Southern Management Association
2008 MEETING

October 29 - November 1, 2008, St. Pete Beach, Florida

In conjunction with: Academy of International Business, Southeast (USA) Chapter Meeting
HRManagement: The Human Resource Management Simulation

Get this organization moving.

HRManagement gives students the opportunity to build a strong HR function. Acting as personnel director, students must make a wide range of HR decisions that can affect compensation, turnover, productivity, diversity, morale, quality, accident rate, grievances, fringe benefits, absenteeism and budget utilization. Additionally, they will encounter a series of real-life real-time HR incidents that include performance appraisals and sexual harassment. Coauthored by Jerald Smith and Peggy Golden of Florida Atlantic University.

Visit Interpretive Simulations online at www.interpretive.com to find out how easy it is to integrate our new online Human Resource Management Simulation into your next class!
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TRADEWINDS ISLAND GRAND – MEETING SPACE LAYOUT .......................................................... Back Outside Cover
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.

SMA membership numbers over 1000 individuals representing more than 400 colleges, universities and business firms in 45 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 roles.

**SMA Mission Statement**

*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 Welcomes…**

### Our 2008 Meeting Partner

The Academy of International Business, Southeast (USA) Chapter

### Our 2008 Meeting Exhibitors

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<th>AACSB International</th>
<th>SAGE</th>
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<tr>
<td>Center for the Advancement of Research Methods and Analysis (CARMA)</td>
<td>SMA 2009</td>
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<td>SMA Shared Exhibit</td>
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<tr>
<td>McGraw-Hill/Irwin</td>
<td>vLeader from SimuLearn Inc</td>
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Southern Management Association

OFFICERS

President
Charlotte D. Sutton, Auburn University

President Elect
Allen C. Amason, University of Georgia

Vice President/Program Chair
Margaret L. Williams, Virginia Commonwealth University

Vice President/Program Chair Elect
Mark B. Gavin, Oklahoma State University

Treasurer
Charles A. Pierce, University of Memphis

Secretary and Membership Chair
Amy B. Henley, Kennesaw State University

Past President
William L. Gardner, Texas Tech University

Journal of Management Editor
Talya N. Bauer, Portland State University

Archivist
Dan Cochran, Mississippi State University

Communications Coordinator
Gary J. Castrogiovanni, Florida Atlantic University

Conference Coordinator
Geralyn McClure Franklin, University of South Florida St. Petersburg

Placement Director
Frank B. Markham, Mesa State College

2008 PROGRAM COMMITTEE

VP & Program Chair
Margaret L. Williams, Virginia Commonwealth University

Conference Coordinator
Geralyn McClure Franklin, University of South Florida St. Petersburg

BOARD MEMBERS

2005-2008 Term
Tim Barnett, Mississippi State University
Claudia C. Cogliser, Texas Tech University
James G. Combs, Florida State University

2006-2009 Term
David G. Allen, University of Memphis
Angela Miles, North Carolina A&T State University
Hettie A. Richardson, Louisiana State University

2007-2010 Term
Christopher Shook, Auburn University
Marcia Simmering, Louisiana Tech University
Hetty van Emmerik, Utrecht University

JOURNAL OF MANAGEMENT

Editor
Talya N. Bauer, Portland State University

Associate Editor Team
Wendy Boswell, Texas A&M University
Mark Griffin, University of Sheffield, UK
Michael Leiblein, Ohio State University
Steven Michael, University of Illinois
Laura Poppo, University of Kansas
Miguel Quiñones, Southern Methodist University
Deborah Rupp, University of Illinois
Deidra Schleicher, Purdue University
Christopher Shook, Auburn University
Jeremy C. Short, Texas Tech University
Donald M. Truxillo, Portland State University

FELLOWS

New Fellows
Wayne Hochwarter, Florida State University
Bennett Tepper, Georgia State University
Margaret L. Williams, Virginia Commonwealth University

Active Fellows
Achilles A. Armenakis, Auburn University
Arthur G. Bedeian, Louisiana State University
John D. Blair, Texas Tech University
Archie B. Carroll, University of Georgia
Angelo DeNisi, Tulane University
W. Jack Duncan, University of Alabama in Birmingham
Daniel C. Fieldman, 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, Oklahoma State University
Charles R. Greer, Texas Christian University
Ricky W. Griffin, Texas A&M University
Theodore T. Herbert, Rollins College
K. Michele Kacmar, University of Alabama
Dave Ketchen, Auburn University
Mark J. Martinke, Florida State University
Bruce M. Meglino, University of South Carolina
Kevin W. Mossholder, Louisiana State University
Pamela L. Perrewé, Florida State University
Terr A. Scandura, University of Miami
Chester A. Schriesheim, University of Miami
Anson Seers, Virginia Commonwealth University
Sherry E. Sullivan, Bowling Green University
Robert J. Vandenberg, University of Georgia
David D. Van Fleet, Arizona State University
Robert Vecchio, University of Notre Dame
Daniel A. Wren, University of Oklahoma
Shaker A. Zahra, University of Minnesota

Inactive Fellows
William Fox
Robert Fulmer, Pepperdine University
Bill Holley, Auburn University
J. Bernard Keys, Georgia Southern University
Leon Megginson, University of Mobile
Dennis Ray
Vida Scarpello, Georgia State University

In Memoriam
James G. “Jerry” Hunt
Charles R. Scott
Max S. Wortman, Jr.
# Past Presidents

<table>
<thead>
<tr>
<th>Name</th>
<th>University</th>
<th>Years</th>
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<tbody>
<tr>
<td>Anson Seers</td>
<td>Virginia Commonwealth University</td>
<td>(2006-2007)</td>
</tr>
<tr>
<td>Christine Marie Riordan</td>
<td>Texas Christian University</td>
<td>(2005-2006)</td>
</tr>
<tr>
<td>Terri A. Scandura</td>
<td>University of Miami</td>
<td>(2004-2005)</td>
</tr>
<tr>
<td>Kevin W. Mossholder</td>
<td>Louisiana State University</td>
<td>(2003-2004)</td>
</tr>
<tr>
<td>Donna E. Ledgerwood</td>
<td>University of North Texas</td>
<td>(2002-2003)</td>
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<tr>
<td>Pamela L. Perrewé</td>
<td>Florida State University</td>
<td>(2000-2001)</td>
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<tr>
<td>Vida Scarpello</td>
<td>Georgia State University</td>
<td>(1999-2000)</td>
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<tr>
<td>Chester A. Schriesheim</td>
<td>University of Miami</td>
<td>(1998-1999)</td>
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<tr>
<td>Mark J. Martinko</td>
<td>Florida State University</td>
<td>(1997-1998)</td>
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<tr>
<td>Rose Knotts</td>
<td>University of North Texas</td>
<td>(1996-1997)</td>
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<tr>
<td>J. Bernard Keys</td>
<td>Georgia Southern University</td>
<td>(1993-1994)</td>
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<tr>
<td>Daniel S. Cochran</td>
<td>Mississippi State University</td>
<td>(1991-1992)</td>
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<tr>
<td>John A. Pearce II</td>
<td>George Mason University</td>
<td>(1990-1991)</td>
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<tr>
<td>James G. Hunt</td>
<td>Texas Tech University</td>
<td>(1989-1990)</td>
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<tr>
<td>W. Alan Randolph</td>
<td>University of South Carolina</td>
<td>(1988-1989)</td>
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<tr>
<td>Achilles A. Armenakis</td>
<td>Auburn University</td>
<td>(1986-1987)</td>
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<tr>
<td>W. Jack Duncan</td>
<td>University of Alabama at Birmingham</td>
<td>(1985-1986)</td>
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<tr>
<td>William H. Holley</td>
<td>Auburn University</td>
<td>(1984-1985)</td>
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<tr>
<td>Dorothy N. Harlow</td>
<td>University of South Florida</td>
<td>(1982-1983)</td>
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<tr>
<td>Dennis F. Ray</td>
<td>Mississippi State University</td>
<td>(1981-1982)</td>
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<tr>
<td>John E. Logan</td>
<td>University of South Carolina</td>
<td>(1979-1980)</td>
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<tr>
<td>Ogden H. Hall</td>
<td>University of New Orleans</td>
<td>(1978-1979)</td>
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<tr>
<td>Jay T. Knippen</td>
<td>University of South Florida</td>
<td>(1977-1978)</td>
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<tr>
<td>James M. Todd</td>
<td>University of Memphis</td>
<td>(1976-1977)</td>
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<tr>
<td>Daniel A. Wren</td>
<td>University of Oklahoma</td>
<td>(1974-1975)</td>
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<tr>
<td>Leon C. Megginson</td>
<td>Louisiana State University</td>
<td>(1973-1974)</td>
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<tr>
<td>Richard I. Levin</td>
<td>University of North Carolina-Chapel Hill</td>
<td>(1972-1973)</td>
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<tr>
<td>Max B. Jones</td>
<td>Old Dominion University</td>
<td>(1971-1972)</td>
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<tr>
<td>Robert M. Fulmer</td>
<td>Georgia State University</td>
<td>(1970-1971)</td>
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<tr>
<td>Burnard H. Sord</td>
<td>University of Texas-Austin</td>
<td>(1968-1969)</td>
</tr>
<tr>
<td>Claude S. George</td>
<td>University of North Carolina-Chapel Hill</td>
<td>(1967-1968)</td>
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<tr>
<td>Herbert G. Hicks</td>
<td>Louisiana State University</td>
<td>(1966-1967)</td>
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<tr>
<td>Charles R. Scott</td>
<td>University of Alabama</td>
<td>(1965-1966)</td>
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<tr>
<td>William M. Fox</td>
<td>University of Florida</td>
<td>(1964-1965)</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>

# Sustained Outstanding Service Award Winners

<table>
<thead>
<tr>
<th>Name</th>
<th>University</th>
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<tbody>
<tr>
<td>Pamela W. Perrewé</td>
<td>Florida State University</td>
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<tr>
<td>W. Jack Duncan</td>
<td>University of Alabama at Birmingham</td>
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<tr>
<td>Robert C. Ford</td>
<td>University of Central Florida</td>
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<tr>
<td>David D. Van Fleet</td>
<td>Arizona State University – West</td>
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<tr>
<td>Arthur G. Bedeian</td>
<td>Louisiana State University</td>
</tr>
<tr>
<td>James G. (Jerry) Hunt</td>
<td>Texas Tech University</td>
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</tbody>
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*Affiliations are at time of office
Organizational Behavior
Lucy L. Gilson, University of Connecticut

Strategic Management/Organizational Theory
Mattew W. Rutherford, Virginia Commonwealth University

Human Resources/Careers
Nhung T. Nguyen, Towson University

Research Methods
Lucy R. Ford, Saint Joseph's University

Management History/Management Education/International Management
Flavia Cavazotte, IBMEC

Information Technology/Innovation
Paul Schwager, East Carolina University

Ethics/Social Issues/Diversity
Bryan S. Schaffer, University of North Carolina at Ashville

Health Care/Hospitality Management/Public Administration
Mary Jo Jackson, University of South Florida, St. Petersburg

BEST PAPER COMMITTEES

Best Overall Conference Paper
James G. Combs, Florida State University
Amy B. Henley, Kennesaw State University
Anson Seers, Virginia Commonwealth University

Best Overall Doctoral Student Paper
Robert C. Ford, University of Central Florida
Tammy Hunt, University of North Carolina at Wilmington
Christopher Shook, Auburn University

BEST PAPER IN TRACK COMMITTEES

Track 1: Organizational Behavior: Best Track Paper Committee
Pamela W. Perrewè, Florida State University
Peter Foreman, Illinois State University
Randy Evans, University of Arkansas at Little Rock

Track 1: Organizational Behavior: Best Doctoral Paper Committee
Paul Harvey, University of New Hampshire
Steven D. Caldwell, University of South Carolina-Upstate
Kevin B. Lowe, University of North Carolina at Greensboro

Track 2: Strategic Management/Organizational Theory
Scott Geiger, University of South Florida, St. Petersburg
Christopher Shook, Auburn University
Christopher J. Robertson, Northeastern University

Track 3: Human Resources/Careers
Thomas H. Stone, Oklahoma State University
Kay J. Bunch, Georgia State University
John W. Michel, Towson University

Track 4: Research Methods
Marcus M. Butts, University of Texas at Arlington
Janaki Gooty, SUNY - Binghamton
Paul Johnson, Oklahoma State University

Track 5: Management History/Management Education/International Management
Sommath Lahiri, Illinois State University
Angela Miles, North Carolina A&T State University
Sally Sledge, Troy University
Luiz Alberto Campos Filho, IBMEC
Jamey Darnell, Virginia Commonwealth University

Track 6: Information Technology/Innovation
Michael Deis, Clayton State University
Henry E. Newkirk, East Carolina University
Sally Sledge, Troy University

Track 7: Ethics/Social Issues/Diversity
Gregory P. Tapis, Mississippi State University
Dawn M. Oetjen, University of Central Florida
Gayle Baugh, University of West Florida

Track 8: Health Care/Hospitality Management/Public Administration
Frank E. Hamilton, Eckerd College
Julita Anita Haber, Touro University International
Tom J. Sanders, University of Montevallo

MOST INNOVATIVE SESSION AWARD COMMITTEE
Gary J. Castrogiovanni, Florida Atlantic University
Claudia C. Cogliser, Texas Tech University
Mark B. Gavin, Oklahoma State University
Angela Miles, North Carolina A&T State University
BEST OVERALL CONFERENCE PAPERS
AUTHENTIC LEADERSHIP AND TEAM OUTCOMES: THE ROLE OF EMERGENT STATES
Fred Walumbwa, Arizona State University
Fred Luthans, University of Nebraska
James B. Avey, Central Washington University
Adegoke Oke, Arizona State University
Presented on Thursday, 8:30am - 10:00am in Sawgrass Room

THE PACE OF STRATEGIC DECISION-MAKING: THE CRITICAL ROLE OF AFFECT IN EXECUTIVE TEAMS
Kevin D. Clark, Villanova University
Patrick G. Maggitti, Villanova University
Nicholas M. Rongione, Villanova University
Presented on Thursday, 10:30am - Noon in Citrus Room

BEST OVERALL DOCTORAL STUDENT PAPER
FAMILY FIRM COMMITMENT AND PERFORMANCE: A MODERATED MEDIATION ANALYSIS
Pankaj Patel, University of Louisville
Franz Kellermanns, Mississippi State University
Kimberly Eddleston, Northeastern University
Presented on Thursday, 3:15pm - 4:45pm in Citrus Room

BEST TRACK PAPERS

Track 1: Organizational Behavior
AUTHENTIC LEADERSHIP AND TEAM OUTCOMES: THE ROLE OF EMERGENT STATES
Fred Walumbwa, Arizona State University
Fred Luthans, University of Nebraska
James B. Avey, Central Washington University
Adegoke Oke, Arizona State University
Presented on Thursday, 8:30am - 10:00am in Sawgrass Room

Track 2: Strategic Management/Organizational Theory
THE PACE OF STRATEGIC DECISION-MAKING: THE CRITICAL ROLE OF AFFECT IN EXECUTIVE TEAMS
Kevin D. Clark, Villanova University
Patrick G. Maggitti, Villanova University
Nicholas M. Rongione, Villanova University
Presented on Thursday, 10:30am - Noon in Citrus Room

Track 3: Research Methods
ACADEMIC ENTITLEMENT: ADAPTING THE EQUITY PREFERENCE QUESTIONNAIRE FOR A UNIVERSITY SETTING
Brian K. Miller, Texas State University
Beverly Chiiodo, Texas State University
Presented on Saturday, 8:30am - 10:00am in Citrus Room

Track 4: Management History/Management Education/International Management
ASSOCIATIONS OF CULTURE AND PERSONALITY WITH MCCLELLAND’S MOTIVES: A CROSS CULTURAL STUDY OF MANAGERS IN 24 COUNTRIES
Hetty Van Emmerik, Utrecht University
William L. Gardner, Texas Tech University
Hein Wendt, Hay Group
Dawn J. Fischer, Texas Tech University
Presented on Thursday, 3:15pm - 4:45pm in Jasmine Room

Track 5: Ethics/Social Issues/Diversity
USING THE THEORY OF PLANNED BEHAVIOR AND CHEATING JUSTIFICATIONS TO PREDICT ACADEMIC MISCONDUCT
Thomas H. Stone, Oklahoma State University
Jim Jawahar, Illinois State University
Jennifer Lynn Kisamore, University of Oklahoma - Tulsa
Presented on Thursday, 3:15pm - 4:45pm in Sabal Room

Track 6: Information Technology/Innovation
THE IMPACT OF INFORMATION ASYMMETRY ON INNOVATION STRATEGIES IN SERVICE FIRMS
Tammy Ross Huffman, University of North Carolina at Asheville
Bryan S. Schaffer, University of North Carolina at Asheville
Presented on Thursday, 10:30am - 11:30am in Palm Room

Track 7: Health Care/Hospitality Management/Public Administration
PERCEPTIONS OF SERVICE QUALITY IN HEALTHCARE: WHAT’S FUN GOT TO DO WITH IT?
Katherine A. Karl, Marshall University
Lynn Kathleen Harland, University of Nebraska at Omaha
Joy Van Eck Peluchette, University of Southern Indiana
Amy Risch Rodie, University of Nebraska at Omaha
Presented on Thursday, 3:15pm - 4:45pm in Palm Room
BEST DOCTORAL STUDENT PAPERS BY TRACK

Track 1: Organizational Behavior
INTERACTION OF JOB-LIMITING PAIN AND POLITICAL SKILL ON JOB SATISFACTION AND ORGANIZATIONAL CITIZENSHIP BEHAVIOR
Laci Rogers, Florida State University
Gerald R. Ferris, Florida State University
Fred R. Blass, Florida State University
Wayne Hochwarter, Florida State University
Presented on Friday, 8:30am - 10:00am in Sawgrass Room

Track 2: Strategic Management/Organizational Theory
FAMILY FIRM COMMITMENT AND PERFORMANCE: A MODERATED MEDIATION ANALYSIS
Pankaj Patel, University of Louisville
Franz Kellermanns, Mississippi State University
Kimberly Eddleston, Northeastern University
Presented on Thursday, 3:15pm - 4:45pm in Citrus Room

