



## **Southern Management Association**

**2015 MEETING**

October 27-31, 2015. St. Pete Beach, Florida

# Table of Contents

<b>WELCOME TO THE 2015 MEETING OF THE SOUTHERN MANAGEMENT ASSOCIATION .....</b>	<b>1</b>
<b>PROGRAM HIGHLIGHTS .....</b>	<b>2</b>
<b>SMA 2015 EVENT AND AWARD SPONSORS.....</b>	<b>3</b>
<b>SMA 2015 EXHIBITORS .....</b>	<b>4</b>
<b>ABOUT SMA .....</b>	<b>4</b>
<b>SMA OFFICERS .....</b>	<b>5</b>
<b>SMA 2015 PROGRAM COMMITTEE.....</b>	<b>5</b>
<b>SMA BOARD MEMBERS.....</b>	<b>5</b>
<b>JOURNAL OF MANAGEMENT EDITORS .....</b>	<b>5</b>
<b>SMA FELLOWS.....</b>	<b>5</b>
<b>SMA PAST PRESIDENTS (LISTED BY YEAR) .....</b>	<b>6</b>
<b>SUSTAINED OUTSTANDING SERVICE AWARD WINNERS (LISTED BY YEAR).....</b>	<b>7</b>
<b>SMA 2015 TRACK CHAIRS.....</b>	<b>7</b>
<b>AWARDS COMMITTEES.....</b>	<b>7</b>
<b>2015 SMA AWARDS.....</b>	<b>9</b>
<b>SMA 2015 REVIEWERS .....</b>	<b>11</b>
<b>SMA 2015 PROGRAM SCHEDULE.....</b>	<b>16</b>
TUESDAY .....	16
WEDNESDAY.....	16
THURSDAY.....	18
FRIDAY .....	37
SATURDAY.....	59
PARTICIPANT INDEX .....	61
<b>DALI MUSEUM INFORMATION.....</b>	<b>64</b>
<b>CALL FOR NOMINATIONS: 2016 HUNT SMA SUSTAINED OUTSTANDING SERVICE AWARD</b>	<b>65</b>
<b>SMA 2016 - CALL FOR PAPERS .....</b>	<b>66</b>
<b>HOTEL PROPERTY MAP .....</b>	<b><i>Back Inside Cover</i></b>
<b>HOTEL MEETNG SPACE LAYOUT .....</b>	<b><i>Back Outside Cover</i></b>

## 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 Breck 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, Arlise 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

## Program Highlights

In addition to the refereed portion of the program that follows, a variety of **Professional Development Institute** (PDI) sessions are scheduled throughout the conference. Specific descriptions of these sessions can be found in the program. **Research Speed Dating** sessions run throughout the conference in the 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: Strategizing 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**
- **3:15pm - 4:45pm in Jasmine - Paper Development Workshop** - by invitation only
- **5:15pm - 6:30pm in Long Key and Sawyer Key - SMA Business Meeting**
- **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 - 9:30pm 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™



**NC STATE** Poole College of Management  
The Entrepreneurship Clinic



RAYMOND J. HARBERT  
COLLEGE OF BUSINESS



# SMA Welcomes its Exhibitors



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## 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.

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### ***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. Kluemper, 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  
Neal 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

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

### 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.

## PAST PRESIDENTS\*

Christopher Shook	Auburn University	(2013-2014)
Tim Barnett	Mississippi State University	(2012-2013)
Bennett Tepper	Georgia State University	(2011-2012)
Mark B. Gavin	Oklahoma State University	(2010-2011)
Margaret L. Williams	Wayne State University	(2009-2010)
Allen C. Amason	University of Georgia	(2008-2009)
Charlotte D. Sutton	Auburn University	(2007-2008)
William L. Gardner	Texas Tech University	(2006-2007)
Anson K. Seers	Virginia Commonwealth University	(2005-2006)
Christine M. Riordan	Texas Christian University	(2004-2005)
Terri A. Scandura	University of Miami	(2003-2004)
Kevin W. Mossholder	Louisiana State University	(2002-2003)
Donna E. Ledgerwood	University of North Texas	(2001-2002)
Tammy G. Hunt	UNC Wilmington	(2000-2001)
Pamela L. Perrewé	Florida State University	(1999-2000)
Vida G. Scarpello	Georgia State University	(1998-1999)
Chester A. Schriesheim	University of Miami	(1997-1998)
Mark J. Martinko	Florida State University	(1996-1997)
Rose L. Knotts	University of North Texas	(1995-1996)
David D. Van Fleet	Arizona State University West	(1994-1995)
Robert C. Ford	University of Central Florida	(1993-1994)
J. Bernard Keys	Georgia Southern University	(1992-1993)
Charles R. Greer	Texas Christian University	(1991-1992)
Daniel S. Cochran	Mississippi State University	(1990-1991)
John A. Pearce II	George Mason University	(1989-1990)
James G. Hunt	Texas Tech University	(1988-1989)
W. Alan Randolph	University of South Carolina	(1987-1988)
B. Wayne Kemp	University of Tennessee-Martin	(1986-1987)
Achilles A. Armenakis	Auburn University	(1985-1986)
W. Jack Duncan	University of Alabama at Birmingham	(1984-1985)
William H. Holley, Jr.	Auburn University	(1983-1984)
Arthur G. Bedeian	Auburn University	(1982-1983)
Dorothy N. Harlow	University of South Florida	(1981-1982)
Dennis F. Ray	Mississippi State University	(1980-1981)
Vince P. Luchsinger, Jr.	Texas Tech University	(1979-1980)
John E. Logan	University of South Carolina	(1978-1979)
Ogden H. Hall	University of New Orleans	(1977-1978)
Jay T. Knippen	University of South Florida	(1976-1977)
James M. Todd	University of Memphis	(1975-1976)
John T. DeVogt	Washington & Lee University	(1974-1975)
Daniel A. Wren	University of Oklahoma	(1973-1974)
Leon C. Megginson	Louisiana State University	(1972-1973)
Richard I. Levin	UNC Chapel Hill	(1971-1972)
Max B. Jones	Old Dominion University	(1970-1971)
Robert M. Fulmer	Georgia State University	(1969-1970)
Bernard J. Bienvenu	University of Southwestern Louisiana	(1968-1969)
Burnard H. Sord	University of Texas-Austin	(1967-1968)
Claude S. George, Jr.	UNC Chapel Hill	(1966-1967)
Herbert G. Hicks	Louisiana State University	(1965-1966)
Charles R. Scott, Jr.	University of Alabama	(1964-1965)
William M. Fox	University of Florida	(1963-1964)
Joseph L. Massie	University of Kentucky	(1962-1963)
**William M. Fox	University of Florida	(1962-1963)
**Leon C. Megginson	Louisiana State University	(1961-1962)
**Claude S. George, Jr.	UNC Chapel Hill	(1960-1961)
***Howard R. Smith	University of Florida	(1957-1958)
***Edward H. Anderson	University of Florida	(1955-1956)
***Gustav T. Schwenning	University of Florida	(1947-1948)

\* Affiliations are at time of office.      \*\*The first three heads of the SMA were Program Chairs for the Management Section of the Southern Economic Association (SEA). Fox was Program Chair in 1962, but Massie was elected SMA's Founding President the same year.  
 \*\*\*SEA President who was influential in establishing an SEA Management Section.

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

Charles R. (Bob) Greer	Texas Christian University	2015
Mark B. Gavin	West Virginia University	2014
Kevin W. Mossholder	Auburn University	2013
Mark J. Martinko	University of Queensland	2012
Geralyn McClure Franklin	Stephen F. Austin State University	2011
K. Michele Kacmar	University of Alabama	2010
Chester A. Schriesheim	University of Miami	2009
Pamela W. Perrewé	Florida State University	2008
W. Jack Duncan	University of Alabama at Birmingham	2007
Robert C. Ford	University of Central Florida	2006
David D. Van Fleet	Arizona State University – West	2005
Arthur G. Bedeian	Louisiana State University	2004
James G. (Jerry) Hunt	Texas Tech University	2003

*\*Affiliations are at time of award*

## **SMA 2015 TRACK CHAIRS**

- Entrepreneurship	- Ethics
- Innovation	- Social Issues
Steve Lanivich, Old Dominion University	- Diversity Issues
- Health Care	- Careers
- Hospitality Management	Arlise McKinney, Coastal Carolina University
- Public Administration	- Organizational Behavior
Karen Ford-Eickhoff, UNC Charlotte	Robyn Brouer, Canisius College
- Management History	Melissa K. Carsten, Winthrop University
- Management Education	- Strategic Management
- Information Technology	Joy Karriker, East Carolina University
Misty L. Loughry, Georgia Southern University	- Innovative Teaching
- Organization Theory	Adam C. Stoverink, Northern Illinois University
- International Management	
Gary Castrogiovanni, Florida Atlantic University	
- Human Resources	
- Research Methods	
Hetty van Emmerik, Maastricht University	

## **SMA 2015 SPEED DATING COORDINATOR**

Jennifer Sexton, West Virginia University

## 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

### **Strategic Management**

Laura Madden, East Carolina University  
Tim Madden, Old Dominion University

### **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

## 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

Sponsor: Journal of Business & Entrepreneurship (JBE)

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

Sponsor: Project Management Institute (PMI)

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

## BEST DOCTORAL STUDENT PAPERS BY TRACK

### Innovative Teaching

**GENERATIONALLY RELEVANT CASE METHOD AS A NOVEL APPROACH TO TEACHING UNDERGRADUATE LEVEL STRATEGIC MANAGEMENT**

**Robert Bonner, University of Texas at San Antonio**

**Anthony David Neely, University of Texas at San Antonio**

**Sarah Elise Roche, University of Texas at San Antonio**

**Andrea Rae Neely, University of Texas at San Antonio**

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

### Human Resources and Research Methods

**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**

### Health Care/Hospitality Management/Public Administration

**SENSEMAKING OF 'DIRECT' ESHARE TECHNOLOGY IN HEALTHCARE: DISCOURSES AND NARRATIVES FROM WEST TENNESSEE**

**Kulraj Singh, South Dakota State University**

**Brian Janz, University of Memphis**

**John Matthew Amis, University of Edinburgh**

**Deepti Agrawal, University of Memphis**

**Sandra Richardson, University of Memphis**

**Peter Wright, University of Memphis**

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

### Ethics/Social Issues/Diversity Issues/Careers

**A TRICKLE-DOWN APPROACH TO INCLUSIVE LEADERSHIP: THE ROLE OF SUPERVISORY MORAL IDENTITY**

**Darryl Bernard Rice, Miami University**

**Nicole Carrie Jones, University of Connecticut**

**Sharon Britton Sheridan, University of Central Florida**

**Presented: Friday, 10:15am - 11:45am in Citrus Room**

### Organization Theory/International Management

**MANAGING CROSS-BORDER ACQUISITION NEGOTIATIONS: HOW THE HOST COUNTRY INSTITUTIONS AND ACQUIRER STRATEGIES DETERMINE ACQUISITION DURATION**

**Rama Krishna Reddy, University of Memphis**

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

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

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

### Entrepreneurship/Innovation

*Sponsor: Journal of Business & Entrepreneurship (JBE)*

**THE INFLUENCE OF BIFURCATION BIAS ON THE PERFORMANCE OF THE PROFESSIONALIZED FAMILY FIRM**

**Kyle Turner, University of South Carolina Upstate**

**Kristen Madison, Mississippi State University**

**Joshua J. Daspit, Mississippi State University**

**Franz Kellermanns, University of North Carolina at Charlotte**

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

### Organizational Behavior

**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**

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

### Strategic Management

*Sponsor: Project Management Institute (PMI)*

**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**

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

# 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

Deshia 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

### Organizational Behavior

G. James Lemoine, U. at Buffalo, SUNY

### 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  
Amine 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 Shola Ahmodu-Tijani, Lagos St. U.  
Shontarius D. Aikens, North Dakota St. U.  
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Mona Al-Amin, Suffolk U.  
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Marwan Alshammary, U. of Texas at Arlington  
Jorge A. Alvarez, U. of Southernmost Florida  
Anthony (Tony) Paul Ammeter, U. of Mississippi  
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Anthony Paul Andrews, Governors St. U.  
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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.  
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Xinxuan Che, U. of South Florida  
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Zheng Cheng, U. of Kansas  
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Eleanor Tolbert Lawrence, Nova Southeastern U.	Kelly Davis McCauley, West Texas A&M U.	John J. Oirya, Auburn U.
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Judy Lee, Golden Gate U.	Ann McFadyen, U. of Texas at Arlington	Joy Oliver, SRA International
Pamela Chandler Lee, Saint Leo U.	Margie McInerney, Marshall U.	Jay Orr, Mississippi St. U.
Dina Leheta, Georgia St. U.	Cheryl K. McIntosh, U. of Texas at Arlington	Kathryn Keech Ostermeier, U. of North Texas
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Stephanie Leonard, Louisiana Tech U.	Benjamin D. McLarty, West Texas A&M U.	Joshua Palmer, Southern Illinois U. Carbondale
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Vance Johnson Lewis, U. of Texas at Dallas	Heather S. McMillan, Southeast Missouri St. U.	Liyao Pan, U. of Texas at San Antonio
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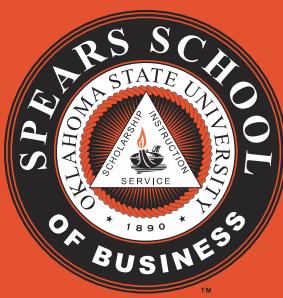
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A very special thank you to all of the reviewers for this year's program



