Southern Management Association
2010 MEETING


In conjunction with: Academy of International Business, Southeast (USA) Chapter Meeting
Table of Contents

WELCOME TO THE 2010 MEETING OF THE SOUTHERN MANAGEMENT ASSOCIATION ........ 1
ABOUT SMA ........................................................................................................................................................ 2
SMA 2010 SPONSORS & EXHIBITORS .......................................................................................................... 2
SMA OFFICERS .................................................................................................................................................. 3
SMA 2010 PROGRAM COMMITTEE .............................................................................................................. 3
SMA BOARD MEMBERS ................................................................................................................................... 3
JOURNAL OF MANAGEMENT EDITORS .................................................................................................... 3
SMA FELLOWS ................................................................................................................................................... 3
SMA PAST PRESIDENTS (LISTED BY YEAR) .................................................................................................. 4
SUSTAINED OUTSTANDING SERVICE AWARD WINNERS (LISTED BY YEAR) ......................... 4
SMA 2010 TRACK CHAIRS ............................................................................................................................... 5
AWARDS COMMITTEES .................................................................................................................................. 5
2010 SMA AWARDS ............................................................................................................................................ 7
SMA 2010 REVIEWERS ..................................................................................................................................... 9
SMA 2010 PROGRAM SCHEDULE ................................................................................................................ 12
  TUESDAY ................................................................................................................................................ 12
  WEDNESDAY ........................................................................................................................................... 12
  THURSDAY ............................................................................................................................................... 14
  FRIDAY ...................................................................................................................................................... 30
  SATURDAY ............................................................................................................................................... 46
  PARTICIPANT INDEX ................................................................................................................................. 55
SMA PLACEMENT SERVICES INFORMATION ....................................................................................... 58
ACADEMY OF INTERNATIONAL BUSINESS, SOUTHEAST (USA) CHAPTER PROGRAM ........... 59
  WEDNESDAY ........................................................................................................................................... 59
  THURSDAY ............................................................................................................................................... 59
  FRIDAY ...................................................................................................................................................... 61
SMA 2011 - CALL FOR PAPERS .................................................................................................................... 62
TRADEWINDS ISLAND GRAND – PROPERTY MAP ........................................................................... Back Inside Cover
TRADEWINDS ISLAND GRAND – MEETING SPACE LAYOUT ................................................. Back Outside Cover
Welcome to the 2010 Meeting of the Southern Management Association

Welcome to St. Pete Beach, Florida and the 2010 SMA Meeting. This is our second visit to this city and as always, the SMA conference provides an intellectually stimulating environment both through its formal and informal activities.

Wednesday’s preconference activities, overseen by President-elect Mark Gavin, includes the annual doctoral consortium (coordinated by Gary Castrogiovanni and Kelly Zellars), a Teaching Bootcamp sponsored by the Organization Behavior Teaching Society, and the SMA Research Incubator (facilitated by Bill Gardner).

This year we received a record number of submissions (over 400) across eight tracks. This resulted in over 80 different sessions on the regular program, including paper sessions, symposia, and panels covering a wide range of management topics. Also sprinkled throughout the regular program, you will find a number of methods and teaching workshops (organized by Mark Gavin). In short, there is something for everyone. It won’t be difficult to find many sessions that pertain to your specific areas of interest.

Of course, much of the excitement and value of the SMA conference comes before, between and after sessions, when you have the opportunity to meet up with current colleagues and get to know new ones. Along those lines, we encourage you to attend Thursday morning’s networking breakfast, to take advantage of the various networking breaks during the conference, and to attend the Thursday Business Meeting where we will recognize the winners of the best paper awards in each track and best overall paper as well as the Hunt Sustained Outstanding Service Award. There are also receptions each evening, including the conference party on Friday evening, which will have a pirate theme and include a live band featuring a variety of music.

While we intend to keep you busy with conference activities, do take the opportunity to enjoy the beautiful beaches and the many outstanding restaurants that are within walking distance of the resort.

As with any conference, the efforts of many make it possible. Beyond those already mentioned above, big thanks go to the Track Chairs (Garry Adams, Mary Bardes, Jon Carr, John Humphreys, Lisa Lambert, Ron Piccolo, Chris Henle, Marie Mitchell, and Milorad Novicevic), and to Geralyn Franklin (Conference Site Coordinator), Joy Karriker (Conference On-site Coordinator) and Rahul Sawhney (IT guru). Thanks also to those who submitted, reviewed and/or are serving on the program in any capacity.

Whether this is your first visit, your twentieth visit, or some number in between, welcome. We hope you enjoy this year’s program and St. Pete Beach.

Sincerely,

Ben Tepper, Vice President and Program Chair
Margaret (Peg) Williams, President
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 2010 Meeting Sponsors**

![Sponsors Logos]

**Our 2010 Meeting Exhibitors**

<table>
<thead>
<tr>
<th>Interpretive Simulations</th>
<th>St. Petersburg/Clearwater Area Convention &amp; Visitors Bureau</th>
</tr>
</thead>
<tbody>
<tr>
<td>SAGE</td>
<td>Wiley</td>
</tr>
<tr>
<td>Simulearn - VLeader</td>
<td></td>
</tr>
</tbody>
</table>
Southern Management Association

**OFFICERS**

**President**
Margaret L. Williams, Wayne State University

**President Elect**
Mark B. Gavin, Oklahoma State University

**Vice President/Program Chair**
Bennett Tepper, Georgia State University

**Vice President/Program Chair Elect**
Tim Barnett, Mississippi State University

**Treasurer**
Charles A. Pierce, University of Memphis

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

**Past President**
Allen C. Amason, University of Georgia

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

**Archivist**
Dan Cochran, Mississippi State University

**Communications Coordinator**
Donald H. Kluemper, Louisiana State University

**Conference Site Coordinator**
Geralyn McClure Franklin, University of Dallas

**Conference On-Site Coordinator**
Joy H. Karriker, East Carolina University

**BOARD MEMBERS**

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

**2008-2011 Term**
Gary J. Castrogiovanni, Florida Atlantic University
Robin A. Cheramie, Kennesaw State University
Cesar Douglas, Florida State University

**2009-2012 Term**
Franz Kellermanns, University of Tennessee
Lucy L. Gilson, University of Connecticut
G. Tyge Payne, Texas Tech University

**JOURNAL OF MANAGEMENT**

**Editor**
Talya N. Bauer, Portland State University

**Associate Editor Team**
Wendy Boswell, Texas A & M University
Gary J. Greguras, Singapore Management University
Mark Griffin, University of Western Australia
Yasemin Y. Kor, University of South Carolina
Michael Leiblein, Ohio State University
Edward Levitas, University of Wisconsin, Milwaukee
Steven C. Michael, University of Illinois, Urbana-Champaign
Laura Poppo, University of Kansas
Miguel Quiñones, Southern Methodist University
Deborah Rupp, University of Illinois, Urbana-Champaign
Deidra Schleicher, Purdue University
Christopher Shook, Auburn University
Jeremy C. Short, Texas Tech University
Greg L. Stewart, University of Iowa
Donald M. Truxillo, Portland State University

**FELLOWS**

**New Fellows**
M. Ronald (Mike) Buckley, University of Oklahoma

**Active Fellows**
Achilles Armenakis, Auburn University
Arthur G. Bedeian, Louisiana State University
John D. Blair, Texas Tech University
Archie B. Carroll, University of Georgia
James G. Combs, Florida State University
Angelo DeNisi, Tulane University
W. Jack Duncan, University of Alabama in Birmingham
Daniel C. Feldman, University of Georgia
Gerald R. Ferris, Florida State University
Robert C. Ford, University of Central Florida
Myron D. Fottler, University of Central Florida
William L. Gardner, Texas Tech University
Mark B. Gavin, Oklahoma State University
Charles R. Greer, Texas Christian University
Ricky W. Griffin, Texas A&M University
Theodore T. Herbert, Rollins College
Wayne Hochwarter, Florida State University
K. Michele (Micki) Kacmar, University of Alabama
Dave Ketchen, Auburn University
Mark Martinko, Florida State University
Bruce M. Meglino, University of South Carolina
Kevin W. Mossholder, Louisiana State University
Pamela Perrewé, Florida State University
Terri A. Scandura, University of Miami
Chester Schriesheim, University of Miami
Anson Seers, Virginia Commonwealth University
Sherry Sullivan, Bowling Green University
Bennett Tepper, Georgia State University
Robert Vandenberg, University of Georgia
David D. Van Fleet, Arizona State University
Margaret "Peg" Williams, Wayne State University
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
Dennis Ray
Vida Scarpello, Georgia State University

**In Memoriam**
Robert P. Vecchio
James G. "Jerry" Hunt
Leon Megginson
Charles R. Scott
Max S. Wortman, Jr.
### PAST PRESIDENTS

<table>
<thead>
<tr>
<th>Name</th>
<th>Institution</th>
<th>Years</th>
</tr>
</thead>
<tbody>
<tr>
<td>Allen C. Amason</td>
<td>University of Georgia</td>
<td>(2009-2010)</td>
</tr>
<tr>
<td>Charlotte D. Sutton</td>
<td>Auburn University</td>
<td>(2008-2009)</td>
</tr>
<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. Lederwood</td>
<td>University of North Texas</td>
<td>(2002-2003)</td>
</tr>
<tr>
<td>Pamela L. Perrewé</td>
<td>Florida State University</td>
<td>(2000-2001)</td>
</tr>
<tr>
<td>Vida Scarpello</td>
<td>Georgia State University</td>
<td>(1999-2000)</td>
</tr>
<tr>
<td>Chester A. Schriesheim</td>
<td>University of Miami</td>
<td>(1998-1999)</td>
</tr>
<tr>
<td>Mark J. Martinko</td>
<td>Florida State University</td>
<td>(1997-1998)</td>
</tr>
<tr>
<td>Rose Knotts</td>
<td>University of North Texas</td>
<td>(1996-1997)</td>
</tr>
<tr>
<td>J. Bernard Keys</td>
<td>Georgia Southern University</td>
<td>(1993-1994)</td>
</tr>
<tr>
<td>Daniel S. Cochran</td>
<td>Mississippi State University</td>
<td>(1991-1992)</td>
</tr>
<tr>
<td>John A. Pearce II</td>
<td>George Mason University</td>
<td>(1990-1991)</td>
</tr>
<tr>
<td>James G. Hunt</td>
<td>Texas Tech University</td>
<td>(1989-1990)</td>
</tr>
<tr>
<td>W. Alan Randolph</td>
<td>University of South Carolina</td>
<td>(1988-1989)</td>
</tr>
<tr>
<td>Achilles A. Armenakis</td>
<td>Auburn University</td>
<td>(1986-1987)</td>
</tr>
<tr>
<td>W. Jack Duncan</td>
<td>University of Alabama at Birmingham</td>
<td>(1985-1986)</td>
</tr>
<tr>
<td>William H. Holley</td>
<td>Auburn University</td>
<td>(1984-1985)</td>
</tr>
<tr>
<td>Dorothy N. Harlow</td>
<td>University of South Florida</td>
<td>(1982-1983)</td>
</tr>
<tr>
<td>Dennis F. Ray</td>
<td>Mississippi State University</td>
<td>(1981-1982)</td>
</tr>
<tr>
<td>Vince P. Luehsinger</td>
<td>Texas Tech University</td>
<td>(1980-1981)</td>
</tr>
<tr>
<td>John E. Logan</td>
<td>University of South Carolina</td>
<td>(1979-1980)</td>
</tr>
<tr>
<td>Ogden H. Hall</td>
<td>University of New Orleans</td>
<td>(1978-1979)</td>
</tr>
<tr>
<td>Jay T. Knippen</td>
<td>University of South Florida</td>
<td>(1977-1978)</td>
</tr>
<tr>
<td>James M. Todd</td>
<td>University of Memphis</td>
<td>(1976-1977)</td>
</tr>
<tr>
<td>Daniel A. Wren</td>
<td>University of Oklahoma</td>
<td>(1974-1975)</td>
</tr>
<tr>
<td>Leon C. Megginson</td>
<td>Louisiana State University</td>
<td>(1973-1974)</td>
</tr>
<tr>
<td>Richard I. Levin</td>
<td>University of North Carolina-Chapel Hill</td>
<td>(1972-1973)</td>
</tr>
<tr>
<td>Max B. Jones</td>
<td>Old Dominion University</td>
<td>(1971-1972)</td>
</tr>
<tr>
<td>Robert M. Fulmer</td>
<td>Georgia State University</td>
<td>(1970-1971)</td>
</tr>
<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>
</tr>
<tr>
<td>Herbert G. Hicks</td>
<td>Louisiana State University</td>
<td>(1966-1967)</td>
</tr>
<tr>
<td>Charles R. Scott</td>
<td>University of Alabama</td>
<td>(1965-1966)</td>
</tr>
<tr>
<td>William M. Fox</td>
<td>University of Florida</td>
<td>(1964-1965)</td>
</tr>
<tr>
<td>Joseph L. Massie</td>
<td>University of Kentucky</td>
<td>(1963-1964)</td>
</tr>
</tbody>
</table>

