING SERVICE LEARNING TO IMPROVE INTERVIEWER AND INTERVIEWEE EFFECTIVENESS
Melissa J. Mann, University of North Carolina at Pembroke
Regina Yanson, Francis Marion University
Alysa Dawn Lambert, Indiana University Southeast
Presented: Thursday, 8:30am - 10:00am in Bird Key

**Human Resources and Research Methods**
AN 18-YEAR LONGITUDINAL STUDY OF WORK TIME, HEALTH, JOB SATISFACTION AND TURNOVER AMONG NURSES
Amit Kramer, University of Illinois at Urbana-Champaign
Jooyeon Son, University of Illinois at Urbana-Champaign
Presented: Thursday, 3:15pm - 4:45pm in Palm Room

**Health Care/Hospitality Management/Public Administration**
PHYSICIAN ADOPTION OF HEALTH INFORMATION EXCHANGES
Kim Davey, Samford University
Presented: Thursday, 8:30am - 10:00am in Palm Room

**Ethics/Social Issues/Diversity Issues/Careers**
"IF ONLY I WERE LESS ETHICAL": WHEN SOCIAL COMPARISONS OF ETHICAL BEHAVIOR AND PERFORMANCE LEAD TO SELF-THREAT, SOCIAL UNDERMINING, AND OSTRACISM
Matthew Quade, Baylor University
Rebecca Lee Greenbaum, Oklahoma State University
Presented: Thursday, 1:15pm - 2:45pm in Sabal Room

**Organization Theory/International Management**
PRESCRIBERS AND PERFORMERS: EFFECTS OF INDIVIDUALS’ BEHAVIORS ON THE CHANGE AND STABILITY OF ORGANIZATIONAL ROUTINES
Bruce Gilstrap, University of Southern Mississippi
Timothy A. Hart, Oklahoma State University
Presented: Thursday, 8:30am - 10:00am in Banyan Room

**Entrepreneurship/Innovation**
DYNAMICS OF INNOVATIVE SOLUTIONS EMERGENCE: THE ROLE OF SYMBOLS
Ivana Milosevic, University of Wisconsin Oshkosh
Mary Uhl-Bien, Texas Christian University
A. Erin Bass, University of Nebraska Omaha
Karen M. Landay, University of Wisconsin Oshkosh
Presented: Thursday, 3:15pm - 4:45pm in Citrus Room

**Organizational Behavior**
INTERPRETING COOPERATION AND COMPETITION IN NEGOTIATION CONTEXTS
Edward W. Miles, Georgia State University
Jeff Schatten, Georgia State University
Deborah Butler, Georgia State University
Presented: Thursday, 1:15pm - 2:45pm in Jasmine Room

**Strategic Management**
THE ROLE OF REPUTATION, STATUS, AND UNIVERSITY ENDOWMENT IN INCREASED ATHLETIC COMPETITION: EVIDENCE FROM NCAA DIVISION I
Adrien Bouchet, University of Tulsa
Michael Hutchinson, University of Memphis
Mary Dana Laird, University of Tulsa
Michael Louis Troilo, University of Tulsa
Presented: Friday, 10:15am - 11:45am in Sabal Room
<table>
<thead>
<tr>
<th>Track</th>
<th>Paper Title</th>
<th>Authors</th>
<th>Location</th>
<th>Time</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Innovative Teaching</strong></td>
<td><strong>GENERATIONALLY RELEVANT CASE METHOD AS A NOVEL APPROACH TO TEACHING UNDERGRADUATE LEVEL STRATEGIC MANAGEMENT</strong></td>
<td>Robert Bonner, Anthony David Neely, Sarah Elise Roche, Andrea Rae Neely</td>
<td>Presented: Friday, 1:15pm - 2:45pm in Glades Room</td>
<td></td>
</tr>
<tr>
<td><strong>Human Resources and Research Methods</strong></td>
<td><strong>PREDICTING CAREER ADVANCEMENT: THE ROLES OF GENDER, SELF-EFFICACY, AND HUMAN CAPITAL INVESTMENT STRATEGIES</strong></td>
<td>Kyoung Yong Kim, Leanne Atwater, Myungsun Kim, Phillip M. Jolly</td>
<td>Presented: Thursday, 3:15pm - 4:45pm in Palm Room</td>
<td></td>
</tr>
<tr>
<td><strong>Health Care/Hospitality Management/Public Administration</strong></td>
<td><strong>SENSEMAKING OF ‘DIRECT’ ESHARE TECHNOLOGY IN HEALTHCARE: DISCOURSES AND NARRATIVES FROM WEST TENNESSEE</strong></td>
<td>Kulraj Singh, Brian Janz, John Matthew Amis, Deepti Agrawal, Sandra Richardson, Peter Wright</td>
<td>Presented: Thursday, 8:30am - 10:00am in Palm Room</td>
<td></td>
</tr>
<tr>
<td><strong>Ethics/Social Issues/Diversity Issues/Careers</strong></td>
<td><strong>A TRICKLE-DOWN APPROACH TO INCLUSIVE LEADERSHIP: THE ROLE OF SUPERVISORY MORAL IDENTITY</strong></td>
<td>Darryl Bernard Rice, Nicole Carrie Jones, Sharon Britton Sheridan</td>
<td>Presented: Friday, 10:15am - 11:45am in Citrus Room</td>
<td></td>
</tr>
<tr>
<td><strong>Organization Theory/International Management</strong></td>
<td><strong>MANAGING CROSS-BORDER ACQUISITION NEGOTIATIONS: HOW THE HOST COUNTRY INSTITUTIONS AND ACQUIRER STRATEGIES DETERMINE ACQUISITION DURATION</strong></td>
<td>Rama Krishna Reddy, Ben L. Kedia, Frances H. Fabian</td>
<td>Presented: Friday, 3:15pm - 4:45pm in Sabal Room</td>
<td></td>
</tr>
<tr>
<td><strong>Entrepreneurship/Innovation</strong></td>
<td><strong>THE INFLUENCE OF BIFURCATION BIAS ON THE PERFORMANCE OF THE PROFESSIONALIZED FAMILY FIRM</strong></td>
<td>Kyle Turner, Kristen Madison, Joshua J. Daspit, Franz Kellermanns</td>
<td>Presented: Friday, 1:15pm - 2:45pm in Palm Room</td>
<td></td>
</tr>
<tr>
<td><strong>Organizational Behavior</strong></td>
<td><strong>MEMBERSHIP FLUIDITY IN TEAMS</strong></td>
<td>Philip Scott Ramsay, Sarah Elizabeth Frick, Matthew Grossman, Wendy L. Bedwell, James K. Summers</td>
<td>Presented: Friday, 1:15pm - 2:45pm in Jasmine Room</td>
<td></td>
</tr>
<tr>
<td><strong>Strategic Management</strong></td>
<td><strong>MEASURING OPEN STRATEGY IN CROSS-SECTOR SOCIAL PARTNERSHIPS: TOWARD A THEORETICAL REFINEMENT AND VALIDATION OF THE CONSTRUCT</strong></td>
<td>Thomas Pittz, Terry R. Adler</td>
<td>Presented: Thursday, 3:15pm - 4:45pm in Sawgrass Room</td>
<td></td>
</tr>
</tbody>
</table>
SMA 2015 Reviewers

BEST REVIEWERS BY TRACK

Entrepreneurship and Innovation
Joanne Scillitoe, New York Institute of Technology

Ethics, Social and Diversity Issues, Careers
Veselina Vracheva, Old Dominion U.

Health Care, Hospitality Management, Public Administration
Deshea Ann Leonhirth, U. of South Carolina

Human Resources, Research Methods
Gayle Baugh, U. of West Florida

Management History, Management Education, Information Technology
Kathleen Wheatley, U. of Tennessee at Chattanooga

Organization Theory, International Management
Rachida Aissaoui, Ohio U.

Innovative Teaching
Brendan Richard, U. of Central Florida

SMA 2015 REVIEWERS – FULL LISTING

★ : Outstanding Reviewer

Dina Abdelzaher, U. of Houston Clear Lake
Michael Abebe, U. of Texas Rio Grande Valley
Amie Abi Aad, U. of Alabama
Ghulam Abid, National College of Business Administration & Economics
Chandan Acharya, U. of North Texas
Terry R. Adler, New Mexico St. U.
Ajay K. Aggarwal, Henderson St. U.
Jose J. Aguilar, Universidad Nacional de Colombia - Universidad Pontificia Bolivariana
Ismail Shoa Alhmodu-Tijani, Lagos St. U.
Shontarius D. Aikens, North Dakota St. U.
Gayle Baugh, U. of West Florida

Rachida Aissaoui, Ohio U.
Edward O. Akoto, Henderson St. U.
Mona Al-Amin, Suffolk U.
Benjamin Nathan Alexander, Tulane U.
Stephen Richard Alfred, APS
Marwan Alshammari, U. of Texas at Arlington
Jorge A. Alvarez, U. of Southernmost Florida
Anthony (Tony) Paul Ammeter, U. of Mississippi
Michael Anastasis Anastasiou, InterNea College
Jonathan R. Anderson, U. of West Georgia
Anthony Paul Andrews III, Governors St. U.
Anthony Paul Andrews, Governors St. U.
Cory J. Angert, U. of Houston Downtown
Erica L. Anthony, Morgan St. U.
Lindy Archambeau, U. of Florida
Felix F. Arndt, U. of Lausanne
Ridhi Arora Jr., Indian Institute of Technology, Roorkee
Tammy Yates Arthur, Mississippi College
Neal M. Ashkanasy, U. of Queensland
Alexander A. Assouad, Kennesaw St. U.
Mark W. Auger, Kennesaw St. U.
Shamly Austin, Gateway Health
Rebecca Lee Badawy, Youngstown St. U.
Mona Bahl, Youngstown St. U.
Anand Bajpai Sr., Al Sharq Studies Institute
LaKami T. Baker, Auburn U.
Arnold B. Bakker, Erasmus U.
Klavia Ballard, U. of Houston
Diane Bandow, Troy U.
Max Bankewitz, Universität Witten/Herdecke
George Christopher Banks, Longwood U.
Lisa Baranik, East Carolina U.
Roland Bardy, Florida Gulf Coast U.
Tim Barnett, Mississippi St. U.
Chet Eric Barney, U. of South Dakota
Fatima Zahra Barrane, Faculté des sciences de l'administration
Marcelo Bernardo Barrios, EDDE
A. Erin Bass, U. of Nebraska Omaha
Connie Bateman, U. of North Dakota
Jeremy A. Bauer, U. of South Florida
Gayle Baugh, U. of West Florida
Anna Viola Bayne, Maastricht U.
Juanda Beck-Jones, Florida A&M U.
Thomas Becker, U. of South Florida Sarasota-Manatee
Wendy Becker, Shippensburg U.
Michael Becraft, Park U.
Tom Bellairs, U. of Alabama
Josh Biddickson, East Carolina U.
Andrew Bennett, Virginia Commonwealth U.
Danielle Beu Ammeter, U. of Mississippi
Manjot Singh Bhussar, Auburn U.
Michael David Biderman, U. of Tennessee at Chattanooga
Anita Blanchard, U. of North Carolina at Charlotte
JC Blewitt, Saint Louis U.
Anita Boey, York U.
Rebecca Bobie, U. of Dallas
Joel F. Bolton, U. of Southern Mississippi
Dorian Boncouer, Helmut Schmidt U.
Julena Bonner, Oklahoma St. U.
Michael Bonner, U. of Texas at San Antonio
Brandy Booth, Boston U.
Nancy Borkowski, U. of Alabama at Birmingham
Artemis Boulamatsi, Georgia St. U.
Mark C. Bowler, East Carolina U.
Matt Bowler, Oklahoma St. U.
Elizabeth M. Boyd, Kennesaw St. U.
Victoria Boyd, Claflin U.
Dennis Bozeman, U. of Houston
Katarina Knusten Brant, Florida Atlantic U.
Keith H. Brigham, Texas Tech U.
Wayne Brock, U. of Phoenix
Meagan E. Brock Baskin, U. of Central Oklahoma
J. Lee Brown III, Fayetteville St. U.
Lee Warren Brown, Texas A&M U. - Central Texas
Richard S. Brown, Pennsylvania St. U.
Amy L. Brownlee, U. of Tampa
Brooke R. Buckman, Florida International U.
Kay J. Bunch, Georgia St. U.
Jodine Burchell, Strayer U.
Jennifer H. Busshelle-Edghill, Fayetteville St. U.
Deborah Butler, Georgia St. U.
Frank Christopher Butler, U. of Tennessee at Chattanooga
Jonathan Craig Butler, Oklahoma St. U.
E. Holly Buttner, U. of North Carolina at Greensboro
Emily D. Campion, U. at Buffalo, SUNY
Colin Cannonier, Belmont U.
Amy Caponetti, Pellissippi St. Community College
Sofy Carayannopoulos, Wilfrid Laurier U.
Bruce Carmona, Florida Atlantic U.
Andrew Michael Carnes, Western Carolina U.
Jon C. Carr, Texas Christian U.
William R. Carter, U. of Baltimore
Melissa Cast, Western Michigan U.
Christopher Castille, Villanova U.
Leann Caudill, U. of North Carolina at Charlotte
Frank J. Cavig, Nova Southeastern U.
Ruben Ceballos, U. of Texas Pan American
Kevin Celuch, U. of Southern Indiana
Wonsuk Cha, U. of Texas Pan American
Vallari Chandna, U. of North Texas
Steven D. Charlfile, Georgia Southern U.
Xinzuan Che, U. of South Florida
I-Shuo Chen, Trinity College Dublin
Zheng Chen, U. of South Florida St. Petersburg
Zheng Cheng, U. of Kansas
Kenneth Uzomah Chukwuba, Walden U.
Cody Logan Chullen, East Carolina U.
Wonjoon Chung, U. of Illinois at Urbana-Champaign
Silburn Clarke, U. of West Indies
Jeremy Cochran, Widener U.
Scott R. Cohen, U. of South Alabama
Michael S. Cole, Texas Christian U.
Mary Catherine Colley, Troy U.
Surya Prakash Pati, Indian Institute of Management, Lucknow
Nitish Patidar, Quinnipiac U.
Jeffrey B. Paul, U. of Tulsa
Karen Paul, Florida International U.
Pamela Paustian, U. of Alabama at Birmingham
Evgeniya Pavlova, U. of South Florida
LaQue J. Perkins, Trident U.
Miljenka Perovic, Queenslands U. of Technology
Elise Perrault, College of Charleston
Jaclyn Perrmann, U. of Cincinnati
Martha Perryman, Florida A&M U.
Pawinee Petchsawang, U. of the Thai Chamber of Commerce
Joseph Peyrefitte, U. of Southern Mississippi
Adam G. Pfleegor, Mississippi St. U.
Will Phillips, U. of Texas at San Antonio
Shani Pindek, U. of South Florida
Thomas Pittz, East Carolina U.
Maria Plakhnotik, Florida International U.
Rhonda Polak, N.A.B.A.
K. Pongiannan, Government Arts College, Dharmapuri
Tobi Popoola, U. of Mississippi
Diane Poulin, Laval U.
Stephen P. Preacher, Liberty U.
Michael J. Provitera, Barry U.
Anish Purkayastha, Indian Institute of Management, Ahmedabad
Yuanmei Qu, U. of Miami
Matthew Quade, Baylor U.
Joann Farrell Quinn, U. of South Florida
Leah Raby, Ashford U.
Indu Ramachandran, Texas St. U.
Zo Harivololona Ramamonjiarivelo, Governors St. U.
Philip Scott Ramsay, U. of South Florida
Craig Randall, Florida Gulf Coast U.
Robert VDG Randolph, U. of Nevada Las Vegas
Brandon Randolph-Seng, Texas A&M U. - Commerce
Tessa Brooke Recendes, Oklahoma St. U.
Tammie C. Redd, U. of Texas Pan American
Rama Krishna Reddy, U. of Memphis
Christopher Ray Reutzel, Sam Houston St. U.
Deborah L. Rhodes, Capella U.
Brendan Richard, U. of Central Florida
Hettie A. Richardson, Texas Christian U.
Carolee M. Rigbee, U. of Illinois at Springfield
Sherryllyn Roberts, U. of Texas at San Antonio
Robert W. Robertson, -no affiliation-
Robert K. Robinson, U. of Mississippi
Kylie Rochford, Case Western Reserve U.
Tracey Rockett, Texas Christian U.
Benjamin Wayne Rockmore, U. of Central Florida
Amy Risch Rodie, U. of Nebraska Omaha
Steven Rogelberg, U. of North Carolina at Charlotte
Bryan Rogers, Mississippi St. U.
Nathan Rogers, Army Air Force Exchange Service
Sklar Rolf, U. of Nebraska-Lincoln
Janet Romaine, St. Anselm College
Marisa Hayedee Romano I, Universidad de Palermo / UADE / CEM Argentina
Kent Rondeau, U. of Alberta
Johnathan Rose, South U.
Fay Roseman, Barry U.
Mary Beth Rousseau, Georgia Southern U.
Enrica N. Ruggs, U. of North Carolina at Charlotte
Carlos Enrique Ruiz I, Georgia Gwinnett College
Michelle Ruiz, U. of Texas at El Paso
Lisa M. Russell, Indiana U. Southeast
Zachary A. Russell, Florida St. U.
Matthew W. Rutherford, Oklahoma St. U.
Margaret Sullivan Ryder, Piedmont College
Tom J. Sanders, U. of Montevallo
Douglas Sanford Jr., Towson U.
Catarina Marques Santos, Instituto Universitário de Lisboa (ISCTE-IUL)
Susana C. Santos, Instituto Universitário de Lisboa (ISCTE-IUL)
Mostafa Sayyadi Ghasabeh, U. of South Australia
Bryan S. Schaffer, Florida Gulf Coast U.
Jeff Schatten, Georgia St. U.
David Scheaf, U. of North Carolina at Charlotte
Leon Schjoedt, Indiana U. South Bend
Mel Schnake, Valdosta St. U.
Beth Zuech Schneider, Queens U. of Charlotte
Robert Schneider, Eastern New Mexico U.
Jery Schoenfeld, Florida Gulf Coast U.
Mike Schraeder, Troy U., Montgomery
Joanne Scillitoe, New York Institute of Technology
Alex Scrimshire, Oklahoma St. U.
Robert Edmund Scully, Barry U.
Anson Seers, Virginia Commonwealth U.
Chad Seifried, Louisiana St. U.
Sandipan Sen, Southeast Missouri St. U.
Andra Serban, U. of Warwick
Postigo Sergio, Universidad de San Andres
Jennifer Sexton, West Virginia U.
Jamal Shamsie, Michigan St. U.
Linda Shanouck, U. of North Carolina at Charlotte
Kensington Shields-Dutton, U. of Central Florida
Sridevi Shivarajan, Ramapo College of New Jersey
Christine Shropshire, U. of Georgia
Marc Siegall, California St. U., Chico
Pratigya Sigdyal, U. of North Texas
Allison B. Simonovsky, U. of Georgia
Kulraj Singh, South Dakota St. U.
Faye A. Sisk, Mercer U.
Sally Sledge, Norfolk St. U.
Donna J. Slowensky, U. of Alabama at Birmingham
Jarvis Smallfield, U. of Illinois at Chicago
Adam R. Smith, Indiana U. Kokomo
Monica Smith, U. of West Georgia
Richard Lee Smith, DeVry U.
Sarah Jo Smith, Purdue U. North Central
Karen W. Smola, U. of Maryland
Caitlin E. Smith Sockbeson, Tulane U.
Craig Spencer Soelberg, U. of North Texas
Shelby John Solomon, Louisiana St. U.
Kristin Lee Sotak, Binghamton U. - St. of New York
Lloyd J. F. Southern, Mercer U.
Betsy Sparks, South College
Paul E. Spector, U. of South Florida
Chester Spell, Rutgers, The St. U. of New Jersey
Jan Louis Spencer, Regent U.
Curtis R. Sproul, West Virginia U.
Stephen Spulick, Georgia Southern U.
Bhartendu Nath Srivastava, Indian Institute of Management, Calcutta
Saurabh Srivastava, U. of North Texas
Jeremy Stafford, U. of North Alabama
Adam Steinbach, Michigan St. U.
Oscar Jerome Stewart, U. of North Carolina at Charlotte
Christopher Stone, U. of Texas at San Antonio
Thomas H. Stone, Oklahoma St. U.
Pakorn Suichaphong, U. of Texas at Arlington
Harika Suklun, Sullivan U.
Sherry Sullivan, Bowling Green St. U.
Alex M. Susskind, Cornell U.
Christine C. Sutton, Kennesaw St. U.
Michael J.D Sutton, Kent St. U.
Daniel J. Syvantek, Auburn U.
Tony Swaim, Kennesaw St. U.
Kenneth Michael Sweet Jr., Angelo St. U.
Richard J. Swersey, DeVry U.
Leslie Thomas Szamosi, U. of Sheffield - CITY College
Filiz Tabak, Towson U.
Uday S. Tate, Marshall U.
Alex Tawse, U. of Houston
Erik Taylor, Louisiana St. U.
Julia Teahen, Baker College
Manuel J. Tejeda, Barry U.
Jonathan E. Temple, Liberty U.
Rebecca Thacker, Ohio U.
Stephanie Thomason, U. of Tampa
Leamaro Thompson, U. of Texas San Antonio
Phillip Thompson, Case Western Reserve U.
Tomas G. Thundiyil, Texas A&M U.
Nicole Thurmond, U. of North Carolina at Charlotte
C. Justice Tillman, Baruch College, CUNY
Manish Roy Tirkey, Sam Higginbottom Institute of Agriculture, Technology and Sciences
Asgafi Amayah, SUNY Empire St. College
Steven Toaddy, Louisiana Tech U.
Neil M. Tocher, Idaho St. U.
Barbara-Leigh Tonelli, Kaplan U.
Christopher Torrance, Fort Valley St. U.
Nazarin Tourani, New Mexico St. U.
Huy Tran, Albright College
Hanq Q. Trinh, U. of Wisconsin, Milwaukee
Juanita Trusty, U. of Memphis
Herman H. M. Tse, Griffith U.
Thomas Tudor, U. of Arkansas at Little Rock
Mustafa Zihni Tunca, Suleyman Demirel U.
Nicholas W. Twigg Jr., Coastal Carolina U.
Leslie Cauthen Tworoger, Nova Southeastern U.
John Willis Upson, U. of West Georgia
Alix Valent, U. of Houston Clear Lake
Chantal van Esch, Case Western Reserve U.
Robert J. Vandenberg, U. of Georgia
James M. Vardaman, Mississippi St. U.
Sebastien Vendette, Troy U.
Kathleen Elizabeth Voges, Texas A&M U. - San Antonio
Sriram VP Sr., Kalasalingam U.
Veselina Vracheva, Old Dominion U.
Preeti Wadhwa, California St. Polytechnic U., Pomona
Treasurer Walker, U. of Arkansas at Little Rock
Zhonghui "Hugo" Wang, U. of North Carolina at Greensboro
Ethan W. Waples, U. of Central Oklahoma
A very special thank you to all of the reviewers for this year’s program
**Tuesday, October 27**

**Consortia & Pre-Conference Registration:** 6:30 pm - 8 pm in Palm Colonnade West  
Coordinator: Cynthia Cycyota, United States Air Force Academy

**Tuesday, 7:00pm - 8:00pm in Garden Courtyard**

**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 the College of Business at Georgia Southern University

**Wednesday, October 28**

**Conference Registration:** 3:00 – 7:45 in Banyan Breezeway  
Coordinator: Cynthia Cycyota, United States Air Force Academy

