2004 Annual Meeting of the
Southern Management
Association

November 3-6
San Antonio, Texas
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SMA Annual Meeting
November 4-5, 2004
Exhibitors

Business Week Magazine
Houghton Mifflin Company
Interpretive Simulations
McGraw-Hill/Irwin
Prentice Hall Publishing
Sage Publications
South-Western, Thomson
University of Michigan Press
Sheraton Gunter Floor Plans

Meeting Facilities - Second Floor

Meeting Facilities - Third Floor
SERVICES AVAILABLE IN THE PLACEMENT CENTER:

* Applicant listings
* Position listings
* Interview tables
* Photocopy support ($0.25 per page)
* Message Distribution Center
* Requests for post-conference mailings

HOURS OF OPERATION: The Placement Services Center will be available to conference attendees on the following days:

* Nov. 3 (Wed.) 6:00-7:00 p.m. – for late registration only
* Nov. 4 (Thu.) 8:00 a.m. - Noon & 1:30 p.m. - 5:00 p.m. – all services available
* Nov. 5 (Fri.) 8:00 a.m. - Noon & 1:30 p.m. - 4:00 p.m. – all services available

Folders containing copies of completed applicant and position announcements will be available for review. Each form has a reference number that may be used to request photocopies. Please do not remove forms from the folders.

PLACEMENT REGISTRATION AT THE CONVENTION: Late registration for Placement Services will be available on Wednesday, November 3 from 6 - 7 p.m. and any time the Placement Center is open on Thursday or Friday. Blank forms will be available.

PAYMENT RESTRICTIONS: We do not provide vouchers or invoices; therefore, if your school requires such a document, please remit a personal check and use your returned check as a receipt for reimbursement. Our tax-exempt number is 58-1295483.
The Southern Management Association (SMA), a regional affiliate of the Academy of Management, is a society of professionals drawn together through a common interest in the field of management. Its purpose is to promote excellence in management through research, writing, teaching, and increased colleague interaction.

Presently, the SMA membership numbers over 750 individuals representing more than 200 colleges, universities and business firms in 40 states and several foreign countries. The primary mission of the SMA is to foster the general advancement of research, learning, teaching, and practice in the field of management. Towards these ends, SMA provides many professional development opportunities and activities, for faculty who are interested in the study of management.

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

SMA Welcomes our 2004 Meeting Partner:

Association for Small Business & Entrepreneurship
Southern Management Association

2004 Program Committee
Anson Seers, VP & Program Chair, Virginia Commonwealth University
Geralyn Franklin, Conference Coordinator, University of Texas-Permian Basin
Joy Karriker, Program Assistant, Virginia Commonwealth University
Nathan Hartman, Program Assistant, Virginia Commonwealth University

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JOURNAL OF MANAGEMENT
Editor, Daniel Feldman, University of Georgia
Associate Editor, Carol Kulik, University of Melbourne
Associate Editor, Allen Amason, University of Georgia
## Past Presidents*

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<tr>
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<th>Affiliation</th>
<th>Years</th>
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<tr>
<td>Kevin Mossholder</td>
<td>Louisiana State University</td>
<td>(2003-2004)</td>
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<tr>
<td>Donna Ledgerwood</td>
<td>University of North Texas</td>
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<td>Pamela L. Perrewé</td>
<td>Florida State University</td>
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<td>Vida Scarpello</td>
<td>Georgia State University</td>
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<td>Chester A. Schriesheim</td>
<td>University of Miami</td>
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<td>Mark J. Martinke</td>
<td>Florida State University</td>
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<td>Rose Knotts</td>
<td>University of North Texas</td>
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<td>J. Bernard Keys</td>
<td>Georgia Southern University</td>
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<td>Mississippi State University</td>
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<td>John A. Pearce II</td>
<td>George Mason University</td>
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<td>James G. Hunt</td>
<td>Texas Tech University</td>
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<td>W. Alan Randolph</td>
<td>University of South Carolina</td>
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<td>Achilles A. Armenakis</td>
<td>Auburn University</td>
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<td>W. Jack Duncan</td>
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<td>Burnard H. Sord</td>
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<td>Louisiana State University</td>
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<td>Charles R. Scott</td>
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<td>William M. Fox</td>
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<tr>
<td>Joseph L. Massie</td>
<td>University of Kentucky</td>
<td>(1963-1964)</td>
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</table>

*Affiliations are at time of office*
Track Chairs - 2004 program

Many thanks to the outstanding Track Chairs for the 2004 SMA Program!

Track 1: Organizational Behavior/Organizational Theory/Organizational Development
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or 561-297-3653
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Email: Ewilliam@cba.ua.edu
SMA Best Paper and Reviewer Awards

BEST OVERALL CONFERENCE PAPER – SMA 2004

Will the Real Correlation Please Stand Up? An Examination of the Effectiveness of Statistical Corrections for Common Method Variance Using Data Simulation

Hettie A. Richardson, Louisiana State University
Marcia J. Simmering, Louisiana Tech University
Michael C. Sturman, Cornell University

BEST OVERALL DOCTORAL STUDENT PAPER – SMA 2004

Understanding Employees’ Resistance Toward Sexual Harassment Prevention Programs

Hao Zhao, University of Illinois at Chicago
Robert C. Liden, University of Illinois at Chicago
Sandy J. Wayne, University of Illinois at Chicago

BEST TRACK PAPERS

Track 3:  Human Resources/Careers

Turnover as a predictor of unit level performance

K. Michele Kacmar, University of Alabama
Martha C. Andrews, University of North Carolina Wilmington
R. Chris Steilberg, Burger King Corporation
David L. Van Rooy, Florida International University
Stephan Cerrone, Bank One Corporation

Track 4:  Research Methods

Will the Real Correlation Please Stand Up? An Examination of the Effectiveness of Statistical Corrections for Common Method Variance Using Data Simulation

Hettie A. Richardson, Louisiana State University
Marcia J. Simmering, Louisiana Tech University
Michael C. Sturman, Cornell University
Track 5: Management History/Management Education/International Management

Increasing MBA Retention Rates at State Universities: Setting Student Expectations During Recruitment, Selection, and Socialization

Anthony R. Wheeler, California State University, Sacramento
Eve Richter, California State University, Sacramento
Michael Caliendo, California State University, Sacramento

Track 6: Information Technology/Innovation/Operations Management

Research on intercultural management interaction: Cultural dimensions, personality traits and cultural standards

Gerhard Fink, Universität Wien
Anne-Katrin Neyer, Universität Wien
Marcus Kolling, Universität Wien
Sylvia Meierewert, Universität Wien

Track 7: Ethics/Social Issues/Diversity

Managerial Role Motivation and Role-Related Ethical Orientation in Hong Kong

Bahman P. Ebrahimi, University of Denver
Joseph A. Petrick, Wright State University
Sandra A. Young, University of Denver

Track 8: Hospitality Management/Health Care Administration/Public Administration

Comparing Hospital Staff and Patient Perceptions of Customer Service: A Pilot Study

Myron D. Fottler, University of Central Florida
Duncan Dickson, University of Central Florida
Robert C. Ford, University of Central Florida
Kenneth Bradley, University of Central Florida
Lee Johnson, University of Central Florida
BEST DOCTORAL STUDENT PAPERS BY TRACKS

☆ Track 1: Organizational Behavior/Organizational Theory/Organizational Development

Consequences of Member Attributions in the Workplace: The Role of Emotional Intelligence
Paul Harvey, Florida State University
Marie T. Dasborough, University of Queensland

☆ Track 3: Human Resources/Careers

Diversity, social capital, and sustained competitive advantage: A resource-based perspective
Lu Zhang, George Washington University
Mary A. Gowan, George Washington University
David Lepak, Rutgers University

☆ Track 5: Management History/Management Education/International Management

Mary P. Follett: Translating Philosophy to Practice
Manjula S. Salimath, Washington State University
David J. Lemak, Washington State University, Tri-Cities

☆ Track 6: Information Technology/Innovation/Operations Management

Acquisition of Emerging Technology: Impact of Firm Orientation and Competitive Postures on Timing of Adoption
Vishag Badrinarayanan, Texas Tech University
Carlton J. Whitehead, Texas Tech University

☆ Track 7: Ethics/Social Issues/Diversity

Understanding Employees’ Resistance Toward Sexual Harassment Prevention Programs
Hao Zhao, University of Illinois at Chicago
Robert C. Liden, University of Illinois at Chicago
Sandy J. Wayne, University of Illinois at Chicago

☆ Track 8: Hospitality Management/Health Care Administration/Public Administration

Fostering Research Utilization of the Effects of Framing on Public Policy Health Care Decision Making
Deirdre McCaughey, University of Manitoba
BEST REVIEWERS BY TRACKS