Track 3: Human Resources/Careers
EFFECTS OF MENTORING FUNCTIONS RECEIVED ON PROTÉGÉS’ ORGANIZATIONAL CITIZENSHIP BEHAVIOR IN A CHINESE CONTEXT
Ho Kwong Kwan, Drexel University
Presented on Friday, 1:15pm - 2:45pm in Glades Room

Track 4: Research Methods
PEAS IN A POD: DO MANAGERS WITH SIMILAR PROFILES OF DISPOSITIONAL CHARACTERISTICS DISPLAY UNIQUE LEADERSHIP PATTERNS?
Taylor L. Poling, University of Tennessee, Knoxville
Carrie A. Blair, College of Charleston
Presented on Saturday, 8:30am - 10:00am in Citrus Room

Track 5: Management History/Management Education/International Management
IS INFORMATION TECHNOLOGY CRITICAL TO SUPPLY CHAIN? SUPPLY CHAIN MANAGEMENT DIMENSIONS, COMPETITIVE ADVANTAGE AND FIRM PERFORMANCE
Anant Ravindra Deshpande, University of Texas Pan American
Presented on Friday, 1:15pm - 2:45pm in Palm Room

Track 6: Information Technology/Innovation
THE INFLUENCE OF STATE-LIKE AND TRAIT-LIKE VARIABLES ON ETHICAL DECISION MAKING
D'Lisa McKee, Mississippi State University
Presented on Thursday, 3:15pm - 4:45pm in Sabal Room

BEST REVIEWERS BY TRACK

Track 1: Organizational Behavior
Peter Foreman, Illinois State University

Track 2: Strategic Management/Organizational Theory
Brian Nagy, Bradley University

Track 3: Human Resources/Careers
Sherry E. Sullivan, Bowling Green State University

Track 4: Research Methods
Janaki Gooty, SUNY - Binghamton

Track 5: Management History/Management Education/International Management
Miriam Moeller, University of Mississippi

Track 6: Information Technology/Innovation
Sally Sledge, Troy University

Track 7: Ethics/Social Issues/Diversity
Gregory P. Tapis, Mississippi State University

Track 8: Health Care/Hospitality Management/Public Administration
Tom J. Sanders, University of Montevallo

SMA SUSTAINED OUTSTANDING SERVICE AWARD
Pamela L. Perrewé, Florida State University
Michael Abebe, Southern Illinois U. - Carbondale
Alice M. Adams, Armstrong Atlantic State U.
Garry Adams, Auburn U.
Laura Lovell Alderson, U. of Memphis
Darlene J. Alexander-Houle, U. of Phoenix, Hewlett Packard
Sheryl Lynn Alonso, U. of Miami
Anthony (Tony) Paul Ammeter, U. of Mississippi
Riza Ergun Arsal, Clemson U.
Neal M. Ashkanasy, U. of Queensland
Guclu Atine, Louisiana Tech U.
Lawrence S Audler, Our Lady of Holy Cross College
Uschi Backes-Gellner, U. of Zurich
LaKami T. Baker, Auburn U.
Lisa Baranik, U. of Georgia
Mary Bardes, U. of Central Florida
Marcelo Bernardo Barrios, EDDE
Min Basadur, McMaster U.
Tim Basadur, U. of Illinois at Chicago
Gayle Baugh, U. of West Florida
Stephan Belding, Maryhurst U.
Michael David Biderman, U. of Tennessee at Chattanooga
Tejinder K. Billing, Virginia State U.
Lauren V. Blackwell, U. of Oklahoma
Carrie A. Blair, College of Charleston
Kristen M. H. Bohlander, Eckerd College
Nancy Borkowski, Florida State U.
Colin F. Bowen, St. Thomas U.
Dalton E. Brannen, Augusta State U.
Virginia Bratton, Montana State U.
Denise Marie Breaux, Florida State U.
Jacob W. Breland, U. of Idaho
Robyn Brouer, Hofstra U.
Paul Bryant, U. of Alabama
F. Robert Buchanan, U. of Central Oklahoma
Paul F. Buller, Gonzaga U.
Kay J. Bunch, Georgia State U.
E. Holly Buttner, U. of North Carolina at Greensboro
Steven D. Caldwell, U. of South Carolina - Upstate
Maria Emilia Camargo, U. of Caxias do Sul
Sofy Carayannopoulos, Wilfrid Laurier U.
Min Z. Carter, Auburn U.
Yuen Hung Chan, U. of Central Arkansas
Chu-Hsiang Chang, U. of South Florida
Erick Paulo Cesar Chang, Arkansas State U.
Zheng Chen, University of Connecticut
Robin Cheramie, Kennesaw State U.
Eunae Cho, U. of South Florida
Sungwon Choi, Louisiana State U.
Cody Logan Chullen, Purdue U.
Claudia C. Cogliser, Texas Tech U.
Diego Magahanotto Coraiola, Faculdade Cencista de Campo Largo
Kendall Cortelyou-Ward, U. of Central Florida
David Lewis Coss, Virginia Commonwealth U.
Kevin Cruz, U. of Pittsburgh
Kristin L. Cullen, Auburn U.
Jamey Darnell, Virginia Commonwealth U.
Walter D. Davis, U. of Mississippi
Bart Jan Debicki, Mississippi State U.
Thomson D. DeLaughter, Flagler College
Kanchan Vasant Deosthali, SUNY - Albany
William J. Donhoover, Missouri State U.
Cesar Douglas, Florida State U.
Randall Dupont, U. of Mobile
Joe Eassa, Palm Beach Atlantic U.
Catherine A. Elder, Florida Inst. of Tech.
Steven M. Elias, New Mexico State U.
Matthew Eriksen III, U. of Tampa
Tammy Esteves, Troy U.
Randy Evans, U. of Arkansas at Little Rock
Karen Ferguson, Franklin U.
Merideth J. Ferguson, Baylor U.
Claudia Ferrante, US Air Force Academy
Stephen P. Fitzgerald, Touro U. International
David A. Foote, Middle Tennessee State U.
Peter Foreman, Illinois State U.
Michael Lance Frazier, Oklahoma State U.
Cieri E. Fretwell, Troy U.
Crissie M. Frye, Eastern Michigan U.
Jerry Bryan Fuller, Louisiana Tech U.
Thomas W. Gaine, U. of West Georgia
Thomas Walter Garsonbke, Claflin U.
Beena George, U. of St. Thomas
Marie-Line Germain, St. Thomas U.
Michael G. Goldsby, Ball State U.
Anna Gomez, Terra Firma: Grounded Change
Joseph M. Goodman, Illinois State U.
Janaki Gooty, SUNY - Binghamton
Jean Gordon, Capella U.
C. Allen Gorman, U. of Tennessee
Kim Gower, Virginia Commonwealth U.
Laura Guerrero, U. of Western Ontario
Ashish Gupta, Techna Inst. of Mgmt. Sciences & Advanced Studies
Bindu Gupta, Inst. of Mgmt. Tech., Ghaziabad
Gouri Gupela, U. of Alabama at Birmingham
James Richard Guzak, U. of Texas - Arlington
Julita Anita Haber, Touro U. International
Jonathen R. B. Halbesleben, U. of Wisconsin - Eau Claire
Angela Tania Hall, Florida State U.
Frank K. Hamilton, Eckerd College
Jean Marie Hanebury, Troy U./U. of Florida
MD Haque, Pepperdine U.
Harold Dennis Harlow, Wingate U.
Hunter L. Harris, Vanderbilt U.
Paul Harvey, U. of New Hampshire
Christopher James Hastings, U. of St. Thomas
Thomas Hawver, Virginia Commonwealth U.
Ciaran Heavey, U. of Connecticut
Karen Hebert-Maccaro, Babson College
Joseph Heinzman Jr., Hodges U.
William J. Heisler, Troy U. - Atlantic Region
Michael Henry, Grant MacEwan College
Andrew O. Herdman, East Carolina U.
Aaron Hill, Oklahoma State U.
Wayne Hochwarter, Florida State U.
Marko Horn, Florida State U.
Stephen Horner, Arkansas State U.
Jeffrey Scott Hornsby, Ball State U.
Joan C. Hoxsey, Relationship Resources LLC
Jack Huddleston, Colorado Technical U.
Ronald H. Humphrey, Virginia Commonwealth U.
David Marshall Hunt, SUNY - Plattsburgh
Emily M. Hunter, U. of Houston
Muhammad Nisaj Huvaj, U. of Connecticut
Tomasz Ingram, U. of Economics in Katowice
Kiran Ismail, St. John's U.
Mary Jo Jackson, U. of South Florida, St. Petersburg
Nicole C. Jackson, Boston College
William T. Jackson, U. of South Florida, St. Petersburg
Janice Johnson, Capella U.
Kimberly Michelle Johnson, Auburn U. at Montgomery
Paul Johnso, Oklahoma State U.
Russell Johnson, U. of South Florida
Steven Karau, Southern Illinois U.
Joy H. Karriker, East Carolina U.
Franz Kellermanns, Mississippi State U.
Lynn Marie Kendrick, St. Thomas U./Miami Dade College
Sobia Khurram, U. of the Punjab
Christian Kiewitz, U. of Dayton
Kwanyhung Kim, Texas A&M U.
Nicole Younghe Kim, Virginia Commonwealth U.
Jennifer Lynn Kisamore, U. of Oklahoma - Tulsa
Don H. Kluemper, Louisiana State U.
Bob Kolodinsky, James Madison U.
David William Kunsch, U. of Western Ontario
Alysa Dawn Lambert, Indiana U. Southeast
Lisa Schrur Lambert, Georgia State U.
Patricia Lanier, U. of Louisiana, Lafayette
Melenie J. Lankau, U. of Georgia
Kimberly Ayma Lathan, UAB
Chun-Hsieng Lee, National Kaohsiung Normal U.
Jai Joon Lee, California State U., Sacramento
Kyuhoo Lee, Western Carolina U.
Tam Wanthanee Limphapayarom, Eastern Washington U. at Bellevue
Yongmei Liu, U. of Texas at Arlington
Franz T. Lohrke, Samford U.
Brad S. Long, St. Francis Xavier U.
Joan A. Lord, George Southern U.
Kevin B. Lowe, U. of North Carolina at Greensboro
Aleksandra Luksyte, U. of Houston
Hua-bin Luo, Mount Olive College
Nathaniel Curtis Lupton, U. of Western Ontario
-6-
**MISSION**: The primary purpose of Placement Services is to provide a conduit between qualified teaching and research professionals who are seeking career opportunities and academic and research institutions that are seeking qualified faculty or field specialists. Placement Services facilitates this connection by providing these services:

- assists Association members in their pursuit of employment and career advancement.
- assists all employers seeking faculty and administration employees in education, research and related professions.
- operates a “center for exchange” during the annual fall meeting of the Association.

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

- **Wednesday**: 5:00 p.m. - 6:00 p.m. – for late registration only; folders will not be available.
- **Thursday**: 8:00 a.m. - Noon & 1:30 p.m. - 5:00 p.m. – all services available.
- **Friday**: 8:00 a.m. - Noon & 1:30 p.m. - 4:00 p.m. – all services available.

Copies of completed applicant and position forms will be maintained in folders for the review of placement patrons. Pre-conference and a post-conference mailings are available (refer to order form available on the web site).

**PRE-REGISTRATION**: Select the services you need and pay only for what you receive.

- **Pre-conference registration** is preferred since many schools and applicants request a pre-conference listing and frequently make arrangements for interviews before arrival at the conference. Forms are generally available after August 15th each year. You may link through the SMA website or go directly to the Placement Services website [www.southernmanagement.org/meetings/2008/placementsservices.asp](http://www.southernmanagement.org/meetings/2008/placementsservices.asp) to download blank forms in Adobe PDF format or Microsoft Word DOC format [DOC format may be completed on your computer]. Forms must be mailed with payment (check or money order) – there is no on-line submission nor do we accept credit cards. We do not accept faxed forms; they usually reproduce poorly. Listings of positions and applicants are available only at the conference; no on-line service is provided. On-line placement services are provided by the Academy of Management.

- **Registration at the conference** will be available in the Placement Services area on Wednesday, 5 - 6 p.m. and any time Placement Services is open on Thursday or Friday. Blank forms are available in Placement Services.

**FEES**: The fees are $15.00 for each applicant listing and $25 for each school or organization listing a position – a $5 late fee is added for submission at the conference to cover the cost of on-site duplication.

**FORMS**: Use only the forms downloaded from the web site after August 15th of the conference year or from Placement Services at the conference. A three-page vita for applicants or a one-page position description will also be accepted and included as an addendum to the posted forms. Should other individuals at your college or university be interested in our placement services, please provide them a copy of this announcement.

**SUBMISSION**: Completed forms and fees should be received by the Placement Director no later than three weeks prior to the start of the conference. Do not mail any submissions after the date listed on the forms. Late submissions will not be included in the pre-conference listings and also risk not arriving in time for the conference. It is better to register at the conference. You should allow at least six days for USPS delivery.

If you have any questions concerning Placement Services or have difficulty with the website, you may contact the director at:

Dr. Frank Markham  
SMA Placement Director  
P.O. Box 3195  
Grand Junction, CO 81502-3195  
Phone: (970) 245-0333  
E-mail: fmarkham@mesastate.edu

**PAYMENT RESTRICTIONS**: We do not provide vouchers or invoices; therefore, if your university requires a document, please remit a personal check and use your returned check as a receipt for reimbursement. If necessary, a receipt can be generated at the conference, just stop by the Placement Services desk. Our tax-exempt number is 58-1295483.

**SERVICES PROVIDED**:

- Applicant listings
- Position listings
- Interview tables
- Photocopy support ($0.25 per page)
- Message Distribution Center

Please note that, due to the public posting and dissemination of submitted forms, this process is not confidential – no assumption of privacy should be made.
Tuesday, October 28

**Tuesday, 7:00pm - 8:00pm in Horizons Portico**

**SMA Doctoral Consortium & Pre-Conference Welcome Reception**

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Wednesday, October 29

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**Wednesday, 7:45am - 5:00pm in Citrus & Glades**

**19th ANNUAL DOCTORAL STUDENT CONSORTIUM (By Invitation Only)**

**Coordinators:**

Hettie A. Richardson, Louisiana State University
Christopher Shook, Auburn University

The Consortium is a day-long program designed to help students who are in the early stages of their doctoral programs. The goals of the Consortium include: (1) assisting students to gain a better understanding of key factors underlying faculty success in research, teaching, and service; and (2) assisting students to network and begin the process of integrating themselves into the profession.

**Panelists Include:**

David G. Allen, University of Memphis
James G. Combs, Florida State University
Mark B. Gavin, Oklahoma State University
Lucy L. Gilson, University of Connecticut
Ethlyn A. Williams, Florida Atlantic University
Janaki Gooty, SUNY - Binghamton
Amy B. Henley, Kennesaw State University
Mary Jo Jackson, University of South Florida, St. Petersburg
K. Michele Kaemar, University of Alabama
Franz Kellermanns, Mississippi State University
Laura M. Little, University of Georgia
Kevin W. Mossholder, Auburn University
Matthew W. Rutherford, Virginia Commonwealth University
Terri A. Scandura, University of Miami
Bennett Tepper, Georgia State University
Darren C. Treadway, SUNY - Buffalo

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**Wednesday, 8:00am - 2:00pm in Palm Room**

**SMA Research Incubator Faculty Consortium (By Invitation Only)**

**Coordinator:**

Allen C. Amason, University of Georgia

The Research Incubator is meant to facilitate creation of research projects leading to publication in top tier journals. Projects that emerge from the incubator are eligible to apply for up to $10,000.00 in funding from the SMA. Participants will work with a small set of established scholars, led by Archie Carroll (University of Georgia) to develop research proposals. The session will provide opportunity for structured presentations as well as unstructured interaction and proposal development. The ideas created in the incubator will be finalized into proposals and submitted at a later date to a committee for evaluation, where they will be assessed in terms of their potential contribution. The theme for this year’s incubator is Corporate Social Responsibility: A Multiple Stakeholder Perspective.
Research Methods Workshop: Estimating Interaction/Moderating Effects Using Multiple Regression
Charles A. Pierce, University of Memphis

The goal of this workshop is to provide a review and update regarding the estimation of moderating (i.e., interaction) effects using multiple regression. The workshop will include theoretical/conceptual issues and hands-on demonstrations for the following topics: (a) definition of a moderating effect, (b) interpretation of a moderating effect, and (c) review of recent research on factors known to affect the power of multiple regression to estimate moderating effects (e.g., range restriction, heterogeneity of error variance). The hands-on/demonstration portion of the workshop will include the following topics: (a) how to use computer programs (with an emphasis on SPSS) to estimate moderating effects with multiple regression, and (b) how to use computer programs to assess violation of assumptions that bias the moderator test, to obtain alternative statistics to the F-test when assumptions are violated, and to estimate the statistical power of a moderator test.

Teaching Excellence Workshop: Cyber-Cheating: New Challenges to Academic Honesty

M. Suzanne Clinton, University of Central Oklahoma
Janie R. Gregg, University of West Alabama
Wayne Bedford, University of West Alabama
Michael Purcell, Software Secure, Inc.

The proliferation of distance learning curricula as well as the increased use of technology in teaching has provided multiple and new opportunities for cheating. These new challenges to academic honesty and appropriate faculty responses to them will be the focus of this session. Issues discussed will include that various ways that cheating occurs, new technologies for combating cheating, and the current state of the culture of academic honesty in today’s competitive environment.
Thursday, October 30

Conference Registration and Exhibits: 8:00am - 5:00pm in Banyan Breezeway East
(closed for lunch from Noon to 1:30pm)
Coordinator: Charles A. Pierce, University of Memphis

SMA Placement Services: 8:00am - 5:00pm in Banyan Breezeway West
(closed for lunch from Noon to 1:30pm)
Coordinator: Frank B. Markham, Mesa State College

Thursday, 7:00am - 8:30am in Garden Courtyard
SMA Networking Breakfast
Coordinator: Gayle Baugh, University of West Florida
All SMA registrants are invited. Come meet everyone!