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

<table>
<thead>
<tr>
<th>Name</th>
<th>Institution</th>
<th>Year</th>
</tr>
</thead>
<tbody>
<tr>
<td>K. Michele Kacmar</td>
<td>University of Alabama</td>
<td>2010</td>
</tr>
<tr>
<td>Chester A. Schriesheim</td>
<td>University of Miami</td>
<td>2009</td>
</tr>
<tr>
<td>Pamela W. Perrewé</td>
<td>Florida State University</td>
<td>2008</td>
</tr>
<tr>
<td>W. Jack Duncan</td>
<td>University of Alabama at Birmingham</td>
<td>2007</td>
</tr>
<tr>
<td>Robert C. Ford</td>
<td>University of Central Florida</td>
<td>2006</td>
</tr>
<tr>
<td>David D. Van Fleet</td>
<td>Arizona State University – West</td>
<td>2005</td>
</tr>
<tr>
<td>Arthur G. Bedeian</td>
<td>Louisiana State University</td>
<td>2004</td>
</tr>
<tr>
<td>James G. (Jerry) Hunt</td>
<td>Texas Tech University</td>
<td>2003</td>
</tr>
</tbody>
</table>

*Affiliations are at time of office*
SMA 2010 TRACK CHAIRS

Organizational Behavior
Ron Piccolo, Rollins College

Strategic Management/Organizational Theory/ International Management
Garry Adams, Auburn University

Human Resources/Careers
Marie Mitchell, University of Georgia

Research Methods
Lisa Schurer Lambert, Georgia State University

Management History/Management Education
Milorad Novicevic, University of Mississippi
John Humphreys, Texas A&M Commerce

Entrepreneurship/Information Technology/Innovation
Jon Carr, Texas Christian University

Ethics/Social Issues/Diversity
Chris Henle, Colorado State University

Health Care/Hospitality Management/Public Administration
Mary Bardes, Drexel University

MOST INNOVATIVE SESSION AWARD COMMITTEE

Tim Barnett, Mississippi State University
Margarita Almeda, Georgia State University
Elizabeth Clenney, Georgia State University

BEST PAPER COMMITTEES

Best Overall Conference Paper
Mike Buckley, University of Oklahoma
Jim Combs, Florida State University
Timothy Golden, Rensselaer Polytechnic Institute
K. Michele Kacmar, University of Alabama
David Ketchen, Auburn University
Anson Seers, Virginia Commonwealth University

Best Overall Doctoral Student Paper
Laura Little, University of Georgia
Matt Bowler, Oklahoma State University
Janaki Gooty, University of North Carolina, Charlotte
Denise Breaux, University of Arkansas
## Track 1: Organizational Behavior

**Best Track Paper Committee**
- Mary Bardes, Drexel University
- Dean Cleavenger, University of Central Florida
- Brian Collins, Southern Mississippi
- Lucy Gilson, University of Connecticut

**Best Doctoral Paper Committee**
- Sandra Bryant, Regent University
- Hannes Gunter, Maastricht University
- Mary Laird, University of Tulsa

## Track 2: Strategic Management/Organizational Theory/International Management

**Best Track Paper Committee**
- Brian Connelly, Auburn University
- Franz Kellermans, University of Tennessee
- Sean Lux, University of South Florida

**Best Doctoral Paper Committee**
- Mike Pfarrer, University of Georgia
- Annette Ranft, Florida State University
- Chris Shook, Auburn University

## Track 3: Human Resources/Careers

**Best Track Paper Committee**
- Becky Bennett, Louisiana Tech
- Laura Little, University of Georgia
- Deshani Ganegoda, University of Central Florida

**Best Doctoral Paper Committee**
- Foard Jones, University of Central Florida
- Matt Bowler, Oklahoma State University
- Merideth Ferguson, Baylor University

## Track 4: Research Methods

-no committee-

## Track 5: Management History/Management Education

- Regina Greenwood, Nova Southeastern University
- Stephanie Pane, Texas A&M Commerce
- Lloyd Basham, Texas A&M Commerce

## Track 6: Entrepreneurship/Information Technology/Innovation

- LaKami Baker, Auburn University
- Frances Fabian, University of Memphis
- Curt Moore, Texas Christian University

## Track 7: Ethics/Social Issues/Diversity

**Best Track Paper Committee**
- Randy Evans, University of Tennessee, Chattanooga
- Tom Moore, East Tennessee State University
- Steve Elias, New Mexico State University

**Best Doctoral Paper Committee**
- David Ford, University of Texas at Dallas
- Rebecca Greenbaum, Oklahoma State University
- Sharon Segrest, University of South Florida St. Petersburg

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

**Best Track Paper Committee**
- Tom Sanders, University of Montevallo
- James Vardaman, Mississippi State University
- Marilyn Whitman, University of Alabama

**Best Doctoral Paper Committee**
- Wayne Brock, University of Phoenix
- Eric Ford, University of North Carolina at Greensboro
- Karen Ford Eickhoff, University of Tennessee
## 2010 SMA Awards

### BEST OVERALL CONFERENCE PAPER

**WHEN LEADERS FAIL TO “WALK THE TALK”: AN EXAMINATION OF PERCEPTIONS OF LEADER HYPOCRISY**

Rebecca Lee Greenbaum, Oklahoma State University  
Mary Bardes, Drexel University  
Hunter L. Harris, Oklahoma State University  
Ronald F. Piccolo, Rollins College  

Presented: Friday, 10:30am - 12:00pm in Sawgrass

### BEST OVERALL DOCTORAL STUDENT PAPER

**A TEMPORAL PERSPECTIVE OF TRANSACTION COST THEORY**

Ning Li, Texas A&M University  
Li Dai, Texas A&M University  

Presented: Saturday, 10:30am - 12:00pm in Blue Heron

### BEST TRACK PAPERS

#### Track 1: Organizational Behavior

**THE EFFECTS OF CRISIS, CYNICISM ABOUT CHANGE, AND VALUE CONGRUENCE ON PERCEPTIONS OF LEADERSHIP IN THE 2008 PRESIDENTIAL ELECTION: THE ROLE OF AUTHENTIC LEadership AND ATTRIBUTED CHARISMA IN THE NATIONAL VOTE**

Ethlyn A. Williams, Florida Atlantic University  
Bryan Depta, Florida Atlantic University  
Rajnandini Pillai, California State University San Marcos  
Kevin B. Lowe, University of North Carolina at Greensboro  

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

#### Track 2: Strategic Management/Organizational Theory/International Management

**THE VALUE OF TRUST IN IMPLEMENTING THE MACRO AND MICRO LEVEL ORGANIZATIONAL DESIGN CAPABILITIES OF A CUSTOMER-CENTRIC STRATEGY**

Curt Moore, Texas Christian University  
Jeff Rosa, HEC Montreal  

Presented: Thursday, 8:30am - 10:00am in Sabal

#### Track 3: Human Resources/Careers

**BREAKING THROUGH THE LOSS CYCLE OF BURNOUT: THE ROLE OF MOTIVATION**

Liese L. ten Brummelhuis, Erasmus University Rotterdam  
Claartje L. ter Hoeven, University of Amsterdam  
Arnold B. Bakker, Erasmus University Rotterdam  
Bram Peper, Erasmus University Rotterdam  

Presented: Friday, 1:15pm - 2:45pm in Citrus

#### Track 4: Research Methods

- No Best Track Paper awarded this year-

#### Track 5: Management History/Management Education

**VARIETIES OF RESEARCH EXPERIENCE: DOCTORAL STUDENT PERCEPTIONS OF PREPAREDNESS FOR FUTURE SUCCESS**

Matthew Scott Fleisher, University of Tennessee  
Abby Mello, University of Tennessee  

Presented: Thursday, 10:30am - 12:00pm in Palm

#### Track 6: Entrepreneurship/Information Technology/Innovation

**THE EFFECT OF VENTURE INTERNALIZATION ON PERFORMANCE IN DIFFERENT ENVIRONMENTS**

Anne Canabal, University of Maine  
Ivan Manev, University of Maine  

Presented: Friday, 3:15pm - 4:45pm in Glades

#### Track 7: Ethics/Social Issues/Diversity

**WHEN LEADERS FAIL TO “WALK THE TALK”: AN EXAMINATION OF PERCEPTIONS OF LEADER HYPOCRISY**

Rebecca Lee Greenbaum, Oklahoma State University  
Mary Bardes, Drexel University  
Hunter L. Harris, Oklahoma State University  
Ronald F. Piccolo, Rollins College  

Presented: Friday, 10:30am - 12:00pm in Sawgrass

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

**COMPUTERIZED PROVIDER ORDER ENTRY’S IMPACT ON HOSPITALS’ TOTAL FACTOR PRODUCTIVITY**

Eric W. Ford, University of North Carolina at Greensboro  
Timothy Huerta, Texas Tech University  
Mark A. Thompson, Texas Tech University  
William F. Ford, Middle Tennessee State University  

Presented: Friday, 10:30am - 12:00pm in Palm
**Track 1: Organizational Behavior**

**THE ROLE OF AFFECTIVE COMMITMENT AND POLITICAL SKILL IN THE WORK-FAMILY CONFLICT-TURNOVER RELATIONSHIP**

Jun Yang, University at Buffalo, SUNY  
Jeffrey Bentley, University at Buffalo, SUNY  
Robyn Brouer, University at Buffalo, SUNY  
Jacob W. Breland, University of Idaho  

Presented: Friday, 1:15pm - 2:45pm in Banyan

**Track 2: Strategic Management/Organizational Theory/International Management**

**A TEMPORAL PERSPECTIVE OF TRANSACTION COST THEORY**

Ning Li, Texas A&M University  
Li Dai, Texas A&M University  

Presented: Saturday, 10:30am - 12:00pm in Blue Heron

**Track 3: Human Resources/Careers**

**THE REPUTATION - PERFORMANCE RELATIONSHIP**

Jeremy Ray Brees, Florida State University  
Timothy Paul Munyon, West Virginia University  

Presented: Friday, 10:30am - 12:00pm in Citrus

**Track 4: Research Methods**

**MAKING INTANGIBLES "TANGIBLE:" A MULTIDISCIPLINARY CRITIQUE AND VALIDATION FRAMEWORK**

Janice Molloy, Michigan State University  
Robert Ployhart, University of South Carolina  
Clint Chadwick, University of Kansas  

Presented: Thursday, 8:30am - 10:00am in Sawgrass

**Track 5: Management History/Management Education**

**NELL NELSON AND THE CHICAGO TIMES ‘CITY SLAVE GIRLS’ SERIES: BEGINNING A NATIONAL CRUSADE FOR LABOR REFORM IN THE LATE 1800S**

Eric W. Liguori, Louisiana State University  

Presented: Thursday, 1:15pm - 2:45pm in Palm

**Track 6: Entrepreneurship/Information Technology/Innovation**

**RESEARCH ON EXPLORATION AND EXPLOITATION: PAST ACCOMPLISHMENTS AND FUTURE CHALLENGES**

Todd W. Moss, Texas Tech University  

Presented: Thursday, 10:30am - 12:00pm in Glades

**Track 7: Ethics/Social Issues/Diversity**

**SHOULD SHE CHITCHAT? ENGENDERING POST-NEGOTIATION SUCCESS THROUGH SMALL TALK**

Brooke Ann Shaughnessy, University at Buffalo, SUNY  
Alexandra Mislin, American University  

Presented: Thursday, 1:15pm - 2:45pm in Sawgrass

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

**TRANSFORMING TALENT INTO TRIUMPH: THE MEDIATING ROLE OF HR BEHAVIORS IN THE HUMAN CAPITAL – PERFORMANCE RELATIONSHIP**

Alankrita Pandey, University of Texas at Arlington  
Christopher Harris, University of Texas at Arlington  
Gary C. McMahan, University of Texas at Arlington  
Patrick Wright, Cornell University  

Presented: Friday, 10:30am - 12:00pm in Palm

---

**SMA MOST INNOVATIVE SESSION AWARD**

**OPPORTUNITY KNOCKS: HOW GOAL-SETTING CAN MAXIMIZE YOUR CONFERENCE EXPERIENCE**

Emily M. Hunter, Baylor University  
Sara Jansen Perry, University of Houston-Downtown  

Presented: Thursday, 8:30am - 10:00am in Snowy Egret

---

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

K. Michele Kacmar, University of Alabama
BEST REVIEWERS BY TRACK

Track 1: Organizational Behavior
Lieke Laura ten Brummelhuis, Rotterdam University
Kelly Marie Davis, Texas Tech

Track 2: Strategic Management/Organizational Theory/International Management
Brian Connelly, Auburn University