- **Track 1: Organizational Behavior/Organizational Theory/Organizational Development**
  
  *Paul Harvey, Florida State University*

- **Track 3: Human Resources/Careers**
  
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  *Tony Ammeter, University of Mississippi*

- **Track 7: Ethics/Social Issues/Diversity**
  
  *Arlise McKinney, University of North Carolina at Greensboro*

- **Track 8: Hospitality Management/Health Care Administration/Public Administration**
  
  *Chalmer Labig, Oklahoma State University*

BEST PAPER COMMITTEES

- **Best Overall Conference Paper**
  
  Dwight Frink, University of Mississippi  
  Chalmer Labig, Oklahoma State University  
  Hettie Van Emmerik, Utrecht University

- **Best Overall Doctoral Student Paper**
  
  G. Tyge Payne, University of Texas-Arlington  
  Anthony Wheeler, California State University-Sacramento  
  Kelly Zellars, University of North Carolina-Charlotte
BEST PAPER IN TRACK COMMITTEES

Track 1: Organizational Behavior/Organizational Theory/Organizational Development
Lynda Aiman-Smith, North Carolina State University
Mark Gavin, Oklahoma State University
Paul Mulvey, North Carolina State University

Track 3: Human Resources/Careers
Mickey Kavanaugh, Suny-Albany
Terri Scandura, University of Miami
Darren Treadway, University of Mississippi

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Peg Williams, Virginia Commonwealth University

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David Van Fleet, Arizona State University-West
Daniel Wren, University of Oklahoma

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Javier Miles, Virginia State University

Track 8: Hospitality Management/Health Care Administration/Public Administration
Marjorie Icenogle, University of South Alabama
Dan Marlin, University of South Florida
Sharon Topping, University of Southern Mississippi
<table>
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<tr>
<th>Name</th>
<th>Institution</th>
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<tr>
<td>Lynda Aiman-Smith</td>
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Li Yueh Chen  Nova University
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Elizabeth Goodrick  Florida Atlantic University
Cindy Gordineer  Binghamton University
Mary Gowan  The George Washington University
Regina Greenwood  Kettering University
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<td>Janie Gregg</td>
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Ken Park  University of Georgia
Charles Parsons  Georgia Institute of Technology
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Ekin Pellegrini  University of Miami
Richard Perlow  University of Lethbridge
Pam Perrewe  Florida State University
Tim Petersen  Oklahoma State University
Joe Peyrefitte  University of Southern Mississippi
Douglas S. Pugh  University of North Carolina - Charlotte
Linda Randall  Johns Hopkins University
Annette Ranft  Wake Forest University
Elizabeth Ravlin  University of South Carolina
George Redmond  Agnes Scott College
Taco Reus  Florida Atlantic University
Rosemarie Reynolds  Embry-Riddle Aeronautical University
Barbara Ribbens  Western Illinois University
Keith Robbins  Winthrop University
Jose Rojas-Mendez  University de Talca, Chile
Timothy Rotarius  University of Central Florida
Gregory A. Ruark  University Oklahoma
Terri Scandura  University of Miami
Bryan Schaffer  University of Georgia
Mel Schnake  Valdosta State University
Mike Schraeder  Auburn University
Chester A. Schriesheim  University of Miami
Eric Schultz  Eastern Michigan University
Kristen Scott  University of Kentucky
T.T. Selvarajan  University of Houston-Victoria
Randall Settoon  Southeastern Louisiana University
Jason D. Shaw  University of Kentucky
Christopher Shook  Auburn University
Gina Simpson  University of Alabama
Randi L. Sims  Nova Southeastern University
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Sally Sledge  Christopher Newport University
Faye Smith  Emporia State University
William L. Smith  Emporia State University
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Christina L. Stamper  Western Michigan University
Lee Stepina  Florida State University
Jason Stoner  Florida State University
Jill Strange  University of Oklahoma
Sherry Sullivan  Bowling Green State University
Eric Surface  North Carolina State University
George Swan  North Carolina A&T State University
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Karen Tarnoff  Eastern Tennessee State University
Stephen Taylor Mississippi State University
Julia A. Teahen Baker College
Ben Tepper University of North Carolina-Charlotte
Dana V. Tesone University of Central Florida
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Ed Tomlinson Oklahoma State University
Joan Tonn University of Massachusetts - Boston
Sharon Topping University of Southern Mississippi
Annette Towler University of Colorado - Denver
Darren Treadway University of Mississippi
David Turnipseed Indiana-Purdue University
Hetty van Emmerik Utrecht University
David Van Fleet Arizona State University – West
Lee Vlahos North Carolina A&T State University
Fred Walumbwa University of Nebraska
Al Warner Pennsylvania State University—Erie
John G. Watson St. Bonaventure University
Barbara A. Wech University of Alabama-Birmingham
Kelly P. Weeks Centenary College of Louisiana
Bob Wheatley Troy State University
Anthony Wheeler California State University-Sacramento
Tom Will University of Georgia
Eric Williams University of Alabama
Margaret L. Williams Virginia Commonwealth University
Jim Woodley University of North Carolina-Greensboro
Daniel Wren University of Oklahoma
Shahid Yamin Swinburne University of Technology
Xin Yao University of Washington
Timothy Zeddies Independence Blue Cross
Kelly Zellars University of North Carolina-Charlotte
Olena Zhytnyk Utrecht University
L. F Zimmerman Grenoble Ecole de Management
Susanne Zivnuska Bond University

A very special thank you to all of the reviewers for this year’s program!
Feature Session: **15th Annual Doctoral Consortium**

Pre-registration Required

**Contact one of the Coordinators:**

Pamela Perrewé, Florida State University  
Phone: (904) 644-7848  
Email: pperrew@garnet.acns.fsu.edu

or

Allen Amason, University of Georgia  
Phone: 706-542-3702  
Email: aamason@terry.uga.edu

**Description:** The Doctoral Consortium is a daylong program focusing on helping students who are at the early stages of their doctoral programs. The major goals of the Consortium include: (1) assisting students to gain an enhanced understanding of key factors which are related to faculty success in research, teaching, and service; and (2) assisting students to network and begin the process of integrating themselves into the profession.

12:00-1:30  
Preconference Luncheon  
Room: Alamo

**Featured Speaker:** Rosalie Tung, Past President, Academy of Management

Pre-registration Required

12:00 – 3:00  
SMAI Event  
Room: Mahncke

Feature Session: **Mediation and Multi-group Analysis: OLS versus SEM**

Pre-registration Required

**Contact:** Chris Riordan, University of Georgia  
Email: criordan@terry.uga.edu

**Presenters:** Mark Gavin, Oklahoma State University  
Lucy Ford, Rutgers University

**Description:** Hypotheses and theoretical models involving mediation are widespread within organizational research. Also of interest, and increasingly so with the growth in cross-cultural and diversity research, are questions concerning the comparison of relationships between variables across multiple groups. This workshop will examine analytical options for assessing each of these, focusing specifically on the use of OLS regression, the use of structural equation modeling, and a comparison of the two. Basic knowledge of both OLS and SEM will be assumed.
2:00 – 4:00
SMA Officer Event
Room: Ludwig’s

**SMA Officers Board Meeting**
**Presiding:** Terri A. Scandura, University of Miami

ALL SMA Event
3:00 – 7:00
Room: Jot Gunter

**Conference Registration**
**Coordinator:** Tim Barnett, Mississippi State University

3:15 – 5:15
SMAI Event
Room: Mahncke

**Feature Session:** *Journal of Management Research Development Workshop.*
**Pre-registration Encouraged**
**Contact:** Chris Riordan, University of Georgia
Email: criordan@terry.uga.edu

**Description:** The Journal of Management Research Development Workshop will offer participants opportunities to learn how to convert good research into publishable articles. In particular, it will address three questions: (1) How can you make your article more theoretically interesting and answer the reviewers’ "so what?" question? (2) How can you improve the readability and professionalism of the presentation of your ideas, and (3) How can you negotiate the revision process more successfully? Active participation of attendees is encouraged.

**Coordinator:** Daniel Feldman, University of Georgia

ALL SMA Event
6:00 – 7:00 PM
Room: Alamo and Foyer

**SMA Welcome Reception**
Come and gather for some light snacks and conversation with colleagues.
ALL SMA EVENT
7:00-8:00
Room: Ludwig’s

*SMA Networking Breakfast*
Coordinator: Gayle Baugh, University of West Florida
All SMA Registrants Are Invited! Come meet everyone!