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


Mourad Dakhli, American University of Kuwait
Chris Ohan, American University of Kuwait
Juliet I. Dinkha, American University of Kuwait
Ann Scholl, UAE University
Mohammed Shaheed, American University of Kuwait
Mohammad Akbar, American University of Kuwait

The GCC area has witnessed a massive influx of people from all over the world. The mixing of nationalities and cultures has had a profound effect on these countries’ economies, culture, and social structure. We survey and analyze the labor dynamics in the Gulf area with a focus on Kuwait. Acknowledging the complexities resulting from the cross-cultural interactions that are taking place due to this influx, we adopt a multi-perspective approach in our studies. We investigate the economic, historical, legal, ethical, media and psychological variables associated with these phenomena in order to provide a comprehensive assessment of key labor issues.

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

MH/ME/IM: Entering and Managing Foreign Markets

Session Chair: Debmalya Mukherjee, University of Akron
Discussants:
Diane Joyce Prince, Clayton State University
Stephanie E. Newell, Eastern Michigan University
Kunal Banerji, Eastern Michigan University

HOFSTEDE’S CULTURAL DIMENSIONS AND THE INTERNATIONAL AGENCY THEORY

Bart Jan Debicki, Mississippi State University

The analysis of the research carried out on cultural differences, internationalization, and agency theory suggests a lack of structured knowledge as to what effect cultural differences have on the effectiveness of using various means of agency cost reduction. Hofstede’s five dimensions of cultural differences (power distance, uncertainty avoidance, individualism/collectivism, masculinity/femininity, and long-term/short-term orientation) are used to describe the impact of cultural differences have on the effectiveness of mechanisms used to reduce agency cost in an international environment. Propositions are formulated relating to the effectiveness of two main agency cost control mechanisms: monitoring and incentives.

SOCIALIZATION OF INPATRIATE MANAGERS IN GLOBAL ORGANIZATIONS: A SOCIAL LEARNING PERSPECTIVE

Miriam Moeller, University of Mississippi

As culture and a global organizational environment are becoming significant management issues in the globalization of business, the creation and development of socialization processes is vital for continuous learning and adjustment of inpatriate managers. This paper examines a positive relationship between two distinct socialization processes, institutional and individualized socialization tactics, and socio-cultural and psychological adjustment, respectively. This relationship is suggested to be moderated by cultural distance. Bandura’s (1977) social-learning theory is utilized to explain the change in behavior of the inpatriate’s internal and external environment to form a new set of behaviors while adjusting to a new organizational culture.

THE IMPACT OF FIT BETWEEN INFLUENCING VARIABLES AND ENTRY MODE ON PERFORMANCE: EVIDENCE FROM CHINA

Jun Wu, Old Dominion University

Few literatures have examined how the fit between determinants and the actual choice of entry mode, influence firm performance. This paper tested this normative implication by analyzing approximately 17,000 foreign entries in seven industries in China until 2004. We include a broad of factors such as host country’s experience, cultural distance, industry asset intensity, resource commitment and specific location affect the entry modes choice including WOEs, EJVs, CJVs and JSCs. Furthermore, we examine how fit between these factors and entry modes affect firm performance. Our finding roughly proved that the firms would outperform if entry modes choices were theory-based.
"CAN'T GET NO SATISFACTION": THE EFFECT OF COWORKER DEVIANCE ON JUSTICE PERCEPTIONS AND SATISFACTION

Merideth J. Ferguson, Baylor University
Janelle R. Enns, University of Lethbridge

This study investigates how perceptions of interactional and procedural justice mediate the relationship between knowledge of coworker deviance and communication and supervisor satisfaction. Regression analyses on data from 84 bank employees, collected at two points in time, show that social information of coworker deviance (interpersonal and organizational) is negatively related to communication satisfaction and supervisor satisfaction. Furthermore, procedural justice mediates the relationship between coworker deviance and communication satisfaction, and interactional justice mediates the relationship between coworker deviance and supervisor satisfaction. The discussion highlights the connection between justice perceptions and coworker deviance and their role in determining important attitudinal outcomes.

ACTING SUPERIOR BUT ACTUALLY INFERIOR? RELATIONSHIPS OF ARROGANCE WITH MOTIVATION AND COGNITIVE ABILITY

Jeremy A. Bauer, University of South Florida
Eunae Cho, University of South Florida
Russell Johnson, University of South Florida
Stanley B. Silverman, University of Akron

Previous research has shown that arrogance has adverse effects on task performance, citizenship behavior, and social evaluations by others. In this study we examined motivation-based individual differences that may account for some of these consequences. Consistent with expectations, we observed that arrogance was positively related to the needs for dominance, achievement, and autonomy, as well as individual self-identity, and performance goal orientation. Conversely, arrogance was negatively related to need for affiliation, relational and collective self-identities, and learning goal orientation. Interestingly, we also found that arrogance was inversely related to cognitive ability. Implications of these findings are discussed.

OCCUPATIONAL SELF-EFFICACY AS A MEDIATOR OF GLOBAL SELF-EFFICACY'S IMPACT AT WORK

Steven M. Elias, New Mexico State University
Stefanie Holman, Auburn University at Montgomery

While some scholars insist efficacy beliefs should be treated as being domain specific, others treat efficacy beliefs as being global. The current study examines the relationships between global self-efficacy, domain specific (i.e., work) self-efficacy, and several work related outcome variables (LMX, learning, and locus-of control). It was hypothesized that work self-efficacy beliefs would fully mediate the relationships that may exist between global self-efficacy beliefs and the outcomes under investigation. Data was obtained from state government employees (n = 133) located in the Southeastern United States, and structural equation modeling supported this hypothesis. Implications for future research are discussed.

CREATIVITY, A DOUBLE-EDGED SWORD: A STUDY OF LEGITIMACY DURING THE LIFE CYCLE OF AN INTERNET FIRM

Israel Drori, College of Management, Rishon
Benson Honig, Wilfrid Laurier University

We report the results of a seven year ethnographic study depicting the relationship between creativity and internal and external legitimacy in VirtualArt, an emergent creative professional firm. We study the entire life cycle, from formation through endorsement and constitution, analyzing the tension between artistic and organizational creativity as it recurrently shapes legitimation processes. We show how social actors use and institutionalize artistic creativity, focusing on both internal and external legitimization mechanisms. Creativity alone is seen to be insufficient, even a potential liability, obscuring strategic action, which may lead to organizational demise.

IMPROVED RELIABILITY AND RESEARCH APPLICATIONS OF THE CREATIVE PROBLEM SOLVING PROFILE

Min Basadur, McMaster University
Garry Andre Gelade, Business Analytic Ltd
Tim Basadur, University of Illinois at Chicago

The Creative Problem Solving Profile (CPSP) is an instrument designed to measure an individual’s preferred creative style in terms of two bipolar dimensions that are directly related to a staged process of creative problem solving: the apprehension of knowledge and the utilization of knowledge. We expand the theory underlying the CPSP and report a program of improvement of the ent instrument’s psychometric properties resulting in excellent internal consistency and test-retest reliability. Finally, we propose future research avenues including group performance, diversity and group conflict based on cognitive problem solving style.
RADICAL AND INCREMENTAL CREATIVITY: ANTECEDENTS AND PROCESSES

Nora Madjar, University of Connecticut

This study extends creativity theory and research by differentiating and examining the antecedents of two distinct types of creative performance; radical and incremental. Results demonstrate that intrinsic motivation, ideas that are problem driven, and developed based on abstract theory are associated with radical creativity; whereas extrinsic motives, ideas that are solution driven, and developed based on concrete practice are related to incremental creativity.

THE EFFECTS OF FORMS AND LEVELS OF EXCHANGE ON WORK OUTCOMES IN VIRTUAL TEAMS

Claudia C. Cogiser, Texas Tech University
William L. Gardner, Texas Tech University
Chris Quinn Trank, Texas Tech University
Mark B. Gavin, Oklahoma State University
Anson Seers, Virginia Commonwealth University

Electronic communications from 50 virtual teams were coded to identify four types of group exchange structures: unified generalized (high-quality relationships among group members), unified generalized with isolates (high quality exchange among most members, with negative exchange among some isolated members), unified balanced (low quality relationships), and unified balanced with isolates (low quality exchange among most members, negative exchange with some isolated members). Virtual teams with unified generalized did not experience higher performance and satisfaction. However, when isolates were present, adverse effects on performance and satisfaction were observed, but only for teams with balanced as opposed to generalized structures.

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

OB/OT/OD: Where Would We Be Without Teams: An In-Depth Look at Leadership, Groupthink and Virtual Teams

Session Chair: Anthony (Tony) Paul Ammeter, University of Mississippi

Discussants:
Kukenberger R. Michael, University of Connecticut
Alex Williams Jr., University of Mississippi
Anthony (Tony) Paul Ammeter, University of Mississippi

★BEST OVERALL PAPER AND BEST PAPER IN TRACK★
AUTHENTIC LEADERSHIP AND TEAM OUTCOMES: THE ROLE OF EMERGENT STATES

Fred Walumbwa, Arizona State University
Fred Luthans, University of Nebraska
James B. Avey, Central Washington University
Adegoke Oke, Arizona State University

Although there have been recent theory and research advances in what constitutes authentic leadership, an understanding of the mechanisms and the measured impact on team outcomes has received little attention. To address this need, we examined relevant constructs linking authentic leadership with desired team outcomes. The results indicated positive associations between both team psychological capital and team trust with team citizenship behavior and team performance. These two emergent states also mediated the relationship between authentic leadership and the desired team outcomes. Implications for future research and practice conclude the article.

GROUPTHINK TYPE II: THE ROLE OF TASK COHESION, CLOSED LEADERSHIP, AND PROVOCATIVE CONTEXTS IN COLLECTIVE DECISIONS

Jeni L. Burnette, University of Richmond
Donelson R. Forsyth, University of Richmond
Jeffrey Mathew Pollack, Virginia Commonwealth University

A new theoretical model of groupthink in which task cohesion replaces interpersonal cohesion as a key cause of defective group decision-making is proposed. The original model (Janis, 1972) assumed that excessive concurrence seeking, due to interpersonal cohesion, leads to faulty group decisions (groupthink type I). We outline a second form of groupthink (groupthink type II) in which the shared pursuit of a collective goal leads groups to take excessive risks. We use a case-study approach drawing on reviews of personal accounts, media descriptions, online interviews, and past empirical papers regarding the May 1996 Mount Everest disaster.
PRESSURE, PAY, POWER AND MISLEADING DISCLOSURES: CEO AND FOUNDER INCENTIVES AND THE MEDIATING ROLE OF THE BOARD

William J. Donohé, Missouri State University

This research tests a model examining the influence of performance pressure, compensation structure, and executive power on the issuance of misleading disclosures, and the extent to which board control mediates these relationships. Results indicate that founder-CEOs, option grants and performance pressure are positively associated with misleading disclosures, and that executive tenure is negatively related. Board control, as a function of average tenure, fully or partially mediates all of these relationships except that of founder-CEOs. Founder-CEO status exhibits a positive and unmediated relationship with misleading disclosures.

MANAGING FROM THE CENTER: A FRAMEWORK FOR INNOVATION THROUGH DIFFERENT TYPES OF COLLABORATIVE NETWORKS

Scott Mooty, University of Memphis
Ben L. Kedia, University of Memphis
Debmalya Mukherjee, University of Akron
Robert E. Vickrey, University of Memphis

The ability to develop innovations is a key component in strategies to capture and maintain competitive advantage. The antecedents of innovation are central considerations in the development of innovation strategies within collaborative networks. This paper extends network theory and organizational learning literature by proposing a dynamic typology of different collaborative partnerships as an important vehicle to manage innovation. While doing so we also introduce two new types of organizational learning - experiential and exponential learning. Testable propositions are also presented.

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

Strategy/Ent: Innovation and Culture

Session Chair: Sofy Carayannopoulos, Wilfrid Laurier University
Discussant: Ralph Maurer, Louisiana State University

ACTION ORIENTATION AS A MEDIATOR IN THE CULTURE-PERFORMANCE RELATIONSHIP

Larry Weinzierl, Bradley University
Anthony R. Wheeler, University of Rhode Island
Jennifer L. Franzak, Bradley University
Eric J. Michel, Bradley University

While previous research has investigated the link between organizational culture and firm performance, results have been mixed. One possible explanation may be that although an organization possesses certain cultural attributes, those attributes do not necessarily impact performance. However, we argue that a firm’s ability to take action on these attributes mediates the culture performance relationship. We draw upon organizational behavior literature to develop an action orientation measure, establish construct validity, and hypothesize that action orientation mediates the strategic and market orientation – firm performance relationships. In doing so we establish criterion validity for action orientation in predicting firm performance.

Thursday, 10:00am - 10:30pm in Banyan Breezeway East

Networking Break

Coordinator: Geralyn McClure Franklin, University of South Florida, St. Petersburg

Thursday, 10:30am - Noon in Sabal Room

Ethics/Soc/Div: Diversity Training, Diversity Programs, and Organizational Support

Session Chair: Linda Isenhour, Eastern Michigan University
Discussants:
Kevin B. Lowe, University of North Carolina at Greensboro
Kathleen M. Shumate, University of Texas at Arlington
Cherie E. Fretwell, Troy University

THE ROLE OF DIVERSITY PROGRAMS, MANAGERIAL TEAM COMPOSITION, AND RELATIONAL VALUES IN SHAPING ORGANIZATIONAL LEVEL EMPLOYEE POS FOR DIVERSITY

Andrew O. Herdman, East Carolina University
Amy McMillan-Capehart, East Carolina University

This study provides investigation of the determinants of POS for diversity among rank and file employees. Organizational level characteristics—including diversity programs, managerial diversity, and managerial relational values, were hypothesized to be important determinants of these perceptions. Support was found for the relationship between the deployment of diversity programs and levels of POS for diversity. This relationship was moderated by the diversity of the management team. Further, managerial relational values were found to be both predictive of the adoption of diversity initiatives and a second moderating condition for the efficacy of diversity programs in shaping employee POS for diversity.

INNOVATION AS NEGOTIATION: THE IMPACT OF CULTURAL STATUS ON THE DEVELOPMENT OF A FILM FRANCHISE

Ralph Maurer, Louisiana State University

This paper uses a multi-case, qualitative, inductive study of a feature film franchise to explore how the cultural status of a resource affects innovation efforts that has two primary components. First, I propose that when a resource has an elevated cultural status, the reception of innovation becomes tied to whether innovation efforts mesh with historic uses of the resource. Second, I propose that to manage this constraint firms engage in an iterative cycle of interpretation and signaling that resembles an ongoing negotiation between producer and audience.

Thursday, 10:30am - 10:45am in Sabal Room
THE TRAINING PROFESSION AND INEFFECTIVE DIVERSITY TRAINING

Kay J. Bunch, Georgia State University

Organizations spend about $20 billion annually on diversity training, but many interventions do more harm than good. There is growing awareness that diversity training often is ill conceived, poorly implemented, and rarely evaluated. I propose that the training profession has long been associated with atheoretical fads and examine how membership in subcultures of limited power and status undermine the training profession in general, the training function within the organization, and the specific diversity intervention.

TOWARDS DEVELOPING HRD INTERVENTIONS BASED UPON MEASUREMENTS OF SOCIAL CAPITAL: AN EXPLORATORY STUDY

Julia Storberg-Walker, North Carolina State University

In this exploratory study, the resource view of social capital is used to understand more about marginalized workers and how human resource development (HRD) might contribute towards greater equity in the workplace. This study examined the social capital of these workers in order to identify specific areas where HRD interventions could improve working conditions. The study broadens the application of social capital research from an almost exclusive focus on knowledge workers to a focus on marginalized workers. Finally, by placing the study in health care, the study contributes to the critical issues of attracting and retaining direct care workers.

Thursday, 10:30am - Noon in Glades Room

HRM/Careers: Employee Selection, Retention, and Performance

Session Chair: Frankie Jason Weinberg, University of Georgia

Discussants:
Brian K. Miller, Texas State University
Gregory P. Tapis, Mississippi State University
Chester A. Schriesheim, University of Miami
Nathan S. Hartman, John Carroll University

COVERAGE BY SMOKE-FREE WORKPLACE POLICIES, SMOKING CESSATION, AND HEALTH OUTCOMES: CAN HRM POLICIES IMPROVE WORKER HEALTH?

Jonathon R. B. Halbesleben, University of Wisconsin - Eau Claire
Anthony R. Wheeler, University of Rhode Island

Secondhand smoke exposure is a significant health risk to employees and is the frequent target of workplace policies. We had three goals for the present research: to examine the prevalence of smoke-free workplace policies, to evaluate the impact of such policies on smoking cessation, and to examine the impact of smoke-free workplace policy (SFWP) coverage on health outcomes. Using data from Behavioral Risk Factor Surveillance System (BRFSS), we found that SFWP coverage remains below government goals, especially for Hispanic workers. Moreover, we found evidence that SFWP coverage was not associated with smoking cessation attempts, but was associated with health outcomes.

EMPLOYEE RETENTION: AN EXPLORATORY FIELD INVESTIGATION OF THE EMPLOYEE EQUITY MODEL

Robert L. Cardy, University of Texas at San Antonio
Mark Lengnick-Hall, University of Texas at San Antonio

Employee retention can be a key means for organizations to gain competitive advantage and to be cost effective. The employee equity model provides a framework that can guide research and practice in employee retention. The model posits that perceptions regarding value, brand, and retention are determinates of employee retention. This paper describes the employee equity model and reviews the central concepts. The measurement of value, brand, and retention components with a group of experienced employees is reported. The study found high scale reliabilities for the measures and a significant relationship with turnover intentions. Future research directions are discussed.

MANAGING ADAPTIVE PERFORMERS: THE INTERACTIVE EFFECTS OF PERCEIVED ORGANIZATIONAL SUPPORT AND LEADER-MEMBER EXCHANGE

Kenneth Michael Sweet Jr., University of Houston
L. A. Witt, University of Houston

The nature of work and the role of workers in modern organizations are becoming increasingly dynamic. Researchers have noted the need for an adaptive performance dimension that captures effective employee behavior in response to these changes. The authors examined the effect of employee perceived organizational support (POS) and the quality of the leader-member exchange (LMX) on supervisory ratings of adaptive performance. Results supported their hypotheses that both LMX and POS have direct effects on adaptive performance and that POS moderates the relationship between LMX and adaptive performance.