**Conference Exhibits:** 3:00 – 7:45pm in Banyan Breezeway  
Coordinator: Joy H. Karriker, East Carolina University

**Wednesday, 8:00am - 8:30am in Jacaranda Foyer**

**Consortia Continental Breakfast**  
* consortia participants only  
Coordinator: Joy H. Karriker, East Carolina University  
Sponsored by:  
The McCoy College of Business Administration at Texas State University  
The College of Business and Economics at West Virginia University

**Wednesday, 8:30am - 4:30pm in Banyan & Citrus Rooms**

**Professional Development Institute: 26th Annual Doctoral Consortia - Early Stage - (by invitation only)**

**Doctoral Consortia Chair:** Franz Kellermanns, University of North Carolina at Charlotte  
**Early-Stage Consortia Coordinator:** Neil M. Tocher, Idaho State University  
**Presenters:**  
Garry Adams, Auburn University  
David G. Allen, Rutgers University  
Robyn Brouer, Canisius College  
Kris Byron, Georgia State University  
James G. Combs, University of Central Florida  
Mark B. Gavin, West Virginia University  
Aaron Hill, Oklahoma State University  
Brian Hoffman, University of Georgia  
K. Michele Kacmar, Texas State University  
Franz Kellermanns, University of North Carolina at Charlotte  
Lisa Schurer Lambert, Georgia State University  
Catherine A. Maritan, Syracuse University  
Sharon Oswald, Mississippi State University  
Matthew W. Rutherford, Oklahoma State University  
Neil M. Tocher, Idaho State University  
James M. Vardaman, Mississippi State University  
Harvell Jackson Walker III, Auburn University  
Patrick M. Wright, University of South Carolina  
**Sponsored by:**  
The Haslam College of Business at the University of Tennessee, Knoxville  
The Spears School of Business at Oklahoma State University

**Wednesday, 8:30am - 4:30pm in Glades & Jasmine Rooms**

**Professional Development Institute: 26th Annual Doctoral Consortia - Late Stage - (by invitation only)**

**Doctoral Consortia Chair:** Franz Kellermanns, University of North Carolina at Charlotte  
**Late-Stage Consortia Coordinator:** Janaki Gooty, University of North Carolina at Charlotte  
**Presenters:**  
Garry Adams, Auburn University  
David G. Allen, Rutgers University  
Kris Byron, Georgia State University  
James G. Combs, University of Central Florida  
Bart Debicki, Towson University  
Janaki Gooty, University of North Carolina at Charlotte  
Franz Kellermanns, University of North Carolina at Charlotte  
Don H. Kluemper, University of Illinois at Chicago  
Lisa Schurer Lambert, Georgia State University  
Bruce T. Lamont, Florida State University  
Laura M. Little, University of Georgia  
Hettie A. Richardson, Texas Christian University  
Jane Shumski Thomas, Purdue University Calumet  
David J. Woehr, University of North Carolina at Charlotte  
Patrick M. Wright, University of South Carolina  
Francis J. Yammarino, State University of New York at Binghamton  
**Sponsored by:**  
Mississippi State University, Home of the Center of Family Enterprise Research  
The Spears School of Business at Oklahoma State University
Wednesday, 8:30am - 4:30pm in Palm & Sabal Rooms

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

Coordinator: Aaron Hill, Oklahoma State University

Presenters:
Aaron Hill, Oklahoma State University
Joel F. Bolton, University of Southern Mississippi
Julena Bonner, Oklahoma State University
Matt Bowler, Oklahoma State University
Wendy Jean Casper, University of Texas at Arlington
Claudia C. Cogiser, Texas Tech University
Cynthia Cycyota, United States Air Force Academy
Kaitlyn DeGhetto, University of Colorado at Colorado Springs
Robert J. Duesing, Georgia College & State University
Jennifer L. Franczak, University of New Hampshire
Michael Lance Frazier, Creighton University
Karen Ford-Eickhoff, University of North Carolina Charlotte
William L. Gardner, Texas Tech University
Mark B. Gavin, West Virginia University
Joyce Thompson Heames, West Virginia University
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
Matthew W. Rutherford, Oklahoma State University
Michelle Zorn, Auburn University

Sponsored by:
Auburn University, The Raymond J. Harbert College of Business
The Spears School of Business at Oklahoma State University

Teaching Workshop: Infusing Creativity into Your Teaching with Legos (Preregistration Required)

Nathan Schwagler, The Dali Museum Innovation Labs

Creativity is the bedrock of human endeavor; it is an ability to imagine a future scenario and produce variable paths to that desired goal state. Creativity is an elusive and mercurial construct to research, for sure, yet much ground has been covered in the last 65 years of deliberate inquiry. This hands-on workshop will overview some of the latest research findings in the field, while also demonstrating an emerging method of problem-solving and communication called LEGO Serious Play, where participants are led through a series of questions, probing deeper and deeper into the subject matter while each participant builds his or her own 3D LEGO® model in response to the facilitator's questions using specially selected LEGO® elements. These 3D models serve as a basis for group discussion, knowledge sharing, problem solving and decision making. Lastly, case studies on application(s) of Creative Problem Solving (CPS), Design Thinking, Lean Startup, and LEGO Serious Play methods and techniques will be discussed.

Wednesday, 1:00pm - 5:00pm in Indian Key

Wednesday, 9:00am - 11:00am in Blue Heron

SMA Executive Officers Meeting (by invitation only)

Presiding: James G. Combs, University of Central Florida (SMA President)

Wednesday, 11:15am - 11:45am in Blue Heron

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

Presiding: K. Michele Kaemar, Texas State University (Incoming SMA President)

Wednesday, 11:50am - 1:15pm in Garden Courtyard

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

Coordinator: Joy H. Karriker, East Carolina University

Wednesday, 1:30pm - 4:30pm in Blue Heron

SMA Executive Officers and Board Meeting (by invitation only)

Wednesday, 5:30pm - 6:30pm in Long Key & Sawyer Key

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: Kevin B. Lowe, University of Auckland (SMA Program Chair)

Wednesday, 6:45pm - 7:45pm in South Beach Lawn

Welcome Networking Reception

Join us for light snacks and conversation with colleagues.

Coordinator: Joy H. Karriker, East Carolina University
Value-driven cooperation between competitors is becoming increasingly salient, especially in knowledge intensive industries. However, theoretical developments on cooperation and competition remain largely disconnected, as a result, the dynamic interplay between competition and cooperation is largely left in a black box. This paper draws the relevant insights from two critical streams of research on inter-firm interactions, RBV and managerial cognition, to construct a process model with parallel mediating paths elucidating the dynamic interplay between competition in the downstream product market and cooperation in the upstream factor market.

**FRIENDS AND FOES? COGNITION AND RESOURCES IN VALUE-DRIVEN COOPERATION BETWEEN COMPETITORS**

Aurora Liu, Schulich School of Business

Value-driven cooperation between competitors is becoming increasingly salient, especially in knowledge intensive industries. However, theoretical developments on cooperation and competition remain largely disconnected, as a result, the dynamic interplay between competition and cooperation is largely left in a black box. This paper draws the relevant insights from two critical streams of research on inter-firm interactions, RBV and managerial cognition, to construct a process model with parallel mediating paths elucidating the dynamic interplay between competition in the downstream product market and cooperation in the upstream factor market.

**BEST PAPER IN TRACK**

**PREScribers AND PERfomers: EFFECTS OF INDIVIDUALs’ BEHAVIORS ON THE CHANGE AND STABILITY OF ORGANIZATIONAL ROUTINES**

Bruce Gilstrap, University of Southern Mississippi
Timothy A. Hart, Oklahoma State University

In recent years, researchers of organizational routines have begun to examine the “microfoundations” of routines, paying much closer attention to the role of individual participants in routines. Despite these advances, little is known about how these behaviors generate change or stability. We address this central issue by proposing that the behaviors of employee acting in two distinct roles—“prescriber” and “performer”—bring about change and stability in routines as they engage in proactive, adaptive, and proficient behaviors.

**THE LONG CON: A LONGITUDINAL STUDY OF REACTIONS TO ANTICIPATORY IMPRESSION MANAGEMENT**

Kevin Cain, Georgia Regents University

The effects of repeated impression management tactics are poorly understood, particularly when used in anticipation of events that trigger stakeholder reactions. I examine voluntary firm disclosures - management earnings forecasts - to compare the effects of management earnings forecasts and the effects of a trigger - surprise earnings - on shareholder reactions, and test the impact of prior management forecasts on subsequent forecasts. Management earnings forecasts cause more abnormal investor reactions than surprise earnings, and those reactions are moderated by the frequency and accuracy of prior firm forecasts.
THE THINKING FRAMEWORK: A MODEL FOR MAKING BETTER LEADERSHIP DECISIONS

Beth Zuech Schneider, Queen’s University of Charlotte
Thomas O. Jones Jr., Guilford College

The study and practice of leadership, while continuously examined, still presents a high level of complexity and challenge for researchers, students, and practitioners. Therefore, we present a different approach to the conceptualization of leadership through a straightforward methodology for analyzing and integrating theory into practice. Our “Thinking Framework” provides a schema of seven dimensions to ensure a maximized thought process in leadership decision-making. This framework also serves as a teaching tool for instructing students on leadership theory.

★BEST PAPER IN TRACK★

USING SERVICE LEARNING TO IMPROVE INTERVIEWER AND INTERVIEWEEME EFFECTIVENESS

Melissa J. Mann, University of North Carolina at Pembroke
Regina Yansom, Francis Marion University
Alysa Dawn Lambert, Indiana University Southeast

Interviews are a critical component of assessing an individual’s fit within an organization. Students aspiring to be managers or human resource professionals will need to complete an interview to successfully gain employment, and then in turn, will be responsible for conducting interviews to effectively ascertain the capabilities and motivation of job candidates. The service learning experiences presented here can offer students a competitive advantage when competing against peers for limited job openings. This paper outlines a service learning experience aimed at improving both interviewee and interviewer effectiveness. This activity is interdisciplinary and can be beneficial for students across all industries.

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

Careers [Symposium]: I Will Write as Soon as I (Fill in the Blank): Our Immunity to Change and its Impact on Publishing

Thomas Conklin, Gannon University
Nathan S. Hartman, Illinois State University
Michael A. McDaniel, Virginia Commonwealth University
Alex J. Barelka, Illinois State University
Rosanna F. Miguel III, John Carroll University

This panel symposium is to help graduate students and faculty rethink their approach to publishing. This interactive session will use Kegan and Lahey’s (2009) Immunity to Change process as a structure for discussing the limitations and strengths of their unique approach to writing and publishing. We will focus on how faculty deal with often competing commitments and their impact on scholarly aspirations. Specifically, we intend to 1) work with faculty from balanced schools, 2) discuss personal productivity roadblocks associated with academic publishing, and 3) engage in meaningful conversations that can serve as catalysts for future scholarly activity.

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

Ent: Academics in Entrepreneurship

Facilitator: Timothy M. Madden, Old Dominion University

A CASE FOR MIXED METHODS IN ENTREPRENEURSHIP AND VENTURE CAPITAL RESEARCH

Ludvig Levasseur, University of Paris-Dauphine

Mixed methods research includes quantitative and qualitative methods in the same study. However, mixed methods have clearly been underused in entrepreneurship. We offer four contributions: (1) a positive summary of theory on mixed methods, (2) a detailed analysis and illustration of an application of these methods to entrepreneurship and venture capital (VC) research, (3) an overview of past accomplishments, gaps, future challenges, and possible mixed methods questions and improvements in VC research, and (4) a cross-disciplinary and generic entrepreneurship and VC-related research agenda using mixed methods. In doing so, we hope to stimulate entrepreneurship scholars’ interest in applying these methods.

CHANGING LANDSCAPE VISUALIZED: AN INTEGRATED BIBLIOMETRIC ANALYSIS OF ENTREPRENEURSHIP RESEARCH IN STRATEGY VENUE 1991-2015

Jing Tang, EMLYON Business School
Wenyao Zhao, EMLYON Business School

Entrepreneurship has grown from a research area in strategy into a full-fledged, vibrant research domain, spawning a spectrum of concepts and research streams from various theoretical perspectives. This paper seeks to illuminate such growth with visualizations of key dynamics in the expansion of entrepreneurship-oriented research in strategy venue, highlighting diachronically the central topics, major publications and citations, influential authors, and dominant theoretical perspectives. Empirically, we perform an integrated bibliometric analysis on the full archive of papers on entrepreneurship published in said venue from 1991 to 2015. Our approach boasts the advantages of both quantitative bibliometrics and qualitative content analysis.

IDENTITY CONFLICTS OF ACADEMIC ENTREPRENEURS: WHEN WHAT YOU DO CHANGES WHO YOU ARE (AND YOU AREN'T SURE YOU WILL LIKE THE NEW YOU)

Erika Williams, University of Tennessee Knoxville
Rhonda K. Reger, University of Tennessee Knoxville
Thomas Daniel White III, University of Tennessee Knoxville

Increasing the rate of technology transfer from universities and national laboratories through academic entrepreneurship has been identified as an important issue in creating and sustaining national competitiveness, yet these organizations struggle to achieve even modest technology transfer goals. This paper builds theory to explain why scientists resist engaging in academic entrepreneurship despite incentives and other external programs that encourage their participation. We explore individual level processes of traditional scientists in university and federal lab settings and theorize that identity-based barriers to academic entrepreneurship explain their resistance to engaging in technology transfer activities.
The primary objective of this professional development workshop is to teach participants how to use the features within the Mplus software package to test longitudinal types of models. This is an advanced workshop in that participants should possess a strong understanding of latent measurement models, and tests of latent path models using SEM. The workshop starts with some of the theoretical considerations that need to be addressed when designing a longitudinal study. It then progresses into undertaking latent change score analyses—analyses undertaken when data were collected at two points in time. It will also be demonstrated how these latent change variables may be used in various roles; that is, as exogenous, endogenous, and mediating variables. The instructor will provide the data and the syntax files used in the workshop. Perhaps then participants with Mplus installed on their laptops can run some of the exercises during the workshop. Regardless of the latter, participants go home with usable examples and syntax.

Facilitator: Madeline M. Crocitto, SUNY Old Westbury

AN EMPIRICAL EXAMINATION OF THE RELATIONSHIP OF SOCIAL SKILLS, NETWORKING BEHAVIOR, AND CAREER SUCCESS

Michael Hager, University of Northern Iowa
Monica L. Forret, St. Ambrose University
Hans-Georg Wolff, University of Cologne
Sherry E. Sullivan, Bowling Green State University

This study examines social skills as a correlate of networking behavior and a moderator in the relationship between networking behavior and objective (number of promotions) and subjective (job and career satisfaction) career success. Surveys completed by U.S. and German employees showed that social skills were significantly and positively related to networking behavior and explained variance in networking beyond that accounted for by extraversion. Social skills moderated the relationships between networking behavior and job and career satisfaction, but not in the hypothesized direction. At lower levels of networking behavior, those who had better social skills had higher job and career satisfaction.

CAREER PATHS OF THE MODERN EXECUTIVE: IS CLIMBING THE CORPORATE LADDER STILL THE WAY TO THE TOP?

Katherine A. Frear, University of South Carolina Upstate
Andrew C. Loignon, University of North Carolina at Charlotte
Sabrina Leene Speights, University of North Carolina at Charlotte
Tammy E. Beck, University of Nebraska-Lincoln
Kurtis Charling, University of Nebraska-Lincoln

The purpose of the current research was to identify patterns in executive career paths and examine career path in relation to career success. We inductively examined the complete career histories of 845 executives who held C-Suite positions in 2012. Optimal matching analysis, followed by cluster analysis, indicated that there are four clusters of career paths—which we call Professional Managers, Entry-Level Climbers, Managerial Climbers, and Entrepreneurial Executives—and that these paths are related to career success. Our results suggest that: (1) there are many ways to reach the C-Suite and (2) some paths result in more success than others.

THE NEW GLASS CEILING: THE GENDER PAY GAP AND SELF EMPLOYMENT

Leanna Lawter, Sacred Heart University
Tuvana Rua, Sacred Heart University
Jeanine Andreassi, Sacred Heart University

For many women, self-employment is viewed as a more desirable work arrangement than working as an employee for a firm. Despite more educated and experienced women moving into self-employment, self-employment still has different financial consequences for men and women. This paper seeks to extend past research on the differences in economic consequences for men and women in self-employment. The results indicate a large financial disparity between self-employed women and men. Regardless of the parity in education, work experience, or number of hours worked, women earn less than men in self-employment, confirming the existence of the new glass ceiling—the earnings ceiling.
barriers and challenges to organizational learning. Efficiency can be achieved and sustained through overcoming the challenges. However, the expected gains in operational efficiency can be daunting; however, the expected gains in operational efficiency can be achieved and sustained through overcoming the barriers and challenges to organizational learning.

Our study investigates the impact of the implementation of a new EHR system on operational processes and productivity. Results suggest there should be a holistic view of the impact of the EHR system on operational efficiency: (1) work-flow throughput; (2) patient flow impacts; (3) organizational structure; (4) differences in training requirements amongst users. In sum, EHR implementation can be a daunting task; however, the expected gains in operational efficiency can be achieved and sustained through overcoming the barriers and challenges to organizational learning.
**BOARD CHARACTERISTICS AND THE LIKELIHOOD OF BUSINESS MODEL ADOPTION: EVIDENCE FROM THE SMART HOME MARKET**

Phyu Phyu Aung Myint, University of Texas Pan American
Michael Abebe, University of Texas Rio Grande Valley

What role does the board of directors’ play in fostering organizational innovation? This study contributes to this conversation by exploring the relationship between board characteristics and business model adoption. Drawing from resource dependence theory and using the smart home business model as our context, we examined the relationship among board size, CEO duality and proportion of outside directors on the likelihood of business model adoption. Our analysis of 96 firms indicates that both board size and CEO duality significantly increase the likelihood of business model adoption. Our findings highlight the important resource provision role boards play in promoting organizational innovation.

**DOES BOARD INDEPENDENCE ENCOURAGE PROFITABLE LEVELS OF R&D INTENSITY? REVISITING AGENCY THEORY**

Ibrahim Anise Shaikh, Rensselaer Polytechnic Institute
Lois Sanford Peters, Rensselaer Polytechnic Institute

We explore the effect of board independence on R&D intensity. Prior corporate governance research has presented conflicting findings pertaining to the Agency-theory (AT) recommendation that board independence mitigates the agency-cost of underinvestment in R&D. We revisit AT by accentuating the less researched agency-cost of overinvestment in R&D. By extending AT to incorporate both agency-costs of overinvestment and underinvestment in R&D, we suggest proper board structures can encourage profitable levels of R&D intensity.

**LOST IN THE SEA: SPIN-OFFS TYPOLOGY, PERFORMANCE IMPLICATIONS FOR NECESSITY AND FOCUS-INCREASING SPIN-OFFS**

Anna A. Obedkova, University of Texas at Arlington

The paper invites scholars interested in spin-offs to take this stream of research to a deeper level through the categorization of the reasons that trigger spin-offs into groups and further label them as different types of spin-offs. I argue that various reasons standing behind types of spin-offs contribute to different implications for organizations. The paper starts developing a spin-offs typology on the basis of published literature. To support the argument that differences between types of spin-offs matter, I discuss performance implications of the two opposite types of spin-offs, necessity and focus-increasing spin-offs, in the context of board and TMT composition.

**ADDITIONAL BENEFITS OF THE INTERMEDIATE APPROACH OF DIFFERENCE SCORES**

Angus Yongheng Yao, Ryerson University

This study explores three data-analytical approaches of difference scores; namely, the traditional difference-score (TD) approach, the no-difference-score (ND) approach (i.e., the polynomial regression approach), and the intermediate difference-score (ID) approach. We identify four types of research questions; namely, simple difference score hypotheses, complex difference score hypotheses, simple joint effects of the two components, and complex joint effects of the two components (i.e., congruence and incongruence hypotheses), to illustrate the strengths and weaknesses of these three approaches. For instance, both the ID and the ND approaches are effective in testing congruence and incongruence hypotheses, but the former is more efficient.

**EMOTIONAL LABOR AND SELF-DETERMINATION THEORY: MOTIVATION MATTERS**

Anna Viola Bayne, Maastricht University
Bert Schreurs, Maastricht University

In this study we investigate the role of motivation in the relation between emotional labor and work-related well-being outcomes. 275 employees from a variety of service-related companies participated in a longitudinal study with one general and ten daily questionnaires, leading to a total of 1,620 responses. We found a relation between emotional labor strategies and situational motivation. Furthermore, basic psychological need satisfaction was found to explain the relation between emotional labor and well-being outcomes. The study contributes to the emerging literature on both emotional labor and self-determination theory. It sheds light on emotional labor by taking a motivational perspective.

**PLANNING = CAKE, DOING = FRUIT SALAD: A HEDONIC MODEL OF STRATEGY IMPLEMENTATION**

Alex Tawse, University of Houston
Vanessa M. Patrick, University of Houston
Dusya Vera, University of Houston

The current research proposes a hedonic model of strategy implementation. Our central thesis is that the shift from strategy planning to strategy implementation entails a downward shift in hedonic potential that acts as a barrier to effective strategy implementation at an individual level. We contend that strategy implementation effectiveness is positively related to near-term construal and negatively related to distant construal and is accompanied by an unpleasant shift from high arousal positive to low arousal negative affect. After presenting the model, we rely on the behavioral economic theory of “nudges” to propose possible routes to improve strategy implementation effectiveness.
YOU SPIN ME RIGHT ROUND: WORKPLACE CORRELATES OF DAILY AFFECT SPIN

Melissa Mitchell, University of Georgia
Malissa A. Clark, University of Georgia
Nathan T. Carter, University of Georgia

We examined the workplace correlates of affect spin, a form of within-person affect variability. We hypothesized that experiencing a mix of positive and negative work events is positively related to affect spin, and that affect spin is indirectly related to voluntary workplace behaviors through mood. Employees (N =114) completed daily surveys over two weeks. Mixed work events was positively related to within-person affect spin. Affect spin was indirectly negatively related to daily organizational citizenship behavior through lower pleasant mood. Additionally, affect spin was positively related to variability in voluntary work behavior. Implications for future research on workplace affect are discussed.

THE EVOLUTION OF A PARADIGMATIC PERSPECTIVE IN THE ORGANIZATIONAL SCIENCES

Mark J. Martinko, Florida A&M University
Kenneth J. Harris, Indiana University Southeast
Scott Douglas, University of Montana

In this paper we argue that the evolution of theory in the organizational sciences has been affected by numerous factors including ghostwriting, particularism, territorialism, boxed-in thinking, and the lack of an accepted paradigm. We argue that although not explicitly recognized, a paradigm for human behavior in organizations has evolved and that there has been more progress than is immediately apparent. We encourage future contributors to more fully describe how their works relate to other theories and also encourage editors and reviewers to play a more active role in facilitating these processes.

OB: Doing the Right Thing: Ethical Issues in OB

Facilitator: Jean McGuire, Louisiana State University

DEVELOPMENT OF A COMPREHENSIVE THREE-DIMENSIONAL SUSTAINABILITY MEASURE: INCORPORATING THE “MISSING P” - PEOPLE

Vickie Coleman Gallagher, Cleveland State University
Mary Wilson Hrivnak, Cleveland State University
Soran Valea, Cleveland State University
Christine Brown Mahoney, Minnesota State University, Mankato
Diane Afoni Lawong, Florida State University

Organizations have focused on sustainability practices impacting planet, profits, and people. However, limited research exists on how employees comprise the people dimension. Three studies were conducted to develop a comprehensive measure incorporating all three. Study 1 involved qualitative interviews with a comprehensive literature review resulting in 41 item. Study 2’s EFA of the measure with 102 respondents confirmed three dimensions. Study 3 used CFA with 119 HR managers resulting in a fit with three dimensions. Additional analysis revealed significant positive relationships between perceptions of sustainability and organizational identification, a supportive and collaborative culture, learning orientation, participative decision making and innovation.