*Thank You*  
**Oklahoma State University**



DEPARTMENT OF  
**MANAGEMENT**  
And  
**SCHOOL OF ENTREPRENEURSHIP**

# 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, 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, 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 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 Gooley, 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 Gooley, University of North Carolina at Charlotte

Franz Kellermanns, University of North Carolina at Charlotte

Don H. Kluempner, 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. Cogliser, 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

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William L. Gardner, Texas Tech University

Mark B. Gavin, West Virginia University

Joyce Thompson Heames, West Virginia University

Stacey R. Kessler, Montclair State University

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Michelle Zorn, Auburn University

**Sponsored by:**

**Auburn University, The Raymond J. Harbert College of Business**

**The Spears School of Business at Oklahoma State University**

*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 Kacmar, 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, 1:00pm - 5:00pm in Indian Key*

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

Nathan Schwagler, The Dalí 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, 1:30pm - 4:30pm in Blue Heron*

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

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

*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

# Thursday, October 29

**Conference Registration:** 8:30am-5:00pm in Banyan Breezeway

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

**Conference Exhibits:** 8:30am-5:00pm in Banyan Breezeway

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

**Thursday, 7:45am - 8:45am in Banyan Breezeway**

**Café SMA (Coffee/Tea Bar)**

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

**Thursday, 8:00am - 9:45am in Horizons East**

**Research Speed Dating Facilitator Session  
(by invitation only)**

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

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

**OT: Cognition and Behavior**

Facilitator: **Jennifer L. Franzak, University of New Hampshire**

**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 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**

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.

**Thursday, 8:30am - 10:00am in Bird Key**

**Teaching: Developing Critical Skills: Novel Techniques for Enhancing Leadership and Interview Competencies**

Facilitator: **Emilija Djurdjevic, University of Rhode Island**

**EXPLORING MOCK TEAM INTERVIEWING AS A CAREER MANAGEMENT STRATEGY IN BUSINESS COURSES**

**Rochell McWhorter, University of Texas at Tyler  
Gail Johnson, University of Texas at Tyler**

New college graduates often have difficulty finding employment in a competitive job market. With many career management resources available, they still need direct instruction for communicating their values to a potential employer. This paper highlights a mixed methods exploratory study of the use of multiple rounds of mock interviews with 75 undergraduate business students that culminated in a final round of mock interviews with 41 area business leaders as interviewers who provided summative feedback on the students' mock interview performance for guiding their development. Results suggested that this is a promising method for preparing business students for real-world career interviews.

## LEARNING WITH VIRTUAL LEADER IN ONLINE AND HYBRID COURSE ENVIRONMENTS

**Filiz Tabak, Towson University**

**Vicki Fairbanks Taylor, Shippensburg University**

This paper describes the implementation of a computer simulation—Virtual Leader (vLeader)—to improve student engagement and bridge the gap between concepts and practice in two leadership courses delivered in hybrid and online learning contexts. We propose an interactive format for sharing our teaching technique; in that, the audience will experience what happens when the leader disapproves, supports, or chooses to stay silent in different situations in the simulation. The audience will engage in the scenarios, interact with the avatars, and will guide the leader's choices. Participant and student reactions to vLeader will be discussed.

## THE THINKING FRAMEWORK: A MODEL FOR MAKING BETTER LEADERSHIP DECISIONS

**Beth Zuech Schneider**, *Queens University of Charlotte*

**Thomas O. Jones Jr.**, *Gulford 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 straight-forward 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 INTERVIEWEE EFFECTIVENESS

**Melissa J. Mann**, *University of North Carolina at Pembroke*

**Regina Yanson**, *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 our 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*

**Wenya 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.

**Thursday, 8:30am - 10:00am in Indian Key**

**Professional Development Institute: Latent Change Analysis**

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

**Robert J. Vandenberg, University of Georgia**

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.

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

**Careers: Charting Different Paths to Career Success**

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 Lenee 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.

**Thursday, 8:30am - 10:00am in Long Key**

**Professional Development Institute: Community of Academy Senior Scholars (CASS) Symposium: Strategizing for Retirement with Authenticity, Balance, and Challenge**

Organizer: **Robert C. Ford, University of Central Florida**

Chair: **Richard John Butler, SUNY Empire State College**

**Sherry Sullivan, Bowling Green State University** - Identifying a Retirement path with Authenticity, Balance, and Challenge

**Garry Adams, Auburn University** - Encore Careers, AOM Placement, and You

**Myron D. Fottler, University of Central Florida** - Post Retirement Options for Academics

**Robert C. Ford, University of Central Florida** - Finding the Path to Retirement that Fits

This symposium provides an opportunity for those in their later career stage, retirees, and others interested in careers research to gain an overview of the many options that exist for this increasingly large demographic group in academe represented by AOM's Community of Academy Senior Scholars (CASS). Besides reviewing the many encore career options available inside and outside the traditional placement channels, this session will discuss other possibilities that can match career talents with those organizations needing those talents, how to consider a personal fit with available options, and a theoretical framework for judging how those options can match life values. Anyone who is nearing the age where retirement is a possibility should consider participating in this session.

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

**HC: The Challenges of Electronic Health Information Systems**

Facilitator: **Kathryn Keech Ostermeier, University of North Texas**

**AN EXAMINATION OF EHR IMPLEMENTATION IMPACTS ON OPERATIONAL PROCESSES AND PRODUCTIVITY**

**J. Lee Brown III, Fayetteville State University**

**Jennifer H. Bushelle-Edghill, Fayetteville State University**

**Su Dong, Fayetteville State University**

Our study investigates the impact of the implementation of a new EHR system on patient and work flow for practice operations. 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 system users and their requirements and capabilities; (5) varied 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.

**★BEST PAPER IN TRACK★**

**PHYSICIAN ADOPTION OF HEALTH INFORMATION EXCHANGES**

**Kim Davey, Samford University**

This paper develops theoretical propositions concerning factors influencing physician adoption of Health Information Exchanges (HIEs). Drawing on the adoption of innovation framework, this paper proposes there are a number of environmental, organizational, and individual factors that influence physician adoption of HIEs. The paper concludes with a discussion of implications and directions for future research.

**★BEST DOCTORAL PAPER IN TRACK★**

**SENSEMAKING OF 'DIRECT' ESHARE TECHNOLOGY IN HEALTHCARE: DISCOURSES AND NARRATIVES FROM WEST TENNESSEE**

**Kulraj Singh, South Dakota State University**

**Brian Janz, University of Memphis**

**John Matthew Amis, University of Edinburgh**

**Deepti Agrawal, University of Memphis**

**Sandra Richardson, University of Memphis**

**Peter Wright, University of Memphis**

Meaningful use of the electronic health records (EHR) is an important step towards improving healthcare management in the United States. Stage Two of meaningful use can be facilitated through the use of Direct technology by the healthcare providers and therefore Direct's use is expected to be welcomed by the actors in the healthcare field. However, analysis of the qualitative data collected from the state Office of eHealth Initiatives, state regional extension center, the physician hospital organization, and the users in West Tennessee reveals that inductively constructed discourses and narratives in the healthcare field are contrary to the expectations.

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

**Strategy: Board Effects: Structure, Characteristics, and Actions**

Facilitator: **Phillip Eugene Davis, East Carolina University**

**A META-ANALYTIC REVIEW OF THE NOMOLOGICAL NETWORK OF CEO DUALITY**

**Kaitlyn DeGhetto, University of Colorado at Colorado Springs**

**Gang Wang, Florida State University**

**B. Parker Ellen III, Northeastern University**

Scholars from various fields study CEO duality, the practice of combining the CEO and chairman of the board positions. Considering the expansive amount of research on this topic, inconclusive findings, and recent shifts in corporate governance practices, we use meta-analytic techniques to identify key antecedents, moderators, and consequences of CEO duality. Overall, our results indicate that CEO-specific factors are the primary determinants of CEO duality. In turn, CEO duality impacts board member change and CEO compensation, but not firm performance. Further, our results highlight the importance of several moderators, including board independence, firm size, and country of incorporation.

## **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.

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

## **OB: Affect in the Workplace: New Investigations of Mood and Emotion**

Facilitator: **Mary Dana Laird, Florida State University**

### **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 1620 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.

**Thursday, 8:30am - 10:00am in Sawyer Key**

### **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 Hrvnak, Cleveland State University**

**Sorin Valcea, 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.

#### **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.

## **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 Horizons East**

### **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**

### **Strategy: 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.

## **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.

**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.

## **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 Citrus Room**

## **Ent [Panel]: Exploring HR Issues in the Family Firm**

**Marcus Cox**, *Stephen F. Austin State University*

**Joshua J. Daspit**, *Mississippi State University*

**Raymond J. Jones III**, *University of Minnesota Duluth*

**Phillip Eugene Davis**, *East Carolina University*

**Brooklyn Cole**, *Radford University*

Family firms represent a substantial proportion of businesses in domestic and international economies, yet our understanding of how family firms manage human resources remains underdeveloped. In this symposium, a panel of experts will explore the intersection of family business and HRM by identifying research trends to date, exploring current theories and practices, and identifying areas for future research and development.

**Thursday, 10:15am - 11:45am in Glades Room**

## **OT: Networks**

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

### **"TO GO QUICKLY, GO ALONE. TO GO FAR, GO TOGETHER": A CASE STUDY ON SOCIAL CAPITAL, NETWORK IDENTITY, AND ORGANIZATIONAL RESILIENCE**

**Haley Woznyj, 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.

**Thursday, 10:15am - 11:45am in Indian Key**

## **Professional Development Institute: Construct Development**

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

**Stephanie L. Castro, Florida Atlantic University**

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

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

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

Much management research rests on asking people what they think. Surveys are an important way of soliciting these opinions. But for research based on these opinions to have any validity, it must accurately reflect both the individuals' opinion and the concepts being explored. It is uncomfortable to note that standards of scale development and validation are consistently poor. Numerous authors (e.g. Boyd, Gove, & Hitt, 2005; Churchill Jr., 1979; Hinkin, 1995; Jacoby, 1978; Podsakoff & Dalton, 1987; Rossiter, 2002; Schriesheim, Powers, Scandura, Gardiner, & Lankau, 1993) have reported poorly specified and developed measures. Indeed, there is some evidence (Scandura & Williams, 2000) that the psychometric adequacy of measures is getting worse. This PDW aims to help address this situation by describing current best practice in scale development, demonstrating common pitfalls in measurement validation, and providing practical hands-on experience in evaluating content adequacy and item evaluation as well as assistance to those trying to develop measures.

**Thursday, 10:15am - 11:45am in Jasmine Room**

## **OB: Employee Stress and Well-Being During Change and Conflict**

Facilitator: **Vickie Coleman Gallagher, Cleveland State University**

### **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 instrumentality 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 instrumentality 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.

**Thursday, 10:15am - 11:45am in Long Key**

## Professional Development Institute: Top 10 Do's and Don'ts when submitting to JOM

**Patrick M. Wright, University of South Carolina**

Want to know the ins and outs of publishing in JOM? Editor Pat Wright will share 10 Do's and Don'ts for publishing in JOM and have substantial time for your questions about the status, direction, and operations of the journal.

**Thursday, 10:15am - 11:45am in Palm Room**

## HRM [Panel]: Developing Junior Scholars: Insights and Advice from Senior Faculty Administrators

**Leanne Atwater, University of Houston**

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

**Ceasar Douglas, Florida State University**

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

**Hettie A. Richardson, Texas Christian University**

When newly minted Ph.D.'s look for their first job, they consider many factors such as prestige of the institution, location, salary, teaching and research interests, and fit. One factor that they may overlook – the quality of administrative support – may ultimately decide their success or failure in the profession. Panelists will include experienced administrators, who have also successfully navigated the tenure and promotion process. Best (and worst) practices for fostering the growth and development of junior faculty will be discussed. Tips for junior faculty seeking to secure the necessary support to thrive in academia will also be provided.

**Thursday, 10:15am - 11:45am in Sabal Room**

## Strategy [Symposium]: Competing for the Future: Lessons from the Global Motion Picture Industry

**Jamal Shamsie, Michigan State University**

**Donald Conlon, Michigan State University**

**Daniel Gamache, University of Georgia**

**Joel Koopman, University of Cincinnati**

**Michael Mannor, University of Notre Dame**

**Danny Miller, HEC Montreal & University of Alberta**

**Nicholas Roth, Michigan State University**

**Adam Steinbach, Michigan State University**

Despite only appearing infrequently in the management literature, we argue that there are many important insights to be gained from a closer study of the motion picture industry for managers across many different industries. These lessons, in large part, are owed to the prevalence of knowledge-based resources, flexible organizational designs, and need to balance exploration and exploitation in a hypercompetitive world. In unique ways, and spanning movie industries around the world, the papers in this symposium study important movie-making individuals and the strategies they employ to explore these larger topics that are crucial to the strategic management literature.

