

Call for Papers

2025 Meeting of the Southern Management Association



Hyatt Regency Greenville, Greenville, SC

October 21- October 25, 2025

#SMA2025GSP

Program Chair: Paul Johnson, University of Mississippi

(programchair@southernmanagement.org)

The Southern Management Association invites submissions for its 2025 Annual Meeting. All submissions will be reviewed based on potential theoretical, empirical, and/or methodological contributions. Submissions may take the form of **papers, professional development institute sessions, or special sessions (see below)**. All accepted submissions will be presented in person at the meeting. Please pay particular attention to the "Rule of 3 + 2" below, which applies to all submissions.

Program Highlights

- Eight tracks of research
- Creative Acts for Curious Researchers*
- Professional Development Institute workshops **
- JOMSR Ignite***
- My Favorite Thing: Sharp Talks****
- Acting on Our Values sessions
- Five different consortia for Professional Development, including doctoral students, faculty, and administration
- Opportunities to network with colleagues and friends

SUBMISSION AREAS AND TRACK CHAIRS

<p>Track 1 Strategic Management Track 1 seeks to understand and predict when and why some firms perform better than others by covering strategic decision-making processes, their antecedents/context, and their consequences.</p> <p><i>Co-Chairs:</i> Curtis Sproul, Georgia Southern University csproul@georgiasouthern.edu Steve Stewart, Furman University steven.stewart1@furman.edu</p>	<p>Track 5 Innovative Teaching and Research Methods Track 5 advances management scholarship and education through methodological innovation and pedagogical excellence. Topics include developing, refining, or critically evaluating qualitative and quantitative research methodologies and introducing innovative teaching approaches that demonstrably improve student learning outcomes in management education. We welcome any such works that push the boundaries of how we conduct research and educate future management professionals. Chair: Andrew Hanna, University of Nebraska, Lincoln ahanna3@unl.edu</p>
<p>Track 2 Entrepreneurship and Innovation Track 2 explores the purposeful activity of the innovation process and the initiation, development, and maintenance of an enterprise, including new ventures, family businesses, economic development, and the entrepreneur.</p> <p>Chair: Leon Faifman, University of Tampa lfaifman@ut.edu</p>	<p>Track 6 Social Issues and Ethics Track 6 explores different perspectives, ethical systems, and the role of organizations in society. It emphasizes the importance of access and opportunity, as well as responsible behavior by organizations, their employees, and workgroups. Additionally, it examines the relationship between organizations and the natural environment. <i>Co-Chairs:</i> Sharon Segrest, University of South Florida ssegrest@usf.edu Robyn Brouer, University of South Alabama, brouer@southalabama.edu</p>
<p>Track 3 Human Resources, Careers, and Development Track 3 aims to understand, identify, and improve the effectiveness of HRM, including different HR practices, to facilitate organizational performance and competitiveness, encourage individual growth and development, and enhance individual performance, work-related attitudes, and well-being.</p> <p>Chair: Pingshu Li, University of Texas Rio Grande Valley pingshu.li@utrgv.edu</p>	<p>Track 7 Organization Theory and Special Interest Areas Track 7 builds and tests theory about organizations, their members, organization-environment relationships, as well as specific management topic areas, such as hospitality, healthcare, public administration, nonprofit, international management, and management history.</p> <p>Chair: Jay O'Toole, Old Dominion University jotoole@odu.edu</p>
<p>Track 4 Organizational Behavior Track 4 endeavors to understand individuals and groups within an organizational context, with a focus on attributes, processes, behaviors, and outcomes within and between individual, interpersonal, group, network, and organizational levels of analysis. <i>Co-Chairs:</i> Anna Lennard, Oklahoma State University anna.lennard@okstate.edu Melissa Chamberlin, Iowa State University mc6@iastate.edu</p>	<p>Track 8 Professional Development Institute Submissions to Track 8 promote the holistic Professional and Personal development of SMA members through engaging and informative sessions beyond the usual boundaries of a traditional academic session. These sessions can use a longer format, unusual activities, or different structures than normal paper sessions. See below for details. Chair: James Vardaman, University of Memphis James.V@memphis.edu</p>