THE ORGANIZATIONAL SCIENCES

Scott Douglas

THE EVOLUTION OF A PARADIGMATIC PERSPECTIVE IN THE ORGANIZATIONAL SCIENCES

Mark J. Martinko, Florida A&M University
Kenneth J. Harris, Indiana University Southeast
Scott Douglas, University of Montana

In this paper we argue that the evolution of theory in the organizational sciences has been affected by numerous factors including ghostwriting, particularism, territorialism, boxed-in thinking, and the lack of an accepted paradigm. We argue that although not explicitly recognized, a paradigm for human behavior in organizations has evolved and that there has been more progress than is immediately apparent. We encourage future contributors to more fully describe how their works relate to other theories and also encourage editors and reviewers to play a more active role in facilitating these processes.

Thursday, 10:15am - 11:00am in Sawyerr Key

Research Speed Dating: Family Business

Coordinator: Jennifer Sexton, West Virginia University

Facilitator: April D. Schantz, Florida International University

Thursday, 10:15am - 11:45am in Banyan Room

Strategic All in the Attitude: TMT Affect, Narcissism, and Firm Performance

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

"THE SMARTEST GUYS IN THE (BOARD) ROOM": TMT COLLECTIVE NARCISSISM AND ITS IMPACT

Philip T. Roundy, University of Tennessee at Chattanooga
James W. Fredrickson, University of Texas at Austin
Mark Bayer, Eastern Illinois University
Ye Dai, Southern Illinois University Carbondale

Narcissism among CEOs has received considerable attention in recent years, but research has not examined the influence of narcissism at the TMT-level. This paper draws on work on collective (i.e. group) narcissism to describe the phenomenon’s distinctiveness from self-focused individual narcissism, articulate how it emerges in executives and aggregates to TMTs, and clarify its unique mechanisms. In addition, we propose that collective narcissism has in-group and out-group effects on TMTs that will influence both inter- and intra-TMT dynamics. By introducing collective narcissism to upper echelons theory, we hope to shed light on an under-examined, but potentially far-reaching, influence on TMTs.

POLITICAL ENVIRONMENTS AND ETHICAL BEHAVIOR

Matthew Valle, Elon University
K. Michele Kacmar, Texas State University
Suzanne Zivnuska, California State University, Chico

This research investigated the relationship between perceptions of politics (POP) and subsequent moral disengagement and unethical behavior. We examined both the direct relationship of POP with unethical behavior in organizations as well as the indirect relationship of POP on unethical behavior through the influence of moral disengagement. We also investigated the moderating effect of regulatory focus (prevention-focus and promotion-focus) on the relationship between moral disengagement and unethical behavior. Results indicated that POP was significantly related to our mediator, moral disengagement, which was significantly related to our dependent variable, unethical behavior. Only prevention-focus was significantly related to unethical behavior.
EXPLORING THE AFFECTIVE COMPONENT OF CEOS' ATTITUDES TOWARD BOARDS OF DIRECTORS
Hansin Bilgili, University of Arkansas
Jacqueline Tilton, University of Arkansas
Alan Edwin Ellstrand, University of Arkansas
Jonathan Johnson, University of Arkansas

Three decades after the introduction of agency theory to the strategic management literature (Eisenhardt, 1985), our paper explores an overlooked area that can have a profound impact on research concerning CEO-board relations: the antecedents and consequences of CEOs' affective experiences in organizations. Using Affective Events Theory (Weiss & Cropanzano, 1996), we explore how the affective component of CEOs' attitudes shapes their behaviors that are important to agency theory research. We also explore the consequences of these attitudinal changes in the form of agency tensions and agency costs that surface in ongoing principal-agent relations.

HOW DOES CEO IDEOLOGY INFLUENCE FIRM PERFORMANCE?
Yuanqing Li, University of Texas Rio Grande Valley
Xi Yang, University of Texas Rio Grande Valley

We fill the research gap of the CEO ideology of the firm may be a reason why the firm decides to create political ties and why it chooses certain firm strategies. We argue that CEO ideology-performance impact should be mediated by strategic diversification, which improves the firm’s reputation. Our findings suggest that CEO’s political ideology which belongs to one of the upper echelon characteristics, through the impact of strategic choices in diversification, influenced by the external political environment, will have a great impact on the firm’s performance.

DESIGNING THE WIDGET: A GROUP DECISION AND NEGOTIATION TASK
Lisa Delise, Salem College
Abby Mello, Towson University

Work is increasingly requiring critical thinking and interdependence in decision making. However, business curricula often focus on content to the detriment of skill-building in these areas. This paper describes a new group decision and negotiation exercise for classroom use to help students practice soft skills. The task illustrates multiple negotiation and information sharing concepts and is user-friendly for instructors and students. The task includes common and unique information, various goal preferences, multiple types of negotiations, and several decision making rounds in a context to which business students can relate. This exercise should enhance student engagement and development of soft skills.

HOW BEST TO TEACH: COURSE FORMAT, LEARNING, AND STUDENT CHARACTERISTICS
Douglas Sanford Jr., Towson University

Not all students thrive in the online learning environment. This article brings insights from neuroscience’s investigation of executive function and rich media theory to understand which students perform better in online versus face-to-face courses. Analysis of 269 students in a comprehensive university BBA program shows that online students with higher overall GPAs learned as much as face-to-face students. However, online students with low GPAs performed significantly worse than face-to-face. These findings suggest that institutions need to consider student characteristics when developing online course management policies.

Thursday, 10:15am - 11:45am in Bird Key
ME: Attention-Getting Approaches to Management Education
Facilitator: Deborah L. Rhodes, Capella University

CASE SELECTION: A CASE FOR A NEW APPROACH
Timothy Harper, Skidmore College
Barbara Norelli, Skidmore College
Mary Taber, Skidmore College

While conducting empirical research regarding the relationship between case characteristics and student performance, the authors were surprised to find a lack of conceptual and empirical research regarding instructor case selection. This conceptual paper explores the case selection process and introduces case selection as an under-investigated component of the case teaching method in management education. Case selection is important because it is a critical component of the case teaching method. There has been no empirical testing of the effectiveness of case selection technique. The authors identify and propose case selection criteria for instructors of management education.
“TO GO QUICKLY, GO ALONE. TO GO FAR, GO TOGETHER”: A CASE STUDY ON SOCIAL CAPITAL, NETWORK IDENTITY, AND ORGANIZATIONAL RESILIENCE

Haley Wozny, University of North Carolina at Charlotte
Oscar Jerome Stewart, University of North Carolina at Charlotte
Tammy E. Beck, University of Nebraska-Lincoln
Kelly L. Zellars, University of North Carolina at Charlotte

Organizations routinely face surprising, adverse events. Thus, resilience is critical to organizations’ health and survival. Using a case study of a documented resilient organization, we add to the limited empirical literature on resilience and integrate literature on social capital to understand how one organization’s relationships with other organizations facilitated resilience. We propose that cohesion and access to nonredundant resources, as well as ties that vary in temporality and intentionality, can facilitate resilience. We also propose that a strong network identity strengthens these relationships. We discuss practical implications of leveraging social capital and its clear connection to enable resilience.

INTERFIRM NETWORKS AS MECHANISMS TO CONSOLIDATE CEO POWER

Mingxiang Li, Florida Atlantic University

In this paper, I argue that because human beings are self-interested, a focal CEO’s external board membership will influence their firm to adopt governance practices that favor managers. I first hypothesize that when CEOs have more external connections, the focal firm is more likely to adopt CEO-favoring governance practices and reap greater compensation benefits. I further argue that CEOs will make the case more salient when the focal firm’s CEO-favoring governance indices are lower than tied-to firms and when their compensation benefits are lower than their counterpart CEOs in tied-to firms.

NETWORK RESOURCES, KNOWLEDGE UTILIZATION, AND THE DYNAMICS OF NETWORKS: EVIDENCE FROM THE NATIONAL BASKETBALL ASSOCIATION

Mahmoud Fallatah, University of Texas at Arlington

This study attempts to increase our understanding of network dynamics by examining how network resources and networks’ knowledge utilization influence network change. I examine how the availability of resources in a network in a period impacts its structure in the following period. I also study how knowledge utilization of network of knowledge workers in a period predicts changes in the focal network’s structure in the following period. Using data from the (NBA), I find that network resources do not significantly affect network change, and that knowledge utilization of networks in one period negatively affects their structure in the following period.

EXPERIENCING AND NAVIGATING DISASTER: THE UTILITY OF ORGANIZATIONAL PSYCHOLOGICAL CAPITAL IN HIGH-RELIABILITY ORGANIZATIONS

A. Erin Bass, University of Nebraska Omaha
Ivana Milosevic, University of Wisconsin Oshkosh

Despite their focus on safety and reliable performance, high-reliability organizations (HROs) can experience catastrophic events that affect not just the organization, but also external constituents. The purpose of this study is to investigate the positive capital (PsyCap), as a resource that HROs utilize to experience and navigate a disaster. Our research has several important contributions. First, we contribute to research on PsyCap by illustrating that varying permutations of hope, confidence, resilience, and optimism exist at the organizational-level. Second, we enhance resource-based view perspective to suggest Organizational PsyCap as an important organizational resource HRO can utilize to restore performance.
STARTING A NEW JOURNEY YET DEPLETED: AN EGO-DEPLETION PERSPECTIVE

Lei Huang, Auburn University

This study introduces the concept of creativity-induced stress and investigates its impact on organizational newcomers’ creativity. Drawing from ego depletion theory, we propose that organizational newcomers’ creativity-induced stress has a negative indirect effect on creativity via creativity depletion. We further propose that creative self-efficacy and instrumental belief of creativity moderate this negative indirect effect. Using data collected from 272 organizational newcomers in a large multinational technology company based in U.S., we found support for most of our hypotheses. We also found creative self-efficacy and instrumental belief differed in the extent to which they helped newcomers to replenish their resources.

THE SEPARATION OF CHURCH AND WORK: AN EXAMINATION OF WORK-RELIGION CONFLICT AND ITS BEHAVIORAL CONSEQUENCES

Christopher Robert Langford, Baptist University of the Americas

Despite the fact that the vast majority of Americans and individuals worldwide claim to be religious, organizational research has largely ignored examining how individuals cope with conflict between their work roles and religious roles. The concept of work-religion conflict is introduced to denote the occurrence of incongruence between these two roles. This study examines the effects of (a) time-based work-religion conflict, (b) behavior-based work-religion conflict, and (c) strain-based work-religion conflict on individuals’ (d) anticipated help-seeking, (e) job crafting intentions, and (f) turnover intentions. The moderating influence of religious commitment is also examined. Implications for theory, research, and practice are discussed.

OB: Exploring the Consequences of Organizational Politics

Facilitator: G. James Lemoine, University at Buffalo, SUNY

CONTEXTUALIZING POLITICAL SKILL: HOW DO PSYCHOLOGICAL DISTANCE AND FEEDBACK IMPACT POLITICAL SKILL’S INTERVIEW RATINGS?

Emily D. Campion, University at Buffalo, SUNY

The selection interview is full of social cues that provide information to applicants, which allow them to navigate the environment. Research suggests politically skilled individuals are astute in evaluating cues and behaving in ways that secure interviewer liking (Kolodinsky, Treadway, & Ferris, 2007). A recent twist in interview methodology may challenge a politically skilled individual’s success. Some companies have initiated a system where applicants record their responses to standardized prompts online, affording recruiters to view them at their convenience. This paper explores how lack of feedback and high psychological distance may have a suppressing effect on the politically skilled individual.

ORGANIZATIONAL COMMITMENT, EFFORT, AND ATTENTIONAL CONSEQUENCES OF PERCEPTIONS OF ORGANIZATIONAL POLITICS: INDIVIDUAL SELF-CONCEPT AS A MODERATOR

Liam Patrick Maher, Florida State University

Using a person-organization fit framework, this investigation explores the interactive effects of perceptions of organizational politics and individual self-concept on a host of variables that have been shown to predict job performance (i.e., organizational commitment, effort, and attention). Hierarchical moderated regression analysis was used to analyze a sample of 447 employees from a diverse set of industries and occupations. Results indicate that organizational commitment and attention are successfully predicted by the perceptions of organizational politics and individual self-concept interaction, but effort regressed on this interaction approached significance. Implications and future directions are discussed.
POLITICS MATTER: JOINT EFFECTS OF POLITICS AND TASK PERFORMANCE IN PREDICTING CITIZENSHIP

Tomas G. Thundiyil, Texas A&M University
Xin-an Zhang, Shanghai Jiao Tong University
Zinta S. Byrne, Colorado State University
Dan Chiaburu, Texas A&M University
Ning Li, University of Iowa

Prosocial (e.g., helping) and proactive (e.g., taking charge) citizenship behaviors influence supervisors’ evaluations of performance. Yet, little is known under what conditions these behaviors result in positive evaluations or when they may be attributed to manipulation attempts and potentially evaluated unfavorably. Using 281 dyads, we examined the moderating effects of perceptions of organizational politics on the relationships between subordinates’ helping and taking charge behaviors and supervisor-rated performance. Citizenship behaviors have generally been considered positive, yet the results here show that under certain conditions, supervisors evaluate some less positively than others in a performance evaluation context.

THE PARADOX OF BOTTOM-LINE PURSUITS: THE ADVERSE CONSEQUENCES OF BOTTOM-LINE MENTALITY

Matthew Quade, Baylor University
Benjamin D. McLarty, West Texas A&M University
Julena Bonner, Oklahoma State University

We contend the attempt to positively impact an organization’s bottom line through the use of a bottom-line mentality (BLM) is paradoxical in nature. Drawing on person-supervisor fit arguments, we examine the negative impact of supervisor BLM on generally important employee outcomes – turnover intentions and task performance. Field data across three studies reveals that supervisor BLM leads to increased turnover intentions and low task performance. Our results also reveal that employees’ reverence for their supervisor serves as an explanatory mechanism between the interactive effect of supervisor BLM and employee BLM (i.e. lack of PS fit) and the adverse work outcomes.

Thursday, 10:15am - 11:45am in Sawyer Key

OB: Individual Differences in the Workplace

Facilitator: Rebecca Thacker, Ohio University

PERSONALITY MATTERS IN CUSTOMER MISTREATMENT AND EMPLOYEE SERVICE SABOTAGE: THE MODERATING EFFECTS OF AGREEABLENESS AND EMOTIONAL STABILITY

Young Ho Song, McGill University

This study examined the relationship between customer mistreatment and employees service sabotage toward harm-doing customers. Using daily-based surveys of 255 call-center representatives in South Korea, this study found a positive association between daily-based customer mistreatment and sabotage. In addition, there was a cross-level moderation effect by agreeableness and emotional stability, which moderate employees’ daily customer mistreatment and service sabotage relationship respectively. Employees who have a low level of agreeableness tend to conduct more sabotage behavior once they perceive customer mistreatment. Similarly, employees with a low level of emotional stability are also more likely to commit sabotage upon recognizing customer mistreatment.

SELF-LEADERSHIP AND INDIVIDUAL OUTCOMES: A META-ANALYTIC REVIEW

Kevin Knotts, West Virginia University
Huazhong Chen, West Virginia University
Lu Zuo, West Virginia University
Jeffery D. Houghton, West Virginia University

The purpose of this study is to meta-analyze the prior findings on the relationship between self-leadership and individual outcomes. This analysis accomplishes two tasks: (1) obtaining an estimate of the relationship between self-leadership and individual outcomes and (2) examining potential moderators that may influence this relationship. Results suggest that self-leadership is positively and moderately related to individual outcomes. Moreover, this relationship is moderated by a number of contextual and methodological factors including outcome type, measurement instrument, country, and national culture. Implications and future directions for self-leadership theory and research are discussed.
Based on the Job Demands – Resources model, this study explores perceived discrimination, identity management, and role conflict. The paper identifies three workplace stressors during pregnancy: emotional, informational, and outcomes. Supervisors are in a position to provide resources to their pregnant employees in the form of emotional, informational, and instrumental support. This support buffers the relationship between workplace stressors and dysfunctional consequences. Implications for research, practice, and suggestions for future research are provided.
Emerging markets are becoming important contributors to the global economy and account for a significant share of the global foreign development investment outflows. Emerging market multinational corporations (EMNCs), however, are often resource constrained compared to well-established multinational corporations from developed economies and compete in markets plagued with uncertainty. To understand how EMNCs create competitive advantages, we propose a typology to identify strategic responses by considering how the presence of institutional factors and local density affect the development of absorptive capacity capabilities. Through outward and inward investments in absorptive capacity, EMNCs are able to create strategic alignment and enhance competitive advantage.

THE EFFECT OF CULTURAL DIMENSIONS ON PERSONAL INCOME

Karl Galen Kroeck, Florida International University
Sungu Armagan, Florida International University
MaryAnn VonGlinow, Florida International University

Research has explored relationships between culture and economic development for purposes of expatriate assignment and selection of entry locales by examining associations between cultural dimensions and economic development factors. Little research examines how cultural dimensions are associated with specific individual economic outcomes relative to cost of living, taxes and income protections. Results indicated that cultural dimensions are significantly associated with average gross income, gross income relative to cost of living, and tax rates across countries. We present analyses of different occupational categories regarding how cultural dimensions affect income protection. Implications for expatriates, outsourcing and entry mode are discussed.

ME [Symposium]: Eyes of the Beholder: Where Does Legitimacy Reside?

Merlyn Griffiths, University of North Carolina at Greensboro
Flavia Lynn Eldemire, Allen University
Arline P. McKinney, Coastal Carolina University
T. Nichole Phillips, University of Mary Washington
Channelle D. James, University of North Carolina at Greensboro
Angela Miles, North Carolina Central University

This symposium examines various influences in management education with particular focus on those that impact choice of scholarship and scholarly quests for legitimacy. Legitimacy theory is explored at the individual and organizational levels to better understand how scholar-researchers navigate organizational legitimacy in creating scholar identity. The authors extend legitimacy framework for establishing professional identity and personal legitimacy, as it relates to social acceptance of discipline, and domain specific scholarship. It is arguable that scholar’s research impacts their teaching and constraints on scholar’s choice of research invariably constrain management education. This symposium examines indirect effects of restricted scholarship on management education.

INTEGRATING TIME IN I-DEALS RESEARCH TO UNDERSTAND CO-WORKERS’ POSITIVE AND NEGATIVE DEVIANCE

Sargam Garg, Rutgers, The State University of New Jersey

The field of Idiosyncratic deals (i-deals) research focuses on personalized employment arrangement(s) negotiated between an employee and the employer that benefit both these parties. The objective of these arrangements is to elicit positive i-dealer outcomes. These i-dealer outcomes have been the focus of many studies, but yet to be examined is the i-deal resultant outcomes of the i-dealer’s co-workers. In this theoretical piece, we borrow concepts from research on time, social comparison, and affect-infusion theories and build a contingency model to understand co-worker reactions to i-deals. Specifically, we focus on the co-worker’s potential positive or negative deviant behaviors.

ANOTHER NEGOTIATOR’S DILEMMA: SHOOT STRAIGHT OR ACT DECEPTIVELY AGAINST A COUNTERPART WITH A BAD REPUTATION

Jeff Schatten, Georgia State University
Edward W. Miles, Georgia State University

This theoretical paper uses procedural justice to argue why counterparts with a negative reputation are likely to lead negotiators to use deception. As reputation acts as a shortcut by which individuals assess one another, the effects of a negative reputation are to lead to behavioral changes, specifically in the tendency to act in a defensive manner in negotiation and use deception. Specifically, the paper suggests that values, prosocial motivation, Machiavellianism and self-efficacy moderate this relationship. The authors also argue that while deception might lead to distributive outcomes, this relationship might be moderated by political skill and emotional intelligence.

INDIVIDUAL DEALS WITHIN WORKGROUPS: THE ROLE OF RELATIVE I-DEALS FOR EMPLOYEE PERFORMANCE

Prajya R. Vidyarthi, University of Texas at El Paso
Anjali Chaudhry, Dominican University
Berrin Erdogan, Portland State University
Satvir Singh, Emporia State University
Richard Posthuma, University of Texas at El Paso
Smriti Anand, Illinois Institute of Technology

We extend i-deals theory to an individual-within-a-workgroup context. Drawing upon social comparison theory, we define relative i-deals as an individual’s i-deals relative to the workgroup’s average, and contend it to explain performance and OCB. Furthermore, we assert that the outcomes of relative i-deals are influenced by the workgroup’s social and structural attributes, and leader-member exchange social comparison (LMXSC) conditionally mediates the relationships. Results of multi-level modeling utilizing data from 321 employees in 46 workgroups demonstrated that the positive relationship between relative i-deals, performance, and OCB was stronger in low team orientation and task interdependence, and LMXSC conditionally mediated the relationships.

OB: Negotiating Work Arrangements: Emerging Insights in I-deals and Negotiation Research

Facilitator: Julita Haber, Fordham University
One tenet of negotiation is that competitive behavior is likely to be reciprocated and that cooperative behavior is likely to be reciprocated. However, this tenet is rooted in a basic assumption that negotiators are able to perceive accurately the degree of cooperation and competition intended by their counterparts. Because negotiation is an activity where both information and motives are not always clear, there is reason to question this basic assumption. Evidence indicates that focal negotiators’ perceptions of their degree of cooperating and competing does not correlate strongly with the perceptions held by the counterparts concerning the focal negotiator’s behavior.

**Thursday, 1:15pm - 2:45pm in Long Key**

**Professional Development Institute: Meet the Editors**

**Coordinator:** Lisa A. Burke-Smalley, University of Tennessee - Chattanooga

**Panelists:**
- Journal of Management - Patrick M. Wright (Editor), University of South Carolina
- Academy of Management Journal - Scott D. Graffin (Associate Editor), University of Georgia
- Group & Organization Management - William L. Gardner (Senior Associate Editor), Texas Tech University
- Academy of Management Learning & Education - Lisa A. Burke-Smalley (Associate Editor), University of Tennessee - Chattanooga
- Journal of Organizational Behavior - Suzanne S. Masterson (Editor), University of Cincinnati
- Organizational Research Methods - Anne Smith (Associate Editor), University of Tennessee
- The Leadership Quarterly - Leanne Atwater (Senior Editor), University of Houston

This session will allow you the opportunity to hear about the publishing mission and initiatives of some of the key journals in our field. The session will begin with each journal representative providing a short description of his or her journal followed by an opportunity for the audience to ask the panelists questions.

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

**Ent: Business Plans and Venture Capital**

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

**CRAFTING A WINNING BUSINESS PLAN: OPPORTUNITIES, CAPABILITIES, AND RESOURCES**

**Kevin C. Cox,** Florida Atlantic University  
**Curtis R. Sproul,** West Virginia University

Business planning represents an important and unique phenomenon within the domain of entrepreneurship. However, our understanding of what makes a business plan attractive from an investor perspective is underdeveloped. We rely on the RBV as the theoretical foundation to develop a mediated model that provides an explanation of how the opportunity influences evaluations of business plans by investors through both a direct relationship, and an indirect relationship, with founders’ resources and capabilities. Implications and future research directions are discussed.