**Thursday, 10:15am - 11:45am in Sawgrass Room**

## 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.

**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*

**Huaizhong 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.

## **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, 11:00am - 11:45am in Horizons East**

### **Research Speed Dating: Entrepreneurial Cognition**

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

Facilitator: **Miles A. Zachary**, *West Virginia University*

**Thursday, 12:00pm - 1:00pm in Horizons West**

### **SMA Track Chair Luncheon (by invitation only)**

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

**Thursday, 1:15pm - 2:00pm in Horizons East**

### **Research Speed Dating: Innovation**

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

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

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

## **OB: Managing the Intersection between Work and Family**

Facilitator: **Tracy Lambert Griggs, Winthrop University**

### **DO EMPLOYEES SEE ACQUISITIONS AS THREATS OR AS OPPORTUNITIES? A COMPARATIVE STUDY OF THE MERGER SYNDROME IN 29 COUNTRIES**

**Samantha Paustian-Underdahl, Florida International University**

**Stav Fainshmidt, Florida International University**

**Juan I. Sanchez, Florida International University**

**Everlyne Misati, Florida International University**

**Yue Zhao, Florida International University**

**Rena Lenore, Kenexa, an IBM Company**

We drew on institutional theory and transactional stress theory to challenge conventional thinking regarding negative employee reactions to acquisitions. We hypothesize that the institutional context influences employee outcomes such that, unlike in advanced economies where acquisitions reduce employee perceptions of growth opportunities, acquisitions tend to enhance employee perceptions of growth opportunities in developing economies. Furthermore, we posit that perceptions of growth opportunities post-acquisition translate into more positive employee outcomes such as work-life balance, job satisfaction, organizational satisfaction, and reduced turnover intentions. An investigation of 11,366 middle managers and executives in 29 countries supported our hypotheses.

### **EMOTIONAL INTELLIGENCE AND JOB PERFORMANCE: THE MEDIATING ROLE OF WORK-FAMILY BALANCE**

**Laurence G. Weinzimmer, Bradley University**

**Veronika Koubova, Bradley University**

**Heidi M. Baumann, Bradley University**

**Daniel Gullifor, Bradley University**

In this study, the authors examine the dynamics between emotional intelligence, work-family balance, and job performance. A review of the literature to date has shown distinct relationships between emotional intelligence to job performance and work-family balance to job performance. We utilize a sample of 233 respondents to empirically test our set of hypotheses that contend that work-family balance mediates the relationship between emotional intelligence and job performance. Results found support for these hypotheses and indicate that work-family balance mediates the relationship between emotional intelligence and job performance. Practical implications and directions for future research are discussed.

### **MANAGING THE BABY BUMP: THE ROLE OF SUPERVISOR SUPPORT DURING PREGNANCY**

**Kaylee J. Hackney, Florida State University**

Research has examined the experiences of women in the workplace, yet women's experiences during pregnancy have been neglected. This paper identifies three workplace stressors during pregnancy: perceived discrimination, identity management, and role conflict. Based on the Job Demands – Resources model, this study explores the relationship between workplace stressors and health and work 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.

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

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

Mark B. Gavin, *West Virginia University*

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

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

## **Int: Internationalization and Human Resources**

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

### **GOING THE DISTANCE: INSTITUTIONAL DISTANCE AND INTERNATIONAL HUMAN RESOURCE MANAGEMENT ALIGNMENT**

**Nolan Gaffney, University of North Texas**

**James M. Vardaman, Mississippi State University**

**Julie Hancock, University of North Texas**

**David G. Allen, Rutgers, The State University of New Jersey**

Multinational enterprises (MNEs) seek global alignment of International Human Resource Management (IHRM) systems and practices for efficiency and control. Previous studies have provided conflicting evidence regarding the best approach of HR implementation across countries, failing to provide a consensus for how MNEs approach cross-national HR practices. Adopting an institutional perspective, we offer a conceptual model of Strategic IHRM that highlights how disparate institutional contexts in host countries may make such alignment problematic. We extend the model to Emerging Market Multinationals (EMNEs), highlighting why EMNEs differ from traditional MNEs in seeking SIHRM alignment. Implications for practice and future research are discussed.

### **MNE INTERNATIONALIZATION AND SENSEMAKING: AN INSTITUTIONAL POLYCENTRIC PERSPECTIVE**

**Jordan McSweeney, Auburn University**

**LaKami T. Baker, Auburn University**

MNE internationalization is omnipresent in today's business environment. This paper contributes to the understanding of the MNE internationalization location choice decision-making process. In applying the theory of institutional polycentrism and integrating it with sensemaking theory, this paper offers a more holistic perspective of the MNE internationalization process. This new perspective moves away from the traditional neoinstitutional perspective with the aim of reflecting the complexity, multidimensionality, and interdependence inherent in the polycentric institutional orders that MNEs are facing today. Moreover, in adopting an interdisciplinary approach, this paper contributes to the MNE research, institutional theory, and sensemaking theory.

## **STRATEGIC RESPONSES TO EMERGING MARKET ENVIRONMENTAL INFLUENCES: A TYPOLOGY OF ABSORPTIVE CAPACITY CONFIGURATIONS FOR EMNC INTERNATIONALIZATION**

**Indu Ramachandran, Texas State University**  
**Joshua J. Daspit, Mississippi State University**

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 Armanag, 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.

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

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

**Merlyn Griffiths, University of North Carolina at Greensboro**  
**Flavia Lynn Eldemire, Allen University**  
**Arlise P. McKinney, Coastal Carolina University**  
**T. Nichole Phillips, University of Mary Washington**  
**Chanelle 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 extends 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.

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

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

Facilitator: **Julita Haber, Fordham University**

### **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 ought 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.

### **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.

## ★BEST PAPER IN TRACK★

### INTERPRETING COOPERATION AND COMPETITION IN NEGOTIATION CONTEXTS

**Edward W. Miles, Georgia State University**

**Jeff Schatten, Georgia State University**

**Deborah Butler, Georgia State 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 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.

**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.

### **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.

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

## **Ethics: The Evolution of Ethics: Assessment and Self Evaluation**

Facilitator: **J. Kay Keels**, *Coastal Carolina University*

### **★BEST OVERALL PAPER AND BEST PAPER IN TRACK★ "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*

Drawing on social comparison theory, we investigate employees' ethical behavior and performance comparisons relative to a similar coworker and subsequent emotional and behavioral responses. Field data from 310 employee-coworker dyads reveals that employees who make downward ethical behavior comparisons (i.e., I am more ethical than my coworker) experience self-threat and those feelings are even stronger when they acknowledge an upward performance comparison (i.e., I am a lower performer than my coworker). Results also reveal that self-threat mediates the indirect relationship between the interactive effect of downward ethical behavior comparison and upward performance comparison onto (a) social undermining and (b) ostracism.

## **BUSINESS ETHICS SCALE DEVELOPMENT**

**Shawn Carraher**, *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.

## **ETHICAL DECISION MAKING BY BUSINESS LEADERS: THE IMPACT OF COGNITIVE BIASES AND STRATEGIES**

**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.

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

## **OB: New Directions in Transformational and Servant Leadership**

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

### **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*

**Ean 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.

## FINDING THE ‘LEADER’ IN SERVANT LEADERSHIP: THE ROLE OF POLITICAL SKILL IN WORKPLACE SPIRITUALITY AND CREATIVITY

Alexander Williams Jr., *Texas A&M University - Commerce*  
Brandon Randolph-Seng, *Texas A&M University - Commerce*  
Mario Hayek, *Texas A&M University - Commerce*  
Stephanie Pane Haden, *Texas A&M University - Commerce*

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.

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

### Strategy: Capital and Cues: Executive Influence

Facilitator: **Beth Zuech Schneider**, *Queens University of Charlotte*

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

Sarfraz 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.

**Thursday, 3:15pm - 4:45pm in Bird Key**

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

**Lisa Schurer Lambert, Georgia State University**

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

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

**Innov: Innovation Communication**

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

**AN EMPIRICAL EXAMINATION OF THE IMPACT OF COUNTRY, JOB CONTEXT AND DEMOGRAPHICS ON QUALITY AND VISIBILITY RANKINGS OF TECHNOLOGY AND INNOVATION JOURNALS**

**Shawn Carraher, University of Texas at Dallas**

**Sherry Sullivan, Bowling Green State University**

Journal rankings are used to make decisions about what journals to publish in, allocation of resources, and who gets hired, promoted and tenured. One goal of this paper is to present a current ranking of TIM journals. Another goal of this study is to go beyond much of the research on journal rankings in business and other disciplines, to examined journal visibility and its relationship to journal quality. Based upon a survey of 428 faculty members, top five journals publishing TIM research are: (1) Management Science, (2) Research Policy, (3) Information Systems Research, (4) MIS Quarterly and (5) Decision Sciences.

**★BEST PAPER IN TRACK★**

**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**

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.

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

**Teaching: Improving the Classroom Experience: Innovative Solutions for Enhancing Student Learning, Engagement, and Compliance**

**Facilitator: Emilia Djurdjevic, University of Rhode Island**

**LEVERAGING ‘GAMIFICATION’ AND STRATEGIC TURNOVER TO IMPROVE TEAM-BASED LEARNING**

**Brad Harris, Texas Christian University**

**Melanie Harris**

Team-based assignments, which emphasize practical teamwork skills and promote deeper-level learning processes, are ubiquitous in business education. Unfortunately, these assignments are also prone to serious problems (e.g., social loafing, free-riding) that threaten learning outcomes. Addressing this concern, we integrate aspects of peer evaluation, “gamification” (i.e., promoting learning through game-like features), and team performance scholarship to advance an innovative and generalizable method for increasing the utility of scholastic teamwork. Specifically, we demonstrate how a strategic, instructor-induced team turnover event can promote the revision and correction of harmful team processes that hinder team-based learning.

**MAKE YOUR STUDENTS SWEAT: FITNESS INTEGRATED LEARNING IN BUSINESS EDUCATION**

**Julita Haber, Fordham University**

**Nina Sarkar, Queensborough Community College**

The paper introduces a new approach to teaching business through Fitness Integrated Learning (FIL). The new FIL modality of course instruction embeds physical education into an existing college-level business course curriculum for the purpose of enhancing students' cognitive and affective functioning and performance. The discussion of the FIL course structure is based on a six year experience of applying various FIL activities in ten business courses with 532 students from three colleges in NYC. Although the activities were of exploratory nature they provide important insights about the impact of FIL and research design for a full FIL-structured course.

**PASSING ON CONTENT, FAILING ON POLICIES: VIRTUOUS PRINCIPLES IN THE MANAGEMENT CLASSROOM**

**Timothy M. Madden, Old Dominion University**

Are the classroom policies that we put into place as we prepare our students to be managers out "in the real world" the ones we would like to have applied to us as well? By applying the principles of positive deviance and virtuousness to the management classroom, business professors have the ability to structure their classes and to influence future managers through policies and procedures that inspire rather than punish. This presentation presents the results of a Monte Carlo analysis that illustrates how changes to course policies can have direct impacts on student grades and other outcomes.

## 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 Gooley, 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 least 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 BOARDS 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 unsanctioned. 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.

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

## 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 analyze 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.

**Thursday, 3:15pm - 4:45pm in Sawyer Key**

## 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.

**Thursday, 3:45pm - 4:30pm in Horizons East**

## Research Speed Dating: Human Capital

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

**Facilitator:** **Carla D. Jones**, *Sam Houston State University*

**Thursday, 5:15pm - 6:30pm in Long Key & Sawyer Key**

## SMA Business Meeting

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

**Thursday, 6:45pm - 7:45pm in Pavilion**

## 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**

# Friday, October 30

**Conference Registration:** 8:30am-5:00pm in Banyan Breezeway

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

**Conference Exhibits:** 8:30am-3:15pm in Banyan Breezeway

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

**Friday, 7:45am - 8:45am in Banyan Breezeway**

**Café SMA (Coffee/Tea Bar)**

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

**Friday, 8:30am - 9:15am in Horizons East**

**Research Speed Dating: Social Networks**

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

Facilitator: **B. Parker Ellen III, Northeastern University**

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

**Strategy: It's Complex: Learning & Knowledge Application**

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

**"LET'S TRY IT" – COUNTERING ENVIRONMENTAL COMPLEXITY WITH COMPLEXITY LEADERSHIP TO ACHIEVE ORGANIZATIONAL AMBIDEXTERITY**

**Timothy M. Madden, Old Dominion University**

**Anne Smith, University of Tennessee**

**Mehdi S. Khobdeh, Old Dominion University**

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.