Track 3: Human Resources/Careers
Robert L. Porter, University of Central Florida

Track 4: Research Methods
Michael Lance Frazier, Old Dominion University

Track 5: Management History/Management Education
Regina Greenwood, Nova Southeastern University

Track 6: Entrepreneurship/Information Technology/Innovation
John M. Mueller, University of Louisville
Aaron F. McKenny, Texas Tech University

Track 7: Ethics/Social Issues/Diversity
Tony Ammeter, University of Mississippi

Track 8: Health Care/Hospitality Management/Public Administration
James Micheal Vardaman, Mississippi State University

SMA 2010 REVIEWERS – FULL LISTING

Muhammad Abbas, Riphah International U., Islamabad
Oualid Abidi, Laval U.
Rachida Aissaoui, U. of Memphis
Mona Al-Amin, U. of Florida
Keanon J. Alderson, California Baptist U.
Judith W. Alexander, U. of South Carolina
Margarita Almeda, Georgia State U.
Anthony (Tony) Paul Ammeter, U. of Mississippi
Martha C. Andrews, U. of North Carolina at Wilmington
Siah Hwee Ang, U. of Auckland
Arifin Angriawan, Purdue U. Calumet
Sergey Anokhin, Kent State U.
Neal M. Ashkanasy, U. of Queensland
Guclu Atinc, Louisiana Tech U.
Arash Azadegan, New Mexico State U.
LaKami T. Baker, Auburn U.
Benjamin Baran, U. of North Carolina at Charlotte
Lisa Baranik, East Carolina U.
Marcelo Bernardo Barrios, EDDE
Tim Basadur, U. of Illinois at Chicago
Foday F. Bayon, Argosy U.
Greg Bell, U. of Dallas
Rebecca J. Bennett, Louisiana Tech U.
Shawn Bergman, Appalachian State U.
Leslie A. Bethencourt, Walt Disney Parks & Resorts
Alim J. Beveridge, Case Western Reserve U.
Bhaskar Bhownick, Indian Institute of Management, Ahmedabad

James W. Bishop, New Mexico State U.
Gary Blau, Temple U.
Gerhard Bickle, Universität Bonn
Matt Bowler, Oklahoma State U.
Dalton E. Brannen, Augusta State U.
Wayne Brock, U. of Phoenix
Sandra Renee Bryant, Regent U.
James D. Byrd Jr., U. of Alabama, Birmingham
Nathanael S. Campbell, Henderson State U.
Anne Canabal, U. of Maine
Sofy Carayannopoulos, Wilfrid Laurier U.
Monica Lynn Carpenter, U. of Central Florida
Daniel Arturo Cermas-Ortiz, U. of North Texas
Srinivas Chirravuri, Indian Institute of Management, Lucknow
Yunhyung Chung, U. of Idaho
Lisa Clark, Northumbria U.
Russell W. Clayton, U. of Mississippi
Dean Cleavenger, U. of Central Florida
Elizabeth Foster Clenney, Georgia State U.
Brian J. Collins, U. of Southern Mississippi
Jennifer Collins, Florida A&M U.
Mark E. Collins, U. of Tennessee
Michael D. Collins, Coastal Carolina U.
Brian L. Connelly, Auburn U.
Joseph T. Cooper, U. of Wyoming
Morton Cotlar, U. of Hawaii
Susie S. Cox, McNeese State U.
Irina Cozma, U. of Tennessee
Keith Credo, Auburn U.
Kevin Saul Cruz, U. of Pittsburgh
Jordan D. Dauphin, Coastal Carolina U.
Josh Daspit, U. of North Texas
Avimanyu Datta, Washington State U.
Daniel Dauber, WU - Vienna U. of Economics and Business
Emily M. David, U. of Houston
John Norman Davis, Hardin-Simmons U.
Kelly M. Davis, Texas Tech U.
Walter D. Davis, U. of Mississippi
John Anthony De Leon, U. of Texas at Arlington
Bart Jan Debicki, Mississippi State U.
Sukumar C. Debnath, Prairie View A&M U.
Shivakumar Deene, Karnataka State Open U.
Thomas Glenn DeLaughter, Flagler College
Kanchan Vasant Deosthali, U. at Albany, SUNY
William J. Donoho, Missouri State U.
Fred J. Dorn, Career Management Resources
Joe J. Eassa Jr., Palm Beach Atlantic U.
Jacqueline Einstein, Nova Southeastern U.
Gabi Eissa, Oklahoma State U.
Steven M. Elias, New Mexico State U.
David Epstein, U. of Houston-Downtown
Talia Ennard-Flavius, U. of Trinidad and Tobago
Frances H. Fabian, U. of Memphis
Claudia Ferrante, United States Air Force Academy
Michael Fields, Indiana Tech
Kelly Fisher, Rowan U.
Matthew Scott Fleisher, U. of Tennessee
David M. Ford, U. of Alabama
Eric W. Ford, U. of North Carolina at Greensboro
Robert C. Ford, U. of Central Florida

Avram H. Friedman, U. of Maryland
Carl F. Frey, New Mexico State U.
Matthew R. Frazier, San Diego State U.
Sara H. Frick, University of California, Los Angeles
Maria F. Frias, U. of Kentucky
Sara L. Funk, Northern Kentucky U.
Cara G. Ganz, U. of Tennessee
Alessandra Giesbrecht, Griffith University
Frederick J. Gill, New Mexico State U.
Avery Glawe, U. of Florida
Jens Glud, Danish University of Business Administration
Susan H. Goff, U. of Illinois at Urbana-Champaign
Jill E. Golden, U. of Northern Colorado
Jill Golden, U. of Northern Colorado}

-9-
A very special thank you to all of the reviewers for this year’s program
Tuesday, October 26

**Tuesday, 7:00pm - 8:30pm in Sea Breeze Beach Deck**

Consortia and Pre-Conference Welcome Reception

---

**Wednesday, October 27**

**Conference Registration Set Up:** 1:00pm - 3:00pm in Banyan Breezeway

**Exhibitor Set Up:** 2:00pm - 5:00pm in Banyan Breezeway

**Conference Registration and Exhibits:** 3:00pm - 7:00pm in Banyan Breezeway

**Coordinator:** Charles A. Pierce, University of Memphis

---

**Registration for SMA Placement Services:** 4:00pm - 7:00pm in Banyan Breezeway

(late registration only; folders will not be available)

**Coordinators:** Walter Lee Grubb III & Patricia Lanier

---

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

**Professional Development Institute: 21st ANNUAL DOCTORAL STUDENT CONSORTIUM**

(By Invitation Only)

**Coordinators:**
- Gary Castrogiovanni, Florida Atlantic University
- Kelly Lee Zellars, University of North Carolina, Charlotte

The Consortium is a daylong 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:**
- Talya Bauer, Portland State University
- Christopher Shook, Auburn University
- Deborah Rupp, University of Illinois at Urbana-Champaign
- James G. Combs, Florida State University
- Mark B. Gavin, Oklahoma State University
- Janaki Gooty, University of North Carolina, Charlotte
- Jonathon R. B. Halbesleben, University of Alabama
- Matt Bowler, Oklahoma State University
- Anthony R. Wheeler, University of Rhode Island
- Darren C. Treadway, SUNY @ Buffalo
- David G. Allen, University of Memphis
- Pamela L. Perrewé, Florida State University
- K. Michele Kaemar, University of Alabama
- Bruce T. Lamont, Florida State University
- David J. Woehr, University of North Carolina, Charlotte
- Yongmei Liu, Illinois State University
- Ethlyn A. Williams, Florida Atlantic University
- Janice Molloy, Michigan State University
- Brian J. Collins, University of Southern Mississippi
- Tim Barnett, Mississippi State University
- Kevin B. Lowe, University of North Carolina, Greensboro
- Eric W. Ford, University of North Carolina, Greensboro

---

**Wednesday, 7:45am - 2:00pm in Sabal**

**Professional Development Institute: SMA Research Incubator Faculty Consortium**

(By Invitation Only)

**Coordinator:** Mark B. Gavin, Oklahoma State University

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

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 Bill Gardner of Texas Tech University, 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 Leading in Challenging Times.
**Professional Development Institute: Teaching Excellence Workshop: Teaching Bootcamp**  
(sponsored by OBTS: Teaching Society for Management Educators)

**Roy Lewicki, Ohio State University**  
*OBTS: Teaching Society for Management Educators*

This "Teaching Bootcamp" is for doctoral students and new instructors (tenure-track and clinical faculty) in management and related disciplines. The workshop will be highly interactive, and will be facilitated by experienced, award-winning faculty who are members of OBTS: Teaching Society for Management Educators.

There will be an enrollment fee of $55 for the workshop, which will cover workshop handouts, a collection of articles on effective teaching techniques, and a one year membership to OBTS: Teaching Society for Management Educators.

The workshop will be taught by organizational behavior faculty, but will be useful for participants in management, strategy and related disciplines.

Preregistration is required. Interested participants should contact Roy Lewicki at Ohio State University, lewicki_1@fisher.osu.edu, 614-292-0258 to register.

**Wednesday, 9:00am - 4:00pm in Citrus**

**Wednesday, 6:00pm - 7:00pm in Banyan Breezeway**

**Networking Welcome Reception**

Come and gather for light snacks and conversation with colleagues.

---

**Wednesday, 12:00pm - 1:15pm in Garden Courtyard**

**Doctoral Consortium and SMA Board Member Luncheon**

(by invitation only)

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

**SMA Officers and Board Meeting**

(by invitation only)

**Presiding: Margaret L. Williams, Wayne State University [SMA President]**

**Wednesday, 3:15pm - 3:45pm in Banyan Breezeway**

**Networking Break**

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

**Wednesday, 5:15pm - 6:00pm in Banyan Breezeway**

**New Member Orientation**

Come learn about SMA, meet the SMA leadership, learn how SMA functions, and learn how you can get better connected.
Thursday, October 28

**Conference Registration and Exhibits**: 8:00am - 5:00pm in Banyan Breezeway
(closed for lunch from Noon to 1:30pm)

**Coordinator**: Charles A. Pierce, University of Memphis

Registration for SMA Placement Services: 8:00 a.m. to 5:00pm in Banyan Breezeway
(closed for lunch from Noon to 1:30pm)

**Coordinators**: Walter Lee Grubb III & Patricia Lanier

**Thursday, 7:00am - 8:30am in Banyan Breezeway**

**SMA Networking Breakfast**

**Coordinator**: Gayle Baugh, University of West Florida

All SMA registrants are invited. Come meet everyone!

**Thursday, 8:00am - 10:00am in Blue Heron**

**Professional Development Institute: Social Networks: Understanding and Conducting Basic Analysis**

**Matt Bowler**, Oklahoma State University

This workshop is designed to introduce the ideas underlying social network analysis for the purpose of conducting and reviewing research. The topics covered in the workshop will be (a) the basic concepts and theoretical ideas of social network analysis, (b) collecting social network data (c) storing and manipulating data (d) using UCINET software (e) creating social network variables using UCINET (f) analyzing network and attribute data using UCINET (g) presenting social network analysis (h) reviewing papers that incorporate social network analysis.

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

**OB: Diversity in Teams**

Session Chair: **Angela Wallace**, University at Buffalo, SUNY

**Discussants**: Walter D. Davis, University of Mississippi
Angela Wallace, University at Buffalo, SUNY
Stephanie Maynard-Patrick, New Mexico State University

**A CONTINGENCY VIEW OF THE EFFECTS OF COGNITIVE DIVERSITY ON TEAM PERFORMANCE**

Luis Martins, University of Texas at Austin
Marieke C. Schilpzand, Georgia Institute of Technology
Bradley L. Kirkman, Texas A&M University
Silvester Ivanaj, ICN Business School
Vera Ivanaj, Ecole Nationale Supérieure des Industries Chimiques

We examined a somewhat established idea in team diversity research: that a psychologically safe context enables teams to benefit from their diversity. We found that greater disparity-type diversity was more positively related to team performance when psychological safety was lower, rather than higher. In contrast, greater variety-type diversity was more negatively related to team performance when psychological safety was lower, rather than higher. Contrary to the moderating effects of psychological safety, those of relationship conflict were in the opposite direction – i.e., greater disparity-type diversity was more positively related to team performance when relationship conflict was lower, rather than higher.

**ENCOURAGING DIVERSITY BELIEFS: THE IMPACT OF DIVERSITY APPRECIATION AND EMOTIONAL EXHAUSTION ON INNOVATION IN AGE DIVERSE TEAMS**

Julia E. Hoch, Michigan State University
Daan Van Knippenberg, Erasmus University Rotterdam
Carla Roth, Audi
Klaus-Helmut Schmidt, Leibniz Research Centre for Working Environment and Human Factors
Juergen Wegge, Technical University Dresden

We investigated the relationship between age-diversity and innovation in a sample of 459 professionals in 67 groups in public-sector organizations. Findings from moderated regression analyses on group-level data revealed a two-way interaction of age diversity and appreciation of diversity in predicting team innovation. Further we obtained a three-way interaction of age diversity, appreciation of diversity and emotional exhaustion in predicting innovation, in the way that age diversity leads to higher levels of innovation when appreciation of age diversity is high and emotional exhaustion is low.