**EXPLORING THE NATURE OF DIVERSIFICATION STRATEGY IN VENTURE CAPITAL FIRMS**

**Pingying Zhang,** University of North Florida  
**Marjory Templeton,** University of North Florida  
**Andres Gallo,** University of North Florida

This paper investigates how the nature of diversification—related and unrelated—affects venture capital (VC) firms’ performance. We have examined VC firms that are diversified and include early-stage investments. Using financial risk management and knowledge management, we argue that both related and unrelated diversification strategies can strengthen VC firm performance. However, as the investment environment becomes less risky and deals get more mature from the seed to later stage, the effectiveness of unrelated diversification grows weaker but stronger for related diversification. We performed panel data analysis from the U.S. private equity markets between 1970 and 2010. The hypotheses received support.

**THE INFLUENCE OF VENTURE CAPITAL SYNDICATES ON STARTUP COMPANY PERFORMANCE: A NETWORK STRUCTURE PERSPECTIVE**

**Lei Zhang,** University of South Florida  
**Justin Tan,** York University

Venture capital (VC) firms often form syndicates to back up startup companies. However, despite the importance of syndication, what kinds of VC syndicates are more likely to be helpful are still underexplored. In this paper, we examine whether, and when, internal and external syndicate structures may facilitate the success of startup companies. Using archival data of VC investments from the period 1985–2000, we found that both internal syndicate density and external structural holes positively influenced the performance of startup companies. The positive impact of syndicate density is greater in syndicates with larger size and/or more experience heterogeneity.
THE IMPACT OF COGNITIVE BIASES AND STRATEGIES IN ETHICAL DECISION MAKING BY BUSINESS LEADERS:

Thomas Zeni, East Central University
Michael R. Buckley, University of Oklahoma
Michael Mumford, University of Oklahoma
Jennifer A. Griffith, Alfred University

Some of the most important decisions made by business leaders involve responding to ethical dilemmas. Ethical decision making is a skillset that can be improved yielding better results for organizations. In this study we utilize a historiometric approach to explore ethical decisions by business leaders in real-world settings through the lens of sensemaking, a theoretical model shown to improve ethical decision making outcomes. Mechanisms that operate on sensemaking are tested revealing specific cognitive biases that might decrease leader ethical decisions and specific strategies that might increase leader ethical decision making. Implications for these biases and strategies are suggested.

BUSINESS ETHICS SCALE DEVELOPMENT

Shawn Carrher, University of Texas at Dallas
John A. Parnell, University of North Carolina at Pembroke
Eric Dent, Fayetteville State University

In the current paper we examine the development of a measure of Rand's business ethics concept of objectivism. We use multiple data sets in order to examine the dimensional nature of a measure of objectivism as well as other characteristics of the measure.

A META-ANALYTIC INVESTIGATION OF JOB ENGAGEMENT'S ROLE IN THE TRANSFORMATIONAL LEADERSHIP – JOB SATISFACTION – JOB PERFORMANCE RELATIONSHIP

Brooke R. Buckman, Florida International University
Jeffery A. LePine, Arizona State University
Eean Crawford, University of Iowa
Yiwen Zhang, University of Hong Kong

Drawing from the extensive body research regarding transformational leadership's influence on both affective and behavioral outcomes, we provide a more complete explanation of the transformational leadership phenomenon by exploring how these variables function in concert. Using competing meta-analytic structural models, our results suggest that, contrary to existing evidence in primary research, job satisfaction is an important transmitter of the relationship between transformational leadership and job performance, primarily through its influence on job engagement, which functions as a more proximal driver of follower performance.

ACT NATURAL: THE EMOTIONAL WORK OF TRANSFORMATIONAL LEADERSHIP

Stephanie R. Seitz, California State University, East Bay
Jeffrey Bentley, University at Buffalo, SUNY

Leaders must conform to a number of different display rules in order to be considered transformational. However, the concept of emotional labor has yet to be applied to the leadership context. We test a model that hypothesizes that transformational leaders engage in emotional labor in the form of deep-level acting, rather than surface-level acting, and that this has an impact on psychological outcomes for the leader. Hypotheses were tested using structural equation modeling, and a number of the hypotheses were supported.

AUTHENTIC, ETHICAL, AND SERVANT LEADERSHIP: META-ANALYTIC ASSESSMENT OF RELATIONSHIPS WITH INDIVIDUAL AND GROUP PERFORMANCE

Julena Bonner, Oklahoma State University
Jeffrey B. Paul, University of Tulsa

The purpose of this paper is to assess the relative predictive power of three pillars of current leadership research (authentic leadership, ethical leadership, and servant leadership) with individual and group performance outcomes. Through meta-analytic techniques the three approaches to leadership are tested for their relationships with individual task performance, organizational citizenship behaviors, and group performance. Servant leadership was positively related to all three measures of performance, while authentic and ethical leadership were positively related to individual task and OCB performance. Implications for theory, practice, and business educators are discussed.
While servant leaders are often credited for their strong ability to support and develop their followers, the more leader-centric features of the servant leadership construct are often ignored in the literature. In order to fill this gap and to help develop a more viable model of servant leadership, we conducted a study to explore the combined impact of political skill and servant leadership. Results showed that servant leaders have a greater impact on their employees’ perceptions of workplace spirituality and employee creativity when they also demonstrated high levels of political skill. Implications for servant leadership theory are discussed.

EXECUTIVE MIGRATION: HOW EXECUTIVES’ INFORMATION CUES AT DEPARTING FIRMS INFLUENCE SHAREHOLDER VALUE AT ARRIVING FIRMS

Sarfaraz Khan, University of Louisiana at Lafayette
Rachana Kalelkar, University of Houston Victoria
Stewart Robert Miller, University of Texas at San Antonio
Wm. Gerard Sanders, University of Texas at San Antonio

This study of executive migration develops a theoretical framework to explain market reaction to the hiring announcement of an executive from outside the firm. Specifically, we examine deviant behavior and ability information cues from each migrating executive’s “departing” firm in order to predict investors’ assessment of a migrating executive’s contribution to shareholder value at the “arriving” firm. We examine the boundary conditions by explaining the moderating effects of the executive migration gap and “arriving” firm financial performance. We test our framework using a sample of 220 chief financial officers who migrated between 2001 and 2011.

FIRM-SPECIFIC RISK, MANAGERIAL OPTIMISM AND CERTAINTY: CREATING VALUE DURING CONFERENCE CALLS

Vivien E. Jancenelle, Cleveland State University
Susan Faye Storrud-Barnes, Cleveland State University
Richard Reed, Cleveland State University

In this work, we examine management communication via conference calls and their effects on investor reactions to surprises on earnings per share. Our study focuses on shareholder reactions to unanticipated changes in income, and whether those reactions can be mitigated by managerial discussion. We use content analysis to measure the levels of certainty and optimism displayed by a top management team during a conference call, and event-study methodology to measure shareholders’ reactions. Our results indicate that earnings surprises influence firm value negatively, but that this relationship is mitigated positively by both displays of managerial optimism and certainty during conference calls.

SOMETHING TO TALK ABOUT: DISCOURSE, BOARD CAPITAL AND INTERNATIONAL GROWTH

Timothy David Hubbard, University of Georgia
Christine Shropshire, University of Georgia
How the discourse surrounding a firm affects its strategy is important, yet we know little about how media and communications shape, and are shaped by, the board of directors. We use the context of international growth to explore how board capital helps firms respond to changing strategic frames and resource dependencies. Our findings demonstrate that as a firm’s media coverage reflects more complex foreign opportunities, its board is more likely to add members with international experience, contingent on its current international capital. We also find that board international capital influences the language of subsequent firm communications and foreign revenue growth.

Thursday, 2:00pm - 2:45pm in Horizons East

Research Speed Dating: Student Engagement (teaching)
Coordinator: Jennifer Sexton, West Virginia University
Facilitator: Karen Nicholas, West Virginia University

Thursday, 3:00pm - 3:45pm in Horizons East

Research Speed Dating: Organizational Cognition
Coordinator: Jennifer Sexton, West Virginia University
Facilitator: Karen Nicholas, West Virginia University

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

HRM [Symposium]: The Impact of Social Media on Human Resource Activities
Kimberly W. O'Connor, Indiana University Purdue University Fort Wayne
Anita Blanchard, University of North Carolina at Charlotte
Gordon Bruce Schmidt, Indiana University Purdue University Fort Wayne
Dea Kamberaj, Appalachian State University
Shawn Bergman, Appalachian State University
Enrica N. Ruggs, University of North Carolina at Charlotte
Stephanie Black, University of Texas at San Antonio
Montressa Washington, Case Western Reserve University
Julie Zide, Hofstra University
Jacqui Bergman, Appalachian State University
Sarah Singletary Walker, University of Houston Downtown
Shahar Gur, University of North Carolina at Charlotte

Increasingly social media is being used in important human resource activities. Information from social media is seen as valuable in making HR decisions. Social media is being used in HR activities such as recruitment, selection, and employee relations. Despite this increasing use of social media in HR practice little research has directly looked at this area. This symposium presents five research papers that work to build our understanding of the impact of social media on HR. The research presented looks across a number of HR activities with a focus on recruitment, selection, and termination decisions based on social media posts.
Innovative solutions are the key engine of growth in entrepreneurial firms. The purpose of this study is to explore the dynamics of innovative solutions emergence by focusing on how individuals utilize different symbolic forms in their everyday work. To this end, our study has three important theoretical contributions. First, our findings illustrate the nature and importance of innovative solutions as key drivers of growth. Second, we discover how individuals interweave different, often opposing, symbolic forms in their discovery. Finally, we illustrate the dynamic and context-specific nature of organizational symbols and their role in the emergence of innovative solutions.
TACKLING THE “CITE YOUR SOURCES” CHALLENGE – A SUGGESTED STRATEGY

Pamela D. Sherer, Providence College

Faculty struggle with the challenges posed by sparse, or incorrect, documentation of sources in student presentations and papers when evaluating assignments. Students struggle when trying to understand why they need to cite sources, what they need to cite and how to cite various materials they have accessed or used in their research both in-text and in a reference list. This interactive session highlights a strategy and its accompanying learning activities used to help students meet the challenges they face in understanding and improving their paper and presentation documentation. It also contributes to improved evaluation of student performance.

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

Paper Development Workshop

Coordinator: Annette L. Ranft, University of Tennessee (incoming Program Chair)

Attendance in this session is by advance invitation only. Mentors and authors may meet at alternatively pre-arranged times. SMA would like to thank the following individuals for serving as research mentors for this session:

James G. Combs, University of Central Florida
Brian L. Connelly, Auburn University
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
Aaron Hill, Oklahoma State University
Bruce T. Lamont, Florida State University
Laura M. Little, University of Georgia
G. Tyge Payne, Texas Tech University
Terri A. Scandura, University of Miami
Christopher Shook, Auburn University
Anne Smith, University of Tennessee
Margaret L. Williams, University of North Dakota
David J. Woehr, University of North Carolina at Charlotte

Thursday, 3:15pm - 4:45pm in Long Key

Professional Development Institute: Fellows session

Academic politics: War stories and strategies

Coordinator/Moderator: Mark B. Gavin, West Virginia University

Panelists:
Michael R. Buckley, University of Oklahoma
William L. Gardner, Texas Tech University
Terri A. Scandura, University of Miami
Robert J. Vandenberg, University of Georgia
Margaret L. Williams, University of North Dakota

Organizational politics are a fact of life. Even those of us in the Ivory Tower either witness or participate in organizational politics. Skilled politicians can usually come out of the situation ahead of the game, or at lease unscathed. However, even the mightiest politicians sometimes fail. That is what this session is about. Members of the SMA Fellows will share with you the quirky and often entertaining political battles they have faced during their career and offer advice on how to come out a winner.

Sponsored by the McCoy College of Business Administration at Texas State University

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

HRM: Culture, Climate, and Diversity: Interchangeable or Distinctive Concepts?

Facilitator: Russell Howard Willis, University of Southern Mississippi

★BEST PAPER IN TRACK★

AN 18-YEAR LONGITUDINAL STUDY OF WORK TIME, HEALTH, JOB SATISFACTION AND TURNOVER AMONG NURSES

Amit Kramer, University of Illinois at Urbana-Champaign
Jooyeon Son, University of Illinois at Urbana-Champaign

Healthcare professionals are employed in a complex and stressful work environment. We use data from the NLSY to estimate the relationship between work time, health, job satisfaction and turnover of 245 nurses from 1992 to 2010. We estimate how change in work time affects the growth trajectory of BMI over time. We then study the relationship between nurses’ work time, satisfaction, health, and turnover. We find that nurses who work day shifts suffer from a steeper increase in their BMI trajectory over time. In addition, nurses with higher BMI are more likely to leave the nursing occupation.
HUMAN RESOURCE EXPERTISE ON CORPORATE BORDERS AND STAKEHOLDER DIVERSITY MANAGEMENT PRACTICES

Frank Mullins, North Carolina A&T State University
Jeanne Johnson Holmes, North Carolina A&T State University

Prior research has considered the implications of board member expertise in a variety of areas (e.g., finance, law) on the firm’s strategic actions. However, little consideration has been given to understanding the value of HR expertise on boards. This study finds that HR expertise on boards is associated with the firm’s use of stakeholder diversity management practices (SDMPs). Furthermore, stock options serve to incentivize board HR experts in regards to SDMPs. Lastly, firm age serves as a boundary condition such that the presence of HR expertise on the board is positively associated with SDMPs in younger rather than older firms.

★BEST OVERALL DOCTORAL PAPER AND BEST DOCTORAL PAPER IN TRACK★
PREDICTING CAREER ADVANCEMENT: THE ROLES OF GENDER, SELF-EFFICACY, AND HUMAN CAPITAL INVESTMENT STRATEGIES

Kyoung Yong Kim, University of Houston
Leanne Atwater, University of Houston
Myungsun Kim, University of Houston
Phillip M. Jolly, University of Houston

Although much progress has been made, women still remain underrepresented in upper management positions. We examined why females might be less likely to be promoted in organizations with high gender equality climates. We found that women and men used different strategies regarding how to direct their effort to achieve promotion. Women with high self-efficacy under high gender equality climate focused on increasing work effort, while men in similar situations focused on increasing career development effort. We also found that only career development effort was positively related to promotion, while work effort was positively related to a range of negative outcomes.

RULES THAT WERE MADE TO BE BROKEN: THE INTRODUCTION OF A CLIMATE FOR PERMISSIVENESS

Erik Taylor, Louisiana State University
Jeremy Beus, Louisiana State University

We introduce a climate for permissiveness, shared perceptions of the degree to which violations of certain norms go un sanctioned. In an organization with a climate for permissiveness, violations of certain norms often go unpunished. We demonstrate the construct validity of a measure of climate for permissiveness and discuss its potential to facilitate instrumental counterproductive work behaviors (CWB): those that allow emotion-focused coping that reduces emotional exhaustion and burnout. Additionally, we report initial findings on the relationship between permissiveness climate and various forms of CWB, including instrumental, interpersonal, organizational, as well as minor and serious forms of CWB.

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

Diversity: Managing Diversity for Inclusion and Success

Facilitator: Mary Jo Jackson, University of Tampa

ANTECEDENTS AND CONSEQUENCES OF SPEAKING SPANISH AT WORK

Saul Valdiviezo, University of Texas at El Paso
Laura Guerrero, University of Texas at El Paso
Richard Posthuma, University of Texas at El Paso
Claudia Hernandez, University of Texas at El Paso

As the number of Hispanics grows, more workers are likely to speak Spanish at work. We test a framework about antecedents and consequences of speaking Spanish at work based on social identity and ethno-linguistic theories. We found support for the antecedents. Speaking Spanish in general was associated to speaking Spanish with customers, co-workers and managers. Density of Spanish-speaking customers was associated with speaking Spanish with customers and co-workers only. We found no support for work-related outcomes. Future research should investigate whether speaking Spanish at work is more likely to have impact in cities with lower density of Hispanics.

THE IMPACT OF WORKPLACE DIVERSITY ON THE IMPRINTING OF ENTREPRENEURIAL RISK-TAKING

John J. Oirya, Auburn University

In this paper, I formulate testable research propositions to help contribute to the understanding of the organizational imprinting theory. I utilize entrepreneurial risk-taking and workplace diversity as my chosen constructs of investigation. I propose the utilization of quantitative research methods, including multiple linear regression to test these propositions. I urge the utilization of longitudinal data sets that cover periods of heightened susceptibility. My proposed study utilizes the Kauffman Firm Survey (KFS) that investigates a panel of 4,928 nascent firms over a period that spans from 2004 to 2011, and includes the heightened susceptibility period of the 2008/2009 global economic crisis.

TRANSFORMATIVE CAPACITY BUILDING: A PEER MENTORING PROGRAM FOR UNDERREPRESENTED STUDENTS IN HIGHER EDUCATION

Tommy Amal, Virginia Tech
James C. Anderson II, Virginia Tech
Tinesha Woods-Wells, Virginia Tech

Respecting, Influencing, Supporting, and Empowering Underrepresented Populations (R.I.S.E. U.P.) provides holistic support for underrepresented students through peer mentorship. Many undergraduate underrepresented students underperform academically and suffer from feelings of inferiority and exclusion across college campuses. R.I.S.E. U.P. was developed to support this population consisting of a mentor training facilitator’s guide with visuals, mentor training manual, evaluation protocol and instruments.
Strategy: Strategy’s Social Side

Facilitator: Laura T. Madden, East Carolina University

BOTH SIDES OF THE COIN: INTERNAL AND EXTERNAL SOCIAL CAPITAL IN THE PRESENCE OF DIVERSITY

Reginald J. Harris, Florida State University
R. Michael Holmes Jr., Florida State University
Richard Devine, Florida State University

We consider how internal and external social capital interact to affect organization performance. We also examine how diversity modifies the relationship between internal social capital and organization performance and external social capital and organization performance. This study is one of the few, if not the only, that evaluates the influence of the interaction between internal and external social capital and organizational performance.

INVESTIGATING MEDIATORS BETWEEN GOVERNANCE STRUCTURES AND CORPORATE SOCIAL PERFORMANCE

Sebastien Vendette, Troy University
Catherine A. Helmuth, Auburn University

Corporate social performance (CSP) has gained attraction after the exposure of high-profile corporate scandals and delinquencies. Given the importance of understanding the mechanisms and processes that drive corporate behavior, we investigated the relationship between governance structure and CSP. Specifically, we assessed the mediating role of two variables: Organizational commitment to corporate social responsibility and CEO charisma. Using a sample of firms selected from Corporate Responsibility Magazine’s list of the 100 best corporate citizens from 2013, we determined that both CEO charisma and an organization’s commitment to corporate social responsibility mediated the relationship between governance structure and corporate social performance.

★BEST DOCTORAL PAPER IN TRACK★
MEASURING OPEN STRATEGY IN CROSS-SECTOR SOCIAL PARTNERSHIPS: TOWARD A THEORETICAL REFINEMENT AND VALIDATION OF THE CONSTRUCT

Thomas Pittz, East Carolina University
Terry R. Adler, New Mexico State University

As institutional innovations designed to effect societal change, this research considers cross-sector social partnerships as exemplars of institutional innovation (Schumpeter, 1942), bringing together firms from the public, private, and nonprofit sectors to address intractable social concerns. The formative extra-organizational boundary conditions of cross-sector social partnerships (CSSPs) create fertile conditions for open strategy and this manuscript analyzes whether the distinguishing features of openness: transparency, inclusiveness, and participation in the strategy decision-making process, are evident in CSSPs.

OB [Symposium]: Measuring Attributions

Mark J. Martinko, Florida A&M University
Jeremy Ray Brees, University of Scranton
Jeremy Mackey, Auburn University
Paul Harvey, University of New Hampshire

The goal of this panel symposium is to generate an interactive discussion among session attendees and panel members centered on the opportunities and challenges associated with measuring attributions. Topics addressed will include defining and differentiating between attributions and attribution styles, differentiating between attributions and attributional explanations, measurement procedures, the use of the Organizational Attribution Style Questionnaire (OASQ), alternatives for scoring questionnaires, the contrast between dimensional versus additive scoring procedures, and analytic techniques. Each of the panel members will make brief presentations outlining key issues to begin the conversation and invite questions and discussion throughout the symposium.

Research Speed Dating: Human Capital

Coordinator: Jennifer Sexton, West Virginia University
Facilitator: Carla D. Jones, Sam Houston State University

SMA Business Meeting

Presiding: James G. Combs, University of Central Florida (SMA President)

SMA Presidential and Hunt/SOSA Award Reception

Come enjoy light refreshments and honor outgoing SMA President James G. Combs and our Hunt/SOSA Honoree Charles R. (Bob) Greer

James G. (Jerry) Hunt SMA Outstanding Service Award sponsored by the Rawls College of Business at Tech Tech University

All-SMA Main Event Reception sponsored by:
NC State Entrepreneurship Clinic
University of Central Florida
This study extends the concept of organizational ambidexterity into the domain of not-for-profit (NFP) organizations. NFPs face many of the same challenges as their for-profit counterparts; however, despite the increasingly-complex environments that these organizations operate in, research has not examined the ways in which NFPs manage the competing pressures of refining routines for efficiency with continual innovation to navigate changes in donation patterns and other external forces. A qualitative analysis of interviews with executive directors and managers from a sample of NFPs identifies an enabling governance style consistent with complexity leadership theory as a key aspect of ambidextrous organizations.
PATIENT INJUSTICE AND NURSES' PERFORMANCE: MEDIATING ROLES OF BURNOUT & SURFACE ACTING

Alankrita Pandey, Eastern Michigan University  
Jim Lavelle, University of Texas at Arlington  
Gary C. McMahan, University of Texas at Arlington

We develop and test a model examining the effects of nurses’ perceptions of unfair treatment from patients on supervisor ratings of nurses’ in-role performance and extra-role behavior directed toward patients. Using a sample of 132 nurses working in a large hospital, we hypothesized and found that the relationships between patient injustice and nurses’ in-role performance and extra-role behavior were each serially mediated by burnout and surface acting. Implications for research and practice are discussed.

PERCEPTIONS OF CRNA/MD INTER PROFESSIONAL COLLABORATION

Ivan Scott Muslin, Marshall University  
Garry Chapman  
James M. Vardaman, Mississippi State University  
Karyln Timko, Marshall University  
Jazmine Nicole Valle, Marshall University  
Rex McClure, Marshall University  
Margie McInerney, Marshall University

Collaboration is an essential component of productivity in the health care domain, and can have a positive influence on patient outcomes. Though collaboration is a hot topic in the healthcare literature, little is known. Interaction is not tantamount to collaboration. This paper examines the collaborative relationship between Certified Registered Nurse Anesthetists (CRNAs) and Medical Doctors (MDAs), and assess the effect of overall quantity of interaction, as perceived by CRNAs, on Inter-Professional Collaboration (IPC). Results suggest that while quantity of interaction is not a perfect predictor of collaboration, there is a strong and significant relationship between the two.

IDEOLGOICALLY MOTIVATED COMPETITION

Theodore Waldron, Baylor University  
Chad Navis, Clemson University  
Gideon Markman, Colorado State University

This study examines a burgeoning phenomenon in industries where social actors compete with economic actors for ideological—rather than market—advantages. We conduct an in-depth, qualitative analysis of how six activist organizations used rhetoric to increase the primacy and salience of their ideologies among firms. Our findings indicate that the activists relied on three rhetorical strategies, comprising an overarching process, to alter the firms’ views of the contested practices and, more fundamentally, the core beliefs informing those views. By identifying the mechanisms through which ideologically motivated competition occurs, we enhance theory at the intersection of competition, social activism, and rhetoric.