SUBMISSION GUIDELINES

- All submissions must be made online no later than April 28, 2025 at 11:59 pm Eastern Standard Time at: <https://www.xcdsystem.com/sma/abstract/index.cfm?ID=WwEr60p>
- Only **complete** papers should be submitted. Incomplete or undeveloped papers will be returned without review. Submission of a paper obligates the authors on that paper to review for the track where they submitted.
- Authors are expected to abide by the SMA Code of Ethics, available at <https://tinyurl.com/smaethics>.
- 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 will not be entered into the blind review process.
- Submitted papers previously presented or scheduled for presentation at another conference, currently under review at a conference or journal, or published or accepted for publication are not eligible for submission. Submitted papers may be submitted to a journal (but not a conference) after

the SMA submission deadline. Subsequent publication, with proper acknowledgement, is encouraged.

- If a paper is accepted, at least one author (and every author for panel discussions) must register and present the work at the conference. There are no virtual presentation opportunities. If at least one author of an accepted paper is not registered for the conference by October 1, 2025, the paper will be removed from the program.
- The maximum length of paper submissions is **30 pages of text, exclusive of notes, appendices, abstract, references, tables, and figures.** 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. **Papers that exceed 30 pages of text will be returned without review.**
- Paper format is a limited form of “Your Paper, Your Way”. Submissions must follow APA, Academy of Management, or Journal of Management formats. Nonconforming submissions will be returned without review. These formats can be found here:
 - *Journal of Management* Style Guide - https://journals.sagepub.com/pb-assets/cmscontent/JOM/JOM_Style_Guide_revised_2017.pdf
 - *Academy of Management* Style Guide - <https://aom.org/research/publishing-with-aom/author-resources/editorial-style-guides>
 - *American Psychological Association* Style Guide - <https://apastyle.apa.org/style-grammar-guidelines>
- Remove the paper title page before saving the document. Paper submissions will be blind reviewed. No author names or other identifying information should appear in the manuscript.
- The entire paper must be in a **single document**. The final document should be saved as an Adobe pdf file for final submission.
- Remove all identifying information from the document.
 - Right click on the final pdf file
 - Go into “Properties,” then “Additional metadata,”
 - Delete all author, title and paper metadata information (keyword information can be left in the document).
 - Remember to remove embedded or hidden comments, track changes, color changes, and highlighting unless appropriate and necessary for the submission.
 - PDI submissions can contain author information, as these are not blind-reviewed.
 - A sample of a correctly formatted paper can be found at <https://bit.ly/2kJsG4O>
- **“Rule of 3 + 2”**: In order to promote equitable participation opportunities for all SMA members, we have implemented limits on number of submissions. For Tracks 1-7, each individual is limited to three (3) submissions as an author or presenter. An additional two (2) submissions are allowed for Track 8, including SMA Professional Development Institute, personal development, and local engagement sessions. This rule applies to all submissions at the submission deadline.

To summarize, when the “Rule of Three plus Two” is applied at the submission deadline, authors are allowed to be on up to three papers in the first seven paper tracks and be on up to two additional proposals where they are a panelist or presenter for Track 8 sessions, for a total of five sessions maximum.

- Outstanding Paper and Outstanding Doctoral Student Paper Awards will be given in tracks 1-7.

There will also be Overall Outstanding Paper and Outstanding Doctoral Student Paper awards. Doctoral student papers may have multiple authors, but the first author must be a doctoral student at the time of submission. SMA reserves the option to withhold awards in any category in the event there are no submissions of sufficient quality.

Special Session Information

***Creative Acts for Curious Researchers: Metaphor in Research (Tracks 1-7)**

In the business world, 800-pound gorillas run with the big dogs, swim with the sharks, and occasionally find themselves up to their neck in alligators. And if they are not crazy like a fox, they can get caught like a deer in the headlights. - Richard Conniff, author, *The Ape in the Corner Office*

Metaphor is used to bridge cognitive gaps that we may not even know exist. German chemist Friedrich Kekulé reportedly discovered the chemical structure of the benzene ring when he dreamt of a snake biting its own tail. At SMA 2025, we're going to attempt to use visual metaphor as a tool for management research. This tool can be found in *Creative Acts for Curious People* by Sarah Stein Greenberg.