Results are discussed with regard to implications for training and management of age diverse teams.

This manuscript has been withdrawn from the program.
WHEN DIVERSITY ALONE IS NOT ENOUGH: THE ROLE OF DIVERSITY DISCLOSURE IN THE STUDY OF CREATIVE WORK GROUPS

Taisha Penn, Tulane University

Previous research examining diversity and creativity has led to conflicting results. This suggests the presence of an additional moderating variable in the diversity-creativity relationship, or that there are specific conditions under which diversity has positive effects on creativity. This paper develops the concept of diversity disclosure, the process of informing a workgroup of its level of diversity and then explaining the importance of divergences in opinions and conflict, and then discusses its role in the study of diverse groups and creativity. It is proposed that diversity disclosure strengthens the relationship between workgroups and creativity.

AGENCY, PERFORMANCE AND CEO COMPENSATION

Lori Ford, Florida Atlantic University

Research in many fields has helped explain the issues of non-owner managers driving U.S. businesses. Central to this, agency theory has provided considerable insight into the complex relationship between shareholders and CEOs. However, after 80 years of theoretical development and research, many unanswered questions remain in the contractual performance-pay relationship central to this issue. CEO compensation is a complex area requiring on-going oversight, market adjustments and transparency of process. The model presented here hopes to strengthen our understanding by including the effects of charismatic leadership and CEO/board homogeneity as moderators in the process of determining CEO compensation.

UNLOCKING THE BLACK BOX: AN INSTITUTIONAL MODEL OF STRATEGIC HR

James Michael Vardaman, Mississippi State University
Maria B. Gondo, University of New Mexico

This paper offers a conceptual model of SHRM that seeks to rectify the somewhat inconsistent linkages between HR practices and organizational performance. We suggest that it is not the choice of the practice or system that is most essential for predicting organizational performance; instead it is adherence to the chosen practice that is most important. Drawing on institutional theory, we suggest that HR managers have an important role to play by managing the meaning associated with legitimate HR practices.

INFORMATION SECURITY PROGRAM EFFECTIVENESS ACROSS HIGH AND LOW TASK INTERDEPENDENCE ENVIRONMENTS

Kenneth Knapp, University of Tampa
Claudia Ferrante, United States Air Force Academy

We investigate the moderating effect of task interdependence on factors influencing information security effectiveness in organizations. Specifically, we develop a theoretical model depicting top management support and security awareness as predictor variables for information security program effectiveness. Further, the model shows security culture as a partial mediator between the two predictor variables and security program effectiveness. Based on a survey given to a sample of 371 certified information security professionals, the findings support our overall model while also showing that certain paths are only significant under high task interdependence while others only under low task interdependence.
MEASURING ARBITRAGE OPPORTUNITIES ACROSS INDUSTRIES WITH FRONTIER-BASED ESTIMATES OF EFFICIENCY: METHODOLOGICAL IMPLICATIONS FOR TIME SERIES DATA

Sergey Anokhin, Kent State University
Marvin D. Troutt, Kent State University
Joakim Wincent, Luleå University of Technology

We apply a minimum performance inefficiency technique to 10,650 firm-year observations for the years from 1999 to 2003 to estimate the amount of arbitrage opportunity available for exploitation in twenty-six industries. We develop a novel way of treating time series data that combines the properties of intertemporal and sequential frontiers and is conceptually advantageous to alternative formulations such as data envelopment analysis in the industry context.

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

OB: Looking at the Dark Side of Leadership

Session Chair: Kiran Ismail, St. John's University

Discussants:
Paper 1: Katherine Hyatt, Reinhardt University
Papers 2 & 3: Gabi Eissa, Oklahoma State University

LEADER DERAILMENT: THE IMPACT OF SELF-DEFATING BEHAVIORS

Constance Campbell, Georgia Southern University
William W. McCartney, Georgia Southern University
Carl Gooding, Jacksonville State University

Survey information was obtained from Deans at AACSB International accredited business schools regarding the self-defeating behaviors (SDBs) of their direct reports who started as high-potential leaders, but whose careers derailed. Using factor analysis, t-tests and regression, SDBs were analyzed for their association with derailment and for their similarity to the derailment issue involving problems with interpersonal relationships. Results indicated that SDBs that involve interaction with others were associated with derailment, whereas SDBs that involved only self were less likely to be associated with derailment. Further, the results suggest that SDBs provide information about derailment beyond that provided in prior studies.

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

MH/ME: Relational Development, Emotional Intelligence, and Management Education

Ethlyn A. Williams, Florida Atlantic University
Bryan Deptaula, Florida Atlantic University
Terri A. Scandura, University of Miami
Monica Sharif, University of Miami
Steve Stewart, Florida Atlantic University
Melenie J. Lankau, Wake Forest University

This workshop is designed to illuminate the importance of relational connections for management education and the transfer of knowledge to work settings. Mentoring programs that supplement business school programs, mentoring at work, instructional facilitation of team leadership for mentoring within teams, and the management of emotions within teams are discussed as relational leadership processes encouraging learning and professional development. The symposium will engage the audience in developing research agendas and best practice ideas which investigate the various relational dynamics that affect the delivery and impact of mentoring and management education and development for individual and team learning.

SUBORDINATE NEGATIVE AFFECTIVITY AND ABUSIVE SUPERVISION

Margarita Almeda, Georgia State University
Elizabeth Foster Clenney, Georgia State University

Several studies suggest that subordinates’ negative affectivity (NA) positively predicts subordinate perceptions of supervisor hostility and aggression. However, this research has not untangled whether this relationship reflects a substantive phenomenon (high NA subordinates behave in ways that evoke hostility from supervisors) or a perceptual bias (high NA subordinates perceive that their supervisors are more abusive because they tend to see more negativity in the world). Consistent with a victim-precipitation argument, supervisor frustration with subordinate mediated the relationship between subordinate NA and abusive supervision. Furthermore, the indirect effect of subordinate NA on abusive supervision varied over levels of supervisor trait hostility.

MIRROR, MIRROR ON THE WALL: THE INTERACTIVE EFFECTS OF SUPERVISOR NARCISSISM AND ENACTMENT BEHAVIOR ON WORK OUTCOMES

Katina Thompson, Florida State University
Wayne Hochwarter, Florida State University

We investigated the interactive effects of perceived supervisor narcissism and individual enactment behavior on four theoretically-relevant work outcomes (i.e., frustration, tension, resource availability, and job performance). Specifically, we hypothesized that employees with limited enactment behavior would be more adversely affected in high supervisor narcissism settings than individuals with heightened participation in enactment. Across two studies, hypotheses were strongly supported. Specifically, work frustration and tension increased, and resource availability and job performance decreased for low enactment behavior - high supervisor narcissism employees. Conversely, supervisor narcissism had no significant effect for high enactment behavior employees on any outcome.
In this paper we study organizations’ variable responses to regulative pressures across a field. We suggest that organizations not only respond differently to field level pressures due to different approaches to field logics of action, the variability in responses also have different performance consequences. We then used research universities that participate in technology transfer as the empirical field to explore how universities responded differently to regulative pressures brought about by Federal Acts and Policies. We found that universities with two types of approach to field logics—the integration approach and the retention approach—to have superior performance in this context.

RELATIONAL MULTIPLEXITY OF INTER-FIRM NETWORKS

Andrew V. Shipilov, INSEAD
Stan X. Li, York University

Organizations are embedded in multiple interdependent networks comprising different types of relationships, which are managed by different functional units inside each organization. The transferability of ties across networks, defined as the influence of an organization’s ties in one network on its formation of relationships with partners in another network, will depend on the differences in context in which relationships are being formed, on the past frequency of these relationships and on the relative salience of different networks to organization’s decision-makers. Our model is tested on a population of investment banks embedded in public offering syndication and M&A advisory networks.

★★BEST PAPER IN TRACK★★
THE VALUE OF TRUST IN IMPLEMENTING THE MACRO AND MICRO LEVEL ORGANIZATIONAL DESIGN CAPABILITIES OF A CUSTOMER-CENTRIC STRATEGY

Curt Moore, Texas Christian University
Jeff Rosa, HEC Montreal

We examine trust in organizations that have adopted a customer-centric design by implementing macro and micro level capabilities. We simultaneously model the relationship of four types of trust with organizational performance. We include two types of trust within a focal supplier organization while measuring dyadic trust between this supplier and its preferred very large retail customers. The results show that two types of trust are directly related to an increase in financial performance: trust of the customer in its supplier and trust among members of the supplier. Effects and implications of the different types of trust on performance are discussed.
To date, little if any research on goal orientation (GO) has fully examined the cross-cultural generalizability of measures of the construct. We examine the measurement equivalence of a three factor model of GO across eight countries and five languages. Specifically, we assessed the extent to which respondents from different countries interpret a measure of GO in a conceptually similar manner. We also looked at the effect of language and geographic region. Our findings indicate that measures of GO demonstrate relatively high levels of equivalence (configural, metric, scalar and uniqueness equivalence) across all eight countries.

This study focuses on development of an ethics assessment instrument. The proposed instrument is unique in that it is the first ethics assessment instrument which is developed to be applicable not only in an office environment, but in operative, manual types of environments as well. The manuscript includes a qualitative assessment of ethics perceptions from a diverse sample of employees of a multi-national drilling corporation. Content analysis resulted in six distinct dimensions which were used to create a qualitative instrument. The quantitative instrument was tested on a sample of over 200 employees in locations in the US and Europe.

Have you ever attended an exciting, stimulating, invigorating conference, which generated new ideas for your research, teaching, and consulting, only to find that you fail to take action on any of them upon returning home? This symposium confronts the problem of transfer at a professional conference by (1) focusing participant attention on transfer throughout the conference, (2) directing participants to set goals regarding transfer, (3) sharing other’s experiences and stories to motivate participants, and (4) presenting follow-up data on participant transfer from last year’s SMA conference.

This research examines the relationship of hope with a number of organizationally relevant variables and jointly examines the effects of work-family conflict and work-family enrichment on organizational citizenship behavior. Specifically, conflict and enrichment are examined as antecedents to (a) job satisfaction, (b) OCB-I (toward the individual), and (c) OCB-O (toward the organization). Furthermore, hope is examined as a moderator of the relationships among these variables. Results indicate that although hope does not serve as a moderator, it still influences the amount of variance explained. The implications of these results are discussed and areas for future research are identified.
**Professional Development Institute: Meta-Analysis: Issues and Applications for the Macro-Researcher**

**James G. Combs**, Florida State University  
**Thomas Russell Crook**, University of Tennessee

Meta-analysis involves accumulating prior empirical findings and drawing firm conclusions. This workshop will step attendees through the basics of how to conduct meta-analyses, with special attention on the unique challenges of conducting meta-analyses at the macro level. Specifically, macro-studies report critical information less frequently, and use a wider variety of measures for key constructs.

**HRM/Careers: Competitiveness and Strategic HR**

**Session Chair: Preeti Wadhwa, University of Kansas**

**Discussants:**  
**Lori Ford**, Florida Atlantic University  
**Harvell Jackson Walker III**, Texas Tech University  
**Anthony R. Wheeler**, University of Rhode Island

**HR LEVERS FOR SUSTAINED COMPETITIVE ADVANTAGE: DIFFERENTIATION DESPITE ISOMORPHISM**

**Elizabeth Foster Clenney**, Georgia State University  
**Erich B. Bergiel**, University of West Georgia

Numerous studies have investigated human resources as a source of sustained competitive advantage, indicating that high-performance work systems (HPWS) can lead to greater firm performance among other beneficial outcomes. Though the mechanism by which this link exists remains a “black box,” substantial evidence shows organizations benefit by adopting HPWS practices. We discuss two divergent perspectives, RBV and institutional theory, and their impact on HPWS. We argue that organizations experience isomorphism in certain HR practices and propose several ways firms may differentiate their practices. We argue that to be competitive firms must balance the push-pull effect of RBV and institutional pressures.

**ON THE HUNT FOR HUMAN CAPITAL AND HOW FIRMS SUCCEED IN CAPTURING ITS VALUE THROUGH LATERAL HIRING FROM RIVALS**

**Sarah S. Horn**, Maastricht University  
**Woody Van Olffen**, Erasmus University Rotterdam  
**Marielle G. Heijltjes**, Maastricht University

Intensified competition for human capital makes firms increasingly poach employees from rivals. Research on human capital transfers did not yet look at the real benefits of this so-called competitor recruitment (CR). We therefore offer a (1) conceptualization of value and cost drivers underlying CR and (2) empirical exploration of these drivers through interviews with search consultants and HR professionals. We find that 1) competitor recruits add value through industry-specific human capital. How much of this value the hiring firm can appropriate, however, depends on 2) the extent to which costly deployment practices are applied and 3) potential barriers to CR.