JOB SEARCH MODEL OF IMMIGRANT JOB SEEKERS

Goga Kirandeep Kaur, Panjab University  
Satvir Singh, Emporia State University  
Prajya R. Vidyarthi, University of Texas at El Paso

We are using a self-efficacy theory and culture to propose a multi-level model that explains the job search process of immigrants. This model explains the relationship between job search self-efficacy and job search outcomes. We propose moderating effects of immigrant’s culture (future orientation and performance orientation) and individual level work involvement and cultural intelligence, for the relationship between job search self-efficacy and job search effort. In addition to that we suggest the mediating role of job search effort for the relationship between job search self-efficacy and job search outcomes in the form of number of job offers.

THE RISE OF THE NON-RELIGIOUS: BACKGROUND, IMPORTANCE AND IMPLICATIONS FOR BUSINESSES

Masud Chand, Wichita State University

The rising number of non-religious people in society can have major implications for the economic development and business practices of countries. However, to date, this phenomenon and its effects on businesses worldwide has not attracted a great deal of interest among management scholars. In this paper, we try to partially fill this gap by taking an exploratory look at this phenomenon, and the challenges and opportunities that result from it. We conclude by pointing out some themes that emerge for businesses, governments and societies in general as some of the largest economies in the world become less religious over time.
### 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.

---

### Managing Regional and International Pressures in the Search for Strategic Balance

**Laura D’Oria**, University of Tennessee
**Thomas Daniel White III**, University of Tennessee Knoxville
To achieve strategic balance, business schools must manage increasing complexity in an industry where competitive and institutional pressures occur at the regional and international levels. We argue that, in managing these pressures, business schools outside the U.S. can pursue AACSB accreditation in order to achieve this strategic balance. To test these hypotheses, we use a sample of Asian and Latin American business schools and compare it to results reported on U.S. business schools from a previous study. Preliminary results support the idea that, by seeking AACSB accreditation, business schools can achieve strategic balance at the regional and international levels.

---

### NOT SOURCED HERE? AN EXAMINATION OF FACTORS THAT DRIVE THE CROWDSOURCING DECISION

**Brendan Richard**, University of Central Florida
**Robert C. Ford**, University of Central Florida
**Michael P. Ciuchta**, University of Massachusetts Lowell
Much research on crowdsourcing focuses on the motivations of the crowd participants or the nature of the problem being solved. However, we know much less about what drives firms’ decisions to employ or forgo a crowdsourced solution. In this study, we rely on discussions with prospective clients of a crowdsourcing service provider to examine factors that inhibit or assist managers in implementing a crowdsourced solution within their organization. On the basis of these discussions we present key factors in the decision to employ or forgo a crowdsourced solution.

---

### Stakeholder Perceptions of Communication Skills Instruction in MBA Programs

**Bin Ma**, Baruch College, CUNY
**Donald Vredenburg**, Baruch College, CUNY
A web-based survey of stakeholders of business school provides evidence of the disagreement about essential communication skills for MBA students. While stakeholders recognize the importance of communication skills, business schools have not determined preferred pedagogical models to deliver instruction. The analyses seek to interpret comprehensive information about stakeholders’ views of the importance and current levels of specific skills. The findings suggest the need for a collaboration to develop an MBA curriculum treating communication capabilities. Implications include the possibility of professional associations facilitating the development of a general communication skill set and a particular coordinated curriculum process at the school level.

---

### IT: Gaining Involvement, Resources and Respect Across Sectors

**Facilitator: Juanita Woods**, Florida Atlantic University

### OB: Power and Political Skill in the Workplace

**Facilitator: Patti Gander**, USF Polytechnic

---

### POLITICAL SKILL IN THE WORK-FAmily CONTEXT

**Kaylee J. Hackney**, Florida State University
Political skill has been found to act as a coping resource that neutralizes the negative effects of workplace stress. However, it has never been examined in the work-family context. Using the job demands – resources model, this paper examines the moderating role of political skill on the job demands – job strain relationship leading to reduced experienced work-family conflict for individuals with high political skill. It then examines the potential neutralizing effect of political skill on negative outcomes associated with WFC for both employees and their spouses. The unique role of each dimension of political skill is observed in detail.
TMT and firm outcomes during crisis events.

The results offer insights for researchers and managers that vertical pay dispersion within the TMT positively affects firm performance when the CEO assumes an additional leadership role, results suggest that dispersion negatively affects firm performance given the perceived threat from the financial crisis (2006-2008), we find that TMT vertical pay dispersion among executives affects TMT and firm's ability to respond during a financial crisis remains to be understood. Using data from a sample of 3,179 firm year observations from 542 firms from 1993-2006, we find that diversity practices positively affect firm productivity and negatively affect firm profitability. Furthermore, we find that R&D partially mediates the relationship between diversity practices and both types of performance, which confirms that R&D is one means through which diversity practices affect firm performance. Implications for managers and practitioners are offered and future research directions explored.

Much debate persists regarding CEO compensation, in particular how pay dispersion among executives affects TMT and firm's ability to respond during a financial crisis remains to be understood. Using data from the financial crisis (2006-2008), we find that TMT vertical pay dispersion negatively affects firm performance given the perceived distributive injustice and effects on behavioral integration. However, when the CEO assumes an additional leadership role, results suggest that vertical pay dispersion within the TMT positively affects firm performance. The results offer insights for researchers and managers interested in understanding how compensation design influences TMT and firm outcomes during crisis events.

In this study, we invoke a multilevel model to examine the role of collective employee satisfaction in explaining the relationship between employee layoffs and firm performance. We empirically demonstrate that layoffs lead to an erosion of collective-level employee satisfaction and that this resource loss mediates the relationship between layoffs and a range of firm performance measures. We also find evidence suggesting that boundary conditions imposed by prior firm performance, previous use of downsizing and labor market conditions moderate the relationship between layoffs and employee satisfaction. We find limited evidence that these moderating effects influence performance outcomes.

In this paper, we develop an integrative model of the relationships among what stimulates individuals to consider volunteering, what motives they seek to fulfill in their volunteering efforts, and aspects of job design that provide an opportunity for them to fulfill those motives. Without volunteers, many nonprofit organizations would not be able to function effectively. Thus, why people volunteer and how organizations utilize their talents is an important area of study since so many organizations depend upon them. How can organizations best design volunteer jobs in order to meet the mutual needs of both the organization and the individual volunteers? This paper presents an integrative model of the relationships among what stimulates individuals to consider volunteering, what motives they seek to fulfill in their volunteering efforts, and aspects of job design that provide an opportunity for them to fulfill those motives.

The present study seeks to understand how the dimensions of political skill theoretically impact the processes of leader emergence. Individuals who emerge as leaders are successful influencers of others. The political skill construct is comprised of dimensions that differentially impact influence attempts. Politically skilled individuals will emerge as leaders as they are able to accurately read social settings, engage in situationally-adapted influence behaviors, and develop meaningful relationships with those who grant power. Their attempts will appear sincere, rather than duplicitous. This investigation has implications for leadership and political skill research and theory.

Without volunteers, many nonprofit organizations would not be able to function effectively. Thus, why people volunteer and how organizations utilize their talents is an important area of study since so many organizations depend upon them. How can organizations best design volunteer jobs in order to meet the mutual needs of both the organization and the individual volunteers? This paper presents an integrative model of the relationships among what stimulates individuals to consider volunteering, what motives they seek to fulfill in their volunteering efforts, and aspects of job design that provide an opportunity for them to fulfill those motives.

Much debate persists regarding CEO compensation, in particular how pay dispersion among executives affects TMT and firm's ability to respond during a financial crisis remains to be understood. Using data from the financial crisis (2006-2008), we find that TMT vertical pay dispersion negatively affects firm performance given the perceived distributive injustice and effects on behavioral integration. However, when the CEO assumes an additional leadership role, results suggest that vertical pay dispersion within the TMT positively affects firm performance. The results offer insights for researchers and managers interested in understanding how compensation design influences TMT and firm outcomes during crisis events.

In this study, we invoke a multilevel model to examine the role of collective employee satisfaction in explaining the relationship between employee layoffs and firm performance. We empirically demonstrate that layoffs lead to an erosion of collective-level employee satisfaction and that this resource loss mediates the relationship between layoffs and a range of firm performance measures. We also find evidence suggesting that boundary conditions imposed by prior firm performance, previous use of downsizing and labor market conditions moderate the relationship between layoffs and employee satisfaction. We find limited evidence that these moderating effects influence performance outcomes.

In this paper, we develop an integrative model of the relationships among what stimulates individuals to consider volunteering, what motives they seek to fulfill in their volunteering efforts, and aspects of job design that provide an opportunity for them to fulfill those motives. Without volunteers, many nonprofit organizations would not be able to function effectively. Thus, why people volunteer and how organizations utilize their talents is an important area of study since so many organizations depend upon them. How can organizations best design volunteer jobs in order to meet the mutual needs of both the organization and the individual volunteers? This paper presents an integrative model of the relationships among what stimulates individuals to consider volunteering, what motives they seek to fulfill in their volunteering efforts, and aspects of job design that provide an opportunity for them to fulfill those motives.

Much debate persists regarding CEO compensation, in particular how pay dispersion among executives affects TMT and firm’s ability to respond during a financial crisis remains to be understood. Using data from the financial crisis (2006-2008), we find that TMT vertical pay dispersion negatively affects firm performance given the perceived distributive injustice and effects on behavioral integration. However, when the CEO assumes an additional leadership role, results suggest that vertical pay dispersion within the TMT positively affects firm performance. The results offer insights for researchers and managers interested in understanding how compensation design influences TMT and firm outcomes during crisis events.

In this study, we invoke a multilevel model to examine the role of collective employee satisfaction in explaining the relationship between employee layoffs and firm performance. We empirically demonstrate that layoffs lead to an erosion of collective-level employee satisfaction and that this resource loss mediates the relationship between layoffs and a range of firm performance measures. We also find evidence suggesting that boundary conditions imposed by prior firm performance, previous use of downsizing and labor market conditions moderate the relationship between layoffs and employee satisfaction. We find limited evidence that these moderating effects influence performance outcomes.

In this study, we invoke a multilevel model to examine the role of collective employee satisfaction in explaining the relationship between employee layoffs and firm performance. We empirically demonstrate that layoffs lead to an erosion of collective-level employee satisfaction and that this resource loss mediates the relationship between layoffs and a range of firm performance measures. We also find evidence suggesting that boundary conditions imposed by prior firm performance, previous use of downsizing and labor market conditions moderate the relationship between layoffs and employee satisfaction. We find limited evidence that these moderating effects influence performance outcomes.

In this study, we invoke a multilevel model to examine the role of collective employee satisfaction in explaining the relationship between employee layoffs and firm performance. We empirically demonstrate that layoffs lead to an erosion of collective-level employee satisfaction and that this resource loss mediates the relationship between layoffs and a range of firm performance measures. We also find evidence suggesting that boundary conditions imposed by prior firm performance, previous use of downsizing and labor market conditions moderate the relationship between layoffs and employee satisfaction. We find limited evidence that these moderating effects influence performance outcomes.
Facilitator: Rachel Elizabeth Frieder, Old Dominion University

ENTREPRENEURIAL WORK OUTCOMES

Briana Sell Stenard, Mercer University

I use longitudinal SESTAT data on over 28,000 scientists and engineers to track employment changes over time for the same individuals. I examine changes in pecuniary and non-pecuniary work outcomes when workers transition to entrepreneurship, compared to those who do not change employers, as well as to those who change employers but do not transition to self-employment. This allows me to gain a deeper look at the implications of different types of mobility on work outcomes. I argue that whether workers are able to increase their pecuniary or non-pecuniary benefits depends on their motivations for entering entrepreneurship in the first place.

FOUNDED BY FAITH: SOCIAL ENTREPRENEURSHIP AS A BRIDGE BETWEEN RELIGION AND WORK

Philip T. Roundy, University of Tennessee at Chattanooga
Randi Evans, University of Tennessee at Chattanooga

Social entrepreneurship is an increasingly prevalent subcategory of entrepreneurship that is being used to tackle some of society’s most intractable problems. However, it is unclear what motivates individuals to become social entrepreneurs. In a partially-inductive, exploratory study, we examine what drives entrepreneurs to found social ventures. We find that social entrepreneurs often express a common motivation: a desire to integrate their religious beliefs and work. Our findings are used to construct a process model that describes how entrepreneurs addressed this motivation by creating a social venture, which serves as a bridge between their faith and work lives.

THE INFLUENCE OF SOCIAL AND INSTITUTIONAL CLIMATE ON SELF-EMPLOYMENT INTENTIONS FOLLOWING INVOLUNTARY JOB LOSS

Michael Abebe, University of Texas Rio Grande Valley
David Anthony Alvarado, University of Texas Rio Grande Valley

This study examines the influence of perceived social and institutional climate on self-employment intentions among individuals that experienced involuntary job loss. Drawing from occupational identity theory, we argue that self-employment decision is influenced by the extent to which one’s perceived social status will be enhanced by pursuing such a career and the presence of favorable institutional climate. Our analysis of data from 266 individuals supports our predictions. Perceived social status and business climate were significant predictors of self-employment intentions. Overall, our findings highlight the role of social and institutional environment in facilitating self-employment. Implications for research and practice are discussed.

Facilitators:
Papers 1 & 3: Josh Bendickson, East Carolina University
Paper 2: William R. Carter, University of Baltimore

HOW STRUCTURAL MISALIGNMENTS BETWEEN PARTNERS AND ALLIANCE MANAGERS’ ROLE ENACTMENTS AFFECT ALLIANCE PERFORMANCE

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

Alliances are routinely subject to structural misalignments between partners, whether due to their use of incongruent governance models or mismatches in alliance capabilities or cultures between partnering firms. Surprisingly, the extant research on structural misalignments has largely ignored the possibility that alliance managers (AMs) may not have sufficient individual agency to manage these effectively. Drawing on role and role enactment theories, we explore contextual conditions under which alliance managers are more likely to act in- or outside expected roles and posit the outcomes of various combinations of structural alignments and role enactment choices.

TO CONCURRENTLY SOURCE, SPECIALIZE, OR ALIGN HUMAN CAPITAL

Josh Bendickson, East Carolina University
Timothy Chandler, Louisiana State University

Our study examines concurrent sourcing, specialization and alignment as they pertain to internally developing or externally acquiring human capital. We design competing hypotheses between concurrent sourcing which balances developing and acquiring human capital with that of specialization which suggests organizations should focus their efforts on one means of sourcing. Our third explanation is based on aligning sourcing decisions with an organization’s competencies such that better alignment will lead to better performance. Hypotheses are tested using data on 30 organizations from Major League Baseball spanning from 2002-2011. Regression models are used to identify how the sourcing decision impacts performance.

WHY DYNAMIC CAPABILITIES ARE HETEROGENEously DISTRIBUTED: THE FACILITATING ROLE OF ORGANIZATIONAL CLIMATE FOR TRUST

Stav Fainshmidt, Florida International University
Michael Lance Frazier, Creighton University

Employing social exchange and social information processing perspectives, we argue that organizational climate for trust facilitates adaptability and coordination among organizational members, and thus enhances the firm’s sensing, seizing, and reconfiguring dynamic capabilities that in turn affect competitive advantage. Utilizing survey data from 229 Israeli firms, we find that organizational climate for trust affects the firm’s competitive advantage directly and indirectly through the facilitation of dynamic capabilities. Our study advances understanding of why dynamic capabilities are heterogeneously distributed among firms by highlighting the importance of organizational climate for trust as social underpinning of dynamic capabilities and competitive advantage.
The study of employee stress has been dominated by the study of a relatively small number of stressful job conditions (stressors) from the perspective of the individual employee. This symposium advances this area by bringing together five papers that represent new directions in the study of stress. Four of these papers concern new or understudied stressors (continuous connectivity, customer mistreatment, and passive leadership), and stress-related factors (boundary control), and one takes a multi-level approach by investigating stress at the group level. The session focuses on factors that lead to individual stressors, and three consider work-family issues from a stress perspective.

**JOB APPLICANT EVALUATION: FALSIFICATION AND LIKABILITY**

Robert L. Cardy, University of Texas at San Antonio
Deeksha Munjal, University of Texas at San Antonio

This study examined the effects of applicant falsification and likability on applicant evaluation. Falsifications either were not present or occurred on hard or on soft qualifications. The falsification and liking manipulations were found to significantly influence evaluations. The pattern of the falsification by liking interaction indicated that likability had more of an effect on applicant evaluation when falsification occurred on soft qualifications than when falsification occurred on hard qualifications. Individual standards regarding the acceptability of falsification and the level of certainty regarding misrepresentation were also found to significantly influence evaluations. Research directions and applied implications are addressed.

**SELF-PROMOTION DURING JOB INTERVIEWS: THE INTERACTIVE EFFECT WITH SPATIAL DISTANCE ON INTERVIEW OUTCOMES**

Katharina Schmitz, Maastricht University
Bert Schreurs, Maastricht University

Two experiments investigate the interactive effect of self-promotion and spatial distance on interview outcomes. More particularly, we hypothesize that self-promotion (direct/concrete vs. indirect/abstract) and interview setting (close vs. far spatial distance between applicant and interviewer) together are likely to impact interview outcomes (i.e., likelihood of being hired). Results of both experiments are in line with construal level theory (CLT), such that promoting oneself in a direct/concrete way (i.e., focusing on situation-specific behaviors) is more successful with a close spatial distance. Promoting oneself in an indirect/abstract way (i.e., emphasizing connections with others) is more successful with a far spatial distance.

**WEB-BASED RECRUITING’S IMPACT ON ORGANIZATIONAL IMAGE AND FAMILIARITY: TOO MUCH OF A GOOD THING?**

Melissa Cast, Western Michigan University
Gabriella Lewis, New Mexico State University
Carol Flinchbaugh, New Mexico State University
Sean E. Rogers, Cornell University

Little is known about the efficacy of many of the newer forms of online recruitment. Using a quasi-experimental design, we tested the longitudinal impact of individual exposure to corporate recruitment websites and Facebook on perceptions of organizational familiarity and organizational image. Most interestingly, we found evidence for an inverted U-shaped relationship between frequency of exposure to organizational communications and perceptions of organizational familiarity such that more information was good, but only to a point. After that, individual perceptions of employer familiarity actually decreased, a finding inconsistent with previous literature. Implications of our findings for HR theory and practice are discussed.
PLATING IT SAFE? HOW QUALIFICATIONS, PERCEIVED RISKINESS, AND GENDER IMPACT SELECTION FOR SENIOR LEADERSHIP

Chantal van Esch, Case Western Reserve University
Margaret M. Hopkins, University of Toledo
Deborah Anne O’Neil, Bowling Green State University
Diana Bilimoria, Case Western Reserve University

This study looks at gender’s moderating effect on the relationship between qualifications, perceived riskiness, and selection. A sample of 253 individuals experienced in hiring and promotion decisions, evaluated one of four candidate profile summaries (highly or moderately qualified; female or male) for a Senior VP of Sales position. Results showed that perceived riskiness was a complementary mediator of qualifications on selection likelihood and that gender moderated the pathway from qualifications to perceived riskiness. Thus identifying perceived riskiness as a novel construct in the selection decision making process, which could potentially account for women’s slow ascent to the top of organizations.

ENTREPRENEURIAL ORIENTATION: IMPLICATIONS OF SHARED VALUES, STRENGTH AND MEASUREMENT

Laurence G. Weinzimmer, Bradley University
Eric J. Michel, University of Illinois at Chicago
Jennifer Robin, Bradley University

Numerous studies have attempted to measure entrepreneurial orientation. Results have proved to be equivocal. Using a three-study design, this study provides evidence for a reliable measure of entrepreneurial orientation. Moreover, data from 853 respondents nested in 22 organizations, this study provides initial evidence for the importance of entrepreneurial orientation strength as a moderator in the entrepreneurial orientation performance relationship.

We propose and test a theory of board discretion in the context of woman CEO appointments. We examine the conditions under which boards are more likely to make the non-traditional choice of a woman CEO successor, particularly when a negative equity market reaction to such a selection is likely. We find that strong firm financial health, exceeding analyst expectations, and general and specific boardroom experience grant the board discretion to select a woman CEO. We test our model using all S&P 1500 firms that experienced a CEO succession event between 2000 and 2013. Implications for practice and research are discussed.
### OPPORTUNITY IDENTIFICATION: A REVIEW AND RECONCEPTUALIZATION

**Kevin C. Cox, Florida Atlantic University**  
**Gary Castrogiovanni, Florida Atlantic University**

Opportunity identification represents an important and fundamental part of entrepreneurship. This paper provides a comprehensive review of literature focused on opportunity identification. Subsequently, a conceptual model is developed which addresses many of the challenges in existing research. The complete conceptual model proposes relationships which explain specifically how entrepreneurial alertness and metacognition influence the process of opportunity identification as well as the characteristics of the opportunities themselves. Thus, the research provides a more fine-grained and nuanced conception of the role of entrepreneurial alertness while also integrating proposed influences of metacognition resulting in a more comprehensive understanding of opportunity identification.

---

### THE CONTINGENT VALUE OF ENTREPRENEURS’ POLITICAL CAPITAL: EVIDENCE FROM CHINA

**Lei Xu, Texas Tech University**  
**Juan Ling, Georgia College & State University**  
**Weiqi Zhang, Middle Georgia State University**

Chinese entrepreneurs as a social group have been growing rapidly since China’s market liberalization. Political elites or grassroots entrepreneurs, who are more likely to climb up the social ladder? Market transition theory and power conversion theory offer two divergent answers. Our study seeks to contribute to this ongoing debate by examining the contingent value of entrepreneurs’ political capital. Using the data from the China General Social Survey (CGSS) 2010, which contains a sample of 865 entrepreneurs in China, we find that the impact of political capital on entrepreneurs’ social mobility is contingent on their network centrality and informal social ties.

---

### DISTRIBUTIVE JUSTICE, CORRUPTION, AND ENTREPRENEURIAL BEHAVIOR IN EMERGING MARKETS

**Jamie Collins, Sam Houston State University**  
**Jeffery S. McMullen, Indiana University**  
**Christopher Ray Reutzel, Sam Houston State University**

This study introduces equity theory to the economic growth literature to examine the relationship between perceptions of distributive justice and the productivity of entrepreneurial behavior. Using survey responses from 317 entrepreneurs in India, we find that productive entrepreneurship is positively related to distributive justice perceptions but negatively related to perceptions that corruption is pervasive. In contrast, non-productive forms of entrepreneurship are negatively related to distributive justice but positively related to corruption. Unexpectedly, the findings also show that corruption mediates the relationship between distributive justice and legal entrepreneurial behavior while distributive justice mediates the relationship between corruption and illegal entrepreneurial behavior.

---

### EXPLORING THE RELATIONSHIP BETWEEN ENTREPRENEURSHIP AND RESILIENCE AMONG THE BORUCA INDIANS OF COSTA RICA

**Cecilia McInnis-Bowwers, Rollins College**  
**Denise Linda Parris, Rollins College**  
**Bella L. Galperin, University of Tampa**

We explore the relationship between entrepreneurship and resilience in an indigenous context. To examine the entrepreneurial journey of the Boruca data were collected from semi-structured and unstructured interviews among 10 informants over a five year period. Our findings suggest in marginalized contexts, entrepreneurship leads to resilience, a reversal of the accepted proposition. We developed a conceptual model to illustrate how individual resiliency gained through entrepreneurial thought and action led to community, cultural, economic resiliency. Our findings suggest the need for entrepreneurial training among indigenous businesses as a key factor in developing resiliency and preserving world ethnic cultures.