Journal of Management Event
7:00 – 8:00
Room: Frontier

*Journal of Management Board Meeting*
Presiding: Daniel Feldman, University of Georgia

ALL SMA Event
8:00 – 5:00
Room: Jot Gunter

*Conference Registration*
Coordinator: Tim Barnett, Mississippi State University

ALL SMA Event
8:00 – 12:00
Room: Robert E. Lee

*SMA Placement Services*
Coordinator: Frank Markham, Mesa State College
Thursday, November 4: 8:15 – 9:45
Room: Trail Drivers

TRACK 5: MANAGEMENT HISTORY / MANAGEMENT EDUCATION

Paper Session: Leaders in Management History

Session Chair: Terrell Manyak, Nova Southeastern University

- **Mary P. Follett: Translating Philosophy to Practice**  
  Manjula S. Salimath, Washington State University  
  David J. Lemak, Washington State University, Tri-Cities

- **Are Leaders Born? A study of the Origin of the Idea from a Historical Perspective**  
  Fang Ren, Louisiana State University

- **One of the greatest influences on modern management: Peter Drucker**  
  Timothy S. Kiessling, California State University, Stanislaus  
  R. Glenn Richey, University of Alabama

Discussants: Patricia Lanier, University of Louisiana, Lafayette  
Claudia Cogliser, University of Oklahoma  
Velma McCuiston, University of Tampa

Thursday, November 4: 8:15 – 9:45
Room: Baker

TRACK 7: ETHICS/SOCIAL ISSUES/DIVERSITY

Paper Session: Strides and Missteps: Discussions on Social Issues

Session Chair: Matrecia James, Florida State University

- **The Independent Relationships of Objective and Subjective Workload with Couples’ Mood**  
  Hetty Van Emmerik, Utrecht University  
  Jim Jawahar, Illinois State University

- **Effects of Supervisor, Subordinate, and Dyad Gender on Perceived Participation and Leadership**  
  Kay Jernigan Bunch, Georgia State University

- **Understanding Employees’ Resistance Toward Sexual Harassment Prevention Programs**  
  Hao Zhao, University of Illinois at Chicago  
  Robert C. Liden, University of Illinois at Chicago  
  Sandy J. Wayne, University of Illinois at Chicago

Discussants: Sara B. Kiser, Judson College  
Cherie Fretwell, Troy State University  
Betty Birkenmeir, Louisiana State University
Thursday, November 4:  8:15 – 9:45
Room: Mahncke

TRACK 1: ORGANIZATIONAL BEHAVIOR, THEORY, AND DEVELOPMENT

Paper Session:  Leader-Member Exchanges

Session Chair:  Robert W. Wheatley, Troy State University

• Perceptions of Procedural Justice, Leader-Member Exchange And Selection Of Influence Tactics
  Ethlyn A. Williams, Florida Atlantic University
  Terri A. Scandura, University of Miami
  Seema Pissaris, Florida Atlantic University

• A Theoretical Exploration of the Lack of Supervisor-Subordinate Agreement on Leader-Member Exchange
  Xiaohua Zhou, University of Miami
  Chester A. Schriesheim, University of Miami

• Comparing Conflict Management Strategies in Leader-Member Exchanges
  Michael Ryan, Florida Atlantic University

Discussants:  C. Lakshman, Jackson State University
  Ugbo Mallam, Jarvis Christian College
  Sean Lux, Florida State University

Thursday, November 4:  8:15 – 9:45
Room: Quadrangle

TRACK 2: STRATEGIC MANAGEMENT/ENTREPRENEURSHIP

Paper Session:  New Venture Development

Session Chair:  Xin Yao, University of Washington

• Institutionalized Action Towards Venture Capital Investment: Industry Characteristics and Investment Decision Making Behavior
  Michael D. Ensley,
  Jon C. Carr

• A Regulatory Model of Learning in New Ventures
  Keith M. Hmieleski,
  Michael D. Ensley

• Entrepreneurial Network Development: Trusting in the Process
  Delmonize A. Smith

Discussant:  Joseph Peyrefitte, University of Southern Mississippi

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Thursday, November 4: 8:15 – 9:45
Room: Alamo

TRACK 1: ORGANIZATIONAL BEHAVIOR, THEORY, AND DEVELOPMENT

Paper Session: Groups and Teams

Session Chair: Tim Peterson, Oklahoma State University

- **Initial Trust Formation: An Integrative Model Test in Short-Term Project Teams**
  M. Travis Maynard, University of Connecticut
  Lucy L. Gilson, University of Connecticut
  Anthony P. Ammeter, University of Mississippi

- **Hurry Up Or Slow Down? The Effects of Decision-Making Speed and Group Characteristics on Decision Quality**
  Sven Kepes, University of Arkansas
  Anne M. O’Leary-Kelly, University of Arkansas

- **Status Inconsistency: An Antecedent To Bullying In Groups**
  Joyce Thompson Heames, University of Mississippi

Discussants: Linda Nottingham, Georgia Southern University
Robyn L. Brouer, Florida State University
Seungyong Kim, California State Polytechnic University - Pomona

SMA 2004 - Thursday, November 4

9:45 – 10:15  **Break**
SMA 2004 - Thursday, November 4

10:15 – 11:45
Room: Trail Drivers

TRACK 8: HEALTH CARE/HOSPITALITY /PUBLIC ADMINISTRATION

Paper Session: Relationships in Public Organizations

Session Chair: Dan Marlin, University of South Florida, St. Petersburg

- The Use of Power in Organizations: An Empirical Study of Public Bureaucratic and Private Non Profit Organizations and the Adoption of a Market Organization
  Leslie Tworoger, Nova Southeastern University
  Charles Blackwell, Nova Southeastern University

- The Benefits of Organizational Alignment: An Exploratory Study in a Hotel
  Duncan R. Dickson, University of Central Florida
  Robert C. Ford, University of Central Florida

- Managerial Trust, Employee Empowerment and Perceptions of Job Insecurity and Organizational Commitment
  Kofi Obeng, North Carolina A&T State University
  Isaiah Ugboro, North Carolina A&T State University

Discussants: John Huonker, State University of New York, Oswego
Dan Marlin, University of South Florida, St. Petersburg
Gretchen Gemeinhardt, Texas Women’s University

Thursday, November 4:  10:15 – 11:45
Room: Baker

TRACK 6: GLOBAL MANAGEMENT/INFORMATION TECHNOLOGY/INNOVATION

Paper Session: Internet Marketing and the impact of strategic orientation on IT investment

Session Chair: Charles Carson, Samford University

A Resource-Based View of IT Investment Evaluations
  Delmonize A. Smith, University of Alabama

Acquisition of Emerging Technology: Impact of Firm Orientation and Competitive Postures on Timing of Adoption
  Vishag Badrinarayanan, Texas Tech University
  Carlton J. Whitehead, Texas Tech University
Sex Differences and Similarities in Cross-Cultural Values and Internet Marketing Attitudes Between the United States, Japan and the United Kingdom
Edward F. Murphy, Embry Riddle Aeronautical University
Regina A. Greenwood, Kettering University
Lisa Jayne Lawn-Neiboer, Embry Riddle Aeronautical University

Discussants: Tony Ammeter, University of Mississippi
Sarah Bliss Kiser, Judson College
Nancy Davidson, Auburn University

Thursday, November 4: 10:15 – 11:45
Room: Mahncke

TRACK 1: ORGANIZATIONAL BEHAVIOR, THEORY, AND DEVELOPMENT

Paper Session: Commitment in Organizations

Session Chair: David Turnipseed, Indiana University-Purdue University, Fort Wayne

- Organizational Change Commitment: The Role of Perceived Fairness
  Jeremy B. Berneth, Auburn University
  Achilles A. Armenakis, Auburn University
  Hubert S. Feild, Auburn University
  H. Jack Walker, Auburn University

- Organizational Commitment and Citizenship Behaviors: Differences Between Managerial and Non-Managerial Jobs
  Jixia Yang, Louisiana State University
  Randy Settoon, Southeastern Louisiana University
  Rusty Juban, Southeastern Louisiana University
  Tom Lipscomb, Southeastern Louisiana University

- The Effect of Law Enforcement Stress on Organizational Commitment
  Fernando Jaramillo, University of South Florida
  Robert Nixon, University of South Florida
  Doreen Sams, University of South Florida

Discussants: Sherry Moss, Florida International University
Paul Harvey, Florida State University
Coy A. Jones, University of Memphis
Thursday, November 4:  10:15 – 11:45  
Room: Quadrangle

TRACK 2: STRATEGIC MANAGEMENT/ENTREPRENEURSHIP 

Paper Session: Organizational Theory 

Session Chair:  Gary Castrogiovanni, University of Tulsa

- The efficiency of an organizational form: the case of franchising  
  Steven C. Michael, University of Illinois