**ASPIRATION LEVEL AS AN OUTCOME OF CONTINUOUS BARGAINING-LEARNING PROCESS**

**Burak Konduk, University of North Georgia**

The behavioral theory of the firm proposes that aspiration levels are the "result of a continuous bargaining-learning process" (Cyert and March, 1963, p: 28). Thus, this paper investigates the joint impact of bargaining and learning on aspiration level and provides empirical evidence that demonstrates that aspiration level reflects both learning from past and bargaining between organizational members.

**BOARDS' DIFFERENT ADVISORY TASKS - WHAT MAKES BOARD MEMBERS USE THEIR KNOWLEDGE?**

**Max Bankewitz, Universität Witten/Herdecke**  
**Morten Huse, Norwegian School of Management**

We investigate what makes board members use their knowledge and skills for providing advice to executives on different matters. Distinguishing between functional and firm-specific advice we examine how the use of knowledge and skills mediates the relationship between board processes and different advisory tasks. The empirical results highlight the leadership role of the chairperson and show that antecedents of the two types of advice differ. Applying group effectiveness arguments, we contribute to the understanding of actual board behavior. Further, the study provides insights for both practitioners and policy-makers on how to make use of the board as an organizational resource.

**ORIENTING TO A STRATEGY PROCESS / STRATEGY CONTENT INTERRELATIONSHIP**

**Craig Randall, Florida Gulf Coast University**

As research in strategy proceeded, process and content literatures became unencumbered by any association with each other (Ketchum 1996). While the distinction between the streams is clear, missing is consensus on how – both being simultaneously essential - they inherently link. For strategy-making, both must be used; All process requires content / all content requires process. Many divergent perspectives provide insight, but as Hambrick and Fredrickson (2001) commented, without any identifiable guidance, it is now a jumble of strategic fragmentation. I propose that the linkage is unambiguous. The inseparability is self-evident and this paper proposes a generic model of interrelation.

**Friday, 8:30am - 10:00am in Bird Key**

**HC: The Nurse's View**

Facilitator: **Kathleen Elizabeth Voges, Texas A&M U. - San Antonio**

**EXAMINING THE PERCEPTION OF CRNA SCOPE OF PRACTICE**

**Karlyn Timko, Marshall University**

**Ivan Scott Muslin, Marshall University**

**Kori Bauman, Marshall University**

**Jazmine Nicole Valle, Marshall University**

**Rex McClure, Marshall University**

To purpose of this paper is to help meet the need for more collaboration research and assess if the scope of practice participation correlates with the collaboration amongst Certified Registered Nurse Anesthetists (CRNAs) with anesthesiologists. Scope of practice participation by certified registered nurse anesthetists could be a barrier to their collaboration with anesthesiologists in clinical practice. Results may help determine a specific barrier between the professional groups in the local setting of Charleston Area Medical Center (CAMC) as well as nationwide.

## **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*

**Karlyn 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.

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

## **Social: Contemporary Challenges for the Workplace**

Facilitator: **Andrew Michael Carnes**, *Western Carolina University*

### **AT-HOME FATHER FAMILIES IN THE U.S.: GENDER IDEOLOGY, HUMAN CAPITAL, AND UNEMPLOYMENT**

**Karen Kramer**, *University of Illinois*

**Amit Kramer**, *University of Illinois at Urbana-Champaign*

The proportion of caregiving stay-at-home father families increases over time as gender ideology become more egalitarian. Moreover, the growing gender education gap favoring women makes human capital differences a crucial factor in spousal work and caregiving arrangements. We test these propositions by tracking individuals using data from the National Longitudinal Surveys of Youth and the Current Population Survey. We find that individual differences in gender ideology have strong effects on the probability that families choose caregiving stay-at-home father work/care arrangements, whereas unemployment rates influence the probability of having both caregiving and unable-to-work stay-at-home father families.

## **IDEOLOGICALLY 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.

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

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

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

### **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 Vredenburgh, 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.

**Friday, 8:30am - 10:00am in Indian Key**

## **Professional Development Institute: Alternatives to Difference Scores: Polynomial Regression and Response Surface Methodology**

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

**Jeffrey R. Edwards, University of North Carolina at Chapel Hill**

For decades, difference scores have been used in studies of fit, similarity, and agreement in management research. Despite their widespread use, difference scores have numerous methodological problems. These problems can be overcome by using polynomial regression and response surface methodology to test hypotheses that motivate the use of difference scores. These methods avoid problems with difference scores, capture the effects difference scores are intended to represent, and can examine relationships that are more complex than those implied by difference scores. This workshop will review problems with difference scores, describe the fundamentals of polynomial regression and response surface methodology, and illustrate the application of these methods using an empirical example.

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

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

Facilitator: **Patti Gander, USF Polytechnic**

### **ORGANIZATIONAL AND INDIVIDUAL REPUTATION, POWER, AND POLITICAL SKILL: MULTI-LEVEL CONSIDERATIONS IN EXECUTIVE ORGANIZATIONAL TRANSFER**

**John A. Martin, United States Air Force Academy**

**Kip Kiefer, United States Air Force Academy**

Reputation exists at multiple levels of analysis, but is often explored at only one level. This paper responds to calls for deeper and multi-level analyses and considers the bi-directional nature of organizational and individual reputations and how they are formed through a series of reputation-enhancing/inhibiting events. Propositions are suggested regarding how an individual's prior individual and organizational reputations in a former organization influences the likelihood of obtaining employment with a new organization. We explore individual power in the new organization and the moderating effect of political skill on the individual reputation-power relationship in the new organization.

### **POLITICKING FOR THE GOOD OF THE FAMILY: 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 political skill has 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.

## **SOCIAL INFLUENCE AND LEADER EMERGENCE: USING POLITICAL SKILL TO EXAMINE HOW INDIVIDUALS ACQUIRE AUTHORITY**

**David Skousen Steffensen Jr., Florida State University**

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.

**Friday, 8:30am - 10:00am in Long Key**

## **HRM: HRM at the Organizational Level**

Facilitator: **Michele N. Medina, University of North Texas**

### **AN INTEGRATED MODEL OF JOB DESIGN FOR VOLUNTEERS**

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

**Deeksha Munjal, University of Texas at San Antonio**

**Andrea Rae Neely, University of Texas at San Antonio**

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.

### **CEO PAY GAP AND FIRM RESILIENCE: A BEHAVIORAL INTEGRATION PERSPECTIVE**

**Zonghui Li, Mississippi State University**

**Laura E. Marler, Mississippi State University**

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.

## **DOWNSIZING, COLLECTIVE EMPLOYEE SATISFACTION, AND FIRM PERFORMANCE: A MULTI-LEVEL EXAMINATION OF BOUNDARY CONDITIONS**

**James Guthrie, University of Kansas**

**Pingshu Li, University of Kansas**

**Felix Meschke, University of Kansas**

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.

### **UNDERSTANDING THE DIRECT AND INDIRECT EFFECTS OF FIRM-LEVEL DIVERSITY PRACTICES: INFLUENCES ON R&D AND PERFORMANCE**

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

**Joshua J. Daspit, Mississippi State University**

**Jay Orr, Mississippi State University**

**Jason R. Lambert, Saint Xavier University**

Strategic HR practices are often used to create a competitive advantage. In this study, we examine how firm-level diversity practices are strategically used to drive firm performance. Using 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.

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

## **Ent [Panel]: Transition between Generations in a Family Business**

**Jan Flynn, Georgia College & State University**

**Robert J. Duesing, Georgia College & State University**

This panel symposium calls attention to the gap between research and reality in generational ownership transition of family businesses. Sound business transition between generations in a family business require three elements and often times a fourth. The first three elements involve a successful business strategy, an owners understanding of self, and a recognition of the family dynamic. The fourth element is the perspective of a practicing consultant in family business/transition. This panel symposium will be an interactive session integrating multiple divisions of the SMA with a clear "take away" that is developmental in nature for both academics and practitioners.

## **Ent: Entrepreneurial Motivations**

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*

**Randy 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.

## **Strategy: Dynamic Capabilities and [Mis]Alignment**

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.

**Friday, 8:30am - 10:00am in Sawyer Key**

## **OB /Symposium]: New Directions in Work Stress Research**

**Paul E. Spector, University of South Florida**

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

**Maryana L. Arvan, University of South Florida**

**Xin Xuan Che, Johns Hopkins School of Medicine**

**Russell Johnson, Michigan State University**

**Charn Patrick McAllister, Florida State University**

**Shani Pindek, University of South Florida**

**Eric Yochum, University of Arkansas**

**Rachel C. Dreibelbis, University of South Florida**

**Stacey R. Kessler, Montclair State University**

**Lorenzo Lucianetti, Università di Chieti e Pescara**

**Christopher Charles Rosen, University of Arkansas**

**David Skousen Steffensen Jr., Florida State University**

**Zhiqing Zhou, Florida Institute of Technology**

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.

**Friday, 10:15am - 11:00am in Horizons East**

## **Research Speed Dating: Organizational Politics and Political Skill**

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

**Facilitator: Michele N. Medina, University of North Texas**

**Friday, 10:15am - 11:45am in Banyan Room**

## **HRM: Recruitment and Hiring Strategies**

**Facilitator: Don H. Kluemper, University of Illinois at Chicago**

### **A TYPOLOGY OF EMPLOYED JOB SEARCH OBJECTIVES AND OUTCOMES**

**Juanita Trusty, University of Memphis**

**David G. Allen, Rutgers, The State University of New Jersey**

The study of employed job search has been largely confined to turnover research which has not taken into account the varied reasons for job search, the changing nature of careers and the internet as a job search tool. We examine the theoretical understanding of employed job search and identify elements that have received little research attention. We add to existing theory by providing a typology of employed job seekers and propositions based on the objectives for the search (separation-seeking, leverage-seeking, change-seeking, knowledge-seeking and network-seeking). This categorization offers an alternative explanation for previous research and provides a framework for future study.

## **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.

**Friday, 10:15am - 11:45am in Bird Key**

**Professional Development Institute: Content Analysis  
for Theory Elaboration  
(co-sponsored by the Research Methods Division of the  
Academy of Management)**

**Anne Smith, University of Tennessee**

Content analysis is a broad umbrella which covers many approaches (Hsieh & Shannon, 2005). In this seminar, I will be focusing on content analysis approaches that have been used to elaborate organizational theory. This will include interpretive content analysis (Gephart, 1997), content analysis for "adolescent theory" (Sonpar & Golden-Biddle, 2008), and template analysis, (King, 2012; Crabtree & Miller).

**Friday, 10:15am - 11:45am in Citrus Room**

**Diversity: Pathways to Leadership: Challenges and Opportunities**

Facilitator: **Krista Engemann, University of North Carolina at Charlotte**

**★BEST DOCTORAL PAPER IN TRACK★  
A TRICKLE-DOWN APPROACH TO INCLUSIVE LEADERSHIP: THE ROLE OF SUPERVISORY MORAL IDENTITY**

**Darryl Bernard Rice, Miami University**

**Nicole Carrie Jones, University of Connecticut**

**Sharon Britton Sheridan, University of Central Florida**

We examine the trickle-down effect of inclusive leader behavior. As such, we draw upon Bandura's (1977; 1986) social cognitive theory to propose that top management inclusive behavior is positively related to subordinates' attitudes and behaviors. In a field study of working professionals, we demonstrate that these trickle-down effects are mediated by supervisory inclusive behavior. We hypothesize and find support for a moderated mediation model whereby supervisors' own highly self-important moral identity weakens the trickle-down effects. We replicate this trickle-down effect on supervisory inclusive behavior in an experimental study. Theoretical and practical implications are discussed.

**DISCRETION TO COLOR OUTSIDE THE LEADERSHIP LINES: AN EXAMINATION OF WOMEN CEO APPOINTMENTS**

**Jennifer Palar, University of Mississippi**

**Jennifer Knippen, University of Virginia**

**Richard Gentry, University of Mississippi**

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.

**PLAYING 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 Bilmoria, 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.

**Friday, 10:15am - 11:45am in Glades Room**

**Ent: Outstanding Issues in Entrepreneurship**

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

**DO OPPOSITES ATTRACT? EXPLORING WHO MICRO FIRM OWNERS HIRE AND WHY**

**Jason Harkins, University of Maine**

**Niclas Erhardt, University of Maine**

**Aaron Arndt, Old Dominion University**

Much has been made of the importance of HRM in small businesses, however there is a gap in our knowledge on who is hired and why. In this paper, we draw on human capital theory and take a first look at how the technical human capital (THC) and commercial human capital (CHC) of the owner/manager(s) affects what type of skilled employees micro firms add. We find all firms initially hired THC, with most firms hiring only THC. Further we find three different reasons for hiring: hiring for capacity, hiring for capacity and hiring for replacement.

**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.

## **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.

**Friday, 10:15am - 11:45am in Jasmine Room**  
**Ent: International Entrepreneurship**

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-Bowers, 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.

## **THE CONTIGENT 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.

**Friday, 10:15am - 11:45am in Long Key**  
**Professional Development Institute: Act On Your Research**

Join us for the 2nd Edition of the **Act on Your Research** contest, where your fellow SMA attendees **act out** the practical implications of their research studies in short films and or live theatre-like performances. Scenes illustrating the real-life situations to which the research findings apply will be performed live by your fellow scholars and their co-authors and the winning short film submissions will be screened during the session, followed by the award ceremony for best film/performance!