THE BIG SIX? THE IMPORTANCE OF WITHIN-PERSON PERSONALITY CONSISTENCY IN PREDICTING PERFORMANCE

Matthew Scott Fleisher, University of Tennessee
David J. Woehr, University of Tennessee

Consistency has been recognized as an important component of personality measurement. Edwards and Woehr (2007) developed an approach to the measurement of personality consistency based on frequency estimation. They present evidence that consistency information provided by frequency-based measurement moderates self-other agreement such that more consistency leads to stronger self-other agreement. Baird et al. (2006) demonstrated evidence that personality consistency is unidimensional. This study extends the findings of Edwards and Woehr and Baird et al. by examining the factor structure of personality consistency as well as the moderating role of consistency in personality–performance relationships.
Session Chair: Sharon L. Segrest, University of South Florida, St. Petersburg

Discussant: Sally Sledge, Troy University

BUILDING DYNAMIC CAPABILITIES THROUGH COLLECTIVE MINDFULNESS

Nicole C. Jackson, Boston College

The dynamic capabilities literature looks at how organizations can adapt their operational routines by exploiting competencies and exploring beyond them in order to address shifts in the marketplace. The literature emphasizes the importance of context to address shifts, yet fails to integrate the importance of collective mindfulness in this process. As a theoretical paper, this piece hypothesizes how the antecedents of collective mindfulness impact 1) the ability to search (explore), measured by innovation, and 2) the ability to utilize and exploit information, measured by organizational reliability. This paper also integrates operational flexibility as an important mediator to explain these relationships.

★BEST PAPER IN TRACK★

THE IMPACT OF INFORMATION ASYMMETRY ON INNOVATION STRATEGIES IN SERVICE FIRMS

Tammy Ross Huffman, University of North Carolina at Asheville
Bryan S. Schaffer, University of North Carolina at Asheville

This study utilizes transaction cost economics to examine the impact of information asymmetry on a service firm’s decision to engage in innovation strategies. Using data obtained from 227 service firms, the findings suggest that when levels of information asymmetry are high, service firms engage in higher levels of firm innovation. In addition, the data reveal that when high levels of information asymmetry exist, increased innovation activity results in higher levels of firm performance. Implications of these findings are discussed.

Session Chair: James G. Combs, Florida State University

Discussant: Joel F. Bolton, Oklahoma State University

AN EMPIRICAL EXAMINATION OF LEADERSHIP IMPERATIVE AND COLLECTIVE ENTREPRENEURSHIP IN SMALL BUSINESSES: DOES LEADERSHIP ALWAYS HELP?

Jun Yan, California State University

This empirical study examined the coexistence of leadership imperative and collective entrepreneurship in small businesses. Two task-oriented leadership behaviors were predicted to have positive, direct association with small business entrepreneurship, while two relationship-oriented leadership behaviors were predicted to have positive but indirect association with small business entrepreneurship. Study showed only interaction facilitation was positively associated with small business entrepreneurship with a full mediation by collaboration. Support and goal emphasis were found to have no significant association with small business entrepreneurship. Contrary to prediction, work facilitation was found to have significant but negative association with small business entrepreneurship. Implications were discussed.
POST-RESTRUCTURING EQUITY OWNERSHIP: REACTIONS BY EXECUTIVES AND BOARDS TO INSTITUTIONAL PRESSURES

Luke H. Cashen, Nicholls State University

This paper examines the relationship between governance and restructuring. Although poor performance driven by inadequate governance is a widely investigated antecedent of portfolio restructuring, it is also widely contested since governance structures of restructuring firms are automatically labeled as weak. Research has not proven that governance is weak in the pre-restructuring period, yet this philosophy has become institutionalized. This paper incorporates institutional arguments by suggesting that firms will adjust governance structures to reflect socially valid indicators of governance – greater equity ownership by executives and board members. Results revealed that firms do modify equity ownership positions in the post-restructuring period.

WHY DO FIRMS GO PRIVATE: A THEORETICAL EXAMINATION OF THE ENVIRONMENTAL AND ORGANIZATIONAL ANTECEDENTS OF THE PUBLIC-TO-PRIVATE DECISION

Alix Valenti, University of Houston - Clear Lake
Marguerite Schneider, New Jersey Institute of Technology

This paper explores the migration of many public companies to private status. It examines the public-to-private movement in the post Sarbanes-Oxley era, and finds that “going private” leads to a quite different system of corporate governance. Informed by agency theory and literature on strategic influences, a model is developed of the environmental and organizational antecedents that affect the decision to go private. Further study is needed to augment understanding of the implications of going private for the corporation and its stakeholders.

WHY CORPORATE ILLEGAL ACTIVITY IS CAUSED BY LACK OF ATTENTION

David William Kunsch, University of Western Ontario
W. Glenn Rowe, University of Western Ontario

Drawing upon the Attention Based View of the firm, this paper proposes that corporations may engage in illegal corporate activities, even when they know that those activities would not be in their own best interests, because they are not paying attention to those issues that create and sustain the illegal activity.

★BEST OVERALL PAPER AND BEST PAPER IN TRACK★
THE PACE OF STRATEGIC DECISION-MAKING: THE CRITICAL ROLE OF AFFECT IN EXECUTIVE TEAMS

Kevin D. Clark, Villanova University
Patrick G. Maggitti, Villanova University
Nicholas M. Rongione, Villanova University

An intensive field study of 73 TMTs of technology firms demonstrates the importance of a key affective process, potency, in the theory of strategic decision speed. Specifically, we find TMT potency mediates the relationship between TMT demography, TMT interaction process and strategic decision speed. Post hoc analysis of high potency teams suggests that potency may be either functional – leading to high performance or dysfunctional – resulting in low performance. Potency appears to be a multi-faceted construct consisting of both level and domain boundedness. We offer propositions that begin to untangle the origins of functional versus dysfunctional potency or hubris.

Thursday, 10:30am - Noon in Citrus Room

Strategy/Ent: TMT Decision Making

Session Chair: Vera L. Street, Salisbury University
Discussant: Marc D. Street, Salisbury University

BOARDS AS SENSEMAKERS AND DECISION MAKERS: WEAVERS OR QUILTERS?

Karen Ford Eickhoff, University of Tennessee
Donde Ashmos Plowman, University of Tennessee

Boards of directors are uniquely positioned to have a substantial impact on the organizations they serve because of their dual location at the top and at the edge of the organization. An emerging view of organizations as complex adaptive systems changes how we think about boards, their roles and the part boards play in making sense of the changing environment and in deciding how to act on that environment.

Thursday, Noon - 1:15pm in Snowy Egret

SMA Track Chair Luncheon
(By Invitation Only)
Coordinator: Mark B. Gavin, Oklahoma State University

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

SMA Fellows Panel Discussion: If I Knew Then What I Know Now...

Chair:
K. Michele Kacmar, University of Alabama

Panelists:
Mark B. Gavin, Oklahoma State University
Dave Ketchen, Auburn University
Pamela L. Perrewé, Florida State University
Sherry E. Sullivan, Bowling Green State University
David D. Van Fleet, Arizona State University

Several members of the SMA Fellows Organization with long ties to the Southern Management Association will share briefly what they have learned over their careers and how they might have been able to take advantage of this knowledge had they had it earlier in their careers. The remainder of the session will be devoted to discussion with the audience.
A QUANTITATIVE EXAMINATION OF THE CONTENT VALIDITY OF THE TRANSFORMATIONAL LEADERSHIP INVENTORY

Chester A. Schriesheim, University of Miami
Sheryl Lynn Alonso, University of Miami
Linda L. Neider, University of Miami

Past studies of transformational leadership have almost exclusively used the Multifactor Leadership Questionnaire (MLQ). However, a number of theoretical and methodological issues have been raised about this instrument's construct validity. In this investigation, the Transformational Leadership Inventory (TLI), was examined as a potential alternative measure. Factor-analytic results supported all six of the proposed theoretical dimensions as well as appropriate item assignments to each of the dimensions. ANOVA results and post hoc tests further supported the content validity of the instrument. Thus, although additional investigations are needed, the preliminary evidence indicates that the TLI may be psychometrically superior to the MLQ.

A VALIDATION STUDY OF THE CROSS-CULTURAL ADAPTABILITY INVENTORY

Nhung T. Nguyen, Towson University
Lisa D. McNary, North Carolina State University
Michael David Biderman, University of Tennessee at Chattanooga

The factor structure of the Cross-Cultural Adaptability Inventory was examined via a confirmatory factor analytic (CFA) approach. A series of CFA models were tested and applied at the item level to both the CCAI and Goldberg’s Big Five inventory. One CFA model, in which a method bias factor was estimated, fit the data significantly better than a model without such a method effect. Further, the method factor suppressed substantive relationships such that two CCAI subscales of emotional resilience and personal autonomy became significant correlates with self-reported number of international job assignments after method variance was accounted for.

DEVELOPMENT AND CONSTRUCT VALIDATION OF A WISDOM MEASURE

Shannon G. Taylor, Louisiana State University
Meri Thompson, Louisiana State University
Kate Pounders, Louisiana State University

Researchers from implicit and explicit theoretical domains have attempted to develop a scale that comprehensively measures wisdom. These measurement scales have begun to gain momentum within their respective theoretical domains, but a universally accepted conceptualization and operationalization of wisdom is lacking. As such, the purpose of the current study is to develop and validate a multidimensional scale of wisdom. Consequently, the current research stands to make a substantial contribution by filling in a long existing void in the study of wisdom.
The purpose of this study was to examine possible antecedents to abusive supervision. The study integrated research on workplace aggression and spousal abuse and investigated a supervisors’ personality characteristic (e.g., impulsivity) and a supervisors’ situational characteristic (e.g., job uncertainty) as predictors of abusive supervision. In addition, the interaction of supervisors’ personality and the situation was examined by testing the interactive effects of supervisors’ impulsivity and supervisors’ job uncertainty on abusive supervision. The findings of our study support our hypotheses. The implications of our study and future avenues of research are discussed.

**SUBJECTIVE IDENTITIES AND INTRA-ORGANIZATIONAL NETWORKS OF GROUP LEADERS: A THEORETICAL FRAMEWORK**

Kiran Ismail, St. John’s University

Taking insights from social identity and social network theories, this paper proposes that group leaders simultaneously maintain two different types of intra-organizational networks: networks with their subordinates, and networks with other leaders. Leaders’ subjective identities influence intra-organizational networks of leaders of organizational work groups, and these networks, in turn, play a significant role in influencing group outcomes such as group performance, and group power and resource access structure within the organization.

**SUPERVISORS’ IMPULSIVITY AND JOB UNCERTAINTY AS ANTECEDENTS OF ABUSIVE SUPERVISION**

Mary Bardes, University of Central Florida
Rebecca Lee Greenbaum, University of Central Florida

The purpose of this study was to examine possible antecedents to abusive supervision. The study integrated research on workplace aggression and spousal abuse and investigated a supervisors’ personality characteristic (e.g., impulsivity) and a supervisors’ situational characteristic (e.g., job uncertainty) as predictors of abusive supervision. In addition, the interaction of supervisors’ personality and the situation was examined by testing the interactive effects of supervisors’ impulsivity and supervisors’ job uncertainty on abusive supervision. The findings of our study support our hypotheses. The implications of our study and future avenues of research are discussed.

**DIRECT AND INDIRECT ATtribution EFFECTS OF LMX RELATIONSHIPS: SELF, LEADER, AND COWORKER ATTRIBUTIONS OF OCB MOTIVES**

Wm. Matthew Bowler, Oklahoma State University
Jonathon R. B. Halbesleben, University of Wisconsin - Eau Claire

Although scholars have recognized that organizational citizenship behavior (OCB) can be attributed to either self-serving or other-serving motives, little research has addressed the conditions under which different observers will make positive versus negative attributions for OCB. We draw on leader-member exchange (LMX) and attribution theories to hypothesize that high-quality LMX relationships will be associated with positive attributions of OCB motives by the follower and the leader, but negative attributions of OCB motives by coworkers. Results support our hypotheses.

**WHY DO PEOPLE ENGAGE IN HELPING BEHAVIORS: AN EXPLORATORY STUDY OF INTERPERSONAL HELPING BY EMPLOYEES IN ORGANIZATIONS?**

Kanchan Vasant Deosthali, SUNY - University at Albany
Thomas D. Taber, SUNY - University at Albany

Numerous studies of antecedents of organizational citizenship behaviors (OCBs) have been conducted in the 35 years since Organ first popularized the study of prosocial behavior in organizations. Studies identified three groups of antecedents to OCBs: transient affective states, persisting personality traits, and feelings of reciprocity toward a benefactor in response to positive work characteristics. (Podsakoff, Organ, and Mackenzie, 2006). The present study is an exploratory, qualitative effort investigating the underlying reasons, employees give for exhibiting helping behaviors towards co-workers. Content analysis of reasons from a diverse sample of 337 employees yielded five distinct categories capturing their reasons for helping co-workers.
WORKSPACE PERSONALIZATION, PERCEIVED PRIVACY AND EMPLOYEE OUTCOMES: AN EXTENSION AND TEST OF THEORY

Gregory A. Laurence, Syracuse University

We investigate workspace personalization and its mitigating effects on lack of perceived privacy. Building on previous research in organizational behavior and environmental psychology we describe the relationships of architectural privacy and spatial density with perceived privacy, confirming that perceived privacy is at least partially based on objective physical characteristics. Workspace personalization is then shown to moderate the relationship between perceived privacy and the outcomes of emotional exhaustion, job involvement, and growth satisfaction, softening the effects of lack of privacy.
D’Lisa McKee, Mississippi State University

Relying on existing models of ethical decision making, this paper uses regression analysis to determine if moral intensity, perception of an ethical problem, salience of religious beliefs and personal religious experience are significantly related to the behavioral intent of a salesperson who is evaluating an ethical dilemma. In addition to considering direct relationships between the independent and dependent variables, this paper also examines the relative relationship between proximal (state-like) and distal (trait-like) variables and their respective relationship to behavioral intention. This exploratory study finds that proximal variables appear to have more influence on behavioral intention than do distal variables.

Thomas H. Stone, Oklahoma State University
Jim Jawahar, Illinois State University
Jennifer Lynn Kisamore, University of Oklahoma - Tulsa

Structural equation modeling was used to predict academic misconduct intentions and behavior in a sample of 271 business students. As hypothesized, the modified Theory of Planned Behavior model, in which both intentions and justifications, serve as antecedents to behavior fit the data well, accounting for 22% of the variance in intentions to cheat and 47% of the variance in self-reported cheating behavior.

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

HC/HM/PA: Healthcare Quality and Effectiveness

Session Chair: Michael Morris, University of Florida

Discussants:
William T. Jackson, University of South Florida, St. Petersburg
Sheryl Lynn Alonso, University of Miami
Scott Geiger, University of South Florida, St. Petersburg

Jennifer Sumner, University of Central Florida
Timothy Rotarius, University of Central Florida
Aaron Liberman, University of Central Florida

Healthcare is a system that, organizationally speaking, is fragmented. Each hospital facility is independently operated and is responsible for the hiring of its own employees. Corrupt individuals can take advantage of this fragmentation and move from hospital to hospital, gaining employment while hiding previous employment history. The need to exchange information regarding employees is necessary as hospitals seek to fill positions throughout their organizations. One way to promote information exchange is to develop trusted information sharing networks among hospitals. This study examined the problems surrounding organizational information sharing and the cultural factors necessary to improve the exchange of employee information.

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

HRM/Careers: From Recruitment to Training and Development: A Cross-Cultural Perspective

Session Chair: F. Robert Buchanan, University of Central Oklahoma

Discussants:
Kay J. Bunch, Georgia State University
Keke Wu, University of Alabama

Eric Gresch, Auburn University
William F. Giles, Auburn University

While technology has increased the number of methods for training delivery, the instructor-led classroom training is still the dominant training method. As such, it is important to continue investigating factors that influence trainee outcomes in a classroom environment. While the presence of distractive behaviors (such as off-topic conversations) in classroom training is certainly a reality, training research has not attempted to assess their impact on training outcomes. The major purpose of this paper is to assess the impact of distractive behaviors on posttraining self-efficacy.
This research studies the effects of publicity and recruitment advertising on applicant attraction. With manipulating publicity (positive/negative) and recruitment advertisements (general/detailed) design, participants with between-group designs were randomly assigned to groups. The results reveal that detailed recruitment advertisement was associated with higher advertisement truthfulness, advertisement informativeness, appropriateness; attitude toward the advertisement, and the organizational attractiveness. When receiving negative publicity, detailed recruitment advertisement could further improve applicants’ organizational attractiveness. Besides, negative rather than positive publicity interferes with the impact of recruitment advertisement to a greater extent.

**PUBLICITY, RECRUITMENT ADVERTISING AND APPLICANT ATTRACTION**

Chun-Hsien Lee, National Kaohsiung Normal University
Po-Hao Chen, National Kaohsiung Normal University

This research studies the effects of publicity and recruitment advertising on applicant attraction. With manipulating publicity (positive/negative) and recruitment advertisements (general/detailed) design, participants with between-group designs were randomly assigned to groups. The results reveal that detailed recruitment advertisement was associated with higher advertisement truthfulness, advertisement informativeness, appropriateness; attitude toward the advertisement, and the organizational attractiveness. When receiving negative publicity, detailed recruitment advertisement could further improve applicants’ organizational attractiveness. Besides, negative rather than positive publicity interferes with the impact of recruitment advertisement to a greater extent.

**WORKPLACE VALUES: THE CASE OF HOSPITALITY WORKERS IN SPAIN AND BRAZIL**

Joyce Thompson Heames, National Kaohsiung Normal University

Workplace values are sometimes difficult to identify, but most employees agree that they are a necessary component of a successful business. Without common workplace values, it is difficult for employees to feel organizational commitment or that they belong to a cohesive group. Managers must ensure that all workers share the values of the organization. Few studies exist that examine and compare workplace values qualitatively in the hospitality industry. Using existing theory, we find that hospitality workers in Spain and Brazil exhibit workplace values that cluster around 3 themes. Managerial implications and directions for future research are given.