---

### OPPORTUNITY IDENTIFICATION: A REVIEW AND RECONCEPTUALIZATION

**Professional Development Institute: Act On Your Research**

**Facilitator:** Kaveh Moghaddam, University of Houston Victoria

**DISTRIBUTIVE JUSTICE, CORRUPTION, AND ENTREPRENEURIAL BEHAVIOR IN EMERGING MARKETS**

**Jamie Collins, Sam Houston State University**
**Jeffery S. McMullen, Indiana University**
**Christopher Ray Reutzel, Sam Houston State University**

This study introduces equity theory to the economic growth literature to examine the relationship between perceptions of distributive justice and the productivity of entrepreneurial behavior. Using survey responses from 317 entrepreneurs in India, we find that productive entrepreneurship is positively related to distributive justice perceptions but negatively related to perceptions that corruption is pervasive. In contrast, non-productive forms of entrepreneurship are negatively related to distributive justice but positively related to corruption. Unexpectedly, the findings also show that corruption mediates the relationship between distributive justice and legal entrepreneurial behavior while distributive justice mediates the relationship between corruption and illegal entrepreneurial behavior.

---

**EXPLORING THE RELATIONSHIP BETWEEN ENTREPRENEURSHIP AND RESILIENCE AMONG THE BORUCA INDIANS OF COSTA RICA**

**Cecilia McInnis-Bowwers, Rollins College**
**Denise Linda Parris, Rollins College**
**Bella L. Galperin, University of Tampa**

We explore the relationship between entrepreneurship and resilience in an indigenous context. To examine the entrepreneurial journey of the Boruca data were collected from semi-structured and unstructured interviews among 10 informants over a five year period. Our findings suggest in marginalized contexts, entrepreneurship leads to resilience, a reversal of the accepted proposition. We developed a conceptual model to illustrate how individual resiliency gained through entrepreneurial thought and action led to community, cultural, economic resiliency. Our findings suggest the need for entrepreneurial training among indigenous businesses as a key factor in developing resiliency and preserving world ethnic cultures.

---

**Presentations:**

**TEMPORAL BASED ASPECTS OF JOB CRAFTING AND DEVELOPING ONE’S FUTURE WORK SELF**
**Tom Bellairs, University of Alabama**
**Matthew Leon, University of Alabama**
**Jonathon R. B. Halbesleben, University of Alabama**

**AN ILL WIND THAT BLOWS SOME GOOD: GROUPS AND TEAMS HELPING IN VANUATU AFTER CYCLONE PAM**
**Raymond Hingst, University of New South Wales**
**Jason Myatt, University of Southern Queensland**
**Juliette Hakwa, Office of the Prime Minister, Government of Vanuatu**
**Eleanor Kenneth, Office of the Prime Minister, Government of Vanuatu**
**Kalkoa Samson, Ministry of Finance and Economic Management, Government of Vanuatu**
**Dale Potter, UN Disaster Assessment and Coordination**
EXPLORING THE ROLE OF ENTREPRENEURIAL, MARKET AND LEARNING ORIENTATIONS AND SME PERFORMANCE: THE MEDIATING ROLE OF HIGH PERFORMANCE ORGANIZATION
Tim Pett, Rollins College
Laurent Sie, ESC Pau

NEGOTIATING FAMILY-FRIENDLY IDIOSYNCRATIC DEALS: A SOCIAL NETWORKS APPROACH
Dorothea Roumpi, University of Arkansas

METHODOLOGICAL MODERATORS OF THE OBSERVED RELATIONSHIP BETWEEN HR SYSTEMS AND ORGANIZATIONAL PERFORMANCE: A META-ANALYTIC INVESTIGATION
Michael Kimmel, University of Texas - Arlington

PSYCHOLOGICAL ENTITLEMENT, CONSCIENTIOUSNESS, AND GENDER AS PREDICTORS OF ETHICAL DECISION MAKING
Stephanie Thomason, University of Tampa
Cheri G. Etling, University of Tampa
Amy L. Brownlee, University of Tampa
Tammy Charles, University of Tampa

INVESTING MILLENNIALS: THE EFFECT OF GENDER, EDUCATION, AND POSITIVE PSYCHOLOGY ON RISK TOLERANCE
Karen Paul, Florida International University
Abdul Rahman Beydoun, Beirut Arab University

CORPORATE SOCIAL RESPONSIBILITY AND EMPLOYEE VOLUNTEERISM: WHAT DO THE “BEST” COMPANIES DO?
Cynthia Cycyota, United States Air Force Academy
Claudia Ferrante, United States Air Force Academy
Jessica Schroeder, United States Air Force Academy

SUB CLIMATES IN A LARGE ORGANIZATION: THE CASE OF INDIAN RAILWAYS
Swapnil Garg, Indian Institute of Management
Madhukar Dayal, Indian Institute of Management

REORIENTING BUSINESS EDUCATION THROUGH THE LENSES OF INSTITUTIONAL THEORY AND ERNEST BOYER
K. Doreen MacAulay, University of South Florida
Walter Robert Nord, University of South Florida

A TRIAGE APPROACH TO TALENT ALLOCATION
Robert Bonner, University of Texas at San Antonio
Andrea Rae Neely, University of Texas at San Antonio

COMPASSION AND ORGANIZATIONAL ETHICAL BEHAVIOR: AN EXAMINATION WITH SOCIAL SYMBOLIC INTERACTION THEORY
Hongguo Wei, Case Western Reserve University
Shaobing Li, Miami University
Yunxia Zhu III, University of Queensland

THE WEIGHT OF BELIEFS, INSTITUTIONAL ALIGNMENT AND THE CREATION OF RESONANT ORGANIZATIONAL IDENTITIES
Daniel J. Davis, University of North Carolina at Charlotte
David Scheaf, University of North Carolina at Charlotte
Eleanor B. Williams, University of North Carolina at Charlotte

COMMON RATER IS NOT A PROBLEM BUT A LACK OF A THEORY OF COMMON METHOD VARIANCE IS
Angus Yongheng Yao, Ryerson University
Fel Song, Ryerson University
Houji Yao, McGill University

ON A NEW TYPOLOGY OF MANAGEMENT THEORY AND ITS APPLICATIONS
Angus Yongheng Yao, Ryerson University
Houji Yao, McGill University

PEDAGOGICAL CASES: THE COMPLETE PROCESS
J. Kay Keels, Coastal Carolina University
Theresa Coates, Limestone College

CLOSING THE KNOWING-DOING GAP BY TEAMS IN KNOWLEDGE INTENSIVE WORK WITH HIGH UNCERTAINTY
Janice A. Black, Coastal Carolina University
J. Kay Keels, Coastal Carolina University
Nicholas Rhew, Coastal Carolina University

GENDER AND PERSONALITY PROFILES OF EFFECTIVE CROSS-FUNCTIONAL SHORT-TERM TEAMS
Janice A. Black, Coastal Carolina University
J. Kay Keels, Coastal Carolina University
Nicholas W. Twigg Jr., Coastal Carolina University

LEADERSHIP VERSATILITY: IMPACT ON ORGANIZATIONAL INNOVATION UNDER COMPLEXITY
Leslie Cauthen Tworoger, Nova Southeastern University
Cynthia P. Ruppel, Nova Southeastern University
Eleanor Tolbert Lawrence, Nova Southeastern University

SHIRKING OR WORKING? HOW MANAGERS PERCEIVE TELEWORKER PERFORMANCE AND THE IMPLICATIONS FOR TASK ALLOCATION
William G. Obenauer, Rensselaer Polytechnic Institute

SOCIAL RESOURCES: HOW FAMILY FIRMS CAN MAINTAIN THEIR DYNAMIC CAPABILITIES WHILE FOSTERING INNOVATION
Neil M. Tocher, Idaho State University
Sharon Oswald, Mississippi State University

RESOURCE BASED VIEW OF SOCIAL ENTREPRENEURSHIP: PUTTING THE PIECES TOGETHER
Steven William Day, Jackson State University
Howard Jean-Denis, University of Connecticut

IS EXUDING HAPPINESS WORTH THE EFFORT? AN EXAMINATION OF THE INFLUENCE OF EXPRESSING POSITIVE AFFECT ON BOTH SIDES OF DYADIC SOCIAL EXCHANGE RELATIONSHIPS
AJ Corner, Georgia State University

CORPORATE ENTREPRENEURSHIP AND THE CUSTOMER: THE GAP FOR FIRM’S INNOVATION PROCESS
Enrico Angioni, University of Cagliari

WORK-FAMILY CONFLICT AND LOW-INCOME WORKERS: A REVIEW AND AGENDA FOR RESEARCH
Tracy Lambert Griggs, Winthrop University
Eric Gaston, Winthrop University
The Differential Effect of Organizational Identity on Pro-Union and Anti-Union Employees’ Turnover Intentions
Rebecca Thacker, Ohio University

LMX and Work Engagement: The Moderating Role of Core Self-Evaluations and Value Congruence with the Organization
Mohammad Haris Minai, Indian Institute of Management, Lucknow
Hemang Jauhari, Indian Institute of Management, Lucknow
Shailendra Singh, Indian Institute of Management, Lucknow

Job Insecurity in Compensation Evaluations: Is My Organization Treating Me Fairly?
Jeffrey Joseph Haynie, Nicholls State University
Virajanand Varma, Nicholls State University
J. Robert Field, Nicholls State University
Bridget Bergiel, Nicholls State University

Exploring Mock Team Interviewing as a Career Management Strategy in Business Courses
Gail Johnson, University of Texas at Tyler
Rochell McWhorter, University of Texas at Tyler

Sponsored by Towson University - College of Business and Economics

Friday, 10:15am - 11:45am in Palm Room
RM: Conducting Research: Concerns and Reflections
Facilitator: Steve Werner, University of Houston

Taking Stock of Partial Least Squares: What It Is and Is Not
Kylie Rochford, Case Western Reserve University
Hongguo Wei, Case Western Reserve University
Anna Perlmutter, Case Western Reserve University

The increasing appropriate (or inappropriate) use of Partial Least Squares estimation is a contested issue in research methods literature. Some claim that PLS does not add value to our current methods, thus should be abandoned; others contend that while PLS is not yet perfect, scholars should support methodological advances. Understanding the basic distinctions, advantages, and disadvantages of PLS is important to all scholars as we attempt to select the most appropriate measurement techniques in our research. Additionally, as reviewers and users of research, it is important that scholars have some awareness of PLS and appropriate and inappropriate uses of it.

Triangulation of Methods in Research on Organizational Behavior and Human Resource Management
Dina Krasikova, University of Texas at San Antonio
Christopher Stone, University of Texas at San Antonio
Julia Berrios, University of Texas at San Antonio

We review empirical articles published in AMJ and JOM in 2000-2013 to identify and analyze the uses of methodological triangulation in research on organizational behavior and human resource management (OB/HRM). We identify (1) changes in the use of triangulation over time, (2) methodological situations that will likely require triangulation within the boundaries of the same paper, and (3) the potential of triangulation to help gain deeper insights into organizational phenomena and address some common ethical concerns. Based on our analysis, we provide a set of recommendations for researchers and members of editorial teams regarding the use of triangulation strategies.

Friday, 10:15am - 11:45am in Sabal Room
Strategy: Faster, Higher, Stronger
Facilitator: Carolee M. Rigsbee, University of Illinois at Springfield

Acquisitions of Small Technology Firms: A Study on Shareholder Value Creation
Joshua Sears, Texas Tech University

While evidence suggests that the way an acquirer reorganizes and utilizes the target’s resources and capabilities depends on the rationale of the acquisition, empirical research has yet to address rationales which I submit has led to the conflicting results on the complementary or substitutive nature of the target’s resources and capabilities. To address this gap, I synthesized theory by integrating a resource-based view of innovation with a behavioral view of power and resource dependence to hypothesize when the target’s capabilities will drive value creation and when the acquirer’s capabilities will drive value creation.

Friday, 10:15am - 11:45am in Palm Room
RM: Conducting Research: Concerns and Reflections
Facilitator: Steve Werner, University of Houston

Taking Stock of Partial Least Squares: What It Is and Is Not
Kylie Rochford, Case Western Reserve University
Hongguo Wei, Case Western Reserve University
Anna Perlmutter, Case Western Reserve University

The increasing appropriate (or inappropriate) use of Partial Least Squares estimation is a contested issue in research methods literature. Some claim that PLS does not add value to our current methods, thus should be abandoned; others contend that while PLS is not yet perfect, scholars should support methodological advances. Understanding the basic distinctions, advantages, and disadvantages of PLS is important to all scholars as we attempt to select the most appropriate measurement techniques in our research. Additionally, as reviewers and users of research, it is important that scholars have some awareness of PLS and appropriate and inappropriate uses of it.
connectedness and thereby influence job attitudinal outcomes. and perceived organizational support (POS) are moderated by connected to the organization. We present testable propositions that connectedness,” defined as the priority individuals place on being connected to the organization. This research investigates the communication necessitates research to understand effects on organizational speed for firm performance. We propose that organizational speed is a multidimensional capability and sequence its dimensions to show their interrelatedness within the focal firm and the dynamics between rival firms. Our work highlights current research and directs future research to a broader perspective about speed in competitive interactions.

★BEST PAPER IN TRACK★
THE ROLE OF REPUTATION, STATUS, AND UNIVERSITY ENDOWMENT IN INCREASED ATHLETIC COMPETITION: EVIDENCE FROM NCAA DIVISION I
Adrien Bouchet, University of Tulsa
Michael Hutchinson, University of Memphis
Mary Dana Laird, University of Tulsa
Michael Louis Troilo, University of Tulsa
We collected data from a sample of 54 universities that changed their NCAA classification during a thirty year period. As often promised by university administrators, our results suggest that increasing the level of competition by changing athletic classifications has a direct positive effect on the university’s athletic reputation, academic status, and endowment. Surprisingly, we did not find a significant relationship between academic status and the university endowment, but we did find a negative relationship between athletic reputation and the university endowment. Based on these results, we provide a discussion that offers directions for future related research.

Friday, 10:15am - 11:45am in Sawgrass Room
OB: Infusing Values and Culture into LMX Research
Facilitator: Lei Huang, Auburn University

CHECKING EMAIL IN THE BATHROOM: MONITORING EMAIL RESPONSIVENESS BEHAVIOR IN THE WORKPLACE
William Paczkowski, Palm Beach State College
The proliferation of email as a standard method of business communication necessitates research to understand effects on managers and their employees. This research investigates the phenomena of “email responsiveness,” defined as the extent to which individuals in the workplace perceive that they must prioritize how quickly they act in response to receiving an email, and “importance of connectedness,” defined as the priority individuals place on being connected to the organization. We present testable propositions that the social exchange mechanisms of leader-member exchange (LMX) and perceived organizational support (POS) are moderated by connectedness and thereby influence job attitudinal outcomes.

DIVERSITY CLIMATE AND INCIVILITY EXPERIENCE: EXPLORING THE MODERATING ROLE OF LEADER-MEMBER-EXCHANGE
Shanna R. Daniels, Florida State University
Erica L. Anthony, Morgan State University
Liwen Zhang, Florida State University
We examined the moderating effect of leader-member-exchange (LMX) on the relationship between diversity climate perceptions and incivility experiences. Although research on targets of incivility is well documented, studies examining the contextual influences and moderating effects on targets’ incivility experiences is limited. Using data from two samples that were collected in two points in time (N = 321; N = 142), results from our study indicate that diversity climate perceptions and incivility experiences is moderated by LMX. This study extends our understanding of incivility experiences and the role of context. We conclude with directions for future research and practical implications.

LMX AND WORK ENGAGEMENT: THE MODERATING ROLE OF CORE SELF-EVALUATIONS AND VALUE CONGRUENCE WITH THE ORGANIZATION
Mohammad Haris Minai, Indian Institute of Management, Lucknow
Hemang Jauhari, Indian Institute of Management, Lucknow
Shailendra Singh, Indian Institute of Management, Lucknow
Engagement is a psychological state that is predictive of employee performance and well-being. Usually the supervisor is responsible for the employee’s interactions with the organization and for getting work of high quality done through the employee. In this study we explore the relationship between perceived LMX quality and subordinate’s work engagement as moderated by core self-evaluations and value congruence with the organization. Hierarchical moderated regression analysis shows that core self-evaluations negatively, and value congruence with the organization positively, moderate the relationship between LMX and work engagement. Impact on theory, practice are discussed as well as avenues for future research.

WHEN LMX MAKES MANAGERS REACT POSITIVELY TO VOICE: IT MATTERS HOW YOU SPEAK UP
Sofya Isaakyan, Maastricht University
Hannes Guenter, Maastricht University
Shuhua Sun, Maastricht University
In the present study we examine the effects of LMX exchange quality on managerial reactions to employee voice. We conducted an experimental study to test a three-way interaction between LMX quality, voice context, and voice content. Results demonstrated partial support for the three-way interaction hypotheses. We found that managers were less likely to denigrate employees with high LMX than those with low LMX when they spoke up with prohibitive voice in private. In relation to voice endorsement, managers were more likely to endorse ideas of subordinates with high LMX only when they spoke up in the promotive way in public.
OB [Symposium]: Using Diverse Methods in the Study of Stress and Well-Being

Shani Pindek, University of South Florida
Paul E. Spector, University of South Florida
Liu-Qin Yang, Portland State University
Maryana L. Arvan, University of South Florida
David Howard, University of South Florida
Chelsea Alyce LeNoble, Florida Institute of Technology
Cong Liu, Hofstra University
Stacey R. Kessler, Montclair State University
Alexandra Krajcevska, University of South Florida
Hai Li, Beijing Normal University
Erin M. Richard, Florida Institute of Technology
Yanir Shimon, Bar-Ilan University
Zhiqing Zhou, Florida Institute of Technology

Work stress and well-being are important topics of organizational behavior research due to their prevalence and impact on employees and organizations. This symposium promotes the use of complex methods to advance our knowledge beyond what we can learn from simpler designs such as cross-sectional self-reports. Presentations summarize empirical findings from studies on a broad range of stress and well-being phenomena, and include quantitative review, mixed methods, multi-source, time-lagged and diary designs, each emphasizing how the chosen method contributes to the question at hand. This session provides new empirical and conceptual insight on workplace stress and well-being.

Research/Teaching Collaboration Luncheon (pre-registration required)

Coordinators:
Mary Jo Jackson, University of Tampa

Join us as we discuss the following topics in this collaborative, open session. Lunch will be served to participants at no charge.

Table topics include:

- Academic Retirement (Facilitator: Sherry E. Sullivan, Bowling Green State University)
- Aligning Human Capital (Facilitator: Josh Bendickson, East Carolina University)
- Values in Entrepreneurial Ventures (Facilitator: Diana Hechavarria, University of South Florida)
- Attributions and Attribution Style (Facilitator: Mark J. Martinko, Florida A & M University)
- Entrepreneurship across Campus (Facilitator: William T. Jackson, University of South Florida St. Petersburg)
- Career Paths of Today’s Executives (Facilitator: Katherine A. Frear, University of South Carolina Upstate)
- Use and Misuse of Content Analysis (Facilitator: Anne Smith, University of Tennessee)
- Corporate Controls (Facilitator: Pouya Seifzadeh, Indiana University-Purdue University Columbus)
- Cross Border Acquisitions (Facilitator: Rama Krishna Reddy, University of Memphis)

Friday, 11:00am - 11:45am in Horizons East

Research Speed Dating: Leadership

Coordinator: Jennifer Sexton, West Virginia University
Facilitator: Andrew Bennett, Virginia Commonwealth University
Scholarship of Teaching and Learning (SOTL) research has gained increased prominence as external stakeholders demand evidence of student learning and accreditors require institutions to show evidence of impact. In this session, designed for educators at all levels of experience, participants will be provided with general information about authoring for SoTL journals, examine the basis for establishing impact of articles published in these journals, and gain hands-on reviewer experience by evaluating and providing practice feedback for parts of real SoTL submissions.

Facilitator: Donna K. Cooke, Florida Atlantic University

**FOREIGN TRAVEL EXPERIENCE AND CULTURAL INTELLIGENCE: AN EXAMINATION OF TRAVEL OUTSIDE OF THE HOME COUNTRY REGIONAL CLUSTER**

Briana Nash, Quinnipiac University
Robert L. Engle, Quinnipiac University

Cultural intelligence (CQ) continues to be recognized for successful cross-cultural interactions and expatriate adaptation. Much research has focused on development of CQ, including the role played by multicultural experiences. This study examines the relatively unexplored role of cultural distance’s impact on the development of CQ through the use of regional cultural cluster classifications. The study found that cultural intelligence was significantly higher for subjects that identified their relevant experience to be outside of their home regional cluster than subjects whose experience was within the home regional cluster. No controls were found to be significant.

**WHAT’S THE BOARD GOT TO DO WITH IT? BOARD CULTURAL DIVERSITY AND FIRM STRATEGIC RISK**

J. Lee Brown III, Fayetteville State University
Carla D. Jones, Sam Houston State University

Drawing on previous upper-echelons research and the literature on managerial cognition, we develop a series of hypotheses which explore the relationship that a director’s national and cultural background might have with the firm’s strategic risk profile and performance. Drawing on an international sample of publically traded firms based in 21 different countries, we find broad support for our hypotheses. Our study contributes to the upper-echelons and managerial cognition literature by broadening the conversation with respect to the importance of the board of directors and the influence cultural norms embedded in firm directors can have on firm-level outcomes.

**MORAL LEADERSHIP, CHARISMA AND CYNICISM IN THE CONTEXT OF CRISIS AND A PRESIDENTIAL ELECTION**

Ethlyn A. Williams, Florida Atlantic University
Bruce Carmona, Florida Atlantic University
Rajnandini Pillai, California State University San Marcos
Bryan Joab Deputula, Nova Southeastern University
Kevin B. Lowe, University of Auckland

The current study examines moral leadership in the context of the 2012 U.S. presidential election. Moral leadership was positively associated with attributions of charisma. Crisis perceptions had a moderating effect on the relationship between moral leadership and charisma. Pre-election perceptions of moral leadership and charisma independently had negative associations with post-election cynicism about change for Obama and positive associations for Romney. Pre-election perceptions of moral leadership had an indirect effect on post-election cynicism about change for Obama, through charisma. The implications of the research for understanding moral and charismatic leadership in the context of a presidential election are discussed.
In this workshop, we review the Social Relations Model (SRM), an important analytical framework for examining interpersonal perceptions and behaviors that is underutilized in the organizational sciences. The SRM originated in social psychology, where it has been used to study a wide range of phenomenon (e.g., personality, helping behavior, and power). The goal of this workshop is to formally introduce the SRM to management scholars, discuss how it differs from other forms of dyadic data analysis (e.g., actor-partner interdependence models), and review recent applications of this approach. We will also provide a demonstration of the SRM within the context of project teams using open-source software.
Facilitator: Cynthia Halliday, Florida International University

AN ILL WIND THAT BLOWS SOME GOOD: GROUPS AND TEAMS HELPING IN VANUATU AFTER CYCLONE PAM

Raymond Hingst, University of Southern Queensland

Cyclone Pam registered as the most severe tropical cyclone in recorded history in the southern hemisphere. It devastated parts of the South Pacific nation of Vanuatu. The subsequent disaster relief operation provided an opportunity for agencies from the international Humanitarian Community and the Vanuatu Government to work closely with military forces. This paper presents preliminary findings of groups and teams working in the civil/military cooperation space located in Port Vila. This has been identified as an example of world’s best practice in the field by the United Nations Office for the Coordination of Humanitarian Affairs. (Lubrani 2015)

CAN LEADERS INFLUENCE RELATIONSHIPS AMONG TEAM MEMBERS? THE ROLE OF SUPPORTIVE LEADERSHIP.