**Ent/IT/Innov: Exploration, Identity, and Signaling in Franchise and Non-Franchise Firms**

**Session Chair: Paul Louis Drnevich, University of Alabama**

**Discussants:**  
**Paper 1: Curt Moore**, Texas Christian University  
**Papers 2 & 3: Miles Aaron Zachary**, Texas Tech University

**CAN SIGNALING THEORY HELP AGENCY AND RESOURCE SCARCITY THEORIES EXPLAIN FRANCHISEE FAILURE? PREDICTING SBA-BACKED LOAN DEFAULTS**

**Ilan Alon**, Rollins College  
**Michele Boulanger**, JISC Statistics  
**Everlyne Misati**, Rollins College

This study examines the use of analytic techniques to develop a model that predicts potential default of Small Business Administration (SBA) backed loans issued to American franchisees, based on historical franchisor data. SBA and World Franchising (WF) data covering 271 US franchises was used to explore associations between franchising parameters and loan behaviors. KXEN’s (Knowledge Extraction Engines) robust regression model was used to associate loan default with franchise characteristics. Four of the predictive variables; earnings claims, passive ownership, growth rate, and franchise experience were used to examine franchise theories; agency, resource scarcity and signaling in terms of franchisee failure (default).
LEADER-MEMBER EXCHANGE DECONSTRUCTED: UNRAVELING THE DIFFERENTIAL EFFECTS OF LMX AND SUPPORTIVE SUPERVISOR COMMUNICATION

Daniel F. Michael, Troy University
Stanley G. Harris, Auburn University

We examined the relationships between supportive supervisor communication (SSC), leader-member-exchange (LMX), subordinate performance (task and contextual) and affective commitment, through the lens of attitude formation. Specifically, we classified our variables as cognitive, affective, or behavioral components of attitudes, to help elucidate the process and the relationships between our study variables. Furthermore, we examined the relationships of the deconstructed, individual dimensions of Liden and Maslyn's (1998) multidimensional measure of LMX, with SSC, employees’ affective commitment, and subordinates' supervisor-rated contextual and task performance. Structural equation modeling results provided strong support for our theoretical model.

WHEN SHOULD LEADERS TREAT THEIR FOLLOWERS DIFFERENTLY? EXAMINING THE POSITIVE AND NEGATIVE EFFECTS CROSS-LEVEL EFFECTS OF LMX DIFFERENTIATION ON EMPLOYEE PERFORMANCE IN A TEAM CONTEXT

Ning Li, Texas A&M University
Bradley L. Kirkman, Texas A&M University

Building on both organizational justice and contingency leadership theories, we examine the cross level influences of LMX differentiation on employee in-role performance and creativity. Using 461 team members and 98 leaders, we demonstrate the dual effects of LMX differentiation in team contexts. Consistent with an organizational justice perspective, team interpersonal justice climate negatively mediates the effect of LMX differentiation on employee outcomes; and team interdependence and empowerment amplify the detrimental effect of LMX differentiation on justice climate and, ultimately, on employee outcomes. Conversely, consistent with contingency leadership research, LMX differentiation significantly increases individual creativity in highly interdependent or empowered teams.

LEADER-MEMBER EXCHANGE DECONSTRUCTED: UNRAVELING THE DIFFERENTIAL EFFECTS OF LMX AND SUPPORTIVE SUPERVISOR COMMUNICATION

Daniel F. Michael, Troy University
Stanley G. Harris, Auburn University

We examined the relationships between supportive supervisor communication (SSC), leader-member-exchange (LMX), subordinate performance (task and contextual) and affective commitment, through the lens of attitude formation. Specifically, we classified our variables as cognitive, affective, or behavioral components of attitudes, to help elucidate the process and the relationships between our study variables. Furthermore, we examined the relationships of the deconstructed, individual dimensions of Liden and Maslyn's (1998) multidimensional measure of LMX, with SSC, employees’ affective commitment, and subordinates' supervisor-rated contextual and task performance. Structural equation modeling results provided strong support for our theoretical model.

ORGANIZATIONAL HIERARCHY AS MODERATORS

ORGANIZATIONAL HIERARCHY AS MODERATORS

AND CONFLICT: ISSUE IMPORTANCE AND ORGANIZATIONAL HIERARCHY AS MODERATORS

Steve Stewart, Florida Atlantic University

This paper proposes that the relationship between the quality of a dyadic Leader-Member Exchange relationship and a subordinate’s selection of conflict management styles is moderated by issue importance and the organizational hierarchy of the dyad. Additionally, this paper utilizes a social capital theory perspective to offer an explanation of the motives for preserving important resources in the choice of conflict management style. This paper also theoretically explores the possibility of a moderating relationship of organizational hierarchy on the relationship between issue importance and the LMX-conflict style relationship through distributed and regulated attention.

Thursday, 10:30am - 12:00pm in Jasmine

OB: New Considerations of Leader Member Exchange

Session Chair: Benjamin Baran, University of North Carolina at Charlotte

Discussants:
Keke Wu, University of Alabama
Benjamin Baran, University of North Carolina at Charlotte
Mary Dana Laird, University of Tulsa

LEADER MEMBER EXCHANGE (LMX) RELATIONSHIPS AND CONFLICT: ISSUE IMPORTANCE AND ORGANIZATIONAL HIERARCHY AS MODERATORS

Steve Stewart, Florida Atlantic University

This paper proposes that the relationship between the quality of a dyadic Leader-Member Exchange relationship and a subordinate’s selection of conflict management styles is moderated by issue importance and the organizational hierarchy of the dyad. Additionally, this paper utilizes a social capital theory perspective to offer an explanation of the motives for preserving important resources in the choice of conflict management style. This paper also theoretically explores the possibility of a moderating relationship of organizational hierarchy on the relationship between issue importance and the LMX-conflict style relationship through distributed and regulated attention.

Thursday, 10:30am - 12:00pm in Jasmine

OB: New Considerations of Leader Member Exchange

Session Chair: Benjamin Baran, University of North Carolina at Charlotte

Discussants:
Keke Wu, University of Alabama
Benjamin Baran, University of North Carolina at Charlotte
Mary Dana Laird, University of Tulsa

LEADER MEMBER EXCHANGE (LMX) RELATIONSHIPS AND CONFLICT: ISSUE IMPORTANCE AND ORGANIZATIONAL HIERARCHY AS MODERATORS

Steve Stewart, Florida Atlantic University

This paper proposes that the relationship between the quality of a dyadic Leader-Member Exchange relationship and a subordinate’s selection of conflict management styles is moderated by issue importance and the organizational hierarchy of the dyad. Additionally, this paper utilizes a social capital theory perspective to offer an explanation of the motives for preserving important resources in the choice of conflict management style. This paper also theoretically explores the possibility of a moderating relationship of organizational hierarchy on the relationship between issue importance and the LMX-conflict style relationship through distributed and regulated attention.
<table>
<thead>
<tr>
<th>Thursday, 10:30am - 12:00pm in Palm MH/ME: Perceptions and Looking Ahead</th>
</tr>
</thead>
<tbody>
<tr>
<td>Session Chair: <strong>Arlise P. McKinney</strong>, University of North Carolina at Greensboro</td>
</tr>
<tr>
<td>Discussant: <strong>James H. Schindler</strong>, Columbia Southern University</td>
</tr>
<tr>
<td><strong>A COMPARISON OF COLLEGE STUDENTS’ PREFERENCES AND PERCEPTIONS ACROSS FIVE COUNTRIES</strong></td>
</tr>
<tr>
<td><strong>Jo Ann Duffy</strong>, Sam Houston State University</td>
</tr>
<tr>
<td><strong>Gabi Eissa</strong>, Oklahoma State University</td>
</tr>
<tr>
<td><strong>Joseann Jacqueline Knight</strong>, University of the West Indies</td>
</tr>
<tr>
<td><strong>Anne Mathieu</strong>, Université de Sherbrooke</td>
</tr>
<tr>
<td><strong>Silvia Ines Monserrat</strong>, Universidad Nacional del Centro</td>
</tr>
<tr>
<td>In this cross national study, 846 college students’ preferences for and perceptions of two instructional orientations, namely, Student as Product and Student as Customer, were compared and contrasted using Likert scaled items. Students from Argentina, Canada, Egypt, West Indies, and the US were included. Our overall results suggest that gender and age were not significantly related to student preferences and perceptions of their educational experience across various countries. However, other criteria demonstrated significant differences by country. Implications and future directions are also discussed.</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Thursday, 10:30am - 12:00pm in Sabal Strategy/OT/IM: International Institutional Investment Approaches</th>
</tr>
</thead>
<tbody>
<tr>
<td>Session Chair: <strong>Franz Kellermanns</strong>, University of Tennessee</td>
</tr>
<tr>
<td>Discussants: <strong>Daniel Dauber</strong>, WU - Vienna University of Economics and Business</td>
</tr>
<tr>
<td><strong>Jun Zhao</strong>, Governors State University</td>
</tr>
<tr>
<td><strong>FOREIGN IPO SURVIVAL: THE ROLE OF PROFESSIONALIZATION AND ORGANIZATIONAL IDENTITY</strong></td>
</tr>
<tr>
<td><strong>Greg Bell</strong>, University of Dallas</td>
</tr>
<tr>
<td><strong>Sri Beldona</strong>, University of Dallas</td>
</tr>
<tr>
<td><strong>Abdul A. Rasheed</strong>, University of Texas at Arlington</td>
</tr>
<tr>
<td>To date there is little understanding of the factors that impact the survival of foreign IPOs after they list on US stock exchanges. In this study we examine how foreign IPO survival is contingent on the level of professionalization of the firm’s leadership. We also explore the impact of organizational identity on the survival of foreign IPOs in the US. Results suggest that the US institutional environment supports foreign firms with more independent and professional leadership, and that knowledge intense organizations have higher chances of long term success after listing on US exchanges.</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>★BEST PAPER IN TRACK★</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>VARIED STUDENT PERCEPTIONS OF PREPAREDNESS FOR FUTURE SUCCESS</strong></td>
</tr>
<tr>
<td><strong>Matthew Scott Fleisher</strong>, University of Tennessee</td>
</tr>
<tr>
<td><strong>Abby Mello</strong>, University of Tennessee</td>
</tr>
<tr>
<td>Scholarly research is very important for the career success of doctoral students. Today’s doctoral students will create the knowledge base and train managers of tomorrow. Therefore, it is important to understand the factors that contribute to producing doctoral program graduates who are prepared to conduct research. This study surveyed doctoral students in Management and HR-related programs with respect to their research experiences in graduate school, perceptions of the contribution of their research, research productivity, perceptions of preparedness to perform future research-related job activities, and program emphasis on scientific rigor versus practical relevance. Opportunities for improving Management doctoral education are discussed.</td>
</tr>
</tbody>
</table>
**OB: When and Why: Examining Moderators and Mediators of Abusive Supervision (Symposium)**

Huiwen Lian, University of Waterloo  
Lance Ferris, Singapore Management University  
Douglas J. Brown, University of Waterloo  
Mary Bardes, Drexel University  
Marco S. DiRenzo, Drexel University  
Stefan Thau, London Business School  
Marie S. Mitchell, University of Georgia  
Rebecca Lee Greenbaum, Oklahoma State University  
Kelly Lee Zellars, University of North Carolina at Charlotte

Recent work in abusive supervision research has turned to examining when and why abusive supervision has effects on organizational outcomes. Such work is very important as it can help organizations manage the negative effects of abusive supervisors. Thus, the present symposium brings together a set of papers examining the potential mediating and moderating mechanisms associating abusive supervision with its detrimental effects. Taken as a whole, the papers advance our understanding of what mitigates or exacerbates the effects of abusive supervision, as well as the underlying mechanisms responsible for the effects of abusive supervision.

**Thursday, 10:30am - 12:00pm in Sawgrass**

**OB: The Dynamics of Virtual Teamwork**

Taylor Elizabeth Sparks, University of Georgia  
Rebecca Eckart, University of Georgia  
Charles E. Lance, University of Georgia  
Tammy D. Allen, University of South Florida  
David J. Woehr, University of Tennessee  
Talya Bauer, Portland State University

The challenge of being ethical in organizational research does not always entail simply following moral prescriptions; instead, it often implies creating effective research relationships within which to openly discuss and resolve ethical conflicts and dilemmas. This symposium attempts to serve as a foundation for the creation of such relationships that will help scholars manage the plethora of “thorny” issues facing them in organizational research. Our goal is to foster open and honest discussion around these issues in an attempt to illuminate different perspectives, find common ground, and provide organizational scholars with some guidance and practical recommendations.