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

**OB/OT/OD: Emotions and Leadership**

Ronald H. Humphrey, Virginia Commonwealth University
Sven Kepes, Virginia Commonwealth University
Neal M. Ashkanasy, University of Queensland
Marie T. Dasborough, University of Miami
Cynthia Fisher, Bond University
Chester A. Schriesheim, University of Miami
Randall Sleeth, Virginia Commonwealth University

Our symposium is designed to bring together leading scholars to develop a deeper understanding of the relationships between emotions and leadership, and to push the boundaries of what we know today about the intersection of these areas of research. Each of the papers in the symposium tackles challenging issues and presents new perspectives for understanding how emotions and leadership are related. The topics discussed include the possible positive and negative characteristics and outcomes of empathic leaders, the influence of affect in leader-member exchange relationships, and the effect of leader messages on follower emotional responses.

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

**MH/ME/IM: Individual Values, Managerial Motives, and Leadership Traits: Differences Across Cultures**

Session Chair: Jane Whitney Gibson, Nova Southeastern University

Discussants:
Laura Lovell Alderson, University of Memphis
Timothy Harper, Skidmore College
Joyce Thompson Heames, West Virginia University

★BEST PAPER IN TRACK★

**ASSOCIATIONS OF CULTURE AND PERSONALITY WITH MCCLELLAND’S MOTIVES: A CROSS CULTURAL STUDY OF MANAGERS IN 24 COUNTRIES**

Hetty Van Emmerik, Utrecht University
William L. Gardner, Texas Tech University
Hein Wendt, Hay Group
Dawn J. Fischer, Texas Tech University

Using a cross-cultural sample of 17,538 managers from 24 countries, we explored the interrelationships between McClelland’s motives with specific cultural dimensions and personality factors. The results revealed significant relationships between the achievement, affiliation, and power motives and the cultural dimensions of performance orientation, humane orientation, and power distance, respectively. Support for posited relationships between the managers’ motives and personality as measured by the Big Five factors was also obtained. Finally, the results demonstrated that the relationships between McClelland’s motives and managers the Big Five factors are moderated by the cultural dimensions of performance orientation, humane orientation, and power distance.

**LEADERSHIP ACROSS CULTURES: EXAMINING THE EQUIVALENCE OF THE LEADER BEHAVIOR INVENTORY IN TWO DIFFERENT CULTURES**

Howard Rudd, College of Charleston
Tom Kent, College of Charleston
Carrie A. Blair, College of Charleston
Ulrich Schuele, FH Mainz - University of Applied Sciences

The Leadership Behavior Inventory – as developed using US leaders -- was administered to German leaders to assess the equivalence of the instrument across cultures and to identify differences between leader behaviors across the cultures. The instrument was found to be, generally, equivalent; and the demonstration of four of the five factors were determined to be about the same for leaders across the cultures. Only one factor – Care and Recognition – was found to show greater usage by US leaders than by German Leaders.

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

**Strategy/Ent: Issues in Family Firms**

Session Chair: LaKami T. Baker, Auburn University

Discussant: Thomas Hawver, Virginia Commonwealth University

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

**FAMILY FIRM COMMITMENT AND PERFORMANCE: A MODERATED MEDIATION ANALYSIS**

Pankaj Patel, University of Louisville
Franz Kellermanns, Mississippi State University
Kimberly Eddleston, Northeastern University

Utilizing moderated mediation analysis (Edwards and Lambert, 2007), we investigate how the relationship between family firm commitment and performance is mediated by formalization in family firms, while considering family identification as moderators on direct and mediating relationships. Utilizing a sample of 663 family firms, our findings provide support for our hypotheses by showing that the relationship between family firm commitment and performance is partially mediated by formalization. We furthermore showed that identification is an important moderator in the aforementioned relationships. Implications and future research are discussed.
FAMILY FIRMS AND ENTREPRENEURIAL ORIENTATION IN PUBLICLY TRADED FIRMS: A COMPARATIVE ANALYSIS OF THE S&P 500

J. Christian Broberg, Wichita State University
Jeremy C. Short, Texas Tech University
G. Tyge Payne, Texas Tech University
Keith H. Brigham, Texas Tech University
G. T. Lumpkin, Texas Tech University

There is considerable disagreement about whether or not family firms constitute an organizational context that hinders or supports entrepreneurial activities. This manuscript highlights the existence of EO in family firms and examines differences between family and non-family firms on entrepreneurial orientation’s dimensions of autonomy, competitive aggressiveness, innovativeness, proactiveness, and risk-taking using content analysis of shareholder letters from S&P 500 firms. Family firms exhibit language consistent with an EO for all dimensions, but used significantly less language than non-family firms in relation to autonomy, proactiveness, and risk-taking.

NONFAMILY EMPLOYEES’ ORGANIZATIONAL IDENTIFICATION AND ATTACHMENT IN FAMILY FIRMS

Esra Memili, Mississippi State University

Family business studies addressing the nonfamily employees’ organizational identification have been rare. Drawing upon stewardship and social identity theories, I propose that nonfamily employees’ organizational attachment in family firms would be uniquely affected by family influence factors and nonfamily employees’ organizational identification. Furthermore, I expect that nonfamily employees’ organizational attachment would influence their tenure in family firms. Accordingly, I develop a theoretical model linking family influence factors (i.e., power, experience, and culture), nonfamily employees’ organizational identification, organizational attachment, and turnover intentions in family firms. I conclude by discussing implications for future research.

IMPLEMENTATION OF STRATEGIC GROUP MAPS AND A BALANCED SCORECARD IN A UNIVERSITY SETTING

Laura Matherly, Tarleton State University - Central Texas
Mohammed A. El-Saidi, Utah Valley University

A strategic scorecard reports those performance indicators that have been derived from the institution’s mission as well as an internal and external stakeholder analysis and are aligned across all processes and functions in the organization (Kaplan & Norton, 1992, 1996, 2004; Fry & Matherly, 2006). A comprehensive review of the literature reveals that most universities do not include a strategic map to show the causal linkages among the performance indicators. Drawing from the emerging performance excellence paradigm and previous research in strategic management, a strategic group map and implementation model is proposed from which a strategic scorecard is developed.

PILOT STUDY OF HEALTH CARE BOARDS INVOLVEMENT IN STRATEGIC DECISION MAKING

Arthur J. Rubens, Florida Gulf Coast University
Stephen A. Drew, Florida Gulf Coast University
Darlene Andert, Florida Gulf Coast University

The focus of this research is a qualitative research study of health care CEO’s from profit and not-for-profit centers in Southwest Florida and the United Kingdom to assess the overall involvement and effectiveness of their boards in strategic development and strategic decision making. In addition, the interviews sought to better understand what tools are used and could be used by the boards to enhance and augment their strategic decision making process. The presentation at the SMA Annual Conference will provide an analysis of the qualitative interviews with health care CEO from Southwest Florida and the U.K. to date.

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

Strategy/Ent: Qualitative Research in Strategy and Entrepreneurship

Session Chair: Jeffrey Mathew Pollack, Virginia Commonwealth University
Discussant: Bart Jan Debicki, Mississippi State University

AZZA FAHMY JEWELRY: INSPIRING ENTREPRENEURSHIP

Harold Dennis Harlow, Wingate University

This entrepreneurial case study was written to examine Azza Fahmy Jewelry’s (AFJ) internationalization strategies for competing in developed countries and against global fashion companies. AFJ has used market unique positioning and co-branding marketing strategies and the owner’s iron entrepreneurial will to succeed. Few developing country branding strategy cases are written that describe obstacles and strategies of small firms in the developing world and how these firms can succeed against entrenched global brand competitors.

Thursday, 5:15pm - 6:30pm in Banyan & Citrus

SMA Business Meeting

Presiding:
Charlotte D. Sutton, SMA President

Thursday, 6:30pm - 8:00pm in Breckenridge Deck North

SMA Presidential and Annual Membership Reception

Come and honor outgoing SMA President Charlotte Sutton at our annual membership reception.

The Reception will be held on the gulf-front patio outside the Breckenridge Building (or, in case of inclement weather, in the Pavilion.)

Sponsored by:
SAGE
Friday, October 31

Conference Registration and Exhibits: 8:00am - 3:00pm in Banyan Breezeway East
(closed for lunch from Noon to 1:30pm)
Coordinator: Charles A. Pierce, University of Memphis

SMA Placement Services: 8:00am - 4:00pm in Banyan Breezeway West
(closed for lunch from Noon to 1:30pm)
Coordinator: Frank B. Markham, Mesa State College

Conference Registration and Exhibitor Breakdown: 3:00-5:00pm in Banyan Breezeway East

Friday, 7:30am - 9:15am in Snowy Egret
SMA Officer Breakfast
(By Invitation Only)
Coordinator: Allen C. Amason, University of Georgia

Friday, 8:30am - 9:30am in Jasmine Room
Ethics/Soc/Div: Gender Differences and Gender Stereotypes
Session Chair: Cherie E. Fretwell, Troy University
Discussants: Kunal Banerji, Eastern Michigan University
Tom W. Moore, East Tennessee State University

Gender Differences in Academic Selection Criteria and Adverse Impact Potential
Arlise P. McKinney, University of North Carolina at Greensboro
Angela Miles, North Carolina A&T State University
Crissie M. Frye, Eastern Michigan University

This study examines key predictors and the criterion of academic performance. SAT and high school GPA has been widely used in college admission decisions. Likewise, college GPA has been used in employment selection. However, to the extent that gender differences exist in these measures, differential academic and employment outcomes may result for males and females. The present study examines gender differences in academic performance and the likelihood of adverse impact when college GPA is used as a screening tool. The findings are discussed with implications for future research in academic and employment settings.

Friday, 8:30am - 10:00am in Citrus Room
HC/HM/PA: Strategic Views of the Healthcare Industry
Session Chair: Jennifer Sumner, University of Central Florida
Discussants: Katherine A. Karl, Marshall University
Bahaudin G. Mujtaba, Nova Southeastern University
Joy Van Eck Peluchette, University of Southern Indiana

Consumer Directed Healthcare: Are MSAs and HSAs Viable Options for Funding America’s Healthcare?
Maysoun Masri, Tulane University
Reid Oetjen, University of Central Florida

This paper explores several types of consumer directed healthcare plans and their impact on medical expenditures. Additionally, this paper provides a comparative analysis of consumer driven care plans in other countries. Despite the fact that HSAs are gaining much support from the current administration, there are a number of gaps in the literature regarding these accounts in the United States. Further study is needed to understand the effectiveness of consumer driven plans, such as HSAs plans, and how these new tools may lead to better use of health resources and consequently reduce national healthcare costs.

Determinants of Medical Malpractice Claims Costs: A Resource-Based View
Carlton C. Young, Pfeiffer University
David R. Williams, Appalachian State University
Huabin Luo, Mount Olive College

Malpractice is a significant concern in the provision of health care and can be an important performance measure for health care management. Utilizing the resource-based view of the firm, this study examines factors affecting the total amount of claims costs by hospitals in Florida in the year 2000. We found that hospitals employing a greater number of physicians had lower medical malpractice claims costs; however, hospitals employing a greater number of physician residents had higher medical malpractice claims costs. Interestingly, our study found that the number of employed nurses did not affect the medical malpractice claims costs of the hospital.

The Stigmatization of Fatherhood
Kathleen M. Shumate, University of Texas at Arlington

Working fathers are typically represented as that which women fail to achieve in the workplace, maintaining the social construction of the male experience as the social norm. Regardless of gender stereotypes, it is possible that the structure and culture of the workplace constrain the choices of both sexes. The distraction of work-family conflict is tolerated as a unique occurrence for fathers, who are more likely to receive organizational rewards than mothers who experience work-family conflict. However, should a man violate gendered norms of behavior, he is much more likely than a woman to suffer negative career consequences.
Organizational Climate Change: Where Does It Come From?

Manuela Priesemuth, University of Central Florida

Drawing on transformational leadership theory (Bass, 1985), the current paper examines transformational leadership style and characteristics being associated with a change in organizational climate. I posit that transformational leadership is related to a change in climate. In addition, a perceived violation of psychological contracts is introduced as a moderator. I propose that a change in climate will be stronger at higher levels of a perceived violation of psychological contracts.

Positive Emotional Resources and Individual Adaptability to Radical Change Environments: An Integrative Model

Preeti Wadhwa, University of Kansas
Catherine Schwoerer, University of Kansas

This paper develops an integrative model of the effects of positive emotional resources (PER) on individual responses radical change demands. As an antecedent condition developed through emotional experiences preceding participation in change, PER is proposed to affect individual appraisals, emotions experienced, and capability to contribute to and adapt in processes of radical organization change. The model and related propositions suggest a research agenda with the goals of learning more about the roles of positive emotion and PER so that individuals may develop and draw upon enduring personal reserves supporting individual well-being and adaptability as well as radical organization change.

Job Engagement in the Context of Organizational Change

Kelly Credo, Auburn University
Virajanand Varma, Auburn University
Stanley G. Harris, Auburn University
Dean C. Vitale, Auburn University

A sample from a large southeastern U.S. consumer banking company that had recently completed a merger was used to study the relationship between job engagement and organizational change. Job engagement is the level of cognitive, emotional, and physical involvement in one’s work (Kahn, 1990). The current research explores the predictors and mediating effects of the psychological conditions of meaningfulness and availability, believed to be antecedents of engagement (May et al, 2004) in the context of a major organizational change. Support was found for hypotheses that meaningfulness and availability mediate the relationships between engagement and the change perceptions.
A PROCESS MODEL OF ORGANIZATIONAL DISIDENTIFICATION

Laura June Stanley, University of Georgia

Organizational behavior research acknowledges that just as individuals identify with their organizations, they can also disidentify with them. However, research has not addressed how individuals may become disidentified. Using Morrison and Robinson’s (1997) model of psychological contract violation as a theoretical framework, I offer a process model of organizational disidentification. This model contributes to organizational disidentification theory by describing psychological mechanisms associated with disidentification, specifically, sensemaking, cognitive appraisals of emotions, and psychological reactance. Additionally, the model addresses several theoretical gaps between disidentification and its theoretical foundation, social identity theory. Behavioral outcomes associated with disidentification are discussed.

THE EFFECTS OF SELF-CONCEPT AND ORGANIZATIONAL IDENTIFICATION ON ORGANIZATIONAL CITIZENSHIP BEHAVIOR

Clifton O. Mayfield, University of Houston-Clear Lake
Thomas D. Taber, SUNY - University at Albany

Organizational Citizenship Behavior (OCB) is defined as the discretionary contributions of employees that extend beyond the strict interpretation of a job description. Evidence suggests that individual characteristics are weaker predictors of OCB than attitudinal and contextual variables; however, the search for individual sources of variation has been limited to the effects of only a few personality characteristics. The current research broadened the search for antecedents to include the examination of an individual’s prosocial self-concept and their strength of identification with the organization. Results showed that prosocial self-concept and organizational identification differentially impacted the type of OCB in which individuals engaged.

THE ROLE OF MEMBER POLITICAL SKILL AND THE DEVELOPMENT OF LEADER-MEMBER EXCHANGE

Robyn Brouer, Hofstra University

The purpose of this paper is to examine the role of member political skill in the development of LMX quality. This model suggests that member pro-social ingratiation tactics, and the style in which they are executed (i.e., political skill), will lead to increased perceived similarity and liking as indicated by the supervisor, in turn, garnering higher quality LMX relationships. Results indicated that pro-social influence tactics were more strongly related to liking for those with high political skill. Further, similarity was positively related to LMX quality. Practical implications are discussed, as are directions for future research.

PERCEPTIONS OF ORGANIZATIONAL POLITICS AND EMPLOYEE PERFORMANCE: CONSCIENTIOUSNESS AND SELF-MONITORING AS MODERATORS

Gina M. Siemieniec, Roosevelt University
Chu-Hsiang Chang, University of South Florida
Christopher Charles Rosen, University of Arkansas
Russell Johnson, University of South Florida

The current study examined whether conscientiousness and self-monitoring simultaneously moderated the relationships between perceptions of organizational politics and employee task performance and organizational citizenship behaviors. Results across two samples supported the hypothesized three-way interaction, such that high self-monitoring alleviated the negative effects of politics perceptions on performance when employees had high conscientiousness. On the other hand, high self-monitoring exacerbated the negative relationships between politics and performance when employees had low conscientiousness. These results demonstrate the importance of taking a person-based approach when considering the moderating effects of individual differences employee performance.

OB/OT/OD: Organizational Politics and Political Skills

Session Chair: Randy Evans, University of Arkansas at Little Rock
Discussants:
Yongheng Yao, Concordia University
D’Lisa McKee, Mississippi State University
Kirans Ismail, St. John’s University

★BEST DOCTORAL PAPER IN TRACK★
INTERACTION OF JOB-LIMITING PAIN AND POLITICAL SKILL ON JOB SATISFACTION AND ORGANIZATIONAL CITIZENSHIP BEHAVIOR

Laci Rogers, Florida State University
Gerald R. Ferris, Florida State University
Fred R. Blass, Florida State University
Wayne Hochwarter, Florida State University

The interactive relationship between job-limiting pain and political skill on job satisfaction, studies 1 and 2, and organizational citizenship behavior, Study 2, is examined. We hypothesized that high political skill would ameliorate the harmful effects of job-limiting pain. Data gathered from employees of a product distribution company and municipal agency workers supported our hypotheses. Job satisfaction and citizenship declined as pain increased for those low in political skill. Increased job-limiting pain had little effect on satisfaction and citizenship for those high in political skill. Implications and strengths and weaknesses of these findings along with directions for future research are provided.
META-ANALYSIS AND ENTREPRENEURSHIP RESEARCH
Ernest H. O'Boyle Jr., Virginia Commonwealth University
Thomas Hawver, Virginia Commonwealth University

Of all the fields in the systematic study of management, entrepreneurship is among the youngest. The youth of this field has precluded it from many of the statistical techniques which have now become commonplace in more established fields such as organizational behavior, human resources, and strategy. However, as entrepreneurship matures and expands, the opportunities for research methodologies and statistical analyses that have thus far been largely untapped are now available. One method of particular utility to this field is meta-analysis. The current manuscript offers a variety of uses and applications for meta-analysis in entrepreneurship research.