**Coordinators:**

**Bart Debicki, Towson University**  
**Julita Haber, Fordham University**

**Judges:**

**Robyn Brouer, Canisius College**  
**James G. Combs, University of Central Florida**  
**K. Michele Kacmar, Texas State University**  
**Patricia Lanier, University of Louisiana, Lafayette**  
**Kevin B. Lowe, University of Auckland**  
**Christopher Shook, Auburn University**

**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 Cyryota**, *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*

**Fei 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**  
**Virajanan 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.

**WORK-NONWORK RESEARCH: A REVIEW OF SAMPLING  
STRATEGIES FROM 1999 TO 2014**

**Anita Boey, York University**  
**Souha R. Ezzedeen, York University**  
**Soosan Daghighi Latham, York University**

This study reviewed sampling strategies and choices in 86 empirical work-nonwork research articles published in seven business and management peer-reviewed journals from 1999 to 2014. Content analysis was conducted to categorize sample characteristics, including gender distribution, family configuration, occupation, industry, and geographical location. Results revealed that research in work-nonwork draws primarily on mostly White and male respondents, in traditional families living in Anglo-Saxon cultures. Studies include primarily quantitative designs, suggesting the need for more qualitatively oriented studies for a more nuanced and contextual understanding of the work-nonwork interface. Implications, recommendations, and study limitations conclude this review article.

**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.

## ORGANIZATIONAL SPEED: NEW INSIGHTS INTO COMPETITIVE ADVANTAGE

Bernadine J. Dykes, *University of Delaware*

Margaret Hughes-Morgan, *Marquette University*

Kalin Kolev, *Marquette University*

Walter Ferrier, *University of Kentucky*

Speed of action is an important dynamic of firm strategy in competitive interactions. However, the existing research related to organizational speed in a competitive context is devoid of a unified theoretical perspective. We evaluate the research that examines the role of speed in rivalrous settings and the implications of 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.

**Friday, 10:15am - 11:45am in Sawyer Key**

## **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 Krajevska**, 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.

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

## **Research Speed Dating: Leadership**

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

Facilitator: **Andrew Bennett**, Virginia Commonwealth University

**Friday, 12:00pm - 1:15pm in Pavilion**

## **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)

**Publishing Paradox** (Facilitator: **William L. Gardner**, Texas Tech 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, 12:00pm - 3:00pm in Horizons West**

## **SMA Officers and Board Luncheon Meeting (by invitation only)**

Coordinator: **K. Michele Kacmar**, Texas State University (Incoming SMA President)

**Friday, 1:15pm - 2:00pm in Horizons East**

## **Research Speed Dating: Dynamic Capabilities**

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

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

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

## **ME [Panel]: Authoring & Reviewing in the Scholarship of Teaching and Learning: Welcome to the Journal of Management Education and Management Teaching Review**

**Jeanie M. Forray, Western New England 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.

**Friday, 1:15pm - 2:45pm in Bird Key**

## **Int: Cultural Diversity**

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 publicly 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.

## **WHEN BEING DIVERSE IS NOT ENOUGH**

**Eric Kinnaman, Texas A&M University - Texarkana**

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

**Gabriela Carrasco, University of North Alabama**

This study investigates how acculturation strategy - the approach of adjusting to a new culture - is related to creativity. Findings indicated that acculturation strategies that identify with the host culture, and to a lesser extent strategies avoiding identification with a single culture, are most related to creativity. The study also increases our understanding by comparing acculturation strategy scales that emphasize identity versus behavior, and by assessing creativity. Further investigation found acculturation strategy was generally not related to general and workplace innovation attitudes, supporting research indicating organizations should not assume creativity will translate into organizationally - valued outcomes.

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

## **Ethics: Moral Leadership: Identity or Choice**

Facilitator: **Holly Henderson Brower, Wake Forest University**

### **GOOD PEOPLE, BAD CHOICES: THE MULTIPLE ROLES OF SELF-REGULATORY SYSTEMS**

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

**Ericka Ruggs Lawrence, East Carolina University**

**Dorian Boncoeur, Helmut Schmidt University**

**Katerina Gonzalez, Baruch College, CUNY**

Drawing on social cognitive theory (SCT), we develop a model that examines the interactive effects of core self-evaluation(CSE), and regulatory orientation on the self-regulatory process of moral disengagement. As expected, we found support for the proposed chain of relationships, specifically finding that high CSEs who were either high-promotion-focused or low-prevention-focused were less likely to enact moral disengagement mechanisms. In addition, moral disengagement mediated the relationship between CSE and the intentions to engage in unethical behavior. This study extends previous research related to the ethical decision making by examining constraints on the processes through which ethical behavior may occur.

### **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 Deptula, 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.

## MORAL PERSON AND MORAL MANAGER: A META-ANALYTIC MEDIATION MODEL OF ETHICAL LEADERSHIP

Dennis Marquardt, *University of Texas at Arlington*  
Lee Warren Brown, *Texas A&M University - Central Texas*  
Hoda Vaziri, *University of Texas at Arlington*  
Marcus M. Butts, *University of Texas at Arlington*

In the ethical leadership literature little attention is given to the influence of the two espoused conceptual pillars of the construct (i.e., moral person and moral manager) and their separate alignments with either social learning and social exchange outcomes. Using a meta-analysis of empirical ethical leadership studies ( $k=81$ ,  $N=19,101$ ), we test a nuanced theoretical model linking the moral person pillar primarily with social exchange processes and outcomes and the moral manager pillar with social learning processes and outcomes. Support is found for a primary social exchange explanation for follower OCBs and a social learning explanation for follower unethical behavior.

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

### Teaching: Hands On! Experiential Classroom Exercises and Alternatives to the Traditional Case Method

Facilitator: Lauren Simon, *Portland State University*

### APPRECIATIVE INQUIRY: AN EXPERIENTIAL EXERCISE AND COURSE FEEDBACK TOOL

Terri A. Scandura, *University of Miami*

The Action Research method of Appreciative Inquiry (AI) was employed to develop a teaching tool based upon Positive Organizational Behavior. This exercise involves student reflection on a course, noting when they learned the most. The process of appreciating, envisioning, dialoging, and innovating are used to help students learn about AI as an Organizational Development (OD) technique. In addition, instructors gain understanding of student learning and ideas on how to improve courses. The exercise and sample responses from students will be provided. To demonstrate the exercise, participants will reflect on last year's SMA meeting as an experience and make innovative suggestions.

### ★BEST DOCTORAL PAPER IN TRACK★

### GENERATIONALLY RELEVANT CASE METHOD AS A NOVEL APPROACH TO TEACHING UNDERGRADUATE LEVEL STRATEGIC MANAGEMENT

Robert Bonner, *University of Texas at San Antonio*  
Anthony David Neely, *University of Texas at San Antonio*  
Sarah Elise Roche, *University of Texas at San Antonio*  
Andrea Rae Neely, *University of Texas at San Antonio*

Case studies require students to extend course content beyond theory into the realm of application. Despite popular use of case studies, recent criticisms bring to light their failure to sometimes engage students, spark excitement/deeper inquiry, and truly embrace the dubiety of strategic decision options--especially as most cases lack generational relevance--due to their outdated nature. We propose the use of shorter cases utilizing popular press articles (real-time business issues) to incite more meaningful relevance and engagement, as such cases are relevant to not only the current business environment but also the brands, companies, and topics that currently interest students.

## INCREASING STUDENT ENGAGEMENT IN MANAGEMENT EDUCATION: THE GREAT BEAR WILDERNESS DISASTER STAFF RIDE

Wendy Becker, *Shippensburg University*  
Michael Burke, *Tulane University*

Staff rides are planned learning events that recreate significant historical events to engage participants in open reflection and dialogue. Developed for military training, staff rides are psychologically empowering in that participants move through incidents that comprise an actual event. Grounded in experiential learning, staff rides help students understand situated action yet are relatively unexplored in the college classroom. Visual documents and an accurate-scale terrain model are used to recreate the Great Bear Wilderness plane crash. Perceptions of engagement from seventy-nine students who participated in a staff ride are reported. The efficacy of this experiential method for management education is provided.

### STUDENT TEAMS AS OD CONSULTANTS: USING THE CLASSROOM AS THE TARGET ORGANIZATION

Bryan S. Schaffer, *Florida Gulf Coast University*

This paper examines the use of an innovative assignment in the course, Organizational Development and Change. The class frames Organization Development as a process of planned change to improve an organization's problem-solving skills and its overall effectiveness within a changing and complex environment. The proposed assignment will allow students to act as external OD practitioners, essentially applying theoretical concepts and models from the course to the target organization, the actual classroom.

**Friday, 1:15pm - 2:45pm in Indian Key**

### Professional Development Institute: Analyzing Dyadic Data: The Social Relations Model in the Organizational Sciences (co-sponsored by the Research Methods Division of the Academy of Management)

David J. Woehr, *University of North Carolina at Charlotte*  
Andrew C. Loignon, *University of North Carolina at Charlotte*  
Jane Shumski Thomas, *Purdue University Calumet*

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.

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

## **OB: Team Performance: Examining the Roles of Leaders and Members**

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 operates 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.

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

## **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.

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

## **Ent: Issues in Family-based Entrepreneurship**

Facilitator: **Miles A. Zachary, West Virginia University**

### **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, Tecnológico de Monterrey**

**Veronica Ilian Baños, Tecnológico de Monterrey**

**Lilia Magali Gutierrez, Instituto Tecnológico y de Estudios**

**Superiores 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.

### **★BEST DOCTORAL PAPER IN TRACK★**

### **THE INFLUENCE OF BIFURCATION BIAS ON THE PERFORMANCE OF THE PROFESSIONALIZED FAMILY FIRM**

**Kyle Turner, University of South Carolina Upstate**

**Kristen Madison, Mississippi State University**

**Joshua J. Daspit, Mississippi State University**

**Franz Kellermanns, University of North Carolina at Charlotte**

As family firms grow, they face the unique challenges associated with professionalization. While many scholars have identified the benefits of professionalization within the family firm, existing empirical research has yet to fully explore its dimensions. Likewise, the bifurcation bias, an asymmetric treatment of family and nonfamily employees, has been conceptualized as a potential influence on family firm performance. Our research contributes to the literature by testing the relationship between a multidimensional operationalization of professionalization and family firm performance. We also propose and test this relationship with bifurcation bias as a moderator.

### **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**

Extant 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.

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

## **Strategy [Symposium]: First Mover Research: The Good, the Bad, and the Ugly**

**T. Russell Crook, University of Tennessee**

**Curt B. Moore, West Virginia University**

**Matthew W. Rutherford, Oklahoma State University**

**G. Tyge Payne, Texas Tech University**

**Erika Williams, University of Tennessee Knoxville**

For decades, researchers have spent considerable time and effort attempting to understand first moves. The proposed panel format symposium will focus on the good, the bad, and the ugly issues surrounding first moves. The “good” is that recent inquiry suggests that first moves can help organizations cultivate sustained competitive advantages. The “bad” news is that many first moves fail. The “ugly” is that it is all too common that researchers and practitioners overemphasize success relative to failure. We describe new approaches to study first moves to better understand the conditions wherein such moves are more likely to succeed or fail.

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

## **RM [Symposium]: Applying Photographic Research Methods to Organizational Research**

**Joshua L. Ray, Tusculum College**

**C. Allen Gorman, East Tennessee State University**

**Eva Lynn Cowell, Tusculum College**

The purpose of this session is to provide interested researchers with information regarding the development of photographic research methods in the social sciences, their potential as a novel qualitative tool in organizational research, and the decisions that are required when planning or conducting research leveraging these methods. The intent of this session is to promote the integration of photographic research methods and organizational research by emphasizing the unique contributions that photographic research methods can provide as a data source and as a tool to facilitate interactions between researcher and participant, and communication from researcher to audience.

**Friday, 1:15pm - 2:45pm in Sawyer Key**

## **OB: Supportive or Abusive: The Role of Supervisors in the Workplace**

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

### **SUPPORTED SUPERVISORS ARE MORE SUPPORTIVE: THE TRICKLE-DOWN EFFECT OF SUPPORT**

**Katherine A. Frear, University of South Carolina Upstate**

**Jamie Donsbach, The Group for Organizational Effectiveness**

**Nels Theilgard, Rho, Inc.**

**Linda Shanock, University of North Carolina at Charlotte**

The current study uses multi-source (supervisor and subordinate) data to examine the trickle-down effect of providing organizational support to supervisors. We examine two mechanisms that explain the relationship between supervisors' perceived organizational support and their supportive supervision. We find opposite effects of these mechanisms, such that supervisors are less supportive when they feel obligated to help the organization reach its goals and they are more supportive when they feel that supportive treatment is preferred by the organization. We examine supportive supervision as related to subordinate outcomes, including perceptions of organizational support, affective commitment, in-role performance, extra-role performance, and withdrawal behaviors.