- The Moral Hazard Model: An Agency Model Towards Understanding Adverse Behavior and Corruption in the Organization  
  Sean Lux, Florida State University

- The Evolution of Alliance Formation: An Organizational Life Cycle Framework  
  Yong-Sik Hwang, Seung Ho Park

Discussant:  Russell Crook, Florida State University

Thursday, November 4:  10:15 – 11:45  
Room: Alamo

TRACK 1: ORGANIZATIONAL BEHAVIOR, THEORY, AND DEVELOPMENT 

Paper Session: Leadership Emergence 

Session Chair:  Manuel Tejeda, Barry University

- Environmental Leadership Development: Toward a Contextual Model of Leadership Emergence and Effectiveness  
  Phil Vardiman, Abilene Christian University  
  Jeffery D. Houghton, Abilene Christian University  
  Darryl L. Jinkerson, Abilene Christian University

- Identifying False Leaders- Unmasking the Masked  
  Thomas W. Nichols, University of North Texas

- Transformational and Charismatic Leadership: Do They Emerge In Similar Contexts?  
  Seema Pissaris, Florida Atlantic University  
  Ethlyn A. Williams, Florida Atlantic University

Discussants:  Deosaran Bachoo, St. John’s University  
  J. Bryan Fuller, Louisiana Tech University  
  Lucy L. Gilson, University of Connecticut
SMA 2004 - Thursday, November 4

ALL SMA Event
1:15-5:00

Robert E. Lee

SMA Placement Services
Coordinator: Frank Markham, Mesa State College

Thursday, November 4: 1:15 – 2:45
Room: Trail Drivers

TRACK 2: STRATEGIC MANAGEMENT/ENTREPRENEURSHIP

Paper Session: Family Business

Session Chair: John Logan, University of South Carolina

- Family Commitment to Family Business Continuance
  Peter S. Davis, University of Memphis
  David G. Allen, University of Memphis
  Somnath Lahiri, University of Memphis
  Rajan Mahto, University of Memphis

- Determinants of Successful Co-preneurship
  George H. Tompson, University of Tampa
  Holly B. Tompson, University of Tampa

- Beyond The Developmental Model for Family Business: An Empirical Examination
  Matthew W. Rutherford, Gonzaga University
  Lori A. Muse, Western Michigan University
  Sharon L. Oswald, Auburn University

Discussant: Sean Lux, Florida State University
Thursday, November 4: 1:15 – 2:45
Room: Baker

TRACK 1: ORGANIZATIONAL BEHAVIOR, THEORY, AND DEVELOPMENT

Paper Session:  Information, Negotiations and Decisions

Session Chair:  Ron Humphrey, Virginia Commonwealth University

- **Top Management Team Member Empowerment in High-Tech Firms**
  Mahendra Joshi, University of Arkansas
  Vikas Anand, University of Arkansas
  Charles C. Manz, University of Massachusetts Amherst

- **Competing Institutions and Market Formation: The Case On Online Gambling**
  Karen D. W. Patterson, Texas Tech University
  David Cavazos, Texas Tech University
  Marvin Washington, Texas Tech University
  Keith Brigham, Texas Tech University

- **Dyad Gender Composition and Negotiation of Joint Gains: A Comparison of Three Theoretical Perspectives**
  Edward W. Miles, Georgia State University
  Margaret M. LaSalle, Georgia State University

Discussants:  Janaki Gooty, Oklahoma State University
Marie Mitchell, University of Central Florida
Wu Liu, Vanderbilt University
Thursday, November 4:  1:15 – 2:45  
Room: Mahncke

TRACK 3: HUMAN RESOURCES/CAREERS

Job Choice Decisions

Session Chair:  Danielle Beu, West Virginia University

- An empirical study of the impact of terminal values on career anchors  
  Sonya Brewster, Oklahoma State University  
  Tim Peterson, Oklahoma State University

- The effects of framing vocational choices on young adults’ sets of career options  
  Daniel C. Feldman, University of Georgia  
  Kathleen M. Whitcomb, University of South Carolina

- The impact of telework on work/family conflict: An application of boundary theory  
  Alisa H. Watt, Rensselaer Polytechnic University

Discussants:  K. Michele Kacmar, University of Alabama  
Gayle Baugh, University of West Florida  
Richard Perlow, University of Lethbridge

Thursday, November 4:  1:15 – 2:45  
Room: Quadrangle

TRACK 5: MANAGEMENT HISTORY / MANAGEMENT EDUCATION

Invited Session: The Past, Present, and Future of Chapter Two: Management History in Textbooks

Session Chair:  Jane Whitney Gibson, Nova Southeastern University

Presenters:  Robert Ford, University of Central Florida  
Ricky Griffin, Texas A & M University  
David Van Fleet, Arizona State University—West  
Daniel Wren, University of Oklahoma  
Jane Whitney Gibson, Nova Southeastern University
Thursday, November 4:  1:15 – 2:45
Room:  Alamo

TRACK 1: ORGANIZATIONAL BEHAVIOR, THEORY, AND DEVELOPMENT

Paper Session:  Individual Difference Characteristics

Session Chair: Marie Mitchell, University of Central Florida

- Interactive Effects of Extroversion and Agreeableness on Social Skill
  L.A. Witt, University of New Orleans
  John W. Wilson, Office of Personnel Management

- The Effects of Newcomer Individualism-Collectivism Orientation on Socialization Outcomes
  Delmonize A. Smith, University of Alabama

- Is Conscientiousness Always a Good Thing? The Interactive Effects of Conscientiousness and Positive Affectivity on Strain
  Kelly L. Zellars, University of North Carolina - Charlotte
  Pamela L. Perrewe, Florida State University
  Wayne A. Hochwarter, Florida State University
  Kenneth S. Anderson, Gonzaga University

Discussants: Marie-Line Germain, Barry University & City College
            Thomas H. Stone, Oklahoma State University
            Samantha Murray, Abilene Christian University

2:45 – 3:15  Break

SMA 2004 - Thursday, November 4

3:15 – 4:45
Crystal Ballroom

ALL-SMA FEATURE SESSION:  Journal of Management Editors, Past and Present

Facilitator: Daniel Feldman

Panelists:
- Arthur G. Bedeian
- Ricky W. Griffin
- J. G. Jerry Hunt
- K. Michele Kacmar
- David D. Van Fleet
- Robert P. Vecchio
ALL SMA Event
5:00 – 6:15
Room: Alamo

*SMA Business Meeting*
Presiding: Terri Scandura, University of Miami

ALL SMA Event
6:30 – 7:30
Room: Ludwig’s

*All-SMA Reception*

SMA 2004 - Friday, November 5

7:30 – 9:15
SMA Officer Event
Room: Frontier

*SMA Officers Board Meeting*
Presiding: Chris Riordan, University of Georgia

ALL SMA Event
8:00 – 3:00
Room: Jot Gunter

*Conference Registration*
Coordinator: Tim Barnett, Mississippi State University

ALL SMA Event
8:00 – 12:00
Room: Robert E. Lee

*SMA Placement Services*
Coordinator: Frank Markham, Mesa State College
SMA 2004 - Friday, November 5

8:15 – 9:45
Room: Trail Drivers

TRACK 4: RESEARCH METHODS

Paper Session: Equivalent Models, Construct Validity & Common Method Variance

Session Chair: Margaret L. Williams, Virginia Commonwealth University

- The Prevalence of Equivalent Models in Strategic Management Research
  Amy Henley, University of Texas at Arlington
  Christopher L. Shook, Auburn University

- The Tale of Two Measures: Evaluation and Comparison of Scandura’s (1992) and Ragins and McFarlin’s (1990) Mentoring Measures
  Stephanie L. Castro, Florida Atlantic University
  Terri A. Scandura, University of Miami

- Will the Real Correlation Please Stand Up? An Examination of the Effectiveness of Statistical Corrections for Common Method Variance Using Data Simulation
  Hettie A. Richardson, Louisiana State University
  Marcia J. Simmering, Louisiana Tech University
  Michael C. Sturman, Cornell University

Discussants: Sandralee Moynihan, Oklahoma State University
            Gina W. Simpson, University of Alabama
            William L. Gardner, University of Nebraska-Lincoln

Friday, November 5:  8:15 – 9:45
Room: Baker

TRACK 7: ETHICS/SOCIAL ISSUES/DIVERSITY

Paper Session: Moving On Up: Examinations of Diversity Attitudes, Workgroup Identification and Social Capital