THE STATE OF THE ART IN FAMILY BUSINESS RESEARCH METHODS
Bart Jan Debicki, Mississippi State University
Curtis Francis Matherne III, Mississippi State University

In this paper, we evaluate the methodology used in family business research between 2001 and 2007. A total of 267 family business research articles were identified in 26 management journals in the specified period. In this sampling frame, 84 empirical papers, as well as 50 case/qualitative study papers were found. The research methodology employed by family firm scholars is reviewed with respect to sampling procedures and statistical techniques used. Based on our analysis, the current state of family business research methodology is discussed and suggestions to improve the methodological approaches in the field are provided.

Friday, 10:00am - 10:15am in Banyan Breezeway East
Networking Break
Coordinator: Geralyn McClure Franklin, University of South Florida, St. Petersburg

Friday, 10:15am - Noon in Horizons Room
Plenary Session: The Role of Business Schools in Environmental Sustainability

As recently noted in Newsweek magazine, environmentalists and capitalists have often eyed each other with suspicion as they pursue the seemingly competing goals of profit and protecting the future of our planet. Spurred by the belief that these goals are not incompatible, a growing group of business leaders is now interested in pursuing environmental sustainability and responsible use of resources. Business schools are beginning to respond by incorporating environmental issues into their curricula in a variety of ways. This panel of experts from business, education, and the nonprofit sector will address the role of business schools and business education in environmental sustainability.

Panelists:
Tim Bogott, President and CEO, TradeWinds Island Resorts
Alexander Domijan, Professor and Director, Power Center for Utility Explorations, University of South Florida
Susan Glickman, USA Southern Region Director, The Climate Group
Lee Guthrie, Manager of Program Development and Administration, Progress Energy
Robert McManaway, Director of Plant Operations and Support Services, TradeWinds Island Resorts

Moderator:
Cynthia Bean, Assistant Professor, College of Business, University of South Florida, St. Petersburg

The SMA Sustained Outstanding Service Award will be presented to Pamela L. Perrewé, Florida State University, at the beginning of this session.

Friday, Noon - 1:15pm
Lunch Break (on your own)

Friday, 1:15pm - 2:45pm in Citrus Room
Paper Development Workshop

Attendance in this session is by advance invitation only.

SMA would like to thank the following individuals for serving as research mentors for this session:
Garry Adams, Auburn University
Tim Barnett, Mississippi State University
Mark B. Gavin, Oklahoma State University
Lucy L. Gilson, University of Connecticut
Wayne Hochwarter, Florida State University
K. Michele Kacmar, University of Alabama
Franz Kellermanns, Mississippi State University
Mark J. Martinko, Florida State University
Anson Seers, Virginia Commonwealth University
Sherry E. Sullivan, Bowling Green State University
Bennett Tepper, Georgia State University
**Friday, 1:15pm - 2:45pm in Sabal Room**

**Ethics/Soc/Div: Corporate Social Responsibility and Performance**

Session Chair: **Stephanie E. Newell**, Eastern Michigan University

Discussants:
- **Sally Sledge**, Troy University
- **Thomas Glenn DeLaughter**, Flagler College
- **Hetty Van Emmerik**, Utrecht University

**ALL IN THE FAMILY? SOCIAL PERFORMANCE AND CORPORATE GOVERNANCE IN FAMILY FIRMS**

**Jean McGuire**, Louisiana State University
**Sandra Dow**, UQAM

We analyze the social performance of a sample of publicly traded family and non-firm firms. Using the KLD index of social performance, we find a negative relationship between family firm status and socially dubious behaviors. However, we find no evidence that corporate governance is related to firm social performance.

**GLOBAL CORPORATE CITIZENSHIP: AN EMPIRICAL INVESTIGATION OF INSTITUTIONAL DETERMINANTS**

**Daina Mazutis**, University of Western Ontario

Previous research in CSR has not adequately addressed the distinction between local and global CSR issues nor specifically tested for the country and cultural determinants of global corporate citizenship (GCC). Agreeing with Matten & Crane’s (2005) recent reframing of corporate citizenship, I argue herein that MNEs adopting the set of hypernorms codified in the UN Global Compact can be used to understand GCC. Using a sample of 500 firms representing 30 countries and 52 industries, I found support that a country’s national institutional environment and the cultural values of individualism, masculinity and uncertainty avoidance significantly influence the probability of GCC.

**SUSTAINABILITY, INNOVATION, AND FINANCIAL PERFORMANCE: AN EMPIRICAL INQUIRY**

**Bryan Stinchfield**, Southern Illinois University at Carbondale
**Matthew S. Wood**, Southern Illinois University
**Timo Busch**, ETH Zurich

Pressure for firms to increase their level of ecological and social responsibility has been internalized by some corporations as a commitment to sustainable development. However, the link between corporate sustainable development (CSD) and financial performance is not clear and this paper hypothesizes innovation as as moderator. Based on secondary data analysis of 48 U.S. firms and industry rankings, this study finds that the combination of CSD and innovation has a statistically significant effect on profitability; albeit an unexpected one. The combination of high levels of CSD and innovation seem to generate both extremely low and high levels of firm performance.

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

**HRM/Careers: New Perspectives on Mentoring Research**

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

Discussants:
- **Gary Blau**, Temple University
- **Laci Rogers**, Florida State University
- **Andrew O. Herdman**, East Carolina University
- **Millicent F. Nelson**, Middle Tennessee State University

**DEVELOPMENTAL RELATIONSHIPS AND THE BOUNDARYLESS CAREERISTS: A NEW PERSPECTIVE ON MENTORING**

**Gayle Baugh**, University of West Florida
**Sherry E. Sullivan**, Bowling Green State University

Research on mentoring has evolved from studying intense, dyadic relationships as described by Levinson (1978) to the study of a network of mentors or developers (Higgins & Kram, 2001). Based on the evolution of mentoring research within the context of today’s turbulent, boundaryless career environment, we focus not on mentoring functions, but instead on the nature of the developmental needs presented by the protégé. Specifically, we suggest that multiple developers are needed to help protégé meet their needs for the primary career parameters of authenticity, balance and challenge over the life span. Propositions and suggestions for future research are examined.

**★BEST DOCTORAL PAPER IN TRACK★ EFFECTS OF MENTORING FUNCTIONS RECEIVED ON PROTÉGÉS’ ORGANIZATIONAL CITIZENSHIP BEHAVIOR IN A CHINESE CONTEXT**

**Ho Kwong Kwan**, Drexel University

This study examines the relationship between mentoring functions received by protégés and their organizational citizenship behavior (OCB), and moderating effects of mentoring relationship quality perceived by protégés. Results from a sample of 385 supervisor-subordinate dyads in the People’s Republic of China revealed that role modeling received was positively related to protégés’ OCB, and relationship quality moderated the association between career support received and protégés’ OCB, such that career support received had positive effects on protégés’ OCB when relationship quality was higher but had no significant effects when relationship quality was lower. However, protégés did not perform more OCB than nonprotégés.
FEELING SUPPORTED AT WORK: PERCEIVED ORGANIZATIONAL SUPPORT AND MENTORING

Lisa Baranik, University of Georgia
Elizabeth Scharlau, University of Georgia
Lillian T. Eby, University of Georgia
Brian Hoffman, University of Georgia

We suggested that protégés may develop perceptions about their organization through interactions with their mentors and that these perceptions influence their affective commitment, job satisfaction, and turnover intentions. Thus, we proposed that career and psychosocial mentoring would be related to perceived organizational support, which would be related to positive work attitudes, which would negatively relate to turnover intentions. Structural equation modeling indicated that the model fit the data. However, the results suggest that POS only mediates the relationship between psychosocial mentoring and work attitudes, not career mentoring. Implications of these findings and directions for future research are discussed.

THE IMPACT OF MENTOR AND PROTÉGÉ EPISTEMOLOGICAL BELIEFS ON FORMAL MENTORING PROGRAMS

Frankie Jason Weinberg, University of Georgia

This conceptual study proposes a model through which mentor and protégé epistemological beliefs about learning impact mentoring support in a formal mentoring relationship. Organizational consideration of the epistemological beliefs held by mentors and protégés may help to eliminate organizational reliance on trait-matched or demographic-matched dyads to produce effective mentoring outcomes, and therefore may help to promote diverse relationships within their companies. Constraints upon the conceptualizations proposed in this study are discussed, and pragmatic implications are suggested.

-best doctoral paper in track-
IS INFORMATION TECHNOLOGY CRITICAL TO SUPPLY CHAIN? SUPPLY CHAIN MANAGEMENT DIMENSIONS, COMPETITIVE ADVANTAGE AND FIRM PERFORMANCE

Anant Ravindra Deshpande, University of Texas Pan American

Supply Chain Management (SCM) literature is replete with failure of effective implementation of supply chains. This might be attributed to lack of adequate research in identifying critical dimensions of supply chain management. In addition, these studies differ in their approach in consideration of SCM as a single construct or a multidimensional construct. The purpose of the study is twofold: To identify critical dimensions in effective implementation of SCM and examine the linkages between the critical SCM dimensions, competitive advantage and organizational performance. Based on a comprehensive literature review, an integrated framework is developed. The implications for managers are also considered.

TECHNOLOGY COMMERCIALIZATION AND SUSTAINED COMPETITIVE ADVANTAGE

LaKami T. Baker, Auburn University

This paper attempts to show how technology commercialization can lead to a sustained competitive advantage. By extending the work of Zahra and Nielsen (2002), and exploring technology commercialization as a multidimensional construct consisting of intensity, radicalness, speed and knowledge creation, we are able to see how technology commercialization can result in a sustained competitive advantage. This paper contributes to the literature by focusing on the linkage between each dimension and argues that firms that are able to achieve a sustained competitive advantage through technology commercialization are those that exploit all four dimensions.

APPROPRIATE USE OF INFORMATION SYSTEMS: A POLICY TRAINING APPROACH

Meagan E. Brock, University of Oklahoma
Michael R. Buckley, University of Oklahoma

With the advancement of technology, there has been a commensurate increase in the use of information systems in American Universities. However, these increases have yielded an increase in both resource misuse and attacks on University information system networks. Data from 155 undergraduate students was used to investigate the role of policy presentation, on students’ knowledge and transfer of information system policies. Results indicate that policy training does improve knowledge of information systems policies and transfer to novel situations however the form in which this training is presented is not important, as long as the information is presented in some format.
have stretched beyond their theoretical comfort zones to offer new psychological, and political environments. The authors and discussant determined processes, responses to and geneses of complex personal, our approach, viewing these phenomena as messy, multiply-politics, and socio-cultural norms. This symposium seeks to deepen emotions, attributions, stress, justice, personality, group processes, Researchers have increasingly included interrelationships with and focusing on construct definition and operationalization. simple models linking antecedents, prevalence, and consequences, revenge, retaliation, resistance, bullying) were primarily broad, (Counterproductive Work Behavior, deviance, aggression, violence, compared to large established incumbents when commercializing disruptive technologies. The propositions also identify the boundary circumstances. This paper explores how the young firm's age, structure, and network may provide it with a flexibility advantage such as turbulence, munificence, complexity, the prevailing government and socio/political forces, and networks with innovation engines as viable moderators to a firm’s ability to commercialize innovation. We tie this literature together into an integrative theoretical model.

**EXPLORING THE ADVANTAGES OF SMALL YOUNG FIRMS COMMERCIALIZING DISRUPTIVE TECHNOLOGIES**

Sofy Carayannopoulos, Wilfrid Laurier University

Researchers are increasingly recognizing that characteristics related to liabilities of newness may also provide advantages in some circumstances. This paper explores how the young firm's age, structure, and network may provide it with a flexibility advantage compared to large established incumbents when commercializing disruptive technologies. The propositions also identify the boundary conditions for the advantages by examining four types of disruptive technologies, as opposed to only the extremes of incremental and radical innovations. The insights of this paper are relevant to the enhanced understanding of the liabilities of newness and young firm success and the commercialization of disruptive technologies.

**STRATEGIC ORIENTATION AND NEW PRODUCT COMMERCIALIZATION: A LONGITUDINAL STUDY IN CHINA**

Jifeng Mu, University of Washington
Dong Liu, University of Washington at Seattle
C. Anthony Di Benedetto, Temple University

Why are some firms more successful at commercializing new products (NP) than others? We explore if strategic orientation is related to NP commercialization performance using longitudinal data from China. We find that strategic orientation exerts positive effects on NP commercialization and radical NP development. Also, organizational learning mediates the effects of strategic orientation on NP commercialization and radical NP development and that environmental dynamism positively moderates the effects of strategic orientation on NP commercialization. Our framework offers additional insights that a firm’s successful commercialization of NP depends on the development of critical, yet complementary, strategic orientation sets.
THE BEAUTY OF GOING PRIVATE: THE CASE OF THE U.S. RESTAURANT INDUSTRY

Melih Madanoglu, Florida Gulf Coast University
Ersem Karadag, Robert Morris University

This paper reports the shareholder wealth effects of 27 publicly traded restaurant companies that went from public to private between 1995 and 2004. In addition, it uncovers firm characteristics that influence the magnitude of the stock bid premiums. Shareholders of restaurant firms that were taken private enjoyed a highly positive abnormal return of 26%. A cluster analysis demonstrated that high-premium restaurant firms had higher M/B ratio and cash holdings, lower debt and market capitalization. A logistic regression model which consisted of cash holdings and debt to equity variables successfully classified more than 75% of firms into low- and high-premium firms.

MANAGING CUSTOMER SATISFACTION IN PRIVATIZED RELATIONSHIPS: A STUDY OF INTER-ORGANIZATIONAL SYSTEMS

Kathleen Elizabeth Voges, Texas A&M University - Kingsville

Managing customer satisfaction is an inherently important but challenging task. This becomes pronounced when the buyer-seller relationship is the result of a privatized initiative. A priori expectation suggests contextual differences between the two organizations. Based on a study of 56 buyer-seller dyads, I find significant differences between buyer and seller organizational attributes of goal clarity, bureaucracy and red tape. I also found the buyer’s level of bureaucracy is directly related to customer satisfaction. Conversely, the seller’s level of autonomy is directly and red tape is indirectly related to customer satisfaction.

STRATEGIC ORIENTATION AND FIRM PERFORMANCE IN HOSPITALITY AND TOURISM IN THE CONTEXT OF DEVELOPING COUNTRIES

Umut Avci, Mugla University
Melih Madanoglu, Florida Gulf Coast University
Fevzi Okumus, University of Central Florida

The present study encompasses the hospitality and tourism firms in developing countries (e.g. Turkey) which adopt one of the four strategic orientations. The study investigates whether these firms differ based on their financial and non-financial performance. Results show that there is a difference in both financial and non-financial performance based on the strategic orientations followed by hospitality and tourism enterprises. Generally, prospectors outperformed defenders and showed a comparable performance to analyzers. Further research using both perceptual and objective is needed to confirm the present results and better assess possible differences in performance among strategic orientations in some other developing countries.

MONETARY REWARDS AND FACULTY BEHAVIOUR: HOW ECONOMICS INCENTIVES DRIVE PUBLISH OR PERISH

Uschi Backes-Gellner, University of Zurich
Axel Schlinghoff, University of Bonn

Higher education institutions are increasingly emulating research institutions and concentrate their financial rewards on research output (Melguizo/Strober 2007). We investigate whether faculty members strongly react to such financial rewards. We focus on monetary rewards originating from promotions. Based on economic theories we derive three hypotheses. We test them with data from 112 faculty member from the USA and 189 from Germany. Consistent with our hypotheses we find that faculty members strongly behave like economic theory suggests: they not only increase publications when monetary incentives are large but they also instantly cut them down as soon as monetary incentives are gone.
PERCEPTIONS OF QUALITY MENTORING AND PROTÉGÉS’ PERCEPTIONS OF THEIR PROFESSION

Anna Frances Murphy, Mississippi State University
Nathanael S. Campbell, Henderson State University

Turning to both the mentoring and justice literature, we ask the question “How do protégés’ perceptions of mentoring quality affect their perceptions of their chosen profession?” To answer this question, we look at the mentor-protégé relationship between dissertation chairs and Ph.D. students. Results of our study suggest that doctoral students who perceived mentoring to be of high quality actually want to work for them. The results may have some basis in females’ perceptions of female managers as being high in dominance. The female manager was also seen as being emotional. More specifically, the female manager was seen as being more nervous and more aggressive than a male manager. It was also discovered that female preference for male supervisors increased with greater numbers of years in the work force.

SEARCHING FOR HIDDEN BIAS: WOMEN WHO WORK FOR WOMEN

Renee Louise Warning, University of Central Oklahoma
F. Robert Buchanan, University of Central Oklahoma

This exploratory field experiment discovered that females believed other women are good managers, but the female workers did not actually want to work for them. The results may have some basis in females’ perceptions of female managers as being high in dominance. The female manager was also seen as being emotional. More specifically, the female manager was seen as being more nervous and more aggressive than a male manager. It was also discovered that female preference for male supervisors increased with greater numbers of years in the work force.
LEGITIMACY CONTESTS IN THE SOCIAL SECTOR AND THE EMERGENCE OF NEW ORGANIZATIONAL FORMS

Matthew Grimes, Vanderbilt University
Bart Victor, Vanderbilt University

This paper argues that the emergence and proliferation of the social entrepreneurial organization (SEO) are a function of legitimacy contests fueled by ongoing debates surrounding the efficacy of market-based organizations within the social sector. We draw upon institutional theory to explain the processes of legitimation and organizational formation that have led to the increasing number of SEOs and accommodation of incumbent social sector organizations. We conclude that the significant moral legitimacy and increasing cognitive legitimacy granted to SEOs allow these organizations to mobilize resources and public attention at an unprecedented pace.

NEW ORGANIZATIONAL FORMS: SELF-ORGANIZING COLLECTIVES

Sheryllynn Roberts, University of Texas at Arlington
Marshall Pattie, Towson University

In answer to calls to develop theory on new organizational forms and the important framing of creative entrepreneurial processes at the macro level of analysis, this paper examines the concept of self-organizing collectives. Using literature from research in entrepreneurship and organizational theory, a model of complexity, knowledge, and emergence elements is presented to help answer the question: What factors may contribute to the emergence and shaping of self-organizing collective organizational forms?