## 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.

## 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.

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

## Networking Snack Break

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

### Sponsored by:

**The College of Business and Economics at West Virginia University**

**The University of Memphis, Fogelman College of Business and Economics**

**Friday, 3:15pm - 4:45pm in Bird Key**

## **PA: Performance in the Public Sector Context**

Facilitator: **Kim Davey, Samford University**

### **DEVELOPING AN ENGAGED, SATISFIED MUNICIPAL WORKFORCE: THE IMPACT OF GOAL AND SUPERVISOR ORIENTATIONS**

**Scott R. Cohen, University of South Alabama**

**Donald Mosley Jr., University of South Alabama**

**Charles M. Carson, Samford University**

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

**William E. Gillis, University of South Alabama**

This paper investigates the relationships among public sector employees' goal orientations, (learning, performance-prove, and performance-avoid), job satisfaction, and the moderating role of capability and activity-based supervisor orientations. Sampling a municipality in the southeastern U.S., direct effects indicate that employees with learning goal orientations have higher job satisfaction, while those with performance-avoid orientations are dissatisfied with their jobs. In addition, both capability and activity-based supervisor orientations moderate this relationship, but only for performance-avoid goal orientation employees. The significance of these results for practitioners and academics alike is discussed.

### **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.

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

## **Social: Individual vs. Corporate Social (Ir)Responsibility**

Facilitator: **Michael Becroft, 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 Sigdyal, 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.

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

## **OB: 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 DEVIANCET: 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.

**Friday, 3:15pm - 4:45pm in Indian Key**

## **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.

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

## **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 equifinality 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.

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

## MH: Management History: Debates and Discussions

Facilitator: **Uyi Lawani**, *Marshall University*

### FOR WHOM DOES BELL TOLL: A POLITICAL ANALYSIS OF CRITICISMS OF THE HAWTHORNE STUDIES

**Jeffrey Muldoon**, *Emporia State University*

**Steven Lovett**, *Emporia State University*

**Eric W. Liguori**, *University of Tampa*

We analyze the political background of the Hawthorne criticisms. We argue that the political atmosphere of the 1940s, influenced by the decline of the New Deal and the rise of the conservative coalition, stimulated scholars to challenge the Hawthorne studies. Given the increased prestige of corporations and businessmen and the decline of unions, intellectuals, such as Bell, were afraid the gains of labor would be erased. These concerns had not existed in the previous decade when the Hawthorne studies first appeared because the New Deal had been the dominant, political force and because corporations and businessmen had lost prestige.

## LEAN MANAGEMENT AND SCIENTIFIC MANAGEMENT: SEQUEL OR SUBSTITUTE?

**David Stanley Hoyte**, *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 Lillian 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 Palm Room**

## HRM: Organizational Life: Issues Concerning Supervisors and Using Politics

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.

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

## **Int: International Ownership**

Facilitator: **Ratan Dheer, Florida Atlantic University**

### **★BEST DOCTORAL PAPER IN TRACK★**

## **MANAGING CROSS-BORDER ACQUISITION NEGOTIATIONS: HOW THE HOST COUNTRY INSTITUTIONS AND ACQUIRER STRATEGIES DETERMINE ACQUISITION DURATION**

**Rama Krishna Reddy, University of Memphis**

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

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

The paper reports a study of acquisition process in pre-completion phase of cross-border acquisitions. The study focuses on two aspects i.e. role of host-country institutions and acquirer strategies. Using a data set of 1710 cross-border acquisitions, we demonstrate that acquisition duration has a negative relationship with host-country institutional quality. Furthermore, we also demonstrate that acquirer's equity sought and presence of pre-existing equity stake will moderate the relationship between host-country institutions and acquisition duration. Our findings extend our understanding of largely ignored, yet important phase of acquisitions.

## **OUTWARD FOREIGN DIRECT INVESTMENT FROM EMERGING ECONOMIES: THE ROLE OF HOME COUNTRY ENVIRONMENT**

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

**Rama Krishna Reddy, University of Memphis**

**Tsvetomira Bilgili, University of Memphis**

Drawing on prior research, we examine the influence of home country environmental context on the amount of outward foreign direct investment (OFDI) from emerging to advanced economies. Our analysis focuses on two important elements of home country environments, namely, institutions and factor markets. Using country-level OFDI data for 25 emerging economies, we show that the relationship between home country institutions and OFDI is rather complex. Specifically, OFDI has a U-shaped relationship with legal and market institutions, and an inverted U-shaped relationship with economic institutions. Furthermore, the level of home-country factor market development moderates the effect of economic institutions on OFDI.

## **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.

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

## **Strategy: Is It Hot in Here? Principal, Shareholder, and Business Level Tensions**

Facilitator: **J. Kay Keels**, *Coastal Carolina University*

### **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.

**Friday, 3:15pm - 4:45pm in Sawyer Key**

## **OB: That's not fair! Investigations of Fairness and Justice in the Workplace**

Facilitator: **Yuanmei Qu**, *University of Miami*

### **IN THE EYE OF THE STAKEHOLDER: AN EXAMINATION OF CONTINGENT REWARD LEADERSHIP PROVIDED AND RECEIVED**

**Min Carter**, *Southern Illinois University*

**Kevin W. Mossholder**, *Auburn University*

**John N. Harris**, *Florida State University*

Adopting a multiple-stakeholder framework, we examined the effects of congruence between leader and team perceptions of contingent reward leadership (CRL) provided and received. We hypothesize team distributive justice climate serves as a generative mechanism through which the positive effects of CRL perceptions congruence on team effectiveness are evoked. We found support for hypothesized congruence effects, and discuss the implications of our findings as well as future research.

### **SHIRKING OR WORKING? HOW MANAGER'S PERCEIVE TELEWORKER PERFORMANCE AND THE IMPLICATIONS FOR TASK ALLOCATION**

**William G. Obenauer**, *Rensselaer Polytechnic Institute*

The academic literature indicates that teleworking improves employee productivity, but many traditional employees feel as if they are constantly picking up the slack for their teleworking counterparts. How can both of these statements be true? One possibility is that while teleworking is increasing individual productivity, managers are not allocating enough tasks to teleworkers to allow them to carry an equitable workload. We explore how managers perceive teleworker performance as well as how they allocate tasks to teleworkers, in order provide theoretical insight into whether or not the perception of workload inequity is, in fact, reality.

### **THE RELATIONSHIP BETWEEN PERCEPTIONS OF OTHERS' ENTITLEMENT BEHAVIOR AND ATTITUDINAL OUTCOMES**

**Katarina Knutson Brant**, *Florida Atlantic University*

**Stephanie L. Castro**, *Florida Atlantic University*

Observing others' entitlement behavior is a demand that can cause the interpersonal work context of an organization to become progressively toxic. In this research, we review the literature on the relationship between perceptions of others' entitlement behavior and perceptions of distributive justice and pay satisfaction. Moreover, we consider the role of procedural justice and equity sensitivity in this relationship. We offer a contribution to the field of entitlement by building on Hochwarter and colleagues' (2007, 2010, 2012) work on the perceptions of others' entitlement behavior in the workplace borrowing theory and practice from referent cognitions theory and self-concept theory.

**Friday, 6:30pm - 9:30pm in Breck Deck**

## **SMA Beach Bash**

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. The annual SMA party, beach bash style, is not to be missed!

**Sponsored by SAGE**

# 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.

**Sponsored by Project Management Institute (PMI)**

**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 Matheu, 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, 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 inlaid 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 consumers 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.

**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.

# PARTICIPANT INDEX

## A

Abebe, Michael.....22, 41  
 Adams, Garry.....16, 21  
 Adler, Terry R.....36  
 Agrawal, Deepti.....21  
 Allen, David G.....16, 28, 42  
 Alvarado, David Anthony.....41  
 Amal, Tommy.....35  
 Amis, John Matthew.....21  
 Anand, Smriti.....29  
 Anderson, II, James C.....35  
 Andreassi, Jeanine.....20  
 Angioni, Enrico.....45  
 Anthony, Erica L.....47  
 Armagan, Sungu.....29  
 Arndt, Aaron.....43  
 Arvan, Maryana L.....42, 48  
 Ashkanasy, Neal M.....53  
 Atwater, Leanne.....26, 30, 35, 51  
 Azarpanah, Sara.....55

## B

Badawy, Rebecca Lee .....56  
 Baik, Kibok .....51  
 Baker, LaKami T.....28  
 Bankewitz, Max .....37  
 Baños, Veronica Ilian .....52  
 Barelka, Alex J.....19, 57  
 Bass, A. Erin .....25, 33  
 Bauman, Kori .....37  
 Baumann, Heidi M.....28  
 Bayer, Mark .....23  
 Bayne, Anna Viola.....22  
 Beck, Tammy E.....20, 25  
 Becker, Wendy.....50  
 Becroft, Michael.....54  
 Bedwell, Wendy L.....51  
 Bellairs, Tom .....44  
 Bendickson, Josh.....41, 48  
 Bennett, Andrew .....48  
 Bennett, Rebecca J.....57  
 Bentley, Jeffrey.....31  
 Bergiel, Bridget .....46  
 Bergman, Jacqui.....32  
 Bergman, Shawn .....32  
 Berrios, Julia .....46  
 Beus, Jeremy.....35  
 Beydoun, Abdul Rahman .....45  
 Bilgili, Hansin .....24  
 Bilgili, Tsvetomira .....57  
 Bilimoria, Diana .....43  
 Black, Janice A.....45  
 Black, Stephanie .....32  
 Blanchard, Anita .....32  
 Boey, Anita .....46  
 Bolton, Joel F.....17  
 Boncoeur, Dorian.....49  
 Bonner, Julena.....17, 27, 31  
 Bonner, Robert .....45, 50  
 Bouchet, Adrien.....47  
 Bouckenoghe, Dave .....59  
 Bowler, Matt.....17

Boyar, Scott L.....54  
 Brant, Katarina Knutsen.....58  
 Brees, Jeremy Ray .....36  
 Brouer, Robyn .....16, 44, 56  
 Brower, Holly Henderson.....49  
 Brown, III, J. Lee .....21, 49  
 Brown, Lee Warren .....50  
 Brownlee, Amy L.....45  
 Brush, Thomas .....58  
 Buckley, Michael R.....31, 34  
 Buckman, Brooke R.....31  
 Burke, Michael .....50  
 Burke-Smalley, Lisa A.....30  
 Bushelle-Edghill, Jennifer H.....21  
 Butler, Deborah.....30  
 Butler, Frank Christopher.....54  
 Butler, Richard John .....21  
 Butts, Marcus M.....50  
 Byrne, Zinta S.....27  
 Byron, Kris .....16

## C

Cain, Kevin .....18  
 Campion, Emily D.....26  
 Canedo Soto, Julio Cesar .....56  
 Cardy, Robert L.....42  
 Carmona, Bruce .....49  
 Carnes, Andrew Michael .....38  
 Carragher, Shawn .....31, 33  
 Carrasco, Gabriela .....49  
 Carson, Charles M.....54  
 Carter, Min .....58  
 Carter, Nathan T.....23  
 Carter, William R.....41  
 Casper, Wendy Jean .....17  
 Cast, Melissa .....42  
 Castro, Stephanie L.....25, 58  
 Castrogiovanni, Gary .....44  
 Chand, Masud .....38  
 Chandler, Timothy .....41  
 Chapman, Garry .....38  
 Charles, Tammy .....45  
 Charling, Kurtis .....20  
 Chaudhry, Anjali .....29  
 Che, Xin Xuan .....42  
 Chen, Huaizhong .....27  
 Cheong, Minyoung .....51  
 Chiaburu, Dan .....27  
 Ciuchta, Michael P.....39  
 Clark, Malissa A.....23  
 Coates, Theresa .....45  
 Cogliser, Claudia C.....17, 25, 26, 51  
 Cohen, Scott R.....54  
 Cole, Brooklyn .....24  
 Collins, Jamie .....44  
 Combs, James G.....16, 17, 34, 36, 44  
 Conklin, Thomas .....19  
 Conlon, Donald .....26  
 Connolly, Brian L.....34  
 Cooke, Donna K.....49  
 Cooper, Cecily .....51  
 Corner, AJ.....45  
 Cowell, Eva Lynn .....52, 54