Session Chair: William Carden, North Carolina A&T State University

- The Impact of Leaders’ Diversity Attitude and Organizational Diversity Priority on Extent of Diversity Activities in AACSB U.S. Business Schools
  E. Holly Buttner, University of North Carolina at Greensboro
  Kevin B. Lowe, University of North Carolina at Greensboro
  Lenora Billings-Harris, Excel Development Systems
• Workgroup Racial Diversity: Social Identity Theory, Communication and Workgroup Identification
  Marcus M. Stewart, Bentley College

• Diversity and Social Capital: Does Trust and Personal Reputation Matter?
  Roshni Misra Goswami, University of Texas at Arlington
  Meghna Virick, University of Texas at Arlington
  Kenneth Wheeler, University of Texas at Arlington

Discussants: Kay Jernigan Bunch, Georgia State University
             Stephanie Case Henagan, Louisiana State University
             Scott Douglas, Binghamton University

Friday, November 5: 8:15 – 9:45
Room: Mahncke

TRACK 3: HUMAN RESOURCES/CAREERS

HRM Innovation and Effectiveness

Session Chair: Melenie Lankau  University of Georgia

• The role of social support in human resource management innovations
  Millicent F. Nelson, Middle Tennessee State University
  Thomas H. Stone, Oklahoma State University

• Exploring the relationship between strategic human resource management, organizational culture, and organizational performance
  Elena E. Platanova, University of Alabama at Birmingham
  Barbara A. Wech, University of Alabama at Birmingham
  S. Robert Hernandez, University of Alabama at Birmingham

Discussants: Nate Campbell, Mississippi State University
             Randy Evans, University of Mississippi
Friday, November 5: 8:15 – 9:45
Room: Quadrangle

TRACK 3: HUMAN RESOURCES/CAREERS

Invited Symposium: Issues of Accountability in Human Resource Management

Session Chair: Dwight Frink, University of Mississippi

- **Accountability and Political Skill**
  Gerald Ferris, Florida State University
  Wayne Hochwarter, Florida State University
  Angela Hall, Florida State University

- **Accountability and Leader-Member Exchange**
  Berrin Erdogan, Portland State University
  Robert Liden, University of Illinois Chicago
  Raymond Sparrowe, Washington University
  Kenneth Dunegan, Cleveland State University

- **Accountability and Trust**
  Tony Ammeter, University of Mississippi
  Ceasar Douglas, Florida State University
  Heather Goka, Florida State University
  Gerald Ferris, Florida State University

- **Accountability and Workplace Deviance**
  Anne O’Leary-Kelly, University of Arkansas
  Paul Teidt, University of Arkansas
  Lynn Bowes-Sperry, Western New England College

Friday, November 5: 8:15 – 9:45
Room: Alamo

TRACK 1: ORGANIZATIONAL BEHAVIOR, THEORY, AND DEVELOPMENT

Symposium: Emotional Intelligence: Behavioral Implications at Work

Session Chair: Timothy DeGroot

- **Conceptualizing Workspace in a Rational Emotive Cognitive Paradigm**
  Janaki Gooty, Oklahoma State University
  Timothy DeGroot, Oklahoma State University

- **Emotional Intelligence Measures: Are They Cross-Culturally Valid?**
  Kerri Crowne, Temple University
• Examining the Validity of Emotional Intelligence in Interview Settings
  Timothy DeGroot, Oklahoma State University
  Mark B. Gavin, Oklahoma State University
  Janaki Gooty, Oklahoma State University

• How Leader Emotions Influence Follower’s Evaluations of Leader Emotional Intelligence and Transformational Leadership
  Shane Connelly, University of Oklahoma
  Greg Ruark, University of Oklahoma
  Ethan Waples, University of Oklahoma

Discussants: Neal M. Ashkanasy, University of Queensland
Catherine Daus, Southern Illinois University, Edwardsville
Don Kluemper, Oklahoma State University
Blaine Lawlor, Oklahoma State University
Laura Little, Oklahoma State University

9:45 – 10:15 Break

SMA 2004 - Friday, November 5

10:15 – 11:45 Room: Trail Drivers

TRACK 5: MANAGEMENT HISTORY / MANAGEMENT EDUCATION

Symposium: Can Leadership be Taught?

Session Chair: Marie-Line Germain, Barry University & City College

Presenters: Robert P. Vecchio, University of Notre Dame
           Chester A. Schriesheim, University of Miami
           Mark J. Martinko, Florida State University
           David D. Van Fleet, Arizona State University - West

Discussant: Melenie Lankau, University of Georgia
Friday, November 5:  10:15 – 11:45  
Room: Baker

TRACK 1: ORGANIZATIONAL BEHAVIOR, THEORY, AND DEVELOPMENT

Paper Session: Emotions and Outcomes

Session Chair: Gayle Baugh, University of West Florida

- **Consequences of Member Attributions in the Workplace: The Role of Emotional Intelligence**  
  Paul Harvey, Florida State University  
  Marie T. Dasborough, University of Queensland

- **Perceived Organizational Support As a Moderator of Emotional Labor-Outcome Relationships**  
  Allison B. Duke, University of Mississippi  
  Joseph M. Goodman, University of Mississippi  
  Darren C. Treadway, University of Mississippi

- **A Person-Situation Model of Organizational Violence**  
  Yvette P. Lopez, Texas A&M University  
  Ricky W. Griffin, Texas A&M University

Discussants: Roshni Goswami, University of Texas at Arlington  
Phil Vardiman, Abilene Christian University  
Nathan Hartman, Virginia Commonwealth University

Friday, November 5:  10:15 – 11:45  
Room: Mahncke

TRACK 2: STRATEGIC MANAGEMENT/ENTREPRENEURSHIP

Paper Session: Corporate Strategy

Session Chair: Christopher Shook, Auburn University

- **Acquisition Timing in a Standards Based Industry: The Effects of Technical and Acquisition Experience**  
  Alfred G. Warner, Pennsylvania State University-Erie  
  James F. Fairbank, Pennsylvania State University-Erie

- **Opportunities for Synergy between the Context and Process Schools of Mergers and Acquisitions Research**  
  Taco H. Reus, Florida Atlantic University

- **Myopic Institutional Investors:**  
  Sam Beldona, Wichita State University  
  Maheshkumar P. Joshi, George Mason University  
  Hugh D. Sherman, Ohio University

Discussant: William Donoher, Bradley University
Friday, November 5:  10:15 – 11:45  
Room: Quadrangle

TRACK 1: ORGANIZATIONAL BEHAVIOR, THEORY, AND DEVELOPMENT

Paper Session:  Employee Responses To Layoffs and Job Threats

Session Chair:  Nancy Leonard, West Virginia University

- The Interactive Effects of LMX, Voice, and Positive Affect on Job Satisfaction and Job Performance in a Post-Layoff Setting  
  Robyn Brouer, Florida State University  
  Renee Pratt, Florida State University  
  M. Todd Royle, Florida State University  
  Cindi Smatt, Florida State University  
  Jason Stoner, Florida State University  
  Robert Zinko, Florida State University

- Why Did You Lose Your Job And What Are You Going To Do About It? Relationships Between Job Loss Attributions, Sex and Coping Behaviors  
  Sherry E. Moss, Florida International University  
  Neal F. Thomson, Columbus College

- Employee Affective Responses To An Organizational Buyout Offer: Impact of the Environmental Context  
  Karen J. Crooker, University of Wisconsin-Parkside  
  Filiz Tabak, Towson University

Discussants:  Meghna Virick, University of Texas, Arlington  
Joyce Thompson Heames, University of Mississippi  
Jason Stoner, Florida State University

Friday, November 5:  10:15 – 11:45  
Room: Alamo

ALL-SMA FEATURE SESSION: Ask the Editors

Facilitator:  Bob Ford

Panelists:
- Art Brief, Academy of Management Review  
- Daniel Feldman, Journal of Management  
- Bob Ford, Academy of Management Executive  
- Duane Ireland, Academy of Management Journal  
- Tim Peterson, Academy of Management Learning and Education
SMA 2005 Planning Session
11:45 – 1:00
Room: Frontier

Coordinator: Bill Gardner, 2005 Program Chair
Incoming Track Chair Luncheon (by invitation)

ALL SMA Event
Friday, November 5: 1:30 – 5:00
Room: Robert E. Lee

SMA Placement Services
Coordinator: Frank Markham, Mesa State College

Friday, November 5: 1:15 – 2:45
Room: Trail Drivers

TRACK 1: ORGANIZATIONAL BEHAVIOR, THEORY, AND DEVELOPMENT

Paper Session: Volunteerism and Helping Behaviors

Session Chair: Sandralee Moynihan, Oklahoma State University

- Calling on Volunteers to Unravel the Organizational Culture Paradox
  Seema Pissaris, Florida Atlantic University
  Ethlyn A. Williams, Florida Atlantic University