PRIVATIZATION: A MULTI-THEORY PERSPECTIVE

Min Z. Carter, Auburn University
Virajanand Varma, Auburn University

For decades, privatization has become one of the most important elements of the structural reform agenda in developed and developing countries. This paper attempts to provide theoretical insights, through the lens of eight organizational theories, into two interrelated privatization questions: 1) why does a country decide to undergo privatization in certain industries but not others; and 2) why do some countries enjoy success from privatization while others experience failures? From multiple theoretical perspectives, this paper offers research and practical implications in privatization.

A CROSS-LEVEL EXAMINATION OF THE INFLUENCE OF HINDRANCE AND CHALLENGE STRESS ON EMPLOYEE BEHAVIOR AND PERFORMANCE

Paul Harvey, University of New Hampshire
Kenneth J. Harris, Indiana University Southeast
K. Michele Kaemar, University of Alabama

A study was designed to test the influence of hindrance and challenge stress on employee performance and performance-related behaviors (i.e., deviance and team conflict). It was hypothesized that challenge stress would promote high levels of task performance and low levels of deviance and team conflict, whereas hindrance stress would have the opposite effect on each outcome. Additionally, it was predicted that perceptions of organizational support (POS) would moderate these relationships. Results provided limited support for the main effect hypotheses but indicated that POS generally buffered the negative impact of hindrance stress and amplified the benefits of challenge stress.

THE BATTERED APPLE: AN APPLICATION OF STRESSOR-EMOTION-CONTROL/SUPPORT THEORY TO TEACHERS’ EXPERIENCE OF VIOLENCE AND BULLYING

Suzy Fox, Loyola University Chicago
Lamont E. Stallworth, Loyola University Chicago

This study looked at factors which mediate and moderate responses to violence and bullying among 779 public school teachers. Consistent with Stressor-Emotion-Control/Support theory, job conditions, pervasive bullying, and violent acts predicted job attachment, satisfaction, burnout, and physical symptoms, mediated by negative emotions. When regressed, pervasive bullying rather than violence predicted these strains. Relations between violent acts and strains were moderated by satisfaction with the administrations’ handling of incidents. It is not violence itself that appears to predict job strains, but rather being the target of violence and perceiving that the school is not adequately handling such incidents.

TOWARDS A SECOND GENERATION OF P-E FIT RESEARCH IN ORGANIZATIONAL STRESS

Yongheng Yao, Concordia University
Muhammad Jamal, Concordia University
Steven H. Appelbaum, Concordia University

In this paper, a three-dimensional fit model is proposed. We suggest that fit between an individual and an organization has three dimensions. Particularly, we define the three fit dimensions, classify the three-dimensional fit into eleven exclusive patterns and then theorize about the impact of each pattern concerning individual strains. The new model extends our understanding and exemplifies a systematic approach in exploring the complexity of the P-E fit and its consequences.
ALLIANCE CAPABILITY THROUGH THE DYNAMIC CAPABILITY FRAMEWORK
Adwaita Govind Menon, Xavier Institute of Management
Brajaraj Mohanty, Xavier Institute of Management

This study seeks to explain the success and failure of alliances by introducing the notion of alliance capability as an antecedent to alliance performance. We have modeled alliance capability as a dynamic capability with alliance proactiveness, inter-organisational learning, alliance adaptation, inter-organisational coordination, and alliance portfolio coordination as the core processes. We have hypothesised alliance experience, alliance structure and alliance learning process as the enablers of alliance capability. We also propose that alliance capability being a dynamic capability leads to competitive advantage for firms, and that the link between alliance capability and firm performance is mediated by alliance performance.

RELATIONAL INERTIA, GOOD OR BAD?
Yin-Chi Liao, Rensselaer Polytechnic Institute
Lei Chi, University of Kentucky

In this paper, the contingent value of relational inertia on a firm’s competitive advantages is proposed and examined. Relational inertia is defined as a persistent organizational resistance to changing interorganizational dyadic ties. In the study of relational inertia in different environmental dynamism, we found that while relational inertia hinders an organization’s ability in reconfiguring network portfolio to adaptability in a dynamic environment, it is beneficial for an organization to exploit the efficiency of established partnerships, and enjoys superior performance in a stable environment. The differential strategic orientation in managing interfirm network in accordance with the environmental context is suggested.

THE ANTECEDENTS OF STAKEHOLDER ORIENTATION IN SMALL BUSINESSES
Robert J. Duesing, Oklahoma State University

This research delineates a number of antecedents of stakeholder orientation in small businesses. Although several studies have examined the effect of stakeholder orientation on firm performance, none have examined stakeholder orientation in small businesses and none have looked at factors affecting small firms’ decisions to pursue stakeholder-oriented strategies. Theory is developed concerning the effects of environmental conditions, business-level strategy, and organizational resources on stakeholder orientation. Given the growing importance to financial success of managing stakeholders and the abundance of small businesses, the model and propositions developed yield value to both researcher and practitioners alike.
In a period of increasing accountability, HR should demonstrate how work/life initiatives can be a strategic business tool that contributes to an organization’s business objectives. This paper attempts to address that gap and provide the hard evidence or numerical support for the continued implementation and measurement of work/life initiatives. This study goes beyond current research in the work/life arena by connecting prevalence of work/life offerings, perceptions of strategic impact and measurement of strategic impact. Further, this study examines the relationship between perceptions of strategic impact and the actual measurement of impact.
**BEST DOCTORAL PAPER IN TRACK**

**PEAS IN A POD: DO MANAGERS WITH SIMILAR PROFILES OF DISPOSITIONAL CHARACTERISTICS DISPLAY UNIQUE LEADERSHIP PATTERNS?**

Taylor L. Poling, University of Tennessee, Knoxville
Carrie A. Blair, College of Charleston

We utilized cluster analysis to derive profiles of managers based on the core self-evaluation and goal orientation personality dispositions. After identifying clusters of managers with similar profiles of core self-evaluation and goal-orientation attributes, we explored linkages between these empirically derived manager clusters and ratings of leadership behaviors from multiple sources. Our analyses identified four clusters of managers that differed in terms of CSE and GO profiles, and demonstrated different leadership ratings from multiple sources.

**USE OF CONTROL VARIABLES IN MANAGEMENT RESEARCH**

Guclu Atine, Louisiana Tech University
Marcia J. Simmering, Louisiana Tech University

We empirically evaluate how well authors explain the inclusion of control variables in 128 articles that represent research in micro management and macro management. Using seven criteria recommended by Becker (2005), we determined that in general, macro studies are more likely to present a brief explanation of the control variables used, provide a basis for their inclusion in the text, provide at least one citation, and clearly explain how the variable is measured. Further, macro articles use more control variables on average than do micro articles. We address reasons for these discrepancies and provide implications of our findings for researchers.

**CREATING MINDFUL LEARNING IN THE AGE OF COMPETENCE AND COMPLEXITY**

Nicole C. Jackson, Boston College

Increasingly business educators are tasked with addressing two dominant perspectives demanded in the global economy, the need for competence building and the need to address complexity and variation in learning. The need for competence is typically institutionalized in the form of standards that render information static. While the latter, the need for complexity and variation, attempts to include individual voice and creative agency. Both perspectives, while well intentioned, may not integrate context relationship learning, an essential skill in the new economy. The paper explains the theoretical dynamics behind these issues and ends with a set of practitioner techniques for educators.

**TEACHING CRITICAL THINKING IN THE COLLEGE OF BUSINESS: A CASE-BASED CRITICAL THINKING MODULE**

Larry W. Howard, Middle Tennessee State University

American students are learning less and learning less well. They also are falling behind their global counterparts. Standardized testing is not solving the problem. Students lack discipline and skill in critical thinking. This article describes a module that could be implemented in any Business course that can use case analysis as a pedagogical platform. Components of the module are theoretically grounded and the logic is straightforward. Preliminary evidence is supportive. On average, students who took courses which included critical thinking modules improved their critical thinking skills more than students who took courses without the modules.

**A MICROSKILLS APPROACH TO DEVELOPING MANAGERIAL INTERPERSONAL SKILLS: NARROWING THE HARD SKILL / SOFT SKILL GAP IN MBA PROGRAMS**

Rosemary Maellaro, University of Dallas

Despite many respectable efforts made by universities in recent years to narrow the gap between the hard and soft skills developed in graduate management education programs, it still exists. This article proposes a microskills approach as an alternative to simply attempting to develop managerial interpersonal skills from a cognitive perspective. This behavioral approach, which has been used to effectively train teachers and psychotherapists for years, allows managers to develop a repertoire of several discrete behaviors. Once mastered, these microskills can be used in various combinations to successfully manage the myriad of interpersonal situations typically encountered in the workplace.
AN EXAMINATION OF EMPLOYEE REACTIONS TO PERCEIVED CORPORATE CITIZENSHIP

Randy Evans, University of Arkansas at Little Rock
Walter D. Davis, University of Mississippi
Dwight D. Frink, University of Mississippi

If an employee believes that his or her organization exhibits high levels of corporate citizenship, how will this affect individual job behaviors and feelings toward the organization? Our study examined a hypothesized positive effect of perceived corporate citizenship (PCC) on three dependent variables: work role definitions, organizational citizenship behavior (OCB), and organizational identification. Additionally, the personal value of other-regarding value orientation was hypothesized to interact with PCC.

PSYCHOLOGICAL CONTRACTS: A REVIEW OF LITERATURE

Fatima A. Junaid, Institute of Management Sciences
Peshawar/International Islamic University

This research paper looks at the recent literature of psychological contracts. It discusses the existing body of literature in three main streams: the nature and type of psychological contracts, its breach and fulfilment and lastly violation of the contract. The discussion is based on the antecedents and basis of these three concepts, showing that many factors appear to be both antecedents as well as outcomes. Implications and suggestions for future are mentioned.

Saturday, 8:30am - 10:00am in Sabal Room

OB/OT/OD: Leader Behaviors: Lead, Follow, or Get Out of the Way

Session Chair: Kevin B. Lowe, University of North Carolina at Greensboro
Discussants:
Erika E. Small, Coastal Carolina University
Keke Wu, University of Alabama
Kevin B. Lowe, University of North Carolina at Greensboro
Smriti Prabhatkar, University of Connecticut

AUTHENTIC TRANSFORMATIONAL LEADERSHIP AND IMPLICIT LEADERSHIP THEORIES

Thomas W. Nichols, University of North Texas

This empirical study provides a review and criticism of authentic leadership development and transformational leadership literature, outlining an ideal of leadership, authentic transformational leadership. It discusses the influence of the leader’s implicit leadership theory on authentic transformational behaviors and the relationship between those behaviors and leader effectiveness. Included is a discussion of the relationship between leader effectiveness, implicit leadership theories (both the leader’s and follower’s), and LMX. Support is found for leader belief/behavior congruence, the adjustment of implicit leadership theories (leader and follower) through leader effectiveness, and follower-centric causes of leader behavior through LMX. Implications for unethical leadership are discussed.

EMPATHY, PERCEIVED LEADER EFFECTIVENESS, AND MOTIVATION TO LEAD: PREDICTORS TRAINING SELECTIONS

Joy H. Karriker, East Carolina University
Nathan S. Hartman, John Carroll University

This research examines the roles empathy, perceived leader effectiveness, and motivation to lead play in the selection of leadership development activities. Results of confirmatory factor analysis and structure equation modeling indicate leadership development activities may be represented by three dimensions: personal growth, conceptual understanding, and skill building; and that these dimensions are differentially impacted by empathy and perceived leader effectiveness, as well as three dimensions of motivation to lead in our partially mediated model. Implications for leadership development programs are discussed.

PROPOSED META-ANALYTIC INVESTIGATION OF EXTRAVersion IN THE PREDICTION OF LEADERSHIP BEHAVIOR: THE BANDWIDTH-FIDELITY DILEMMA REVISITED

Enrique M. Perez, Florida Atlantic University

While the breadth of personality research is staggering, the depth of research related to workplace phenomena is still at a rudimentary stage. The depth is still at a rudimentary stage because most research has focused on the five broad constructs and ignored the predictive potential of the narrower subcomponents or facets. This paper revisits the bandwidth-fidelity dilemma: question - are broad FFM personality measures or narrower personality measures more useful for enhancing our understanding of leadership behavior? Meta-analytic procedures are elaborated that could be used to investigate the influence of both broad and narrow measures of extraversion on leadership behavior.

TRANSFORMATIONAL LEADERSHIP AND FOLLOWERS’ ORGANIZATIONAL IDENTIFICATION: THE MEDIATING ROLE OF PSYCHOLOGICAL EMPOWERMENT

Weichun Zhu, Claremont McKenna College
Rebecca J. Reichard, Claremont McKenna College
Ronald Riggio, Claremont McKenna College

In this study, we examined psychological empowerment as an underlying influence mechanism through which transformational leadership affects followers’ identification with their organization. Based on the data collected from 672 employees at different levels across over 13 various industries, we found that psychological empowerment, in terms of competence, impact, meaning, and self-determination, partially mediated the effect of transformational leadership on followers’ organizational identification processes. These findings are discussed in terms of their theoretical contributions, practical implications, and future research recommendations.
Discussant: the entrepreneur establish nascent legitimacy. Finally, we will introduce the idea that trusting behavior that will help tangible and intangible resources while reducing transaction costs. behavior to create a competitive advantage and to help acquire pre-start up, we position the critical role of exhibiting trusting systems.

Entrepreneurial business ventures are challenged by a lack of reputation, which can prove costly when competing with established entities. Moreover, though the Internet provides a valuable and effective medium for entrepreneurs to exploit market opportunities, a lack of reputation combined with the inherent risks of on-line transactions can have a negative impact on the venture success. In this research we examine questions regarding on-line reputation building. Preliminary survey results imply that time, uncertainty about transaction outcomes, and an aversion to leaving negative feedback impact buyer willingness to contribute to reputation systems.

Both social capital and social competence have been proposed as variables that may account for some of the variance in new venture performance. Through a review of the literature, we seek to clarify the manner in which both variables influence the creation and performance of new ventures. Specifically, we argue that social capital positively influences venture creation and initial survival, while social competence positively influences the new venture’s performance. Further, we also argue that social competence enables founders to better leverage their social capital.

Entrepreneurial research continues to look for answers as to why so many entrepreneurs fail to make it to actual market exchange. This paper furthers the idea that trusting behavior will increase the probability that the entrepreneur will move from the idea phase to the actual market exchange. By focusing on the two nascent stages of pre-start up, we position the critical role of exhibiting trusting behavior to create a competitive advantage and to help acquire tangible and intangible resources while reducing transaction costs. Finally, we will introduce the idea that trusting behavior that will help the entrepreneur establish nascent legitimacy.

The authors investigated individual and contextual influences on two forms of goal congruence – congruence with the work group and with the manager. They hypothesized that the joint effects of two competencies – political skill and general mental ability (GMA) – and diversity in the form of GMA dissimilarity on goal congruence are interactive. Results of hierarchical regression analysis on data collected from 245 private sector employees and their respective managers supported the hypothesis. Political skill was unrelated to forms of goal congruence only among low-GMA workers while social competence positively influences the new venture's performance. Further, we also argue that social competence enables founders to better leverage their social capital.

Religion’s status as a potentially invisible, deep-level type of diversity and its history as an avoided subject in workplace conversation may have contributed to the idea that religion is not a relevant issue in workplace interactions. Applying social identity theory, we hypothesized and found that religious employees seek out information related to and draw conclusions about the religion of others, opening the door to religious based bias. We discuss our findings in the context of social identification theory, the need for additional research on religion and work and implications for the increasingly religiously diverse global workplace.
E. Holly Buttner, University of North Carolina at Greensboro
Kevin B. Lowe, University of North Carolina at Greensboro
Lenora Billings-Harris, University of North Carolina at Greensboro

This paper explores the relationship between psychological contract violations related to diversity climate and professional employee outcomes. We found that for our sample of professionals of color, employee perceptions of breach in fulfillment of diversity promise fulfillment, after controlling for more general organizational promise fulfillment, led to lower reported organizational commitment and higher turnover intentions. Interactional justice partially mediated the relationship between diversity promises and outcomes. Procedural justice and diversity promise fulfillment interacted to influence employees of color’s organizational commitment. For respondents who perceived a lack of diversity promise fulfillment, moderate racial awareness was associated with greater psychological contract violation.

Kendall Cortelyou-Ward, University of Central Florida
Timothy Rotarius, University of Central Florida
Aaron Liberman, University of Central Florida
Bernardo Ramirez, University of Central Florida
Dawn M. Oetjen, University of Central Florida

The Blue Ocean Strategy (BOS) details how organizations and industries can differentiate themselves from their competition by making the “competition irrelevant”. This theory has been applied to numerous industries but has rarely been included in healthcare management literature. This symposium will present a new model that demonstrates how healthcare organizations can succeed by applying the BOS to the unique healthcare environment. A new model will be presented and applied to various healthcare organizations and concepts.

Ernest H. O'Boyle Jr., Virginia Commonwealth University
Jeffrey Mathew Pollack, Virginia Commonwealth University
Thomas Hawver, Virginia Commonwealth University

Updated meta-analytic results indicate that Emotional Intelligence (EI) correlates .17 with academic performance (k = 22) and .23 with job performance (k = 34). The present research builds upon extant meta-analyses (e.g., Van Rooy & Viswesvaran, 2004) by including a larger number of studies, identifying substantive and methodological moderators, and using the most recent meta-analytic techniques (i.e., publication bias, meta-regression). Our results are consistent with previous meta-analyses in terms of effect direction, but substantially vary in magnitude from prior research. We discuss potential areas of exploration for future emotional intelligence research based on these new data.

Sungwon Choi, Louisiana State University
Don H. Kluemper, Louisiana State University
Kerry Shaun Sauley, Louisiana State University

Emotional intelligence (EI) measures assessed through a self-reported format have been criticized as being susceptible to socially desirable responding. This study assesses the impact of social desirability and faking on a self-reported EI measure through a 3-step approach suggested by Barrick and Mount (1996) using structural equation modeling. The impact of social desirability on the relationships between EI and four outcome variables is assessed under 3 experimental conditions: non-faking (N = 711), job-related faking (N = 276), and maximal faking (N = 265). Results indicated that attenuation occurred not so frequently, and the size was also small.
A FRAMEWORK OF ORGANIZATIONAL IMPRESSION MANAGEMENT STRATEGIES

Keke Wu, University of Alabama

To be eligible for stakeholder support, organizations must attain a legitimate status as a homogeneous member of its institutional environment. Actual acquisition of stakeholder support, however, requires organizations to distinguish themselves from their institutional peers with unique and strong organizational identities. Thus, organizations are pressured to conform and to differentiate at the same time. Coping with such pressure necessitates use of organizational impression management (OIM) strategies to manage organizational images and reputations. Based on an integration of the institutional theory and organizational identity theory, this paper presents a first attempt to construct a framework of OIM strategies.