## D

Cox, Kevin C.....30, 44, 53  
 Cox, Marcus .....24  
 Cox, Susie S.....57  
 Crawford, Eean .....31  
 Crawford, Wayne S.....57  
 Crocitto, Madeline M.....20  
 Crook, T. Russell .....34, 52  
 Cummings, Jeffrey Lincoln.....41  
 Curry, Jenny .....57  
 Cycyota, Cynthia .....16, 17, 18, 37, 45  
 Dai, Ye .....23  
 Daniels, Shanna R.....47  
 Daspit, Joshua J.....24, 29, 40, 52  
 Davey, Kim .....21, 54  
 Davis, Daniel J.....45  
 Davis, Phillip Eugene .....21, 24  
 Day, Steven William .....45  
 Dayal, Madhukar .....45  
 De Leon, John Anthony .....40  
 Debicki, Bart .....16, 44, 52  
 DeGhetto, Kaitlyn .....17, 21, 55  
 Delise, Lisa .....24  
 DelliFraine, Jami .....60  
 Dent, Eric .....31  
 Deptula, Bryan Joab .....49  
 Devine, Richard .....36  
 Dheer, Ratan .....57  
 Dixon-Fowler, Heather .....52  
 Djurdjevic, Emilija .....18, 33  
 Dong, Su .....21  
 Donsbach, Jamie .....52  
 D'oria, Laura .....39  
 Douglas, Ceasar .....26  
 Douglas, Scott .....23  
 Dreibelbis, Rachel C.....42  
 Duesing, Robert J.....17, 40  
 Dulebohn, James .....53  
 Dustin, Susan .....57  
 Dykes, Bernadine J.....47

## E

Eassa, Jr., Joe J.....23, 28, 43  
 Edwards, Jeffrey R.....39  
 Eldemire, Flavia Lynn .....29  
 Ellen, III, B. Parker .....21, 37  
 Ellstrand, Alan Edwin .....24, 52  
 Engemann, Krista .....43  
 Engle, Robert L.....49  
 Erdogan, Berrin .....29  
 Erhardt, Niclas .....43, 59  
 Etling, Cheri G.....45  
 Evans, Randy .....41  
 Ezzedeen, Souha R.....46

## F

Fabian, Frances H.....49, 57  
 Fainshmidt, Stav .....28, 41  
 Fallatah, Mahmoud .....25

## G

Gaffney, Nolan .....28  
 Gallagher, Vickie Coleman .....23, 25, 59  
 Gallo, Andres .....30  
 Galperin, Bella L.....44, 55  
 Gamache, Daniel .....26  
 Gander, Patti .....39  
 Gardner, William L.....17, 26, 30, 34, 48  
 Garg, Sargam .....29  
 Garg, Swapnil .....45  
 Gaston, Eric .....45  
 Gavin, Mark B.....16, 17, 28, 34  
 Gaynier, Lisa .....59  
 Geiger, Mark .....54  
 Geiger, Mingang Kim .....54  
 Gentry, Richard .....43  
 Gillis, William E.....54  
 Gilstrap, Bruce .....18  
 Goldberg, Caren .....51  
 Gonzalez, Katerina .....49  
 Gootty, Janaki .....16, 34, 51  
 Gorman, C. Allen .....52, 54  
 Graffin, Scott D.....30  
 Greenbaum, Rebecca Lee .....31  
 Greenwood, Regina A.....56  
 Greer, Charles R. (Bob) .....36  
 Griffith, Jennifer A.....31  
 Griffiths, Merlyn .....29  
 Griggs, Tracy Lambert .....28, 45  
 Grossman, Matthew .....51  
 Guenter, Hannes .....47  
 Guerrero, Laura .....35  
 Guidice, Rebecca M.....53  
 Gullifor, Daniel .....28  
 Gur, Shahar .....32  
 Guthrie, James .....40  
 Gutierrez, Lilia Magali .....52

## H

Haber, Julita .....29, 33, 44  
 Hackney, Kaylee J.....28, 39  
 Hager, Michael .....20  
 Hair, Joe .....58

Hakwa, Juliette .....	44
Halbesleben, Jonathon R. B. ....	44
Halliday, Cynthia .....	51
Hancock, Julie .....	28
Harkins, Jason .....	43
Harper, Timothy.....	24
Harris, Brad.....	33, 51
Harris, John N. ....	58
Harris, Kenneth J. ....	23, 57
Harris, Melanie .....	33
Harris, Reginald J. ....	36
Harrison, Teresa.....	56
Hart, Timothy A. ....	18
Hartman, Nathan S. ....	19
Harvey, Paul.....	36, 52, 56
Hasija, Dinesh .....	52
Hayek, Mario .....	32
Haynie, Jeffrey Joseph .....	46
Heames, Joyce Thompson .....	17
Hechavarria, Diana .....	48, 56
Helmuth, Catherine A. ....	36
Hernandez, Claudia.....	35
Hill, Aaron.....	16, 17, 34
Hingst, Raymond.....	44, 51
Hoch, Julia E. ....	53
Hoffman, Brian .....	16
Holmes, Jeanne Johnson.....	35
Holmes, Jr., R. Michael .....	30, 36
Hopkins, Margaret M. ....	43
Horn, Deweynna .....	55
Houghton, Jeffery D. ....	27
Howard, David .....	48
Hoyle, David Stanley.....	56
Hrvnak, Mary Wilson .....	23
Huang, Jiangang.....	51
Huang, Lei .....	26, 47
Hubbard, Timothy David.....	32
Hughes-Morgan, Margaret.....	47
Huse, Morten.....	37
Hutchinson, Michael.....	47
I	
Isaakyan, Sofya .....	47
J	
Jackson, Mary Jo .....	35, 48
Jackson, William T. ....	48
James, Channelle D. ....	29
Jancenelle, Vivien E. ....	32
Janz, Brian.....	21
Jauhari, Hemang .....	46, 47
Jean-Denis, Howard.....	45
Johnson, Gail.....	18, 46
Johnson, Jonathan .....	24
Johnson, Russell.....	42
Jolly, Phillip M. ....	35, 51
Jones, Carla D. ....	36, 49
Jones, III, Raymond J. ....	24
Jones, Jr., Thomas O. ....	19
Jones, Nicole Carrie .....	43
K	
Kacmar, K. Michele .	16, 17, 23, 44, 48,
	57
Kalelkar, Rachana.....	32
Kamberaj, Dea.....	32
Karriker, Joy H. ....	16, 17, 18, 37, 53, 59,
	60
Kassa, Abere Adane .....	55
Kaur, Goga Kirandeep .....	38
Kedia, Ben L. ....	57
Keels, J. Kay.....	31, 45, 58
Kellermanns, Franz.....	16, 52
Kenneth, Eleanor .....	44
Kessler, Stacey R. ....	17, 42, 48
Khan, Sarfraz .....	32
Khobdeh, Mehdi S. ....	37
Kiefer, Kip.....	39
Kim, Kyoung Yong .....	35, 51
Kim, Myungsun .....	35, 51
Kimmel, Michael .....	45
Kinnaman, Eric .....	49
Kirkman, Bradley L. ....	51
Kluemper, Don H. ....	16, 42
Knippen, Jennifer .....	43
Knotts, Kevin .....	27
Kolev, Kalin.....	47
Konduk, Burak.....	37
Koopman, Joel.....	26
Koubova, Veronika .....	28
Krajcevska, Alexandra .....	48
Kramer, Amit.....	34, 38
Kramer, Karen .....	38
Krasikova, Dina.....	46
Kroeck, Karl Galen.....	29
L	
Laird, Mary Dana.....	22, 47
Lamb, Nai .....	54
Lambert, Alysa Dawn .....	19
Lambert, Jason R. ....	40
Lambert, Lisa Schurer.....	16, 33
Lamont, Bruce T. ....	16, 34
Landay, Karen M. ....	33
Langford, Christopher Robert .....	26
Lanier, Patricia .....	44
Latham, Soosan Daghighi.....	46
Lavelle, Jim .....	38
Lawani, Uyi.....	56
Lawong, Diane Afoni .....	23
Lawrence, Eleanor Tolbert .....	45
Lawrence, Ericka Ruggs.....	49
Lawter, Leanna.....	20
Lee, Jeong-Yeon .....	54
Lemoine, G. James .....	26, 31
Lengnick-Hall, Mark .....	40
LeNoble, Chelsea Alyce .....	48
Lenore, Rena .....	28
Leon, Matthew.....	44
LePine, Jeffery A. ....	31
Levasseur, Ludvig .....	19
Lewis, Gabriella .....	42
Li, Hai .....	48
Li, Mingxiang .....	25
Li, Ning .....	27
Li, Pingshu .....	40
Li, Ruihai.....	57
Li, Shaobing .....	45
Li, Yuanqing .....	24
Li, Zonghui .....	40
Liguori, Eric W. ....	56
Ling, Juan .....	44
Little, Laura M. ....	16, 34
Liu, Aurora.....	18
Liu, Cong .....	48
Liu, Haiyang .....	51
Loignon, Andrew C. ....	20, 50
Lovett, Steven .....	56
Lowe, Kevin B. ....	17, 44, 49, 60
Lucianetti, Lorenzo .....	42
Lukaszewski, Kimberly.....	56
Luvison, Dave .....	41
Lux, Sean .....	60
M	
Ma, Bin .....	39
MacAulay, Doreen.....	45
Mackey, Jeremy .....	36, 53
Madden, Laura T. ....	36, 55
Madden, Timothy M.	17, 19, 33, 37, 55
Madison, Kristen .....	52
Maher, Liam Patrick .....	17, 26, 53
Mahoney, Christine Brown.....	23
Mankelwicz, John Michael .....	25, 59
Mann, Melissa J. ....	19
Mannor, Michael .....	26
Maritan, Catherine A. ....	16
Markman, Gideon .....	38
Marler, Laura E. ....	40, 57
Marquardt, Dennis .....	50
Martin, John A. ....	39
Martinko, Mark J. ....	23, 36, 48, 53
Martin-Rios, Carlos .....	59
Masterson, Suzanne S. ....	30
Mathew, Nicholas .....	59
Mathis, Christopher J. ....	55
McAllister, Charn Patrick .....	42
McCaughey, Deirdre.....	60
McClure, Rex .....	37, 38
McDaniel, Michael A. ....	19
McGhan, Gwen .....	60
McGuire, Jean .....	23
McInerney, Margie .....	38
McInnis-Bowers, Cecilia .....	44
McKay, Patrick .....	51
McKinney, Arline P. ....	29
McLarty, Benjamin D. ....	27
McMahan, Gary C. ....	38
McMullen, Jeffery S. ....	44
McSweeney, Jordan .....	28
McWhorter, Rochell .....	18, 46
Medina, Michele N. ....	40, 42
Mello, Abby .....	24
Meschke, Felix .....	40
Meurs, James A. ....	59
Meuser, Jeremy D. ....	17
Michalak, Rebecca .....	53
Michel, Eric J. ....	43
Miguel, III, Rosanna F. ....	19
Miles, Angela .....	29
Miles, Edward W. ....	29, 30
Miller, Danny .....	26
Miller, Stewart Robert .....	32
Milosevic, Ivana .....	25, 33
Minai, Mohammad Haris .....	46, 47
Misati, Everlyne .....	28
Mitchell, Marie S. ....	54
Mitchell, Melissa .....	23
Moghaddam, Kaveh .....	44, 55
N	
Naseer, Saima .....	59
Nash, Briana .....	49
Navis, Chad .....	38
Neely, Andrea Rae .....	40, 45, 50
Neely, Anthony David .....	50
Nicholas, Karen .....	32
Nord, Walter Robert .....	45
Norelli, Barbara .....	24
Novicevic, Milorad M. ....	56
O	
Obedkova, Anna A. ....	22
Obenauer, William G. ....	45, 58
O'Connor, Kimberly W. ....	32
Oiry, John J. ....	35
O'Neil, Deborah Anne .....	43
O'Reilly, Jane .....	55
Orr, Jay .....	40
Ostermeier, Kathryn Keech .....	21, 54
Oswald, Sharon .....	16, 45
P	
Paczkowski, William .....	47
Palar, Jennifer .....	43
Pandey, Alankrita .....	38
Pane Haden, Stephanie .....	32
Pane, Stephanie .....	32
Parnell, John A. ....	31
Parris, Denise Linda .....	44
Patrick, Vanessa M. ....	22
Paul, Jeffrey B. ....	31
Paul, Karen .....	45
Pauli, Aaron .....	57
Paustian-Underdahl, Samantha .....	28
Payne, G. Tyge .....	34, 52
Perlmuter, Anna .....	46
Perrewé, Pamela L. ....	42
Peters, Lois Sanford .....	22
Pett, Tim .....	45
Phillips, T. Nichole .....	29
Pieper, Torsten M. ....	58
Pillai, Rajnandini .....	49
Pindek, Shani .....	42, 48
Pittz, Thomas .....	36
Poor, Stephen .....	56
Posthuma, Richard .....	29, 35
Potter, Dale .....	44
Q	
Qu, Yuanmei .....	58