**Thursday, 10:30am - 12:00pm in Snowy Egret**

**Ethics/Soc/Div: Every Rose Has Its Thorns: Prickly Yet Perennial Issues in Organizational Research**

Kevin B. Lowe, University of North Carolina, Greensboro  
Mary Jo Jackson, University of South Florida-Saint Petersburg  
Eric W. Ford, University of North Carolina, Greensboro  
Timothy Huerta, Texas Tech University

In this workshop, we describe and demonstrate how various forms of media offer different pathways for engaging the mental models of business school students. We describe trends in the use of technology in the classroom and then demonstrate how traditional media such as still pictures and film, as well as newer media outlets including YouTube, can be leveraged to elicit student participation, critical thinking, deep level learning, and the co-creation of course content.

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

**OB: The Dynamics of Virtual Teamwork**

Session Chair: Aaron R. Moses, University of Texas at Arlington  
Discussants: Michael Fields, Indiana Tech  
Raina Marie Rutti, Dalton State College  
Aaron R. Moses, University of Texas at Arlington

**INDIVIDUAL DIFFERENCES, LEADERSHIP TRAINING AND DEVELOPMENT, AND LEADERSHIP EFFECTIVENESS IN THE CONTEXT OF VIRTUAL TEAMS**

Gabi Eissa, Oklahoma State University  
Corey Fox, Oklahoma State University

Due to the vast technological advancements over the past two decades, organizations are able to expand beyond traditional boundaries using technology. Technology has also changed how leaders can enhance their skills through virtual training and development. In this paper, we integrate the literature on individual differences (viz, Personality, Psychological Capital, and Core Self-Evaluations), training and development, and virtual teams to propose a framework on how these variables interact to achieve leader success in a virtual team environment. Theoretical and practical implications as well as future directions are also discussed.

**Thursday, 10:00pm - 12:00pm in Royal Tern**

**SMA Track Chair Luncheon (By Invitation Only)**

 Coordinator, Tim Barnett, Mississippi State University

This paper is a qualitative study that explores the complexity and dynamics of team processes in an award winning, high performance global virtual team in a Fortune 100 multinational corporation. Team members consisted of U. S. managers who worked primarily from their home and high level knowledge workers from India. Two themes emerged from the data as we illustrate the complex decision making process of the team’s media choice and communication style. First, working from home impacted the managers’ choice of media. Second, organizational culture played a critical role in guiding managers in decision-making with bounded rationality.
NOT ALL DAYS OFF ARE CREATED EQUAL: THE IMPACT OF FURLOUGHS ON EMOTIONAL EXHAUSTION

Jonathon R. B. Halbesleben, University of Alabama
Anthony R. Wheeler, University of Rhode Island

In response to the recent economic downturn, some organizations have utilized employee furloughs to cut costs. This study examined emotional exhaustion of 126 state government employees who experienced mandated furloughs using an interrupted time series design that spanned four data collection points over approximately two-and-one-half weeks. We found that emotional exhaustion increased following the furlough. Positive recovery experiences (detachment, relaxation, and mastery) reduced employee feelings of emotional exhaustion brought about by the furlough; however, employees who ruminated about work experienced increased emotional exhaustion. We discuss the implications of these findings for respite research and for organizations implementing furlough programs.

RECONCEPTUALIZING ANTECEDENTS AND CONSEQUENCES OF WORK FAMILY CONFLICT IN THE INDIAN CONTEXT

Mousumi Padhi, Xavier Institute of Management
Snigdha Pattnaik, Xavier Institute of Management

Work life conflict and the need for balance which was earlier thought to be a ‘Western’ problem is now common in Corporate India. In contrast research on work family issues in India has been negligible. This paper while aiming to extend past efforts to study work family conflict argues for a need to relook at the demand-conflict-outcome model in the context of India. It argues for inclusion of socio cultural characteristics into the demand–conflict-outcome model for predicting the outcomes better. It looks at certain socio-cultural characteristics and issues of gender role socialization that would affect the work family interface.

TEAM VIRTUALITY AND ORGANIZATIONAL CITIZENSHIP BEHAVIOR: THE MODERATING EFFECTS OF LMX

Angela Wallace, University at Buffalo, SUNY

Applying social exchange theory and role development to virtual teams, a conceptual model is developed examining the moderating effects of leader-member exchange (LMX) on the relationship between virtual teaming and organizational citizenship behavior (OCB). By emphasizing that members of virtual teams are less likely to engage in social exchange relationships that foster the engagement in OCBs due to the geographical distance between team members, it is proposed that the presence of LMX will facilitate the process of social exchange such that reciprocity will be enhanced between team members leading to more engagement in OCBs.

FAMILINESS IN FAMILY FIRMS: A MEDIATING EFFECT OF CAUSAL AMBIGUITY AND COMPETITIVE ADVANTAGE

Bart Jan Debicki

We apply the job demands-resources model to the work-family interface and health outcomes over time. Using 217 mothers returning to work after giving birth, we examine the effect of job resources on work-to-family enrichment and job demands on work-to-family conflict. The job demand of nonstandard work schedules was directly related to conflict, whereas the effect of psychological requirements on conflict was buffered by schedule control. The job resources of skill discretion and job security were directly related to enrichment. Finally, conflict in time 1 impacted physical and mental health in time 2 but enrichment only impacted physical health.

INDIAN CONTEXT: CONSEQUENCES OF WORK FAMILY CONFLICT IN THE INDIAN CONTEXT

Snigdha Pattnaik, Xavier Institute of Management
Mousumi Padhi, Xavier Institute of Management

This paper while aiming to extend past efforts to study work family issues in India has been negligible. Contrast research on work family issues in India has been negligible. This paper while aiming to extend past efforts to study work family conflict argues for a need to relook at the demand-conflict-outcome model in the context of India. It argues for inclusion of socio cultural characteristics into the demand–conflict-outcome model for predicting the outcomes better. It looks at certain socio-cultural characteristics and issues of gender role socialization that would affect the work family interface.

CAUSAL AMBIGUITY AND COMPETITIVE ADVANTAGE IN FAMILY FIRMS: A MEDIATING EFFECT OF FAMILINESS

Bart Jan Debicki, Mississippi State University

The aim of this paper is to explore the effect of causal ambiguity on competitive advantage of family firms and the mediating effect that aspects of familiness, such as trans-generational wealth/value creation, altruism, ownership and governance structures, succession characteristics, and social capital, have on this relationship. It is argued that the effect of causal ambiguity on competitive advantage in family firms varies from that in non-family organizations. The mediating effect of familiness is discussed in terms of interaction between linkage and characteristic ambiguity and the five dimensions of familiness.

JOB DEMANDS AND RESOURCES ON MENTAL AND PHYSICAL HEALTH IN WORKING MOTHERS VIA THE WORK-FAMILY INTERFACE: A LONGITUDINAL ANALYSIS

Dawn S. Carlson, Baylor University
Merideth J. Ferguson, Baylor University
Emily M. Hunter, Baylor University
Joseph G. Grzywacz, Wake Forest University

We apply the job demands-resources model to the work-family interface and health outcomes over time. Using 217 mothers returning to work after giving birth, we examine the effect of job resources on work-to-family enrichment and job demands on work-to-family conflict. The job demand of nonstandard work schedules was directly related to conflict, whereas the effect of psychological requirements on conflict was buffered by schedule control. The job resources of skill discretion and job security were directly related to enrichment. Finally, conflict in time 1 impacted physical and mental health in time 2 but enrichment only impacted physical health.

HRM/Careers: New Insights on Work-Family Conflict

Session Chair: Gerhard Bickle, Universität Bonn

Discussants:
Marilyn Whitman, University of Alabama
Laura M. Little, University of Georgia
Chris Henle, Colorado State University

JOB DEMANDS AND RESOURCES ON MENTAL AND PHYSICAL HEALTH IN WORKING MOTHERS VIA THE WORK-FAMILY INTERFACE: A LONGITUDINAL ANALYSIS

Dawn S. Carlson, Baylor University
Merideth J. Ferguson, Baylor University
Emily M. Hunter, Baylor University
Joseph G. Grzywacz, Wake Forest University

We apply the job demands-resources model to the work-family interface and health outcomes over time. Using 217 mothers returning to work after giving birth, we examine the effect of job resources on work-to-family enrichment and job demands on work-to-family conflict. The job demand of nonstandard work schedules was directly related to conflict, whereas the effect of psychological requirements on conflict was buffered by schedule control. The job resources of skill discretion and job security were directly related to enrichment. Finally, conflict in time 1 impacted physical and mental health in time 2 but enrichment only impacted physical health.

SMA Fellows Present: Career Horror Stories

Coordinator: K. Michele Kacmar, University of Alabama

James G. Combs, Florida State University
William L. Gardner, Texas Tech University
Terri A. Scandura, University of Miami
Anson Seers, Virginia Commonwealth University
Margaret L. Williams, Wayne State University

At each conference, the SMA Fellows host a session. The session provides the Fellows with a way to stay connected with SMA and to share their experience with the audience. This year the Fellows’ session is entitled “Career Horror Stories.” Each panelist will describe for the audience a personal horror story as well as the lesson learned.

Ent/IT/Innov: Theorizing and the Family Firm

Session Chair: Matthew W. Rutherford, Virginia Commonwealth University

Discussants:
Jon C. Carr, Texas Christian University
Todd W. Moss, Texas Tech University
LaKami T. Baker, Auburn University

CAUSAL AMBIGUITY AND COMPETITIVE ADVANTAGE IN FAMILY FIRMS: A MEDIATING EFFECT OF FAMILINESS

Bart Jan Debicki, Mississippi State University

The aim of this paper is to explore the effect of causal ambiguity on competitive advantage of family firms and the mediating effect that aspects of familiness, such as trans-generational wealth/value creation, altruism, ownership and governance structures, succession characteristics, and social capital, have on this relationship. It is argued that the effect of causal ambiguity on competitive advantage in family firms varies from that in non-family organizations. The mediating effect of familiness is discussed in terms of interaction between linkage and characteristic ambiguity and the five dimensions of familiness.
CONTROL ENHANCING CORPORATE GOVERNANCE MECHANISMS: FAMILY VERSUS NONFAMILY PUBLICLY TRADED FIRMS

Ersa Memili, Mississippi State University
James J. Chrisman, Mississippi State University

In this paper, we use elements of agency theory and corporate governance to compare the use of control enhancing corporate governance mechanisms of publicly traded family and nonfamily firms. Specifically, we argue that publicly traded family firms will differ from publicly traded nonfamily firms in terms of the frequency of the use of control enhancing governance mechanisms. We also argue that the frequency of the use of control enhancing governance mechanisms may influence the relationship between family involvement in the business and firm performance.

INSTITUTIONAL ISOMORPHISM AND THE 4-C’S OF THE FAMILY FIRM

D’Lisa N. McKee, Mississippi State University
James Michael Vardaman, Mississippi State University

Institutional accounts of the organizational field depict firms becoming increasingly similar as the processes of isomorphism take hold. However, family business research shows that family firms deviate do not always respond to institutional pressures by becoming similar to other firms in the field. This paper seeks to explicate this deviation by applying Miller and LeBreton-Miller’s (2005) 4 C’s framework to processes of isomorphism. In so doing, we provide a conceptual starting point for understanding why family firms do not respond to institutional pressures by becoming isomorphic in the same way as non-family firms.

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

OB: Self Concept, Self Development, and Motivation

Session Chair: Laura A. Williams, Lipscomb University
Discussants:
C. Allen Gorman, Radford University
Laura E. Marler, Mississippi State University
Chaudhary Imran Sarwar, Creative Researcher

ACCOUNTABILITY-APPROACH BEHAVIOR: REWARD-SEEKING OR PUNISHMENT-AVOIDANCE?

Jeremy Ray Brees, Florida State University

A model of accountability-approach behavior is presented that is conceptualized as the unique approach and response style individuals’ use in accountability experiences in the workplace. Accountability-approach behavior argues that volition-based constructs, such as higher levels of self-determination, greater usage of self-regulation methods, and more self-focused attention, combine to create a more productive reward-approach versus punishment-avoidance of personal accountability experiences. This effective approach behavior is compared and contrasted with contemporary accountability literature that typically casts pressure born from accountability situations as resulting in harmful behavior and outcomes. Contributions and implications of the research are discussed, as are directions for future research.

CLEARING UP MUDDY WATERS: THE ROLES OF SELF-EFFICACY AND GOAL LEVEL FOR PREDICTING PERFORMANCE AND THE MODERATING ROLE OF STATE GOAL ORIENTATION

Benjamin Granger, University of South Florida
Meng Uoy Taing, University of South Florida
Jason D. Way, University of South Florida
Russell Johnson, University of South Florida

Although goal orientation (GO), self-efficacy and goal setting constitute well-studied topics in the human motivation literature, much less is known about the complex interactions among these variables for predicting performance. In this study, we examined the moderating role of goal orientation on the relations between self-efficacy and performance and between goal level and performance. Participants were 97 undergraduate students enrolled in two upper level motivation courses. Results suggest that none of the goal orientation dimensions moderated the self-efficacy-performance relationship, but learning goal orientation and performance prove goal orientation were significant moderators of the goal level-performance relationship.