Kyoung Yong Kim, University of Houston
Phillip M. Jolly, University of Houston
Myungsun Kim, University of Houston
Leanne Atwater, University of Houston
Kibok Baik, Kookmin University

Although much research has investigated the effects of supportive leadership on supervisor-subordinate relationships, there has been little empirical study of the ways in which supportive leadership may affect horizontal relationships between subordinates. Using psychological climate theory, we first develop hypotheses regarding a process by which supportive leadership positively influences team-member exchange (TMX) via supportive climate. We then extend our model to employee performance, investigating the relationship between supportive leadership, TMX, and performance while accounting for group-mean TMX as a potential moderator of the TMX-performance relationship. The results of two separate studies, which demonstrate strong support for our hypotheses, are presented.

★BEST DOCTORAL PAPER IN TRACK★
MEMBERSHIP FLUIDITY IN TEAMS

Philip Scott Ramsay, University of South Florida
Sarah Elizabeth Frick, University of South Florida
Matthew Grossman, University of South Florida
Wendy L. Bedwell, University of South Florida
James K. Summers, Iowa State University

Given the growing team membership fluidity literature, we meta-analyzed the effects of team membership loss, exchange, and gain on team performance outcomes. Our findings reveal an overall positive relationship between membership fluidity and creative performance outcomes, but an overall negative relationship between membership fluidity and operational performance outcomes. Moreover, role differentiation, task type, interdependence, and study setting were examined as moderators of this relationship. Overall, our study (1) provides empirical evidence addressing the debate about whether membership fluidity helps or hurts teams, and (2) provides future directions for more sophisticated research designs to advance our knowledge of team membership fluidity.

TOWARD A MODEL OF WORK TEAM PROACTIVITY: A REVIEW, SYNTHESIS, AND FUTURE RESEARCH AGENDA

Brad Harris, Texas Christian University
Bradley L. Kirkman, North Carolina State University

Although substantive research has focused on individual proactivity, a burgeoning (though still understudied) area of emphasis exists at the team-level. Building from a thorough literature review, we establish team proactivity as a dual-foci construct consisting of a team’s (1) climate for proactivity and (2) proactive processes, which operate distinctly from individual-level conceptualizations. Our review further suggests that team proactivity is influenced by myriad compositional and contextual characteristics and, likewise, has numerous consequences at the individual-, team-, and organizational-level. Using an IMOI framework, we advance a theoretical model of team proactivity and discuss implications for future research and practical application.

OB [Symposium]: New Avenues in LMX Agreement Research

Monica Sharif, San Francisco State University
Jiangang Huang, Binghamton University - State University of New York
Caren Goldberg, George Mason University
Haiyang Liu, Peking University
Claudia C. Cogliser, Texas Tech University
Minyoung Cheong, Binghamton University - State University of New York
Francis J. Yammarino, Binghamton University - State University of New York
Seth M. Spain, Binghamton University - State University of New York
Janaki Gooty, University of North Carolina at Charlotte
Chester A. Schriesheim, University of Miami
Cecily Cooper, University of Miami
Lu Zhang, Ulsan National Institute of Science and Technology
Terri A. Scandura, University of Miami
Patrick McKay, Rutgers, The State University of New Jersey
Minya Xu, Peking University
Hock-Peng Sin, Florida International University

Leader-member exchange (LMX) has been studied for decades, but disagreement remains in the literature. This symposium presents several new and promising ideas for LMX agreement attempting to rejuvenate discussion on the topic. Three papers are presented to explore issues of measurement and the antecedents and consequences of LMX agreement. The first paper explores the use of an item response theory (IRT)-based measurement equivalent diagnosis method that could be used in future LMX agreement research. The second paper examines surface- and deep-level diversity as antecedents to LMX agreement. Lastly, the third paper examines potential outcomes of LMX agreement.
THE IMPACT OF MARKET, ENTREPRENEURSHIP, AND LEARNING ORIENTATION ON RELATIONAL CAPITAL: A COMPARATIVE STUDY OF FAMILY AND NON-FAMILY FIRMS

Bart Debicki, Towson University
Edgar Rogelio Ramirez, Tecnologico de Monterrey
Veronica Ilan Baños, Tecnologico de Monterrey
Lilia Magali Gutierrez, Instituto Tecnologico y de Estudios Superiorres de Monterrey campus Guadalajara

The positive effect of relational capital on performance has been studied previously, but there is a gap in literature regarding the antecedents of relational capital. We are contributing to the literature by studying three strategic approaches: market, entrepreneurship, and learning orientation, and their impact on relational capital. Furthermore, we investigate the differences in the strength of these effects between family and non-family businesses. The hypothesized relationships and effects are tested using a sample of family and non-family firms in Mexico. Results of our study, as well as its implications for practice and future research, are presented.

THE POWER OF TWO: CO-CEOS IN FAMILY FIRMS

Dinesh Hasija, University of Arkansas
Heather Dixon-Fowler, Appalachian State University
Dan Worrell, University of Arkansas
Alan Edwin Ellstrand, University of Arkansas

Exant research on co-CEO governance is very limited. We extend this area of inquiry by examining the structure and performance implications of co-CEOs in family firms. Our results demonstrate that family firms with co-CEOs experienced significantly better performance in terms of higher revenues and both one- and three-year growth rates. Shared CEO leadership was found to be more common in family firms with lower technological intensity and in older firms. We also found female participation at the CEO level to occur more often in co-CEO structures.
THE SOCIAL EXCHANGE IMPLICATIONS OF ABUSIVE SUPERVISION PERCEPTIONS FOR WORKPLACE STRESS AND STRAIN: TEST OF A THEORETICAL MODEL

Jeremy Mackey, Auburn University

Results across three demographically diverse time-separated samples (nSample 1 = 188; nSample 2 = 224; nSample 3 = 53) provided consistent evidence of an indirect effect of hindrance stressors on somatic complaints at work through perceptions of abusive supervision, conditional upon perceptions of supervisor organizational embodiment (i.e., SOE) such that the conditional indirect effect was progressively stronger as perceptions of SOE decreased. This study’s findings suggest that the social exchange implications captured by SOE and perceptions of abusive supervision sustained over time can help address the source-target misalignment between perceptions of abusive supervision and employees’ experienced workplace stress and strain.

TOWARD AN INTERACTIVE PERSPECTIVE OF ABUSIVE SUPERVISION

Mark J. Martinko, Florida A&M University
Jeremy Mackey, Auburn University
Rebecca Michalak, University of Queensland
Neal M. Ashkanasy, University of Queensland

We review research on supervisory and subordinate characteristics that have been found to be associated with perceptions of abusive supervision. We then discuss and explore how supervisor and subordinate characteristics are likely to interact and affect both subordinates’ perceptions of abusive supervision and actual abusive supervisory behavior. Ultimately, we suggest abusive supervision research would benefit from researchers adopting a holistic perspective that accounts for subordinates’ characteristics, supervisors’ characteristics, organizational features, and the interactions among these characteristics and features that may influence subordinates’ perceptions of abusive supervision, supervisors’ abusive behaviors, and the processes that influence these perceptions and behaviors over time.

Friday, 2:00pm - 2:45pm in Horizons East

Research Speed Dating: Top Management Teams/Upper Echelons

Coordinator: Jennifer Sexton, West Virginia University
Facilitator: Liam Patrick Maher, Florida State University

Friday, 3:00pm - 3:45pm in Horizons East

Research Speed Dating: Cross-Cultural Management

Coordinator: Jennifer Sexton, West Virginia University
Facilitator: Adam Smith, Arkansas State University

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

Innov: Social Mechanisms in Innovation

Facilitator: Kevin C. Cox, Florida Atlantic University

IT’S MORE COMPLICATED THAN WE THINK: THE IMPLICATIONS OF SOCIAL CAPITAL ON INNOVATION

Sheng Wang, University of Nevada Las Vegas
Rebecca M. Guidice, University of North Carolina at Wilmington
Yuanyuan Zhou, University of Illinois at Springfield
Zhongming Wang, Zhejiang University

Based on a large sample of Chinese manufacturers, this study provides a more complete picture of the conditions of social capital that fosters innovation and when it limits performance. Results suggest a curvilinear social capital-innovation relationship. Results also indicate that this curvilinear effect is strengthened by the extent to which employees share in the firm's vision. A moderation effect was also found with the extent to which there is alignment between the firm's strategy and its human resource management (HRM). Innovation was greatest when both social capital and strategy-HRM alignment were at moderate levels.

Friday, 3:00pm - 3:45pm in Horizons East

Research Speed Dating: Cross-Cultural Management

Coordinator: Jennifer Sexton, West Virginia University
Facilitator: Adam Smith, Arkansas State University

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

Innov: Social Mechanisms in Innovation

Facilitator: Kevin C. Cox, Florida Atlantic University

IT’S MORE COMPLICATED THAN WE THINK: THE IMPLICATIONS OF SOCIAL CAPITAL ON INNOVATION

Sheng Wang, University of Nevada Las Vegas
Rebecca M. Guidice, University of North Carolina at Wilmington
Yuanyuan Zhou, University of Illinois at Springfield
Zhongming Wang, Zhejiang University

Based on a large sample of Chinese manufacturers, this study provides a more complete picture of the conditions of social capital that fosters innovation and when it limits performance. Results suggest a curvilinear social capital-innovation relationship. Results also indicate that this curvilinear effect is strengthened by the extent to which employees share in the firm's vision. A moderation effect was also found with the extent to which there is alignment between the firm's strategy and its human resource management (HRM). Innovation was greatest when both social capital and strategy-HRM alignment were at moderate levels.

SHARED AND VERTICAL LEADERSHIP AND VIRTUAL TEAM INNOVATION: THE MODERATING ROLE OF KICKOFF MEETINGS

Julia E. Hoch, Michigan State University
James Dulebohn, Michigan State University

We investigated the moderating effect of kickoff meeting frequency on the vertical leadership, shared leadership, and virtual team innovation relationship. Results demonstrated the effects of both transformational leadership and authentic leadership on innovation were indirect through shared leadership. In addition, frequency of initial kickoff meetings moderated the relationships between vertical leadership and shared leadership, as well as the relationship between shared leadership and virtual team innovation. Our field sample consisted of 40 virtual research and development teams from a U.S. based high technology medical device company. Implications for future research and the management of virtual teams are discussed.
Social: Individual vs. Corporate Social (Ir)Responsibility

Facilitator: Michael Becraft, Park University

EFFECTS OF CORPORATE SOCIAL IRRESPONSIBILITY ON FIRM OUTCOMES: A META-ANALYSIS

Ashley Salaiz, University of Houston

Prior studies investigating relationships of corporate social performance (CSP) aggregate socially responsible (CSR) and irresponsible (CSIR) firm actions in order to derive one overall CSP outcome. Conceptually, it is useful to consider responsible and irresponsible actions separately; therefore, I meta-analyze the effects of CSIR on firm reputation and firm financial performance. The overall effect reveals a small negative association ($r = -.04$) of CSIR on financial performance. Importantly, this effect changes when it is qualified by market-based vs. financial-based performance measures. We conclude that socially irresponsible behavior is costly to organizations in terms of both reputational and financial effects.

Individual Social Responsibility (ISR): An Antecedent to CSR and Intentions to Work

Kathryn Keech Ostermeier, University of North Texas
Craig Spencer Soelberg, University of North Texas
Pratigya Sigdya, University of North Texas
Lu Xu, University of North Texas

The primary objective of this study was to determine if individual social responsibility (ISR) explained some of the variance in an individual’s intention to work at an organization. In the theoretical model proposed, ISR attitudes and behaviors were predicted to affect an individual’s intention to work at an organization that they perceived as being engaged in CSR activities. These relationships were posited to be mediated by CSR perceptions and moderated by proactive personality. To test our hypothesized model, we surveyed undergraduate and graduate students ($n = 235$). The results provide support for an ISR-CSR mediation chain.

The Influence of Family Firms and Institutional Owners on Corporate Social Responsibility Performance

Nai Lamb, University of Tennessee at Chattanooga
Frank Christopher Butler, University of Tennessee at Chattanooga

Research on corporate social responsibility (CSR) has traditionally focused on managerial discretion and stakeholders’ influence. This study extends research on CSR by addressing it from the corporate governance perspective, specifically, the effect of family firms and institutional owners on CSR performance. We tested our hypotheses using a sample of 153 firms from Fortune 100-300 companies over a 13-year period, 1994-2006. We found general support for our hypotheses.

Exploring Organizational Mindfulness in Local Governments: A Mixed Methods Approach

Joshua L. Ray, Tusculum College
C. Allen Gorman, East Tennessee State University
Eva Lynn Cowell, Tusculum College

This two-part study was conducted as part of a larger project exploring leadership, organizational processes, and performance in local governments. In Study 1, we conducted interviews with exemplary leaders in local governments across a medium sized southeastern state. Results of these interviews suggested leadership and organizational processes consistent with organizational mindfulness. In Study 2, we created a survey instrument based on existing work in organizational mindfulness. Responses from 96 local governments provided evidence suggesting that organizational mindfulness is related to self reports of organizational performance. We end with a discussion of these results, study limitations, and opportunities for future research.

The Good, the Bad, and the Ugly: Examining OCB and Deviant Behavior in Organizations

Facilitator: Marie S. Mitchell, University of Georgia

A Two-Study Investigation of Affect and Organizational Citizenship Behavior

Mark Geiger, University of Kansas
Jeong-Yeon Lee, University of Kansas
Mingang Kim Geiger

Although theories of affect-OCB relationships have emerged to explain the extent to which positive and negative affect influence OCBs, there continues to be mixed results across studies. Using a meta-analytic two-study design, we apply the underpinnings of attribution theory to add clarity to the literature on affect-OCB relationships. Findings in Study 1 indicate that positive and negative affect have stronger influences on citizenship behavior directed at the organization than on citizenship behavior directed at individuals. Study 2 examines the generalizability of the affect-OCB relationship across work contexts and results indicate that these relationships are more prevalent in “frontline” work contexts.
BEYOND THE CURTAIN: A LONGITUDINAL INVESTIGATION OF THE NEGATIVE EFFECTS OF ORGANIZATIONAL CITIZENSHIP BEHAVIOR ON EMPLOYEES

Abere Adane Kassa, Wayne State University
Amanuel G. Tekleab, Wayne State University

The personal consequences of organizational citizenship behaviors (OCBs) may be positive or negative. The purpose of this study is extending earlier works on the negative personal effects of OCB on employees highlighting the mechanism through which OCB engagements lead to the outcomes. The study proposes that OCB engagement increases employees’ workload, which ultimately leads to job stress, emotional exhaustion and work-family conflict. Moreover, the study proposes that psychological resilience moderates the relationship between workload and the individual outcomes. The job demands-resources model, the conservation of resources and the person-environment fit theories are used to posit the proposed relationships.

IS BOREDOM THE ROOT OF ALL EVIL? THE RELATIONSHIP BETWEEN DESTRUCTIVE AND CONSTRUCTIVE DEVIANCE: AN INTERACTIONAL APPROACH

Bella L. Galperin, University of Tampa
Dilek Zamantili Nayir, Marmara University
Jane O'Reilly, University of Ottawa

This study examines the relationship between job boredom and workplace destructive and constructive deviance. In line with the interactional perspective, the role of proactive personality and job autonomy in understanding the job boredom-workplace deviance relationship is examined. Moreover, the joint effects of proactive personality and job autonomy are also hypothesized. The findings suggest a three-way interaction between these three variables predicting three of the four types of deviance—organizational destructive deviance; interpersonal constructive deviance; and organizational constructive deviance. Future research directions and practical implications are discussed.

WHY CITIZENSHIP PRESSURE IS BAD FOR WORKERS: THE INVESTIGATION OF ROLE OVERLOAD

Dewaynna Horn, Texas Woman's University
Christopher J. Mathis, Morgan State University

Because of the recognized significance of organizational citizenship behaviors (OCB) to organizations, employers value individuals who go the extra mile; thus, researchers are now investigating the possibility that workers may feel pressured to go above and beyond their prescribed job responsibilities. This paper examines citizenship pressure by proposing a mediator, role overload, to explain its negative outcomes. Findings reveal that role overload mediates the relationship between citizenship pressure and satisfaction with work-life balance. Role overload also mediates the relationship between citizenship pressure and turnover intentions. We discuss the implications and limitations of our study and identify avenues for future research.

Professional Development Institute: PechaKucha Presentations for Management Education

Timothy M. Madden, Old Dominion University
Laura T. Madden, East Carolina University
Anne Smith, University of Tennessee

This interactive session builds on a 2015 TLC@AOM presentation to showcase the benefits of the PechaKucha (PK) presentation format and its applications to management education. PK uses a streamlined and structured format to develop oral communication skills through careful preparation and design decisions. The organizers will describe the history of PK and examples of how they have incorporated PK into their own courses. With help from the session organizers, attendees will design and present their own abbreviated PK presentations to familiarize themselves with this unique format. Attendees will also receive curated lists of sample PK presentations and additional information related to implementing their own PK assignments.

Ent: Cultural Differences in Entrepreneurship

Facilitator: Kaitlyn DeGhetto, University of Colorado at Colorado Springs

EFFECTIVE START-UP PROCESS CONFIGURATIONS: AN INDUCTIVE STUDY OF INDIGENOUS AND IMMIGRANT ENTREPRENEURS

Kaveh Moghaddam, University of Houston Victoria
Sara Azarpanah, Lone Star College

With a qualitative approach, this study examines immigrant entrepreneurs’ start-up process similarities and differences as compared to indigenous entrepreneurs. Based on the configuration approach, two distinct start-up process configurations are documented which distinguish successful immigrants and indigenous entrepreneurs. Using the equipotential theoretical framework, the effect of different start-up process configurations on the firm performance of immigrant and indigenous entrepreneurs is discussed. The findings of this study may guide immigrant entrepreneurs to exercise extra caution in copying the successful indigenous entrepreneurs’ start-up processes; instead, immigrant entrepreneurs may choose a start-up process configuration which fits their unique characteristics and motives.
THE DIFFERENCE BETWEEN HISPANIC-AMERICAN AND ANGLO-AMERICAN SMALL BUSINESS OWNERS’ VALUES, BELIEFS, AND USE OF FINANCIAL PLANNING

Dianna L. Stone, University of Texas at San Antonio
Teresa Harrison, University of the Incarnate Word
Julio Cesar Canedo Soto, University of Houston Downtown
Kimberly Lukaszewski, Wright State University
Mark Suazo, Wright State University

We present a model of the factors affecting the success of Hispanic small business owners. Specifically, we examine how understanding these factors may explain differences in Hispanic and Anglo small business owners’ use of financial planning, and present the results of an empirical study that assessed the relations in the model. We propose that differences in cultural values may be important reasons that Hispanics are less likely to use financial planning than Anglos. We believe that a better understanding of the factors that affect the success of ethnic minority owned small businesses may help enhance their success and survival rates.

THE IMPACT OF CULTURE ON NATIONAL PREVALENCE RATES OF SOCIAL AND COMMERCIAL ENTREPRENEURSHIP

Diana Hechavarria, University of South Florida

This cross-cultural study empirically investigates the cultural determinants of macro-level social and commercial entrepreneurship. Drawing on the cultural shift perspective, the goals of this study is to investigate if culture, operationalized through the World Values Survey (WVS), impacts the prevalence rates of social and commercial entrepreneurship at the national level. Social and commercial entrepreneurship rates are drawn from the 2009 Global Entrepreneurship Monitor (GEM) and aggregated for 43 countries in this cross-sectional analysis using Multivariate Regression. Findings indicate that traditional societal values positively impact commercial entrepreneurship prevalence rates, whereas, self-expression societal values positively impact social entrepreneurship prevalence rates.

LEAN MANAGEMENT AND SCIENTIFIC MANAGEMENT: SEQUEL OR SUBSTITUTE?

David Stanley Hoyle, Nova Southeastern University
Regina A. Greenwood, Nova Southeastern University

Lean Management is as revolutionary today as was Scientific Management at the turn of the 19th century. In this paper we compare Lean Management and Scientific Management concepts of waste and its root causes to determine if Lean Management evolved from Scientific Management or is significantly different. Each waste is examined and the Scientific Management view is examined through the writings of Frank and Lilian Gilbreth. A brief history of Scientific Management and Japanese management is also presented, noting the Gilbreths’ influence on early Japanese management practices. We found that Lean Management is significantly philosophically different from Scientific Management.

WHO SAYS YOU CAN’T GO HOME: NOSTALGIC THEMES IN JACK DANIEL’S RHETORICAL HISTORY

Stephen Poor, University of Mississippi
Milorad M. Novicevic, University of Mississippi
Robert K. Robinson, University of Mississippi

This paper identifies nostalgic themes of a remembered American past in the rhetorical history of Jack Daniel’s. This past memory is projected rhetorically by linking the story of the organization’s founder with the organization’s location, Lynchburg, Tennessee. Comparisons of nostalgic themes narrated during Daniel’s life are contrasted with those after Brown-Forman became the owner of Jack Daniel’s organization. Findings indicate that these two stories reflect different collective longing for the recreation of American past as a paradise lost. The absence of this "paradise lost" is felt collectively and symbolized nostalgically in the present in the organization and its product.

Friday, 3:15pm - 4:45pm in Long Key

HRM: Management History: Debates and Discussions

Facilitator: Edwin Mourino, Rollins College

LEADER-MEMBER EXCHANGE AND EMPOWERING BEHAVIOR IN MODERATING THE PSYCHOLOGICAL ENTITLEMENT-COUNTERPRODUCTIVE WORK BEHAVIOR RELATIONSHIP

Robyn Brouer, Canisius College
Joseph Ramia, University at Buffalo, SUNY
Rebecca Lee Badawy, Youngstown State University
Paul Harvey, University of New Hampshire

Psychological entitlement, characterized by feelings of deservedness not based on actual performance, is becoming more prevalent in the workforce and is thought to have deleterious effects for organizations. We hypothesize and find support for the notion that psychological entitlement promotes unmet expectations and counterproductive work behaviors. However, we argue and find support that leaders can impact these relationships. Leaders who use empowering behaviors with the psychologically entitled make these relationships stronger, worsening unmet expectations and counterproductive work behaviors. Moreover, leaders who create quality exchange relationships with psychologically entitled subordinates weaken these relationships, lowering unmet expectations and counterproductive work behaviors.
LEADERSHIP CRITERIA UNDER MAXIMUM PERFORMANCE CONDITIONS

Alex J. Barelka, Illinois State University
Susan Dustin, Illinois State University
Aaron Pauli, United States Air Force

Although research continues to examine the relationship between typical and maximum performance, no studies have attempted to identify which leadership effectiveness criteria are considered most important to an individual’s maximum performance, or assessment of one’s potential. Thus, using exploratory factor analysis and data from the United States Air Force, this criterion development study seeks to identify the leadership effectiveness criteria under maximum performance conditions as it relates to entry and middle level managers. The results suggest an interesting comparison of leadership criteria between entry and middle management engaged in maximum performance.

NOW YOU SEE ME, NOW YOU DON’T: USING POLITICAL SKILL TO NAVIGATE NEGATIVE OUTCOMES

Wayne S. Crawford, New Mexico State University
K. Michele Kacmar, Texas State University
Kenneth J. Harris, Indiana University Southeast

Research examining organizational politics and subsequent withdrawal of positive organizational behaviors is abundant. What remains unclear is whether organizational politics prompts employees to engage in deviant behavior towards the organization. Using social exchange, we examine the relationship between politics and deviant behavior and the impact that deviance has on subordinates’ skills. We position political skill as a moderator, suggesting that employees with political skill are able to avoid experiencing an increase in unfavorable ratings. These relationships are tested using a sample of 152 dyads. We find support for the moderated mediation model. Implications and suggestions for future research are discussed.