- Voice and Helping Behaviors: Contrasting Effects of Personality-Situation Interactions
  J. Bryan Fuller, Louisiana Tech University
  Tim Barnett, Mississippi State University
  Kim Hester, Arkansas State University
  Clint Relyea, Arkansas State University
  Len Frey, Arkansas State University

- Fostering Covenantal Relationships in Labor Organizations: A Fresh Look At Perceived Union Support
  Nicholas W. Twigg, Lamar University
  J. Bryan Fuller, Louisiana Tech University
  Kim Hester, Arkansas State University

Discussants: William Gillis, Florida State University
Yongmei Liu, Florida State University
Russell Crook, Florida State University
Friday, November 5: 1:15 – 2:45
Room: Baker

TRACK 3: HUMAN RESOURCES/CAREERS

Performance Feedback

Session Chair: Brian Dineen, University of Kentucky

- A conceptual model for predicting public and private feedback seeking behavior
  Robin Cheramie, Winthrop University

- Over-reward and the imposter phenomenon
  William C. McDowell, University of North Texas
  Nancy G. Boyd, University of North Texas
  W. Mathew Bowler, University of North Texas

- A field test of interpersonal affect: Does it bias appraisals?
  Shaun Pichler, Michigan State University
  Arup Varma, Loyola University of Chicago

Discussants: Chad Carson, University of Mississippi
              Lori Muse, Western Michigan University
              Anthony R. Wheeler, California State University at Sacramento

Friday, November 5: 1:15 – 2:45
Room: Mahncke

TRACK 2: STRATEGIC MANAGEMENT/ENTREPRENEURSHIP

Paper Session: Resource Theory

Session Chair: Alfred G. Warner, Pennsylvania State University-Erie

- Of Bankruptcy and Resources: Development, Dependence, and the Mediating Role of Legitimacy
  William J. Donoher, Bradley University

- More Than What’s in the Textbooks: Practitioner Conceptualizations of Resources
  Benedict Kemmerer, University of Kansas
  Franz W. Kellermanns, Mississippi State University
  V. K. Narayanan, Drexel University

- Ordinary versus dynamic capabilities: Who needs which and why?
  Craig E. Armstrong, University of Texas at San Antonio

Discussant: Taco Reus, Florida State University
Friday, November 5:  1:15 – 2:45  
Room: Quadrangle

TRACK 7:  ETHICS/SOCIAL ISSUES/DIVERSITY

Invited Session:   When do we get off of the Merry-go-round?  Past, Present and Future Social Issues

Facilitator:     Angela K. Miles, North Carolina A&T State University

- Workplace Spirituality - Brazilian Candomblé:  
  Samuel Coppage, Old Dominion University

- Work-family Conflict:  Dual Sources of Support for Dual Roles:  How Mentoring and Work-family climate influence WFC and Job Attitudes  
  Suzanne C. de Janasz, Mary Washington College  
  Scott J. Behnson, Fairleigh Dickinson University  
  Melenie J. Lankau, University of Georgia

- Women’s Career Advancement  
  Margaret Britt, Mount Vernon Nazarene University

Friday, November 5:  1:15 – 2:45  
Room: Alamo

TRACK 1: ORGANIZATIONAL BEHAVIOR, THEORY, AND DEVELOPMENT

Paper Session:   Evaluations in Organizations

Session Chair:   David Foote, Middle Tennessee State University

- Looks Aren’t Everything:  Aren’t Managers Concerned With Actually Being Fair?  
  Terri A. Scandura, University of Miami  
  Cecily D. Cooper, University of Miami

- Personality Correlates of Leniency Bias in Performance Ratings of Others and Oneself  
  Kevin H.C. Cheng, Lingnan University, Hong Kong  
  C. Harry Hui, University of Hong Kong  
  Wayne F. Cascio, University of Colorado at Denver

- Antecedents and Consequences of Close Charisma:  An Examination of Conductors-Musician Relationship  in U.S. and Finnish Orchestras  
  James G. (Jerry) Hunt, Texas Tech University  
  Jun Xia, Texas Tech University  
  George Edward Stelluto, University of Nevada

Discussants:  Allison B. Duke, University of Mississippi  
                Jeffery D. Houghton, Abilene Christian University  
                Thomas W. Nichols, University of North Texas
Friday, November 5:  2:45 – 3:15    Break

SMAI Event
2:45 – 5:00
Room: Frontier

Teaching Workshop: Executive Education: Being a Catalyst for Learning

Executive Education involves imparting knowledge and simultaneously learning from the people in the room by building on their skills and experience. In this interactive workshop we'll explore Executive Education in both MBA and non-degree programs. We'll give you specific examples and share techniques. Those who take part will leave with a better understanding of the unique aspects of Executive Education and what works and doesn't work.

Presented by Dr. Joan Brett, Arizona State University West and Dr. Mary Uhl-Bien, University of Central Florida

Pre-registration encouraged: Contact Dr. Chris Riordan at criordan@terry.uga.edu

Friday, November 5:  3:15 – 4:45
Room: Trail Drivers

TRACK 7: ETHICS/SOCIAL ISSUES/DIVERSITY

Paper Session: The What, the Why and the Excuses of Ethics

Session Chair: Millicent Nelson, Middle Tennessee State University

- An Exploratory Study of Corporate Ethical Transparency
  George E. Smith, Newman University
  Melissa G. Hartman, Capella University

- Understanding Moral Behavior: An extension of the Cognitive Elaboration Model of Ethical Decision Making
  Keren Somekh, Binghamton University
  Scott Douglas, Binghamton University
  Kripa Kalyanaramen, Binghamton University

- Ethical Behavior and Performance Appraisal: Success Excuses All
  Robert L. Cardy, Arizona State University
  T.T. Selvarajan, University of Houston - Victoria

Discussants: Marcus M. Stewart, Bentley College
William Carden, North Carolina A&T State University
Janie Gregg, Mississippi University for Women
Friday, November 5:  3:15 – 4:45  
Room: Baker

**TRACK 5: MANAGEMENT HISTORY / MANAGEMENT EDUCATION**

**Symposium:** Happy 80th Birthday Hawthorne: Reflections on the Hawthorne Studies Past and Present

**Session Chair:** Daniel Wren, University of Oklahoma

**Presenters:** Alfred Bolton, Averett College  
Regina Greenwood, Kettering University  
Daniel Wren, University of Oklahoma

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Friday, November 5: 3:15 – 4:45  
Room: Mahncke

**TRACK 4: RESEARCH METHODS**

**Invited Session:** Ask the Research Methods Experts  
Do you have questions about research methodologies or designs? Come and ask a panel of experts for advice. Mark Gavin (Oklahoma State University), Timothy Hinkin (Cornell University) and Chester A. Schriesheim (University of Miami), will be on hand to answer research methods questions.

**Coordinator:** Ekin Pellegrini, University of Miami

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Friday, November 5:  3:15 – 4:45  
Room: Quadrangle

**TRACK 1: ORGANIZATIONAL BEHAVIOR, THEORY, AND DEVELOPMENT**

**Paper Session:** Leadership and Organizational Behaviors

**Session Chair:** Larry H. Faulk, Georgia College and State University

- **Leadership and Cultural Differences: A Cross-Level Model**  
  Fred O. Walumbwa, University of Nebraska-Lincoln

- **The Moderating Role of LMX in Leader’s Attributions to Employees’ Helping Behaviors**  
  Jintong Tang, University of Alabama

- **To Silence or Encourage? The Differential Effects of Transformational Leadership on Extra-role Behaviors**  
  Wu Liu, Vanderbilt University

**Discussants:** Jixia Yang, Louisiana State University  
Karen Crooker, University of Wisconsin, Parkside  
Nicholas W. Twigg, Lamar University
SMA 2004 - Friday, November 5

3:15 – 4:45
Room: Alamo

TRACK 3: HUMAN RESOURCES/CAREERS

Paper Session: Unit and Organizational Performance

Session Chair: Kelly L. Zellars, University of North Carolina at Charlotte

- The effects of compensation system characteristics on turnover, work force performance and organizational performance
  Sven Kepes, University of Arkansas
  John E. Delery, University of Arkansas
  Nina Gupta, University of Arkansas

- Diversity, social capital, and sustained competitive advantage: A resource-based perspective
  Lu Zhang, George Washington University
  Mary A. Gowan, George Washington University
  David Lepak, Rutgers University

- Turnover as a predictor of unit level performance
  K. Michele Kacmar, University of Alabama
  Martha C. Andrews, University of North Carolina Wilmington
  R. Chris Steilberg, Burger King Corporation
  David L. Van Rooy, Florida International University
  Stephan Cerrone, Bank One Corporation