INDIVIDUAL AND CONTEXTUAL CORRELATES OF SELF-DEVELOPMENT ACTIVITIES

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

The current research examined factors influencing self-development behavior, a form of organizational citizenship behavior seldom researched. The research tested a model hypothesizing that leader-member exchange (LMX) and self-efficacy would mediate the effects of organizational commitment and interactional justice on self-development behaviors. Both self-reports and supervisor ratings of self-development were analyzed. Structural equation modeling of survey responses from a diverse sample of 217 employees from private sector organizations in the Northeastern United States was performed. Significant results for the mediating effects of self-efficacy on self-development were found for both self-ratings and supervisor ratings; however, mediating effects of LMX were not found.

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

MH/ME: Illuminating the Present with the Past

Session Chair: Kendra Ingram, Texas A&M University - Commerce
Discussant: Jacqueline Einstein, Nova Southeastern University

★BEST DOCTORAL PAPER IN TRACK★

NELL NELSON AND THE CHICAGO TIMES ‘CITY SLAVE GIRLS’ SERIES: BEGINNING A NATIONAL CRUSADE FOR LABOR REFORM IN THE LATE 1800S

Eric W. Liguori, Louisiana State University

This manuscript illustrates the instrumental role of reporter Nell Nelson in beginning a national labor reform movement resulting in improved working conditions for women and children in the United States. Drawing on archival newspaper clippings, census records, and other labor history resources, this manuscript synthesizes heretofore-disparate sources to provide a more complete picture of the cause-and-effect nature of Nelson’s work. Findings suggest that Nelson was an instrumental force in the formation of over ten advocacy organizations that worked to transform the way U.S. women and children were treated in the workplace.
**PHILOSOPHY OR SCIENCE: A NON-LINEAR HISTORY OF “-ISMS”**

Robert J. Duesing, Georgia College & State University

This paper examines the historical schisms in philosophy and science over the past 2,500 years on our metaphorical road to truth. The many “-isms” and their subsequent schisms are placed into context through Kuhn’s (1962) The Structure of Scientific Revolutions, and an appropriate framework is suggested. We all have the opportunity to learn from the lessons of history, yet history has shown itself to be incredibly non-linear. This paper synthesizes the twists of history in philosophy and science to show the need to be keenly aware of both areas as a source of the next scientific revolution.

**SEARCHING FOR SARTREAN AUTHENTICITY IN LEADERS DESCRIBED IN XENOPHON’S WORKS**

Alex Williams Jr., University of Mississippi
Russell W. Clayton, University of Mississippi

The purpose of this paper is to acquaint the community of leadership researchers with the conceptualization of authentic leadership in Xenophon’s works. We analyze Xenophon’s works to draw his examples of Sartrean leader authenticity. In our conclusion, we outline how this missing piece in the historical view of authentic leadership can inform and enrich our current understanding of this phenomenon.

**MIXING BUSINESS WITH POLITICS: A META-ANALYSIS OF THE ANTECEDENTS AND OUTCOMES OF CORPORATE POLITICAL ACTIVITY**

Sean Lux, University of South Florida
Thomas Russell Crook, University of Tennessee
David J. Wochr, University of Tennessee

Corporate political activity (CPA) has increased rapidly in the United States, however research findings are spread across several social science fields. We use meta-analysis to assess the aggregate findings involving two core research questions: (1) what factors influence firms to engage in CPA, and (2) does CPA, in turn, affect firm performance? We found that although many factors shape CPA, very few affect CPA to a large extent. The results also suggest that CPA relates to firm performance, indicating that political activity is an important determinant of performance. We build on this evidence to suggest several future research directions.

**AN INTEGRATED APPROACH TO ORGANIZATIONAL CHANGE, POWER, AND SENSEMAKING**

Rachida Aissaoui, University of Memphis
John Matthew Amis, University of Memphis

Using sensemaking as a lens, we explore how power relations influence change processes. By exploring how sensemaking processes are activated, and how they relate to specific types of power, we theorize when and why change programs are more or less likely to lead to successful change outcomes.

**MANAGING COMPLIANCE: COMBINING INSIGHTS FROM ORGANIZATIONAL AND POLITICAL MODELS**

Annemarije Oosterwaal, Utrecht University
Vincent Buskens, Utrecht University
Tanja van der Lippe, Utrecht University

Compliant implementation is vital for decision success in organizations. Yet, a comprehensive model of compliant implementation in organizations is missing thus far. It is the study of decision making or performance that has been of key interest to organizational scholars. In the present study we develop a more comprehensive theoretical framework by combining insights from organizational models with political models of compliant implementation. We empirically show that decision outcome satisfaction of the employee is a crucial factor in realizing compliant implementation. Furthermore, we show that especially ex ante controls, rather than controlling ex post, is effective in realizing compliance.

**SHOULD SHE CHITCHAT? ENGENDERING POST-NEGOTIATION SUCCESS THROUGH SMALL TALK**

Brooke Ann Shaughnessy, University at Buffalo, SUNY
Alexandra Mislin, American University

Past research links the use of small talk in negotiations to positive outcomes (e.g. Morris et al., 2002). However, the limits of this relationship have yet to be tested. We posit that the stereotypical association of small talk with femininity (Sunderland, 2004) can shift perceptions of small talk in negotiations. In particular, we predict that individuals with traditional gender role orientations expect women to engage in small talk, and therefore respond much more negatively to female negotiators who do not employ small talk; the reverse for male negotiators. We conduct an experiment to test these predictions and discuss our findings.
Using self-determination theory (Deci & Ryan, 1985), we focused on the positive direct and indirect associations—through psychological need satisfaction—of team work value orientations on job engagement. Specifically, we expected that individuals within teams that are characterized by an intrinsic, relative to an extrinsic, work value orientation show higher levels of job engagement. Multilevel analyses with data of 307 employees within 31 teams working in a variety of sectors in Belgium and the Netherlands largely confirmed the hypotheses. The practical applications and theoretical implications of these findings for the use of team-level constructs in self-determination theory are discussed.

TEAM INNOVATION AND EFFECTIVENESS: THE MEDIATING ROLE OF TEAM PROCESSES

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

The input-process-outcome (IPO) framework recognizes that team inputs do not directly influence team outcomes, but rather they do so by exerting influence through team processes. We propose and test a model in which team climate for innovation (TCI) (i.e., team input) relates to new venture outcomes via team learning, team-member exchange, and team efficacy (i.e., team mediators). Results from 101 dyadic teams in computer-based simulations support the notion that TCI influences intra-team processes that in turn influence indices of success. Implications for theory and practice are discussed.

TEAM VIRTUES AND PERFORMANCE: AN EXAMINATION OF TRANSPARENCY, BEHAVIORAL INTEGRITY, AND TRUST

Michael Palanski, Rochester Institute of Technology
Surinder S. Kahai, Binghamton University, SUNY
Francis J. Yammarino, Binghamton University, SUNY

Using data from two studies, we examined the associations among team-level virtues and team-level performance. Specifically, we investigate whether transparency, behavioral integrity, and trust can be conceptualized and operate at the team level of analysis and, if so, what their relationships are to team performance. Using Partial Least Squares analysis, we found in both studies that team transparency was positively related to team behavioral integrity, which in turn was positively related to team trust. We also found evidence of a positive relationship between team trust and team performance.
Five personality traits interact with training to influence turnover. The findings indicate that several of the Big Five personality traits interact with training and turnover. The model presented in this paper provides and tests a framework that considers individual characteristics as potential moderators in the relationship between work values, political skill, and turnover. The increasing interest in career commitment warrants a focus on resulting behaviors such as continuous professional development (CPD) activity. We use conservation of resources theoretical framework to explain the relationship between affective career commitment and CPD activity. With a sample of 83 cancer registrars, we found positive main effect of both professional orientation and affective career commitment on continuous professional development activity. In addition, we found support for moderation effect of professional orientation on affective career commitment-CPD activity relationship. Discussion of implications and future research are further explored.

CAREER COMMITMENT AND CONTINUOUS PROFESSIONAL DEVELOPMENT ACTIVITY: THE ROLE OF PROFESSIONAL ORIENTATION

Ghadir Ishqaidef, University of Kansas
Jonathong R. B. Halbesleben, University of Alabama

The increasing interest in career commitment warrants a focus on resulting behaviors such as continuous professional development (CPD) activity. We use conservation of resources theoretical framework to explain the relationship between affective career commitment and CPD activity. We further explore the moderating role of an individual characteristic, professional orientation. With a sample of 83 cancer registrars, we found positive main effect of both professional orientation and affective career commitment on continuous professional development activity. In addition, we found support for moderation effect of professional orientation on affective career commitment-CPD activity relationship. Discussion of implications and future research are further explored.

Socioanalytic theory and work behavior: roles of work values and political skill in job performance and promotability assessment

Gerhard Blickle, Universität Bonn
Julia Katharina Frohlich, WHU - Otto Beisheim School of Management
Sandra Ehler, Universität Bonn
Katharina Pirner, Universität Bonn
Erik Dietl, Universität Bonn
T. Johnston Hanes, University of Illinois at Urbana-Champaign

Socioanalytic theory postulates that job performance ratings are predicted by basic social motives moderated by social competency. The two motives are the motive to get along with others and the motive to achieve status and power. The present two-study investigation assessed these motives as work values, and collected supervisors’ job performance and promotability assessments. Social competency was assessed as political skill at work. The results provided strong and consistent support for the hypotheses.

Training and turnover: the moderating effects of personality

Alison Wall, Louisiana Tech University
Marcia J. Simmering, Louisiana Tech University

The turnover of trained employees reduces the productivity of training interventions and organizational performance, thus, it is imperative that organizations identify appropriate targets for training interventions in order to maximize the benefit and reduce the overall costs. Individual characteristics have been linked to a variety of workplace outcomes, including training and turnover. The model presented in this paper provides and tests a framework that considers training as a potential moderator in the relationship between personality and turnover. The findings indicate that several of the Big Five personality traits interact with training to influence turnover.

Institutional imperatives and internal incentives: determinants of growth and risk in emerging firms

William J. Donoher, Missouri State University

Organizational growth is an important phenomenon that may be undertaken for a variety of reasons. Likewise, the methods by which growth programs are implemented may involve varying degrees of risk. This article examines the motivations and incentives for growth among executives of emerging firms, those whose goals include continued organizational growth, and develops a model of growth and risk that juxtaposes executives’ growth aspiration levels against compensation structure in order to determine the magnitude and riskiness of subsequent growth initiatives. The article concludes with a discussion of the model’s implications and presents directions for future research.

Relationship between professional employee compensation and human capital in small hi-tech firms: an empirical investigation

Sanjib Chowdhury, Eastern Michigan University
Eric Roland Schulz, Eastern Michigan University

Drawing on human capital theory, we propose a divergent relationship between professional employee compensation and different forms of human capital in small hi-tech firms. Based on secondary data on 6703 professional employees representing 387 small hi-tech firms we found that while formal education has a positive relationship with compensation, task-specific human capital gained from experience in the current job has a negative relationship with compensation. In addition, this negative relationship is weak in small hi-tech firms with higher productivity and strong in such firms with low productivity.
Thursday, 3:15pm - 4:45pm in Jasmine

**OB: Authentic & Charismatic Leadership**

**Session Chair:** Monica Sharif, University of Miami

**Discussants:**
- Jerry Bryan Fuller, Louisiana Tech University
- Jia Hu, University of Illinois at Chicago
- Daniel F. Michael, Troy University

**CHARISMA UNDER CRISIS REVISITED: THE CASE OF GEORGE W. BUSH**

Kelly M. Davis, Texas Tech University

This study investigates the influence of crisis on the use of charismatic rhetoric. The rhetoric of President George W. Bush was examined pre- and post-September 11th and pre- and post-Hurricane Katrina. Charismatic leadership was assessed using eight charismatic rhetoric constructs (collective focus, temporal orientation, followers’ worth, similarity to followers, values and moral justifications, tangibility, action, and adversity). The results revealed that the rhetorical leadership of President Bush became more charismatic following each crisis, suggesting that the increased charisma was crisis-responsive. Implications for the leader, follower, and situational interactions are discussed as they apply to the different contexts of the crises.