A MULTIDIMENSIONAL EXAMINATION OF THE MOTIVATION TO ENGAGE IN KNOWLEDGE SHARING: INTEGRATING IDENTIFICATION THEORY WITH SOCIAL EXCHANGE THEORY

Michele L. Swift, Oregon State University
Lori Diane Paris Jr., California State University, Bakersfield

Integrating identification theory with social exchange theory, we develop a model examining the motivational effects of rewards on knowledge sharing between coworkers within the context of their relationship with the organization. We propose that the relative value of organizational rewards, coworker reciprocity, and intrinsic rewards are influenced by differences between the knowledge source’s level of identification with the organization and their identification with the knowledge recipient. We further determine which reward has the greatest motivational potential on the knowledge source’s knowledge sharing behavior. Implications of the model to both research and practice are discussed.

INTELLIGENCE, IMPRESSION MANAGEMENT, AND TASK PERFORMANCE

Keke Wu, University of Alabama
Diane E. Johnson, University of Alabama

Based on the resource allocation framework of performance (Kanfer & Ackerman, 1989), our study present a model to explore for the effects of impression management on the relationship between cognitive ability and task performance. We propose that general intelligence is positively related to task performance and that this relationship is moderated by impression management (IM) such that IM lowers task performance more among those with low levels of general intelligence. We also suggest a 2x2 experiment to test the propositions of the model and discuss topics for future research.

COMPREHENSIVENESS VERSUS PACE, OR COMPREHENSIVENESS AND PACE IN STRATEGIC DECISION-MAKING: ROLE OF NETWORKS

Kiran Ismail, St. John's University
Xia Zhao, California State University, Dominguez Hills

This paper presents a perspective to address the debate on the effectiveness of comprehensive decision-making processes under different environmental conditions. We take a social network perspective and provide a theoretical framework that suggests that comprehensive decision-making can be achieved at a fast pace. Specifically, we argue that this optimal situation can be achieved by maintenance of wide external social networks composed of portfolio of weak ties and strong ties, combined with strong internal organizational ties. Furthermore, we propose that comprehensiveness and pace are more critical in dynamic environments than in stable environments for superior firm performance.

THE ADVANTAGE OF STATUS: HOW ORGANIZATIONS BENEFIT FROM SOCIAL STANDING

Aaron Hill, Oklahoma State University
Jason W. Ridge, Oklahoma State University
Paul Johnson, Oklahoma State University

The purpose of this multilevel study is to explore asymmetries in organizational status over time and discuss how varying levels of status impact the benefits received by the organization. We contribute to the theory of organizational status (Washington and Zajac, 2005) in two meaningful ways: 1. we incorporate a multilevel approach that includes both leader and organizational status as the status of associations in which the organization is a member; 2. we analyze the impact of a historical legacy of performance across levels.

TOP MANAGEMENT TEAM RELATIONAL NETWORKS AND ORGANIZATIONAL INNOVATION

Kevin D. Clark, Villanova University
Patrick G. Maggitti, Villanova University
Nicholas M. Rongione, Villanova University

This paper investigates the influence of TMT networks on organizational innovation using results from a field study of 73 technology firms. Notably, the strength of TMT network ties and the willingness of executives to use networks for information and influencing are associated with increased innovation. Moreover, while externally-focused TMT networks are associated with innovation, executive teams must also maintain connections to the core. Finally, TMT networks are most valuable under conditions of environmental change. The results add to the upper echelons and relational streams and are discussed in terms of a comprehensive model of TMT performance.
**PARTICIPANT INDEX**

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CALL FOR PAPERS: Southern Management Association 2009 Meeting
November 11-14, 2009 – Asheville Renaissance Hotel, Asheville, North Carolina
Submission Deadline: April 10, 2009

Program Chair: Mark Gavin, Oklahoma State University (mark.gavin@okstate.edu)

The Southern Management Association invites submissions for its 2009 Annual Meeting. All submissions will be reviewed on the basis of originality, rigor, and relevance. Submissions may take the form of papers, case studies, symposia, panel discussions, workshops, or another form not mentioned here. The Program Committee would especially like to encourage the submission of innovative sessions of all types. More details regarding innovative sessions will be available on the SMA website in 2009. All accepted submissions will be presented at the meeting, and all accepted papers will be published in the Annual Meeting Proceedings. In addition, authors of accepted papers will have the opportunity to apply to participate in the Paper Development Workshop to be held at the 2009 meeting. The purpose of the Paper Development Workshop is for authors to receive feedback on their papers from experienced scholars to enhance their papers’ publication potential. Again, more information will be available on the SMA website in 2009.

SUBMISSION TRACKS & TRACK CHAIRS

1. Organizational Behavior
   Chair: Mark Bing, University of Mississippi
   (mbing@bus.olemiss.edu)

2. Strategic Management / Organizational Theory / International Management
   Chair: G. Tyge Payne, Texas Tech University
   (tyge.payne@ttu.edu)

3. Human Resources / Careers
   Chair: Dawn Carlson, Baylor University
   (Dawn_Carlson@Baylor.edu)

4. Research Methods
   Chair: Gery Markova, Wichita State University
   (gergana.markova@wichita.edu)

5. Management History / Management Education
   Chair: Darla Domke-Damonte, Coastal Carolina University
   (ddamonte@coastal.edu)

6. Entrepreneurship / Information Technology / Innovation
   Chair: Neil Tocher, Idaho State University
   (tochneil@isu.edu)

7. Ethics / Social Issues / Diversity
   Chair: David Mayer, University of Central Florida
   (dmayer@bus.ucf.edu)

8. Health Care / Hospitality Management / Public Administration, Chair: Marilyn Whitman, University of Alabama (mwhitman@cba.ua.edu)

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 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. 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 www.southernmanagement.org/meetings/2009/ no later than April 10, 2009 at 11:59 pm Eastern Standard Time. The deadline is firm and no extensions will be granted.
- Only complete papers should be submitted. Proposals for and/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/.
- Papers should not have been previously accepted, published, presented, or be under review for another meeting or journal. Subsequent publication, with proper acknowledgement, is encouraged.
- If a paper or case study is accepted, at least one author (for other formats, every author) must register and present their work at the conference.
- No participant is allowed to be included as an author, presenter, session chair, discussant, etc. in more than three program 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 Academy of Management Journal’s Style Guide (see http://journals.aomonline.org/amj/style_guide.pdf). Nonconforming submissions will be returned without review. Descriptions of and formatting requirements for submission types other than papers will be available on the SMA website in 2009.
- 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. This does not apply to symposia, workshops, panel discussions or other formats, which are not blind-reviewed.
- A sample of a correctly formatted paper can be found at www.southernmanagement.org/meetings/2009/sample.

NEED ASSISTANCE? Please email our support team at support@southernmanagement.org or call us at 1.201.633.3208.

Submit papers and volunteer to review at www.southernmanagement.org/meetings/2009/
WEDNESDAY, Oct. 29, 2008

2:00-3:15 – Learning and Growing – Fit, Resource, Environment - Royal Tern
Session Chair: Jorge Herrera, Embry Riddle Aeronautical University
Session Discussant – Douglas Johansen, Florida State University

Learning and Growing Globally: A Study of Professional Service Firms
David M. Brock, Yeshiva University
Ilan Alon, Rollins College

FDI by Firms from Newly Industrialized Economies in Emerging Markets: Corporate Governance, Resources, and Entry Commitment
Yi-Long Jaw, National Taiwan University, Taipei, Taiwan
Wiboon Kittilaksanawong, National Taiwan University, Taipei, Taiwan
Chun-Liang Chen, National Taiwan University, Taipei, Taiwan
Sheng-Hsiung Chang, National Taiwan University, Taipei, Taiwan

The Moderator Role of Task Environment on the Relationship between SME Foreign Entry Mode and Performance
Abdul Beydoun, Florida International University

The Power of Ownership Structure in International Joint Ventures in China: An Angel or a Devil?
Pingying Zhang, University of North Florida
Cheryl Van Deusen, University of North Florida

3:30-5:00 – Around the World: Area Studies - Royal Tern
Session Chair: Eris C. Lind, Quinnipiac University
Session Discussant: Edwin C. Moore, Argosy University

Automakers in Russia: Strategic Risks and Potential Opportunities
John R. Patton, Florida Institute of Technology

Can the European Union become another United States?
Mohamad Sepehri, Jacksonville University

Revisiting Hong Kong’s Business Environment: A Decade after the Hong Kong Changeover in 1997
Diane J. Prince, Clayton State University
Richard A. Fulton, Troy University – Augusta
Thomas W. Garsombke, Claflin University

Double Diamonds, Real Diamonds: Botswana’s National Competitiveness
Jay van Wyk, Pittsburg State University

6:00 – 7:00 - SMA and AIB-SE Opening Reception - Banyan Breezeway East

THURSDAY, Oct. 30, 2008

Breakfast (on your own)

9:00 – 9:15 – Welcome: Carolyn Mueller, Chair, AIB-SE (USA) - Blue Heron

9:15 - 10:30 – Meet the Editors - Blue Heron
Bob Goddard – International Business: Research, Teaching & Practice
Neil Slough - International Business: Research, Teaching & Practice
Talya Bauer - Journal of Management
Tagi Sagafi-nejad - International Trade Journal

10:30 – 10:45 BREAK

10:45 – 12:00 – Talking about Teaching & Learning - Blue Heron
Session Chair: Elitsa R. Banalieva, Northeastern University
Session Discussant: Diane J. Prince, Clayton State University

Counterfeit Drug Market with an Overview of the Situation in Russia
Tamilla Curtis, Nova Southeastern University
Dr. Olga Yakob (M.D.), The State Institute of Postgraduate Education of Physicians (Russia)
Dr. Tom Griffin, Nova Southeastern University

A Case Study Squared: A Case of Experiential Learning in International Business Education through Participation in a Case Study Competition
Tara H. Saracina, Claflin University
Mario J. Zaino, Claflin University
Donald P. Rogers, Rollins College
D. Thomas Lairson, Rollins College
Ilan Alon, Rollins College
Marc Sardy, Rollins College
Cecilia McInnis-Bowers, Rollins College
Sharon Agree, Rollins College

12:00- 1:30 – Lunch (on your own)
AIB-SE Annual Meeting Program
October 29-31, 2008

1:30- 2:45 – Culture’s Impact - Blue Heron
Session Chair: Mohammad Niamat Elahee, Quinnipiac University
Session Discussant: Thomas W. Garsombke, Claflin University

Cultural Intelligence and Small Business in Canada
Maria Teresa de la Garza Carranza, Instituto Tecnológico de Celaya (Mexico)
Carolyn Patricia Egri, Simon Fraser University (Canada)

Values in the Workplace: A Look at Hotel Workers in Mexico and the United States
Sally Sledge, Troy University
Angela K. Miles, North Carolina A & T State University

Translation Equivalence in Cross-Cultural Research: Patterns in Published Research over Time
Philip G. Benson, New Mexico State University
Lori D. Paris, California State University, Bakersfield
Michael J. Turner, New Mexico State University

1:30- 2:45 – Making & Keeping Money - Royal Tern
Session Chair: Mohamad Sepehri, Jacksonville University
Session Discussant: Carolyn Mueller, Stetson University

An Empirical study of Stock Performance Diversity and Multiplicity of Foreign Cross-Listing Environments
Elitsa R. Banalieva, Northeastern University
Christopher J. Robertson, Northeastern University

Exchange Rates, Capital Controls, and Stock Returns: Evidence from Thailand
Chaiporn Vithessonthi, Mahasarakham University (Thailand)
Jittima Tongurai, Oita University (Thailand)

Earnings Stripping under Section 163(j): Status Quo Vadis?
Patrick J. Knipe
Judson P. Stryker, Stetson University

Examining the Returns of American Depository Receipts: Evidence from Emerging and Developed Markets
Halil Kiymaz, Rollins College
Ilan Alon, Rollins College
Theodore Veit, Rollins College

Risk and Security Parameters of Investment Capital
Barbara Marga Weiss, University of Tampa

2:45-3:00 BREAK

3:00 – 4:15 – Leaders and Followers - Blue Heron
Session Chair: Philip G. Benson, New Mexico State University
Session Discussant: Christopher J. Robertson, Northeastern University

Global Expansion and the Role of Women Leadership
Aysar Philip Sussan, Bethune - Cookman University
Christina Frederick – Recascino, Embry Riddle Aeronautical University

3:00 – 4:15 – Culture Conundrums - Royal Tern
Session Chair: George Nakos, Clayton State University
Session Discussant: Ranjini Thaver, Stetson University

Economics, culture and corruption: A comparative study of Latin American and Eastern European countries
Edwin C. Moore, Argosy University

Culture as a Fundamental Block to the Understanding of Emotional Intelligence Traits: The Role of Gender
Nicole Adams, Quinnipiac University
Fadila Dawuni, Quinnipiac University

Comparative Study of Entrepreneurial Interest in Universities: An International Analysis
Olivier Giacomin, Université catholique de Louvain (Belgique)
Frank Janssen, Université catholique de Louvain (Belgique)
Mark Pruett, Appalachian State University
Rachel S. Shinnar, Appalachian State University
Bryan Toney, Appalachian State University

4:30 – 5:30 – Entry Strategies and Ideas - Blue Heron
Session Chair: David M. Brock, Yeshiva University
Session Discussant: Mark F. Toncar, Youngstown State University

Entry Strategies of Firms from Newly Industrialized Economies in Emerging Markets: The Role of Institutions and Firm Resources
Yi-Long Jaw, National Taiwan University (Taiwan)
Wiboon Kittilaksanawong, National Taiwan University (Taiwan)
Sheng-Hsiung Chang, National Taiwan University (Taiwan)

Do Exchange Rates Have Any Impact upon Foreign Direct Investment? The Case of China 2005 Floating Exchange Rate System
Kang, Hsin-Hong, National Cheng Kung University (Taiwan)
Yang, Suechin, National Cheng Kung University (Taiwan)
Stakeholder Perceptions of Ethical Issues in Offshoring and Outsourcing
Christopher J. Robertson, Northeastern University
Anna Lamin, Northeastern University

Dynamic Capabilities Entrepreneurial and Market Oriented SME’s Fit to International Environments and Competencies
Douglas Johansen, Florida State University
Gary Knight, Florida State University

6:00 – 7:00 STUDENT RECEPTION – Horizons Portico
Best Conference Paper
William Ziegler Best Student Paper
Awards
Special Presentation (TBA)

FRIDAY, Oct. 31, 2008

8:30 – 9:00 – Coffee and Conversation – Blue Heron
State-Firm Relations in a Post-Globalized World
Jay van Wyk, Pittsburg State University
Barbara Weiss, University of Tampa

The State of Entrepreneurship and Economic Participation in Eastern Europe
Dianne H.B. Welsh, University of North Carolina Greensboro
Barbara M. Weiss, University of Tampa

Designing Research for International Crisis Communication Protocols
Sue Godar, William Paterson University

Factors Influencing the Geographic Concentration of Small Firms in the U.S.
Richard J. Cebula, Armstrong Atlantic State University

Environmental Scanning, Strategy Alignment and Leadership Style among Managers of Small Manufacturing Firms in Mexico
María Teresa de la Garza Carranza, Instituto Tecnológico de Celaya (Mexico)
Ricardo Contreras Soto, Universidad de Guanajuato (Mexico)
Carolyn Mueller, Stetson University

9:00 – 10:10 – Relationships with Regulators and Others – Blue Heron
Session Chair: Abdul Beydoun, Florida International University
Session Discussant: Donald P. Rogers, Rollins College

Jeffrey W. Margheim, Stetson University
Judson P. Stryker, Stetson University

Assessing the Feasibility of Increased U.S. Agricultural Import Regulations
Nick Froslear, Youngstown State University
Mark Nemenz, Youngstown State University
Laura Taylor, Youngstown State University
Mark F. Toncar, Youngstown State University

Does it Pay to be a Business Group Member?
Aya Chacar, Florida International University
Natarajan Balasubramanian, Florida International University
Bala Vissa, INSEAD (Singapore)

Global Transfer Pricing: What Managers Should Know
Ralph Drtina, Rollins College
Jane L. Reimers, Rollins College

10:10-10:25 BREAK

10:25 – 11:15 – Marketing Moves - Blue Heron
Session Chair: Aya Chacar, Florida International University
Session Discussant: Sally Sledge, Troy University

Consumer Response to Unsolicited Recommendations: Psychological Reactance and Cultural Differences
Desislava Budevoarida Atlantic University

Emotional Intelligence and its Relationship with Marketing Ethics: An Exploratory Study across Three Countries
Eris C. Lind, Quinnipiac University
Nathan J. Smith, Quinnipiac University

An Empirical Study of the Retail Consumption Behavior in Rural China
Jane Peihsun Wu, Peking University
Steven A. Williamson, University of North Florida

Change in Consumer Perception of Pop-up Ads
George Nakos, Clayton State University
Keith Brouthers, King’s College, University of London (U.K.)
Stasa Filiplic, King’s College, University of London (U.K.)

11:30 – 12:30 – Panel Discussion - Blue Heron
Approaching the Dragon: Understanding and Integrating Chinese Culture into Business and Enterprise Research on and in China
Steven Williamson, University of North Florida
Jane Peihsun Wu, Peking University (China)
Pingying Zhang, University of North Florida

12:30 - 2:00 - AIB-SE Lunch & Business Meeting - TBA
Journals from Routledge

New to Routledge for 2008

The Academy of Management Annals
The latest publication from The Academy of Management
Editors: James P. Walsh, University of Michigan, USA
Arthur P. Brief, University of Utah, USA

New to Routledge for 2009

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