Discussants: W. Mathew Bowler, University of North Texas
David Foote, Middle Tennessee State University
Nhung Nguyen, Lamar University

ALL SMA Event
Friday, November 5: 6:30 – 8:30
Room: Crystal Ballroom

SMA-Journal of Management 30th Birthday Party
Come and join your SMA colleagues for an evening of fun! Heavy hors d’oeuvres will be served.
SMA 2004 - Saturday, November 6

8:00 – 9:25
Room: Trail Drivers

TRACK 5: MANAGEMENT HISTORY / MANAGEMENT EDUCATION

Paper Session: Management Education Across Levels and Nations

Session Chair: George Harris, Nova Southeastern University

- Increasing MBA Retention Rates at State Universities: Setting Student Expectations During Recruitment, Selection, and Socialization
  Anthony R. Wheeler, California State University, Sacramento
  Eve Richter, California State University, Sacramento
  Michael Caliendo, California State University, Sacramento

- Essential Knowledge, Skills and Abilities for the Chinese Market Economy
  Janet S. Adams, Kennesaw State University
  Bonnie P. Stivers, Dongbei University of Finance and Economics
  Liu Bin, Dalian Maritime University

- An Exploration of Issues Related to the Multidimensional Assessment of Student Readiness to Undertake the Capstone Business Course
  Steven L. Payne, Georgia College & State University
  Jan Flynn, Georgia College & State University
  J. Michael Whitfield, Georgia College & State University

Discussants: Cherie Fretwell, Troy State University
Milorad Novicevic, University of Mississippi
Edward F. Murphy, Embry Riddle Aeronautical University

Saturday, November 6: 8:00 – 9:25
Room: Baker

TRACK 6: GLOBAL MANAGEMENT/INFORMATION TECHNOLOGY/INNOVATION

Paper Session: Inquires into International HR Strategy, Trust and Skill Set Gaps

Session Chair: Riad Ajami, University of North Carolina - Greensboro

- Human Resource Management Strategies Under Uncertainty: How Do American And Hong Kong Chinese Companies Differ?
  Dail Fields, Regent University
  Andrew Chan, City University of Hong Kong
  Syed Akhtar, City University of Hong Kong
  Terry C. Blum, Georgia Institute of Technology

- What Are The Effects Of Trust On The Joint Venture Process?
  Ashlee M. Butcher, Florida Gulf Coast University

- A Comparison Of Esposed And Practised Skill Set Of Global Managers For US MNCs: Is There a Gap?
  Maheshkumar P. Joshi, George Mason University

Discussants: Norma Juma, University of Texas – Arlington
Hein Wendt, Hay Group – Netherlands
Holly Buttner. University of North Carolina – Greensboro
Saturday, November 6:  8:00 – 9:25
Room: Mahncke

TRACK 1: ORGANIZATIONAL BEHAVIOR, THEORY, AND DEVELOPMENT

Paper Session:  Knowledge and Mentoring
Session Chair:  Mary Uhl-Bien, University of Central Florida

- **An Examination of Knowledge Sharing Activities, Media Richness and Perceived Knowledge Transfer**
  Samantha R. Murray, Abilene Christian University
  Joseph Peyrefitte, University of Southern Mississippi

- **Intra-Organizational Transfer of Working Knowledge: A Conceptual Model**
  Coy A. Jones, University of Memphis
  Karen South Moustafa, Indiana University at Fort Wayne

- **Mentor Learning: New Constructs For Mentoring Research**
  Marie-Line Germain, Barry University & City College

Discussants:  L.A. Witt, University of New Orleans
              K. Michele Kacmar, University of Alabama
              Barbara Minsky, Troy State University

Saturday, November 6:  8:00 – 9:25
Room: Quadrangle

TRACK 2: STRATEGIC MANAGEMENT/ENTREPRENEURSHIP

Paper Session: Entrepreneurship
Session Chair:  Annette L. Ranft, Wake Forest University

- **New Venture Team Dynamics: When do Cultural Individualism-Collectivism Norms Make a Difference?**
  Michael D. Ensley, Rensselaer Polytechnic Institute
  Jon C. Carr, University of Southern Mississippi
  Allison W. Pearson, Mississippi State University
  Pasi Sajasalo, Tampere University of Technology

- **A comparative analysis of organizational capabilities of family and non-family firms**
  James J. Chrisman, Mississippi State University
  Jess H. Chua, University of Calgary
  Franz Kellermans, Mississippi State University

- **The Role of Legitimacy in IPO Success: An Institutional Theory Perspective**
  Joshua Aaron, University of Alabama

Discussant:  G. Tyge Payne, University of Texas - Arlington
Saturday, November 6:  8:00 – 9:25  
Room: Alamo

TRACK 1: ORGANIZATIONAL BEHAVIOR, THEORY, AND DEVELOPMENT

Paper Session: Organizational Citizenship Behaviors

Session Chair: Walter Davis, University of Mississippi

- Firm-Level Organizational Citizenship Behavior: A Resource-Based View Source of Sustainable Competitive Advantage  
  William E. Gillis, Florida State University

- Effect of Department Structure on the Organizational Citizenship Behavior-Department Effectiveness Relationship  
  Timothy Degroot, Oklahoma State University  
  Amy Brownlee

- Discretionary Helping Behaviors and the Role of Personality  
  I.J. Hetty van Emmerik, Utrecht University  
  I.M. Jawahar, Illinois State University  
  Thomas H. Stone, Oklahoma State University

Discussants:  
L.F. "Bill" Zimmermann, Grenoble Ecole de Management  
Joy Karriker, Virginia Commonwealth University  
Rosemarie Reynolds, Embry-Riddle Aeronautical University

Saturday, November 6:  9:35 – 11:00  
Room: Trail Drivers

TRACK 8: HEALTH CARE/HOSPITALITY MANAGEMENT/PUBLIC ADMINISTRATION

Paper Session: Perception in Healthcare: Policy Makers, Providers, and Patients

Session Chair: Sharon Topping, University of Southern Mississippi

- Fostering Research Utilization of the Effects of Framing on Public Policy Health Care Decision Making  
  Deirdre McCaughhey, University of Manitoba

- Comparing Hospital Staff and Patient Perceptions of Customer Service: A Pilot Study  
  Myron D. Fottler, University of Central Florida  
  Duncan Dickson, University of Central Florida  
  Robert C. Ford, University of Central Florida  
  Kenneth Bradley, University of Central Florida  
  Lee Johnson, University of Central Florida
• Nursing Work Environment: Preliminary Results
  Nancy M. Borkowski, Saint Thomas University
  Robert Amann, Saint Thomas University

Discussants:  Myron Fottler, University of Central Florida
             Chalmer Labig, Oklahoma State University
             Eric Williams, University of Alabama, Tuscaloosa

Saturday, November 6:  9:35 – 11:00
Room: Baker

TRACK 7:  ETHICS/SOCIAL ISSUES/DIVERSITY

Paper Session: Socially Responsible? Considerations, Deliberations and Ethical Orientation

Session Chair:  Audrey Murrell, University of Pittsburgh

• A Wolf in Shepherd’s Clothing: When is the Church Liable for Clergy Sexual Misconduct
  Christine W. Lewis, Auburn University at Montgomery
  Sara B. Kiser, Judson College

• The Role of Social Responsibility in Corporate Strategy: Strategic Device or Social Guide?
  Michael Ryan, Florida Atlantic University

• Managerial Role Motivation and Role-Related Ethical Orientation in Hong Kong
  Bahman P. Ebrahimi, University of Denver
  Joseph A. Petrick, Wright State University
  Sandra A. Young, University of Denver

Discussants:  Betty Birkenmeir, Louisiana State University
              Angela K. Miles, North Carolina A&T State University
              T.T. Selvarajan, University of Houston-Victoria
Saturday, November 6:  9:35 – 11:00
Room: Mahncke

TRACK 3: HUMAN RESOURCES/CAREERS

Paper Session: Selection and Recruitment

Session Chair: Jason Shaw, University of Kentucky

- Investigating the linear predictor criterion assumption of biodata scaling
  Gregory G. Manley, University of Texas at San Antonio
  Tommie A. Mobbs, LIMRA International

- Realistic job previews and the intent to pursue employment: The moderating effect of job search goals on self-selection
  Anthony R. Wheeler, California State University at Sacramento
  M. Ronald Buckley, University of Oklahoma

- Recruitment practices and their influence on maintaining workforce levels
  Eric Schulz, Eastern Michigan University
  Rick Camp, Eastern Michigan University
  John Waltman, Eastern Michigan University

Discussants: Michael McDaniel, Virginia Commonwealth University
Robin Berkeley, Rensselaer Polytechnic University
Joe Goodman, University of Mississippi