Quade, Matthew.....	27, 31	Schneider, Beth Zuech .....	19, 32	Tang, Jing.....	19	Williams, Ethlyn A.....	49
<b>R</b>							
Raja, Usman.....	59	Schreurs, Bert .....	22, 42	Tawse, Alex .....	22	Williams, Jr., Alexander .....	32
Ramachandran, Indu.....	29	Schriesheim, Chester A.....	51	Taylor, Erik .....	35	Williams, Larry J.....	59
Ramia, Joseph.....	56	Schroeder, Jessica .....	45	Taylor, Vicki Fairbanks.....	18	Williams, Margaret L.....	34
Ramirez, Edgar Rogelio .....	52	Schwagler, Nathan .....	17	Tekleab, Amanuel G.....	55	Willis, Russell Howard .....	34
Ramsay, Philip Scott.....	51	Sears, Joshua.....	46	Templeton, Marjory .....	30	Woehr, David J.....	16, 34, 50
Randall, Craig .....	37	Seifzadeh, Pouya.....	48, 58	Thacker, Rebecca .....	27, 46	Wolff, Hans-Georg .....	20
Randolph-Seng, Brandon .....	32	Seitz, Stephanie R.....	31	Theilgard, Nels.....	52	Woods, Juanita .....	39
Ranft, Annette L.....	27, 34	Sexton, Jennifer 18, 23, 27, 32, 33, 36,		Thomason, Stephanie.....	45	Woods-Wells, Tinesha .....	35
Rathert, Cheryl.....	60	37, 42, 48, 53		Thundiyl, Tomas G.....	27	Worrell, Dan .....	52
Ray, Joshua L.....	52, 54	Shaikh, Ibrahim Anise.....	22	Tillman, C. Justice .....	49	Woznyj, Haley .....	25
Reddy, Rama Krishna .....	48, 57	Shamsie, Jamal.....	26	Tilton, Jacqueline .....	24	Wright, Patrick M.....	16, 26, 30
Reed, Richard.....	32	Shanock, Linda .....	52	Timko, Karlyn.....	37, 38	Wright, Peter .....	21
Reger, Rhonda K.....	19	Sharif, Monica .....	51	Tocher, Neil M.....	16, 45	Wu, Jun .....	57
Ren, Charlotte .....	58	Sherer, Pamela D.....	34	Troilo, Michael Louis .....	47	<b>X</b>	
Reuer, Jeffrey.....	58	Sheridan, Sharon Britton .....	43	Trusty, Juanita .....	42	Xu, Lei .....	44
Reutzel, Christopher Ray .....	44	Shimon, Yanir .....	48	Turner, Kyle .....	52	Xu, Lu .....	54
Rhew, Nicholas .....	45	Shook, Christopher .....	34, 44	Twigg, Jr., Nicholas W.....	45	Xu, Minya.....	51
Rhodes, Deborah L.....	24	Shropshire, Christine.....	32	Tworoger, Leslie Cauthen.....	45	<b>Y</b>	
Rice, Darryl Bernard .....	43	Shumski Thomas, Jane .....	16, 50	<b>U</b>		Yammarino, Francis J.....	16, 51
Richard, Brendan .....	39	Sie, Laurent .....	45	Uhl-Bien, Mary .....	33	Yang, Liu-Qin .....	48
Richard, Erin M.....	48	Sigdyal, Pratigya .....	54	<b>V</b>		Yang, Xi .....	24
Richardson, Hettie A.....	16, 26	Simmering, Marcia J.....	57	Valcea, Sorin .....	23	Yanson, Regina .....	19
Richardson, Sandra .....	21	Simon, Lauren .....	50	Valdiviezo, Saul .....	35	Yao, Angus Yongheng .....	22, 45
Rigsbee, Carolee M.....	46	Sin, Hock-Peng .....	51	Valle, Jazmine Nicole .....	37, 38	Yao, Houji .....	45
Robin, Jennifer .....	43	Singh, Kulraj .....	21	Valle, Matthew .....	23	Yochum, Eric .....	42
Robinson, Robert K.....	56	Singh, Satvir .....	29, 38	van Esch, Chantal .....	43	<b>Z</b>	
Roche, Sarah Elise .....	50	Singh, Shailendra .....	46, 47	Vandenberg, Robert J.....	20, 34	Zachary, Miles A.....	27, 52
Rochford, Kylie .....	46	Singletary Walker, Sarah .....	32	Vardaman, James M.....	16, 28, 38	Zamantili Nayir, Dilek .....	55
Rogers, Sean E.....	42	Smith, Adam .....	53	Varma, Virajanand .....	46	Zellars, Kelly L.....	25
Rosen, Christopher Charles .....	42	Smith, Anne.....	30, 34, 37, 43, 48, 55	Vaziri, Hoda .....	50	Zeni, Thomas .....	31
Roth, Nicholas .....	26	Soelberg, Craig Spencer .....	54	Veliyath, Rajaram .....	58	Zhang, Lei .....	30
Roumpi, Dorothea .....	45	Son, Jooyeon .....	34	Vendette, Sebastien .....	36	Zhang, Liwen .....	47
Roundy, Philip T.....	23, 41	Song, Fei .....	45	Vera, Dusya .....	22	Zhang, Lu .....	51
Rowe, W. Glenn .....	58	Song, Young Ho .....	27	Vidyarthi, Prajya R.....	29, 38	Zhang, Pingying .....	30
Rua, Tuvana .....	20	Spain, Seth M.....	51	Voges, Kathleen Elizabeth .....	37	Zhang, Weiqi .....	44
Ruggs, Enrica N.....	32	Spector, Paul E.....	42, 48	VonGlinow, MaryAnn .....	29	Zhang, Xin-an .....	27
Ruppel, Cynthia P.....	45	Speights, Sabrina Lenee .....	20	Vredenburgh, Donald .....	39	Zhang, Yiwen .....	31
Rutherford, Matthew W.....	16, 17, 52	Sproul, Curtis R.....	30	<b>W</b>		Zhao, Wenyao .....	19
<b>S</b>		Steffensen, Jr., David Skousen ..	40, 42	Waldron, Theodore .....	38	Zhao, Yue .....	28
Salaiz, Ashley .....	54	Steinbach, Adam .....	26	Walker, III, Harvell Jackson .....	16	Zhou, Yuanyuan .....	53
Samson, Kalkoa .....	44	Stenard, Briana Sell .....	41	Wang, Gang .....	21	Zhou, Zhiqing .....	42, 48
Sanchez, Juan I.....	28	Stewart, Oscar Jerome .....	25	Wang, Sheng .....	53	Zhu, III, Yunxia .....	45
Sanders, Wm. Gerard .....	32	Stone, Christopher .....	46	Wang, Zhonghui 'Hugo' .....	58	Zide, Julie .....	32
Sanford, Jr., Douglas .....	24	Stone, Dianna L.....	56	Wang, Zhongming .....	53	Zivnuska, Suzanne .....	23
Sarkar, Nina .....	33	Storrud-Barnes, Susan Faye .....	32	Washington, Montressa .....	32	Zorn, Michelle .....	17
Scandura, Terri A.....	25, 34, 50, 51	Suazo, Mark .....	56	Wei, Hongguo .....	45, 46	Zuo, Lu .....	27
Schaffer, Bryan S.....	50	Sullivan, Sherry .....	21, 33	Weinzimmer, Laurence G.....	28, 43		
Schantz, April D.....	23	Sullivan, Sherry E.....	20, 48	Werner, Steve .....	46		
Schatten, Jeff .....	29, 30	Summers, James K.....	51	White, III, Thomas Daniel .....	19, 39		
Scheaf, David .....	45	Sun, Shuhua .....	47	Williams, Eleanor B.....	45		
Schiano, Bill.....	59	Sutton, Christine C.....	58	Williams, Erika .....	19, 52		
Schmidt, Gordon Bruce .....	32	Syed, Fauzia .....	59				
Schmitz, Katharina .....	42	<b>T</b>					
Tabak, Filiz .....	18	Taber, Mary .....	24				
Tan, Justin .....	30	Tan, Justin .....	30				

**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 Dali'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 Dali's art, to understanding and transformation.

The Museum is open seven days a week.  
[TheDali.org](http://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](mailto: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](http://www.southernmanagement.org/meetings/2016)**

Program Chair: Annette L. Ranft, University of Tennessee ([aranft@utk.edu](mailto: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](mailto:daniel.holt@msstate.edu)

### Track 5

- Careers
- Social Issues
- Diversity Issues
- Ethics

**Chair:** *Shanna Daniels, Florida State University*  
[srdaniels@business.fsu.edu](mailto:srdaniels@business.fsu.edu)

### Track 2

- Health Care
- Hospitality Management
- Public Administration

**Chair:** *Kim Davey, Samford University*  
[kdavey@samford.edu](mailto:kdavey@samford.edu)

### Track 6

- Organizational Behavior

#### *Co-Chairs:*

*Rachel Frieder, Old Dominion University*  
[rfrieder@odu.edu](mailto:rfrieder@odu.edu)  
*Ryan Klinger, Old Dominion University*  
[rklinger@odu.edu](mailto:rklinger@odu.edu)

### Track 3

- Organization Theory
- International Management
- Management History

**Chair:** *Indu Ramachandran, Texas State University*  
[i\\_r38@txstate.edu](mailto:i_r38@txstate.edu)

### Track 7

- Strategic Management

**Chair:** *Jennifer Sexton, West Virginia University*  
[Jennifer.Sexton@mail.wvu.edu](mailto:Jennifer.Sexton@mail.wvu.edu)

### Track 4

- Human Resources
- Research Methods

**Chair:** *Laura Stanley, UNC Charlotte*  
[lstanl11@uncc.edu](mailto:lstanl11@uncc.edu)

### Track 8

- Innovative Teaching\*
- Management Education

**Chair:** *Laura Madden, East Carolina University*  
[MaddenL@ecu.edu](mailto: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/](http://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](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.



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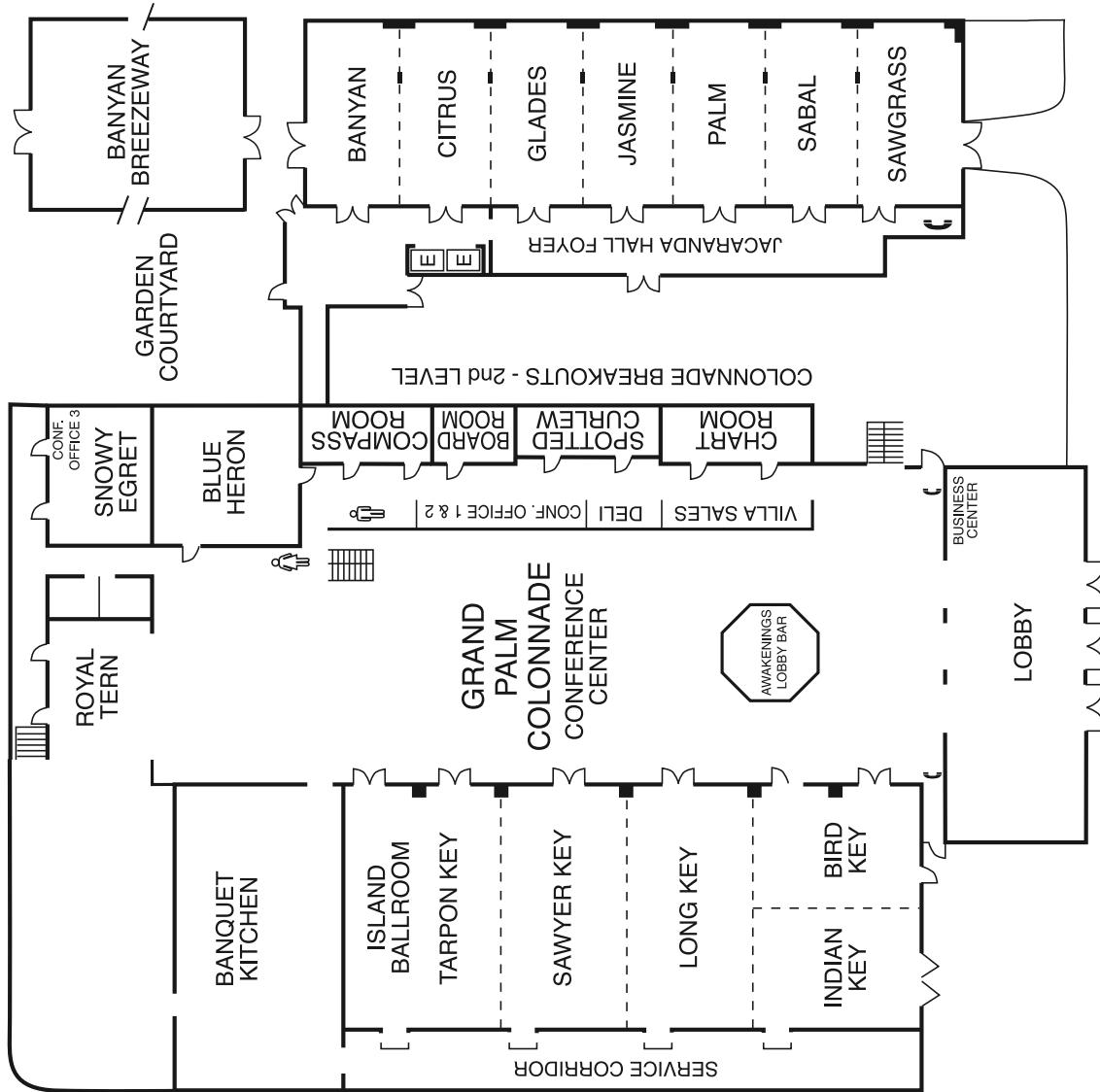
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# TradeWinds Island Grand – Meeting Space Layout

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