YOU’VE GOT THE TOUCH, OR DO YOU? A GENDERED EMOTIONAL DISPLAY PERSPECTIVE ON PERCEPTIONS OF SUPERVISOR SUPPORT

Jerry Bryan Fuller, Louisiana Tech University
Laura E. Marler, Mississippi State University
Susie S. Cox, University of Arkansas at Little Rock
Marcia J. Simmering, Louisiana Tech University
Rebecca J. Bennett, Louisiana Tech University
Jenny Curry, Louisiana Tech University

Some popular press books such as "The One Minute Manager" recommend supervisors use touch to enhance relationships with subordinates. However, there is very little research to support this perspective and even less research incorporating gender into the discussion. Using Emotions as Social Information theory, we hypothesize that subordinate reactions to supervisor touch depend upon supervisor gender. In our sample of 120 supervisor-subordinate dyads, we found supervisor touch and subordinate perceptions of supervisor support was negative for male supervisors and not statistically significant for female supervisors. We discuss our findings, practical implications for human resource policy, and ideas for future research.

OWNERSHIP CONCENTRATION, IDENTITY AND FIRM PERFORMANCE: EVIDENCE FROM CHINA’S LISTED FIRMS

Ruihai Li, Shanghai Lixin University of Commerce
Jun Wu, Savannah State University
Maureen Muller-Kahle, Pennsylvania State University at York

This study seeks to understand how financial/corporate ownership and foreign/domestic ownership interact and affect firm performance in the important emerging economy of China. Drawing from agency theory and resource dependence theory, we make predictions based on combinations of foreign, domestic, corporate and financial ownership. Using data on Chinese listed companies from 2007-2012, we find that corporate ownership leads to higher firm performance than financial ownership and that foreign ownership leads to higher firm performance than domestic ownership. The study shows that firms in China benefit greatly from foreign financial ownership and are adversely impacted by domestic financial ownership.
SECONDARY AGENCY CONFLICTS: A REVIEW OF THE LITERATURE AND A PROPOSED MEASUREMENT MODEL

Christine C. Sutton, Kennesaw State University
Rajaram Veliyath, Kennesaw State University
Torsten M. Pieper, Kennesaw State University
Joe Hair, Kennesaw State University

The separation of ownership and control has been established as the source of primary agency conflict between managers and shareholders, but the combination of ownership and control also represents a significant problem for many dispersed shareholders. This paper reviews the extant literature related to secondary agency problems, develops a composite measure that represents the various underlying theoretical constructs, and validates the measure in the context of publicly listed firms. The newly created measure is a significant, valid, and reliable measure of secondary agency conflict. Future governance studies can utilize this measure to investigate secondary agency problems more consistently and comprehensively.

THE INTERACTIVE EFFECT OF BUSINESS UNIT STRATEGY AND CORPORATE CONTROL MECHANISMS ON BUSINESS UNIT PERFORMANCE: THE FIT BETWEEN STRATEGIC LOGIC AND STRATEGIC COMPLIANCE

Pouya Seifzadeh, Indiana University - Purdue University Columbus
W. Glenn Rowe, University of Western Ontario

Challenges in measurement of corporate controls have led many researchers to operationalize them as part of the more ambiguous corporate effects construct. In this research, we examine the significance of ‘fit’ between corporate control mechanisms and business unit strategy in performance of business units. Building on a unique dataset with access to data from 2704 wholly owned subsidiaries from 193 corporations, we examine control mechanisms implemented for each subsidiary, as well as each business unit’s strategy. Our findings confirm the significance of ‘fit’, but more importantly, emphasize the critical importance of strategic controls in successful performance of business units.

WHOM DO INDEPENDENT DIRECTORS REPRESENT: THE CASE OF SHAREHOLDER CONFLICTS IN ANTITAKEOVER DEFENSE

Zhonghui ‘Hugo’ Wang, University of North Carolina at Greensboro
Thomas Brush, Purdue University
Jeffrey Reuer, University of Colorado
Charlotte Ren, University of Pennsylvania

We theoretically argue and empirically demonstrate that shareholder conflicts exist when firms choose to opt out of the protection of the control share acquisition laws which help protect the interests of small shareholders. We find that controlling shareholders influence independent directors to the extent that independent directors act in favor of the controlling shareholder but not small ones. Consequently, we challenge the arguments that independent directors are better guardians of shareholder interest and they can mitigate shareholder conflicts because we demonstrate that independent directors can fail to fulfill their fiduciary duties to small shareholders in the context of antitakeover defense.
Saturday, October 31

**Saturday, 8:30am - 9:00am in Banyan Breezeway**

Café SMA (Coffee/Tea Bar)

Coordinator: Joy H. Karriker, East Carolina University

**Saturday, 9:00am - 10:30am in Bird Key**

**Professional Development Institute: SEM Model Evaluation**

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

Larry J. Williams, Consortium for the Advancement of Research Methods and Analysis (CARMA), University of North Dakota

This PDI provides an introduction to techniques and issues related to SEM model evaluation. Topics to be covered include: overview of model evaluation, logic and computations for goodness-of-fit measures, model comparison strategies, analysis of residuals and other advanced techniques.

**Saturday, 9:00am - 10:30am in Indian Key**

**Professional Development Institute: Teaching with Cases Online**

Bill Schiano, Bentley University

This session will be an interactive discussion of teaching with cases in an online course. Our focus will be on practical advice that can be implemented immediately. The session is ideal for faculty who already teach with cases, but perhaps have never taught with them in an online class, or if they have, are looking to enhance their skills. Session participants will learn how to plan a case-based online course, how to teach it, and how to evaluate it, and provide feedback to students. Attendees will share and discuss concerns, ideas, and strategies leave with actionable to improve their own online case teaching.

**Saturday, 9:00am - 10:30am in Long Key**

**OB: The Impact of Fit and Culture in Organizations**

Facilitator: John Michael Mankelwicz, Troy University

**LEARNING THROUGH RITUALS IN RESTAURANTS: EXPLORING THE LINK BETWEEN RITUALS, VALUES AND ORGANIZATIONAL CULTURE**

Niclas Erhardt, University of Maine
Carlos Martin-Rios, Ecole hôtelière de Lausanne (EHL)

Limited research has shed light on how organizations deploy different rituals as collective learning mechanisms for core values. By using 30 semi-structured interviews and 20 observations, findings suggest that clan culture adopts emotional rituals of storytelling and trusting; ad hoc culture adopts cognitive rituals of collaborative creativity and problem-solving; a market culture adopts behavioral rituals of selling and executing; and a hierarchy culture adopts behavioral rituals involving documenting and repeating. Our theoretical contributions involve unit of analysis, rituals as social learning mechanisms for status quo rather than for change, and practical implications of fostering strong culture.

**ORGANIZATIONAL CULTURE IN THE 21ST CENTURY: THE IMPACT OF CULTURAL INTELLIGENCE**

Vickie Coleman Gallagher, Cleveland State University
James A. Meurs, University of Calgary
Nicholas Mathew, Cleveland State University
Lisa Gaynier, Cleveland State University

Cultural intelligence (CQ) is an important individual difference variable is relevant to most corporations of the 21st century. Corporate culture is equally relevant to more effectively understand and predict individual level outcomes. This research explores the interactive effects of situation and disposition (organizational culture and CQ) with regard to job satisfaction and turnover intentions. In a sample of 92 employees from an international corporation, results support the notion that innovative, participative, and collaborative cultures increase job satisfaction and reduce turnover intentions. However, the effects of situation have greater benefits for those lower on CQ.

**P-O FIT AS A MECHANISM LINKING TRANSFORMATIONAL LEADERSHIP AND SOCIAL CAPITAL**

Usman Raja, Brock University
Fauzia Syed, International Islamic University
Saima Naseer, International Islamic University
Dave Bouckenooghe, Brock University

Using social identity theory, we hypothesize that transformational leadership leads to better P-O fit, which in turn leads to increased social capital in organizations. Moreover, we suggest that transformational leadership moderates the relationship between P-O fit and social capital. We collected field study data from employees of various organizations (N = 336) representing a wide range of occupational levels and categories. Using multi-level analyses, we received good support for our hypotheses. Transformational leadership as perceived at the unit level was related to P-O fit as well as social capital. The results suggest that P-O fit mediated the leadership–social capital relationship.
VARIATIONS IN WORKPLACE SAFETY CLIMATE PERCEPTIONS AND OUTCOMES ACROSS HEALTH CARE PROVIDER POSITIONS: A CROSS-SECTIONAL QUESTIONNAIRE SURVEY

Deirdre McCaughey, University of Alabama at Birmingham
Gwen McGhan, Pennsylvania State University
Cheryl Rathert, Virginia Commonwealth University
Jami DelliFraine, Medical University of South Carolina

Health care providers have high injury rates, which may result from position. This study examined workplace safety perceptions and well-being of care providers by position. Data was collected across three inpatient units (n = 144). Hierarchical and binomial logistic regression examined the relationship between safety climate and injuries. ANOVA examined variations in safety perceptions. Nurses reported the poorest safety perceptions, lowest job satisfaction and highest stress. Allied health providers reported highest safety perceptions and job satisfaction and lowest stress. Safety climate perceptions were significantly related to stress, turnover intent and job satisfaction. Prioritizing workplace safety may optimize care provider perceptions.

Saturday, 11:45am - 3:30pm

**Off-Site Experience: Behind the Line of Scrimmage**
Tampa Bay Buccaneer Facilities
(advance registration and payment required)

Coordinators:
Joy H. Karriker, East Carolina University
Kevin B. Lowe, University of Auckland
Sean Lux, University of South Florida

Go behind the scenes with the Tampa Bay Buccaneers. After winning the 2003 Super Bowl, the Tampa Bay Buccaneers committed to building a world class team facility. The team opened their new headquarters in 2006 and "One Buc Place" is widely recognized as one of the best team facilities in the NFL. Join us for a behind the scenes tour of One Buc Place, where we will see the Buccaneers' locker room, meeting rooms, weight training room, practice fields, and cafeteria. Our tour begins with a Q&A session with the Bucs' top managers, through which you can learn everything you wanted to know about running an NFL franchise. The tour departs the Tradewinds at noon (loading starts at 11:45) and should return by 3:30 PM.

Saturday, 3:30pm - 6:30pm

**Off-Site Experience: Craft Beer Tour**
Three Daughters Brewery (3DB)
(advance registration and payment required)

Coordinators:
Joy H. Karriker, East Carolina University
Kevin B. Lowe, University of Auckland
Sean Lux, University of South Florida

3DB's story begins in 1888, in Lexington Kentucky when Wilhelm Harting co-founded the Liugart & Harting brewery with the dream to brew great beer. 150 years later, that legacy is remembered by a brick inset in the 3DB bar. It reminds us to live up to the proud tradition started in Kentucky by creating a warm environment where friends, family, retailers, and customers can enjoy the best craft beer has to offer. At 3DB, the goal is to create bold, innovative and amazing beer. We believe that craft brewing creates a unique style of beer and each brew has distinguishing characteristics and a great story to tell. Whether you tip a pint of our highly drinkable Beach Blonde Ale or our limited reserve Bourbon Barrel Aged Porter, we hope you'll savor the diverse flavors and aromas that drive our beers.

This tour will provide you a look behind the scenes at how 3DB brews beer as well as an opportunity to taste some of their unique flavors. The open floor warehouse allows you to kick back and watch the masters at work as well as try your hand at one of their games such as Jenga, table-top shuffle board, darts, Connect4, corn hole, checkers, or chess. They even have a full 18-hole putt putt golf course equipped with putters and balls.
<table>
<thead>
<tr>
<th>Name</th>
<th>Page Numbers</th>
</tr>
</thead>
<tbody>
<tr>
<td>Hakwa, Juliette</td>
<td>44</td>
</tr>
<tr>
<td>Halbesleben, Jonathon R.B.</td>
<td>44</td>
</tr>
<tr>
<td>Halliday, Cynthia</td>
<td>51</td>
</tr>
<tr>
<td>Hancock, Julie</td>
<td>28</td>
</tr>
<tr>
<td>Hankins, Jason</td>
<td>43</td>
</tr>
<tr>
<td>Harper, Timothy</td>
<td>24</td>
</tr>
<tr>
<td>Harris, Brad</td>
<td>33, 51</td>
</tr>
<tr>
<td>Harris, John N.</td>
<td>58</td>
</tr>
<tr>
<td>Harris, Kenneth J.</td>
<td>23, 57</td>
</tr>
<tr>
<td>Harris, Melanie</td>
<td>33</td>
</tr>
<tr>
<td>Harris, Reginald J.</td>
<td>36</td>
</tr>
<tr>
<td>Harrison, Teresa</td>
<td>35</td>
</tr>
<tr>
<td>Hart, Timothy A.</td>
<td>18</td>
</tr>
<tr>
<td>Hartman, Nathan S.</td>
<td>19</td>
</tr>
<tr>
<td>Harvey, Paul</td>
<td>36, 52, 56</td>
</tr>
<tr>
<td>Hasija, Dinesh</td>
<td>52</td>
</tr>
<tr>
<td>Hayek, Mario</td>
<td>32</td>
</tr>
<tr>
<td>Haynie, Jeffrey Joseph</td>
<td>16</td>
</tr>
<tr>
<td>Heames, Joyce Thompson</td>
<td>17</td>
</tr>
<tr>
<td>Hechavarria, Diana</td>
<td>48, 56</td>
</tr>
<tr>
<td>Helmhut, Catherine A.</td>
<td>36</td>
</tr>
<tr>
<td>Hernandez, Claudia</td>
<td>35</td>
</tr>
<tr>
<td>Hill, Aaron</td>
<td>16, 17, 34</td>
</tr>
<tr>
<td>Hingst, Raymond</td>
<td>44, 51</td>
</tr>
<tr>
<td>Hoch, Julia E.</td>
<td>16</td>
</tr>
<tr>
<td>Hoffman, Brian</td>
<td>16</td>
</tr>
<tr>
<td>Holmes, Jeanne Johnson</td>
<td>35</td>
</tr>
<tr>
<td>Holmes, Jr., R. Michael</td>
<td>30, 36</td>
</tr>
<tr>
<td>Hopkins, Margaret M.</td>
<td>43</td>
</tr>
<tr>
<td>Horn, Dewwynna</td>
<td>25</td>
</tr>
<tr>
<td>Houghton, Jeffery D.</td>
<td>27</td>
</tr>
<tr>
<td>Howard, David</td>
<td>48</td>
</tr>
<tr>
<td>Hoyte, David Stanley</td>
<td>56</td>
</tr>
<tr>
<td>Hrvinak, Mary Wilson</td>
<td>23</td>
</tr>
<tr>
<td>Huang, Jiangan</td>
<td>51</td>
</tr>
<tr>
<td>Huang, Lei</td>
<td>26, 47</td>
</tr>
<tr>
<td>Hubbard, Timothy David</td>
<td>32</td>
</tr>
<tr>
<td>Hughes-Morgan, Margaret</td>
<td>47</td>
</tr>
<tr>
<td>Huse, Morten</td>
<td>37</td>
</tr>
<tr>
<td>Hutchinson, Michael</td>
<td>47</td>
</tr>
<tr>
<td>I</td>
<td></td>
</tr>
<tr>
<td>Isaakyan, Sofya</td>
<td>47</td>
</tr>
<tr>
<td>I</td>
<td></td>
</tr>
<tr>
<td>Jackson, Mary Jo</td>
<td>35, 48</td>
</tr>
<tr>
<td>Jackson, William T.</td>
<td>48</td>
</tr>
<tr>
<td>James, Channelle D.</td>
<td>29</td>
</tr>
<tr>
<td>Jancenelle, Vivien E.</td>
<td>32</td>
</tr>
<tr>
<td>Janz, Brian</td>
<td>21</td>
</tr>
<tr>
<td>Jauhari, Hemang</td>
<td>46, 47</td>
</tr>
<tr>
<td>Jean-Denis, Howard</td>
<td>45</td>
</tr>
<tr>
<td>Johnson, Gail</td>
<td>18, 46</td>
</tr>
<tr>
<td>Johnson, Jonathan</td>
<td>24</td>
</tr>
<tr>
<td>Johnson, Russell</td>
<td>42</td>
</tr>
<tr>
<td>Jolly, Phillip M.</td>
<td>35, 51</td>
</tr>
<tr>
<td>Jones, Carla D.</td>
<td>36, 49</td>
</tr>
<tr>
<td>Jones, Ill, Raymond J.</td>
<td>24</td>
</tr>
<tr>
<td>Jones, Jr., Thomas O.</td>
<td>19</td>
</tr>
<tr>
<td>Jones, Nicole Carrie</td>
<td>43</td>
</tr>
<tr>
<td>K</td>
<td></td>
</tr>
<tr>
<td>Kacmar, K. Michele</td>
<td>16, 17, 23, 44, 48, 57</td>
</tr>
<tr>
<td>Kalekar, Rachana</td>
<td>32</td>
</tr>
</tbody>
</table>
Thank you to Nathan Schwagler, co-Director of Innovation Labs at The Dalí Museum for offering the SMA PDI, “Creative Problem Solving, Design Thinking, and LEGO in edu.”

SMA members may enjoy further exploration of this creative inspiration with discounted tickets to the Museum ($22) available at the Concierge Desk.

discover the dalí

Visit the stunning Dalí Museum on the picturesque downtown St. Petersburg waterfront to get a glimpse of renowned artist Salvador Dalí’s world and an unparalleled collection of his finest works – from iconic melting clocks to imaginative visual illusions and avant-garde symbols.

Shop, play, wander and quench your curiosity for all that is Salvador Dalí and beyond.

The Dalí is rich in works from artist Salvador Dalí’s entire career, with key works from every moment and in every medium of his artistic activity. Originally founded in 1982 with the works collected by Reynolds and Eleanor Morse, The Dalí’s distinguished new building, opened on January 11, 2011, enabling the Museum to protect and display the collection, to welcome the public, and to educate and promote enjoyment. In a larger sense it is a place of beauty dedicated, as is Dalí’s art, to understanding and transformation.

The Museum is open seven days a week.

TheDali.org
CALL FOR NOMINATIONS

2016 Hunt SMA Sustained Outstanding Service Award

Nominations for the 2016 Hunt SMA Sustained Outstanding Service Award are due by April 20th, 2016

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

- SMA’s Mission Statement

In keeping with SMA’s mission, tradition, and Jerry Hunt’s legacy, the 2016 James G. (Jerry) Hunt SMA Sustained Outstanding Service Award seeks to recognize an individual who has provided continued outstanding service to SMA.

The Hunt Award recognizes an individual who has consistently helped SMA reach its goals and mission over a period of years. The individual recognized must have made important and sustained contributions to SMA, including, but not limited to, elected office (e.g., board member, treasurer, secretary), appointed position (e.g., track chairs, committees) and volunteer service (e.g., paper reviewers, session chairs and discussants) as well as extraordinary contributions to SMA (e.g., local arrangements, financial contributions). The award winner will be recognized at the 2016 SMA meeting with a plaque and $500.

Previous winners of this prestigious award include:
2003 – Jerry Hunt, Texas Tech
2004 – Art Bedeian, LSU
2005 – David Van Fleet, ASU West
2006 – Bob Ford, UCF
2007 – Jack Duncan, UAB
2008 - Pam Perrewé, Florida State
2009 - Chet Schriesheim, University of Miami
2010 - K. Michele (Micki) Kacmar, University of Alabama
2011 - Geralyn Franklin, Stephen F. Austin State University
2012 - Mark Martinko, University of Queensland
2013 - Kevin Mossholder, Auburn University
2014 - Mark Gavin, West Virginia University
2015 - Bob Greer, TCU

Nominations will be accepted via email and postal mail, with email as the preferred method. An acknowledgment of receipt of the nomination materials will be sent to the primary nominator. Self-nominations will be accepted. All nominators and nominees must be SMA members and the award winner must accept the honor in person at the 2016 SMA Annual Conference in Charlotte, NC which will be held October 25-29, 2016. The primary nominator must submit the following materials to the committee chair: (1) a list of the nominee's SMA activities and the dates in which they occurred, and (2) three letters of nomination (including a letter from the primary nominator plus two others).

Nominations must be received on or before April 20th, 2016.

E-mail nominations should be sent to jduncan@uab.edu. Postal mail nominations should be sent to:
Jack Duncan
2190 Baneberry Drive
Birmingham, AL 35244

Committee Members:
Bob Greer, TCU
Bruce Lamont, FSU
Patricia Lanier, University of Louisiana at Lafayette
Jack Duncan, UAB
CALL FOR PAPERS - SMA 2016 Meeting
October 25th-29th, 2015 Marriott City Center – Charlotte, NC

Submission Deadline: Friday April 22, 2016 11:59pm EST
Submit papers and volunteer to review at www.southernmanagement.org/meetings/2016

Program Chair: Annette L. Ranft, University of Tennessee (aranft@utk.edu)

SMA invites submissions for its 2016 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 TRACK CHAIRS

Track 1
- Entrepreneurship and Family Business
- Technology and Innovation
Chair: Daniel T. Holt, Mississippi State University
daniel.holt@msstate.edu

Track 2
- Health Care
- Hospitality Management
- Public Administration
Chair: Kim Davey, Samford University
kdavey@samford.edu

Track 3
- Organization Theory
- International Management
- Management History
Chair: Indu Ramachandran, Texas State University
i_r38@txstate.edu

Track 4
- Human Resources
- Research Methods
Chair: Laura Stanley, UNC Charlotte
lstan11@uncc.edu

Track 5
- Careers
- Social Issues
- Diversity Issues
- Ethics
Chair: Shanna Daniels, Florida State University
srdaniels@business.fsu.edu

Track 6
- Organizational Behavior
Co-Chairs:
Rachel Frieder, Old Dominion University
rfrieder@odu.edu
Ryan Klinger, Old Dominion University
rklinger@odu.edu

Track 7
- Strategic Management
Chair: Jennifer Sexton, West Virginia University
Jennifer.Sexton@mail.wvu.edu

Track 8
- Innovative Teaching*
- Management Education
Chair: Laura Madden, East Carolina University
MaddenL@ecu.edu

*INNOVATIVE TEACHING - SMA sponsors a track focused on innovative teaching and management education 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 2016 meeting. The purpose of this workshop is for authors to receive feedback on their papers from experienced scholars to enhance their papers’ publication potential. The Paper Development Workshop will be coordinated by Garry Adams, Auburn University.
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/2016/ no later than April 22, 2016 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 2016 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 10, 2016, 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, 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 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.
The Journal of Management (JOM) is committed to publishing scholarly empirical and theoretical research articles, that have a high impact on the management field as a whole. The journal encourages new ideas or new perspectives on existing research.

The journal covers such areas as:

- Strategic management
- Organizational behavior
- Human resource management
- Organizational theory
- Entrepreneurship
- Research methods

Review Issues are published biannually in January and July. These issues include widely read and widely cited collections of articles in the field of management and have become a major source for management scholars. The Review Issues cover a broad range of topics from a wide range of academic disciplines, methodologies, and theoretical paradigms.

RANKED in APPLIED PSYCHOLOGY, BUSINESS AND MANAGEMENT

#1 in Psychology, Applied • #3 in Business • #4 in Management

Impact Factor: 6.071

2014 Journal Citation Reports (Thomson Reuters, 2015)