Saturday, November 6:  9:35 – 11:00
Room: Quadrangle

TRACK 2: STRATEGIC MANAGEMENT/ENTREPRENEURSHIP

Paper Session: Competitive Strategy

Session Chair: Norma Juma, University of Texas, Arlington

- A Luck-Based View of Competitive Advantage
  Craig E. Armstrong, University of Texas at San Antonio

- The role of institutional forces on competitive strategy
  Duane L. Kilty, Asbury Theological Seminary
  Walter J. Ferrier, University of Kentucky

- The Role of Organizational Slack in Science Search
  Scott Geiger, University of South Florida, Petersburg
  Marianna Makri, University of Miami

Discussant: Franz W. Kellermanns, Mississippi State University
SMA 2004 - Saturday, November 6

9:35 – 11:00
Room: Alamo

TRACK 1: ORGANIZATIONAL BEHAVIOR, THEORY, AND DEVELOPMENT

Invited Symposium: Four Perspectives: How Politics, Emotional Contagion, Coping Styles, and Job Characteristics Influence Emotions in the Workplace

Session Chair: Ronald H. Humphrey, Virginia Commonwealth University

- **The Emotion of Politics and the Politics of Emotions: Affective and Cognitive Reactions to Politics as a Stressor**
  Yongmei Liu, Florida State University
  Gerald R. Ferris, Florida State University
  Darren C. Treadway, University of Mississippi
  L. Melita Prati, East Carolina University
  Pamela L. Perrewé, Florida State University
  Wayne A. Hochwarter, Florida State University

- **Emotional Contagion in Work Groups**
  Kristin Scott, University of Kentucky
  Michelle K. Duffy, University of Kentucky
  Jason D. Shaw, University of Kentucky

- **The Relationship Between Managing Emotions and Problem Focused and Emotion Focused Coping: Are They Related and What Does This Tell Us About Managing Stress?**
  Susan L. Kirby, Texas State University
  Lori Sallop, Texas State University
  Laura Thi Lam, Texas Tech University

- **Job Characteristics and Affective Events Theory**
  Ronald H. Humphrey, Virginia Commonwealth University
  Blake E. Ashforth, Arizona State University

Discussant: Randall G. Sleeth, Virginia Commonwealth University
Saturday, November 6: 11:10 – 12:35
Room: Trail Drivers

TRACK 6: GLOBAL MANAGEMENT/INFORMATION TECHNOLOGY/INNOVATION
PAPER SESSION: Cross Cultural Management: Leadership, Personality and Expatriate Failure

Session Chair: Lee Stepina, Florida State University

- Gender differences in leadership styles across cultures
  Olena Zhytnyk, Utrecht University
  Martin C. Euwema, Utrecht University
  Hein Wendt, Hay Group
  Hetty van Emmerik, Utrecht University

- Research on intercultural management interaction: Cultural dimensions, personality traits and cultural standards
  Gerhard Fink, Universität Wien
  Anne-Katrin Neyer, Universität Wien
  Marcus Kolling, Universität Wien
  Sylvia Meierewert, Universität Wien

- The Role of Culturally Based Attributional Bias in Predicting Expatriate Failure
  Paul Harvey, Florida State University
  Mark J. Martinko, Florida State University

Discussants: Fred Walumbwa, University of Nebraska – Lincoln
G. Tyge Payne, University of Texas - Arlington
Kevin B. Lowe, University of North Carolina - Greensboro

Saturday, November 6: 11:10 – 12:35
Room: Baker

TRACK 5: MANAGEMENT HISTORY / MANAGEMENT EDUCATION

Symposium: Assuring Student Success in the Online Environment

Session Chair: Jane Whitney Gibson, Nova Southeastern University

Presenters: Dana Tesone, University of Central Florida
Jane Whitney Gibson, Nova Southeastern University
Bahaudin Mujtaba, Nova Southeastern University

Discussant: Regina Greenwood, Kettering University
Saturday, November 6:  11:10 – 12:35
Room: Mahncke

TRACK 1: ORGANIZATIONAL BEHAVIOR, THEORY, AND DEVELOPMENT

Paper Session: Job Design and Affective Responses

Session Chair:  T. T. Selvarajan, University of Houston-Victoria

- **An Integrative Approach to the Study of Impression Management: Facades of Conformity and Experienced Work Stress**
  Robyn L. Brouer, Florida State University
  Gabriel Giordano, Florida State University

- **What Can Managers Do More To Encourage Contextual Performance?**
  Seung Yong Kim, California State Polytechnic Pomona
  James Van Scotter, Louisiana State University
  Byeongcheol Lee, Dongguk University

- **Affect and Job Design: A Return To An Interaction Approach**
  Laura McAndrews Little, Oklahoma State University
  Timothy DeGroot, Oklahoma State University

Discussants:  James G. (Jerry) Hunt, Texas Tech University
Mark Brown, Bradley University
Sven Kepes, University of Arkansas

Saturday, November 6:  11:10 – 12:35
Room: Quadrangle

TRACK 2: STRATEGIC MANAGEMENT/ENTREPRENEURSHIP

Paper Session: Firm Performance

Session Chair:  Scott Geiger, University of South Florida, St. Petersburg

- **Organization Personality and Firm Performance**
  Jason S. Stoner, Florida State University

- **The Interactive Effect of Intellectual Capital Effort and Strategy on Firm Performance**
  Norma Juma, University of Texas at Arlington

- **Strategic planning and organizational performance: A review of empirical literature**
  Hussam Al-Shammari, University of Texas at Arlington

Discussant:  Faye Smith, Emporia State University
Saturday, November 6: 11:10 – 12:35
Room: Alamo

TRACK 1: ORGANIZATIONAL BEHAVIOR, THEORY, AND DEVELOPMENT

Symposium: Fair Play: New Applications of TMX
Session Chair: Mary Uhl-Bien, University of Central Florida

- Fair Exchange: Interactional Justice and OCB
  Joy Humphries Karriker, Virginia Commonwealth University

- Team member exchange: Influences of personality and justice perceptions
  Nathan S. Hartman, John Carroll University
  Michael A. McDaniel, Virginia Commonwealth University
  Joy Humphries Karriker, Virginia Commonwealth University

- Antecedents and Consequences of Team Member Exchange
  Albert Murillo, Florida Institute of Technology
  Lisa Steelman, Florida Institute of Technology

Discussant: Anson Seers, Virginia Commonwealth University

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- For paper submissions, at least one of the authors agrees to register for, attend, and personally present the paper at the meeting (should the paper be accepted).

Submissions that do not conform to the submission instructions may be rejected without review.

Receipt deadline is April 14, 2005.

OUTSTANDING PAPER AND DOCTORAL STUDENT PAPER AWARDS: Each track will have an Outstanding Paper Award and an Outstanding Doctoral Student Paper Award, recognizing the best faculty/practitioner and student submission (provided there are a sufficient number of quality papers for consideration). Additionally, one faculty/practitioner and one doctoral student paper will be designated as the Outstanding Paper: All Tracks and the Outstanding Doctoral Student Paper: All Tracks, respectively. Doctoral award winners will have their conference registration and annual dues waived for one year. Doctoral students should include a statement in their cover letter indicating that they wish to have their paper considered for the doctoral student award and confirming their student status. Doctoral student papers may be single or multiple authored, but the first author must be enrolled as a doctoral student and be without degree at the time of submission. A form is posted on the SMA website that must be completed by the faculty member certifying that the majority of the work was done by the doctoral student(s).

REVIEW PROCEDURES: All submissions will be reviewed on the basis of originality, rigor, and relevance of content. No paper that has been previously accepted, published, or presented at another meeting, or is under review for another meeting may be submitted. Subsequent publication elsewhere, with proper acknowledgement, is encouraged. No participant is allowed to be included as an author, presenter, session chair, discussant, etc. in more than three program sessions. This rule does not apply to pre-conference activities (i.e., consortia, workshops) or officer listings.

PROGRAM PARTICIPATION: The SMA is an inclusive organization that seeks the greatest possible involvement of its diverse membership. If you are interested in being a reviewer, discussant or in serving in some other capacity, please contact the appropriate track chairs. Address other questions to William L. Gardner, V.P./Program Chair; College of Business, University of Nebraska-Lincoln, Lincoln, NE 68588-0491; Tel: 402-472-2314; Fax: 402-472-5855; E-mail: wgardner2@unl.edu.
Track Chairs - 2005 Program

If you are in doubt as to the suitability of a submission for a track, please discuss your submission with the appropriate chair(s) concerned. Doctoral students should inform the chairs of their student status, so they may be considered for student paper awards.

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**Submission Deadline: April 14, 2005**
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**Track 5: Management History/Management Education/International Management**
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