Prompt:

To begin, think about a piece of research you're currently working on. It could be a full model or just a construct of interest. What are its important parts? Now look at the photo on the title page of this call which depicts Falls Park in Greenville, SC (you can find a larger version here: <https://tinyurl.com/3ptbm6dr>). This park is very close to the meeting venue. You will be seeing a great deal of it next year. Identify its different parts. The river and how it flows around boulders. The bridge and the people on it. There are dozens of points of interest in this photo that you could name. Now try to connect your research with the photo. Is there something about the turbulence of the river caused by gravity acting to pull it through the river rock? Maybe how organizations compete in a rough economic time. Or maybe it is conflict between people caused by structural features of the organization. What can you see that you couldn't see before? Can you research that? What new thoughts spring to your mind?

Submission:

For this special session, we're going to have alternative submission requirements. If you're interested in participating in this session, we ask that your submission meet the following guidelines.

1. The maximum length of Creative Acts for Curious Researchers submissions is 5 pages of text, exclusive of notes, appendices, abstract, references, tables, and figures.
2. Manuscripts should be double spaced with 1-inch margins on all four sides.
3. The page setup should be for standard U.S. letter size (8.5 x 11 inches).
4. Manuscripts should be prepared in Times New Roman font, size 12.
5. Papers that exceed 5 pages of text will be returned without review.
6. Because this is an unusual format, we suggest the following structure for the paper.
 - a. What theoretical or methodological problem are you addressing? Be as specific as needed to help the reader understand what has been challenging.
 - b. Describe what you saw in the photograph that gave you a different perspective. This is where you can be creative. "The flowing water made me think of..."

- c. Discuss how the scene in the photo changed the way you thought about theory or method. How did it change it? What new insights did you have?

Presentation:

Once at the meeting, the presentations will use a Lightning Talk format. The speaker(s) will have five minutes and 10 slides to explain their insights. A structure similar to the paper would work in this format.

****Professional Development Institute (Track 8)**

The **Professional Development Institute** is a track specifically for the Professional and Personal development of SMA members. We appreciate that being an effective academic is more than teaching and research. Humans require growth, fulfillment, and a sense of purpose for their general well-being. In order to support this, SMA has instituted a framework for sessions that support a holistic approach to individual growth. Track 8 is a semi-competitive track coordinated by the Incoming Program Chair. Some sessions that are included annually are:

- Faculty Consortium
- Administrator Workshop
- Innovative Teaching Consortium
- CARMA Sessions
- Volunteering with SMA
- Meet the Editors
- Academic Trivia
- Improv at SMA
- Local Engagement Opportunities

However, we are interested in other sessions that fit with the vision of supporting the development of our member's work and life satisfaction. For example, sessions that discuss the dynamics of different stages and forms of an academic career, writing workshops, activity based or sporting events, and sessions that support physical, mental, and emotional health.

Some possible formats of sessions include:

- A *Professional Development Institute (PDI)* session is typically an expert session of relatively broad interest to the SMA membership. Examples of past sessions include research methodology workshops and panels, panels on transitioning into academic administration, and developmental offerings by the SMA Fellows.
- *Local engagement sessions* should be structured in two parts: (1) a SMA program session where a member of the local organization offers a practice-oriented talk, panel, or workshop on the organization and its relevance to the educational community, and (2) a site visit where SMA members travel to the organization (typically on the Saturday of the conference). Local engagement sessions should be multidimensional in nature, designed to stimulate interest with participants from research, teaching, and/or practice perspectives.
- A *Personal Development* session is a session of broad interest to the SMA

membership which is oriented toward topics that are non-academic in scope. Examples of past sessions include yoga, networking events (e.g., Academic Trivia), a 5k run, and Improv.

- Professional Development Institute sessions are NOT blind reviewed and will be judged on overall quality, innovativeness, relevance and interest to SMA members, and potential contributions to the SMA membership and program.
- If a session is accepted, all participants must register and present their portion of the session at the conference.
- A Professional Development Institute submission must include:
 - A title page with the title of the session, the complete formal name and contact information for all participants, and an abstract (100 word maximum) identifying the major subject of the session.
 - A 3-5 page overview of the session. 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 session would be of interest to the SMA membership and how it works to develop SMA members in some way. What growth do you expect to see from the people who attend your session?
 - A list of any form of equipment, room set up, or special requirements (e.g., waivers) for the session.
- Nonconforming submissions will be returned without review. Preference is given to topics not discussed in the prior year's annual meeting.

*****JOMSR Ignite (Tracks 1-7) – Note: This is a separate session from the JOMSR Pub Crawl**

Session Content:

The JOMSR Ignite session seeks proposals for empirical papers that tests or refines theory through independent, constructive replication or reproducibility studies of published research, empirical tests of published theoretical models or propositions, tests of theoretical assumptions of an existing theory, or tests of completing theories predicting the same phenomenon (for further explanation see Kraimer, 2023; Kraimer, Martin, Schulze, & Seibert, 2023).

Submission proposals *do not* need to report on completed studies. Rather, we encourage submissions for study ideas that fit the mission of JOMSR. If accepted, authors will present the study idea prior to study execution *or* present the completed study. Authors can choose depending on whether they prefer to receive feedback on the study design (before collecting data) or for finalizing the paper for journal submission.

Submission:

For this special session, we're going to have alternative submission requirements. If you're interested in participating in this session, we ask that your submission meet the following guidelines.

1. The maximum length of JOMSR Ignite submissions is 3-5 pages of text, exclusive of notes, appendices, abstract, references, tables, and figures.
2. Manuscripts should be double spaced with 1-inch margins on all four sides.
3. The page setup should be for standard U.S. letter size (8.5 x 11 inches).
4. Manuscripts should be prepared in Times New Roman font, size 12.
5. Papers that exceed 5 pages of text will be returned without review.

6. Suggested structure includes:
 - a. Introduce purpose of study (replication or test of theory, etc.) and why it is important;
 - b. briefly review the original published study or theoretical model being replicated/tested, etc.;
 - c. provide a brief outline of proposed study methods and analytical strategy;
 - d. conclude with how your study will contribute to refinement of the theory.

Presentation:

Once at the meeting, the presentations will use a Lightning Talk format. The speaker(s) will have five minutes and 15 slides to present their proposal if they need assistance or a completed version of their paper if they're interested in publication. Editors and Associate Editors from JOMSR will attend this session.

****** My Favorite Thing: Sharp Talks (Track 5)**

Session Content:

Anyone who has been teaching for a while has at least one never-fail activity, assignment, or syllabus policy in their toolbox. Maybe it's an icebreaker to kick things off each semester, a team project contract to cut down on interpersonal conflict, an app for taking attendance, or a TED Talk that perfectly illustrates a concept from your class. Whatever it is, don't keep it a secret! Share your favorite thing with your SMA colleagues in this year's new teaching track session format: **My Favorite Thing**.

My Favorite Thing will be different from traditional presentations that go into great detail. Instead, individual "favorite thing" presentations will be limited to 5 minutes to keep them fast-paced and engaging. The goal is not to get into the weeds here - just a high-level overview of a favorite thing that has worked well in your classroom and could benefit others. By keeping these presentations short, attendees will be able to learn from many more presenters and discover some new favorite things to incorporate into their own teaching repertoire.

Submission:

1. My Favorite Thing proposals have a 5-page limit, which excludes the abstract, figures, tables, references, and appendices.
2. Manuscripts should be double spaced with 1-inch margins on all four sides.
3. The page setup should be for standard U.S. letter size (8.5 x 11 inches).
4. Manuscripts should be prepared in Times New Roman font, size 12.
5. Papers that exceed 5 pages of text will be returned without review.
6. The proposal should clearly articulate the Thing, its implementation, and its impact on students.

Evaluation criteria includes innovation and originality of the proposal, potential for broad application across institutions and programs, and the level engagement with the presentation format.