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

**MH/ME: Changing Faculty Roles and Responsibilities**

**Thomas Walter Garsombke**, Clayton State University
**Diane Joyce Prince**, Clayton State University
**Richard A. Fulton**, Troy University
**Gwen F. Hanks**, University of Georgia

Rapid and multiple societal changes have demanded that faculty alter the traditional roles of educator, researcher, and server into an expanded profile and requirements, some non-academic roles that put more time and obligations on faculty. While many of these new responsibilities are related, some are indirectly, or even remotely unrelated to traditional roles. After a literature review on current/future issues facing higher education; and discussions with faculty from various institutions, a number of new roles and responsibilities have emerged. This research developed a listing; and proposes a wider and deeper discussion of them, and their implications.
AN EXAMINATION OF THE CEO INNER CIRCLE AS THE NEW GLASS CEILING FOR FEMALE TOP EXECUTIVES

Ann Mooney, Stevens Institute of Technology

This study suggests that a new glass ceiling may be emerging for top female managers. Specifically, women seem limited, by virtue of their gender, in their ability to participate in the key function of top management, which is to make strategic decisions for the firm. In a sample of 335 executives in 40 firms, we find evidence that an inner circle of top executives handpicked by the CEO (rather than the full top management team) makes most strategic decisions, and that the CEO is not inclined to select women into this group. Implications for this and future research are discussed.

BOARD GENDER DIVERSITY, STAKEHOLDER PERFORMANCE, AND CEO COMPENSATION

Myrtle P. Bell, University of Texas at Arlington
Joseph Coombs, Texas A&M University
K Matthew Gilley, St. Mary’s University
Don H. Kluemp, Northern Illinois University

This study examines whether board gender diversity affects the relationship between organizational performance, measured in both financial and social terms, and CEO compensation. Using a sample of 262 Fortune 500 companies, our results suggest that CEO compensation is lower in firms with higher levels of board gender diversity. Furthermore, CEOs appear to be rewarded less for financial performance, and more for social performance, as the percentage of women on the board increases. These findings suggest that boards with greater levels of gender diversity take a more conservative approach and place increasing emphasis on non-financial performance when determining CEO pay.

THE EFFECTS OF CEO CHARACTERISTICS ON ANTI-TAKEOVER OF THE FIRM

Won-Yong Oh, University of Kansas
Yong-Yeon Ji, Towson University

The extant literatures have examined the determinants of antitakeover provisions. Although those studies mostly focused on the effects of governance or ownership characteristics, we alter the focus by empirically testing how poison pill decision varies based on the CEO characteristics. Using a sample of Fortune 500 manufacturing firms, we found that CEO characteristics have significant effects on the poison pill decisions. CEOs with high proportion of fixed salary, significant stock ownership and business educational background are more likely to use poison pill. In contrast, CEOs' directorship is negatively associated with the presence of poison pill.
**Conference Registration and Exhibits**: 8:00am - 3:00pm in Banyan Breezeway
(closed for lunch from Noon to 1:30pm)

**Coordinator**: Charles A. Pierce, University of Memphis

**Registration for SMA Placement Services**: 8:00 a.m. to 4:00pm in Banyan Breezeway
(closed for lunch from Noon to 1:30pm)

**Coordinators**: Walter Lee Grubb III & Patricia Lanier

**Conference Registration and Exhibitor Breakdown**: 3:00pm - 5:00pm

---

**Friday, 7:30am - 9:15am in Blue Heron**

**SMA Officer Breakfast & Meeting**
(By Invitation Only)

**Coordinator**: Mark B. Gavin, Oklahoma State University

---

**Friday, 8:00am - 10:00am in Snowy Egret**

**Professional Development Institute**: Dealing with Endogeneity - A Little Math and Several Examples

**Scott Johnson**, Oklahoma State University

Researchers and reviewers are becoming increasingly aware of estimation problems created when an independent variable of interest is not randomly determined, or strictly exogenous. There are several methodological tools to deal with the so-called "endogeneity problem" including treatment effect models based on Heckman's two-step estimation; two-stage and three-stage least squares estimation; and the Hausman test for endogeneity. This workshop will discuss these tools while emphasizing that endogeneity issues require better theory and research design, not just methodological fixes.

---

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

**OB: The Burdens of Work Stress and Job Burnout**

**Session Chair**: Mary Jo Jackson, University of South Florida St. Petersburg

**Discussants**: Shanhan Litchfield, Mississippi State University
Matt Bowler, Oklahoma State University
Katina Thompson, Florida State University
Mary Jo Jackson, University of South Florida St. Petersburg

**“STAYING CONNECTED”: THE INFLUENCE OF ELECTRONIC-MEDIATED COMMUNICATION ON ROLE-RELATED STRESS**

**Erin Nicole Hess-Escalante**, University of Texas at San Antonio
Carolee M. Rigsbee, University of Texas at San Antonio
Teresa Svacina, University of Texas at San Antonio

Technology is increasingly blurring the boundary between work and private life (Straus, Weissband, & Wilson, 1998). Drawing on role theory (Katz & Kahn, 1978), we examine how the common but under-researched phenomenon of staying connected electronically to work after regular hours of employment can be associated with role overload, role ambiguity, role conflict, and 'unnecessary stress.' Our conceptual model, which includes an extension of Katz & Kahn’s Role-Episode Model (1978) to address the intentionality and interpretation of sent messages in contexts prone to misunderstandings, highlights the importance of mindful and explicit expectations regarding the need for employees to “stay connected.”

**EMBEDDED EXPECTANCY: EXPLAINING THE VARIABILITY IN MODERATING EFFECTS OF SOCIAL SUPPORT ON OCCUPATIONAL STRESS**

Robert L. Nixon, University of South Florida
Min-Dong Paul Lee, University of South Florida

Although social support is generally recognized as an important factor in mitigating occupational stress, empirical studies on social support often found inconsistent results. This study explains the variability in moderating effects of social support by introducing a concept of embedded expectancy. We argue that employees attribute different levels of expectation and assistive capacity to each source of social support in relation to a particular stressor. Using a unique dataset collected from seven non-profit health services organizations, we show how this embedded expectancy influences the extent to which social support moderates the stressor-strain relationship.

**IS IT WORTH IT? THE EFFECT OF PERCEIVED SOCIAL IMPACT ON JOB BURNOUT**

Alim J. Beveridge, Case Western Reserve University
Melvin L. Smith, Case Western Reserve University

This paper presents the results of an empirical study showing that perceived social impact, the perception that one’s work positively impacts others, has negative relationships with the experience of exhaustion and disengagement, the two core dimension of job burnout, and that these relationships are moderated by employees’ prosocial values. The findings indicate that perceived social impact is an important internal resource that can have a positive impact on employees’ experience of their work and their well-being.
SHOULDERING A SILENT BURDEN: THE TOLL OF DIRTY WORK
Benjamin Baran, University of North Carolina at Charlotte
Steven Rogelberg, University of North Carolina at Charlotte
Joe Allen, University of North Carolina at Charlotte
Christiane Spitzmüller, University of Houston

Building upon dirty-work research and theory, this study investigated strain among 499 animal-shelter workers, 317 of whom were directly involved in animal euthanasia-related work. Animal-shelter workers directly involved in dirty work report higher occupational strain, more reluctance to discuss their work, and lower work satisfaction yet higher job involvement than non-dirty-work employees. The findings suggest that as workers become psychologically and physically closer to the dirty-work taint, they are more likely to experience decreased well-being. Implications for the advancement of dirty-work theory include the importance of both physical and psychological proximity in the understanding of within-group variance among dirty workers.

SURVIVAL OF NEW TECHNOLOGY COMPANIES IN ECOSYSTEM VENTURING THROUGH CORPORATE VENTURE CAPITAL INVESTMENTS
Yi Yang, University of Massachusetts Lowell
Tianxu Chen, Drexel University
Lingling Pan, Temple University

In this study, we investigate how a new venture in a technological ecosystem can enhance survival by interacting with the technology leader. We test our hypotheses in the context of Intel corporate venture capital (CVC) investments during the period of 1991-2005. Our findings indicate that a new venture’s higher degree of technology relatedness with the ecosystem leader tends to enhance survival. Our results also suggest that ‘being a co-opetitor’ is important for new ventures to enhance survival. However, this strategy becomes less effective as the technical linkage between a new venture and the ecosystem leader becomes distant.

THE INFLUENCE OF FOUNDER-CEOS AND BOARD STRUCTURE ON IPO VALUE: AN INSTITUTION-BASED VIEW
Fariss-Terry Moussa, James Madison University
William Ritchie, James Madison University

Extant research provides mixed reviews regarding the performance associated with firms that have recently undergone an IPO and retain their founder as CEO. One such influence on these young firms is the societal response to IPO decisions to retain insiders, particularly when the founder is also the CEO. Given that these firms are operating in a post-Sarbanes Oxley environment where cultural norms regarding negative effects of insiders predominates, we argue from an institution-based view that higher concentrations of insiders result in lower IPO values for firms with founder-CEOs. We find that founder-CEOs with fewer inside directors are rewarded by society.
SOCIAL CAPITAL'S INFLUENCE ON CONFORMITY AND DEVIANCE: THE ROLE AND SALIENCE OF SHARED MENTAL MODELS

Kevin Saul Cruz, University of Pittsburgh

A model of social capital’s influence on conformity and deviance is presented. First, I propose that social capital’s dimensions facilitate the creation of shared mental models. Second, I propose that the saliency of shared mental models across organizational levels, as a function of an organization’s degree of centralization, influences individuals to conform to or deviate from reference group norms and larger normative standards. Lastly, I propose that conforming (deviating) increases, maintains, or decreases social capital across organizational levels.

WORKPLACE BULLYING AND EMPLOYEE PERFORMANCE: THE ROLE OF EMPLOYEE ATTRIBUTIONS

Al-Karim Samnani, York University
Parbudyal Singh, York University
Souha R. Ezzedeen, York University

We integrate attribution theory into a conceptual model illustrating the role of employee attributions in explaining the relationship between workplace bullying and victim work performance. We provide a typology of four attributions, including positive attributions, personal attack attributions, culture of work, attributions, and culture of jokes and banter attributions around whether the bullying act is work-driven and consistent with organizational culture. We propose that work-driven attributions will positively influence performance whereas non-work-driven attributions will negatively influence performance. However, we propose that victimized employees’ performance will decrease over time in all cases. We conclude with theoretical and practical implications.

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

MH/ME: Learning from Cases

Session Chair: Marie-Line Germain, Western Carolina University
Discussant: Sheryllynn Roberts, University of Texas at Arlington

ASSESSING ETHICAL UNDERSTANDING VIA THE F.A.M.O.U.S. FRAMEWORK AND CASE METHODOLOGY

Joycelyn A. Finley-Hervey, Florida A&M University
Jennifer Collins, Florida A&M University
Angela Murphy, Florida A&M University

Assessing learning outcomes in business schools is a necessary component to ensure quality programs and to secure AACSB accreditation. In this research, we examine the ethical understanding learning goal and explore an innovative approach taken by one business school. This research includes a description of the novel “F.A.M.O.U.S.” assessment framework and a case approach employed to appraise the ethical understanding learning goal. The F.A.M.O.U.S. framework is a unique assessment process. The case method encouraged students to explore multiple stakeholder perspectives and ethical decision criteria. This study concludes by discussing an action plan for continuous improvement in business school programs.
greater for larger chains than it is for smaller chains.

having a high proportion of company-owned units on survival is
than non-survivors. We also found that the negative effect from
owned units, higher royalty rates, and greater international expansion
survivors are older, larger chains with lower proportions of company-
2008 to test our framework. The results show that, in general,
strategy and two types of franchising survival (franchise use survival
Yolanda Polo-Redondo
Laura Lucia-Palacios
Victoria Bordonaba-Juste
Ilan Alon
ON SURVIVAL

THE EFFECTS OF FRANCHISE OWNERSHIP AND PRICE
ON SURVIVAL
Ilan Alon, Rollins College
Victoria Bordonaba-Juste, University of Zaragoza
Laura Lucia-Palacios, F.C. Económicas y Empresariales
Yolanda Polo-Redondo, University of Zaragoza
This article explains the relationship between ownership and pricing strategy and two types of franchising survival (franchise use survival and company survival). We used a large sample longitudinal data related to the franchisors that operated in the US between 1994 and 2008 to test our framework. The results show that, in general, survivors are older, larger chains with lower proportions of company-owned units, higher royalty rates, and greater international expansion than non-survivors. We also found that the negative effect from having a high proportion of company-owned units on survival is greater for larger chains than it is for smaller chains.

FAMILY FIRMS AND MARKET ORIENTATION: A
COMPARATIVE ANALYSIS OF THE S&P 500
Miles Aaron Zachary, Texas Tech University
G. Tyge Payne, Texas Tech University
Jeremy C. Short, Texas Tech University
Aaron Francis McKenny, Texas Tech University
Market orientation is a construct that involves the development of norms and behaviors that support organization-wide generation, dissemination, and strategic responses to market information. But despite a rich history, little attention has been given to understanding the differences in market orientation between family and non-family businesses. Addressing this gap in the extant literature, we examine if differences exist in the market orientation of both family and non-family businesses along the dimensions of customer orientation, competitor orientation, interfunctional coordination, long-term focus, and profitability. Additionally, we find mixed results when family firms and market orientation are included in a performance regression model.
THE COMPANY WE KEEP: PERCEPTIONS OF VICTIMIZATION IN THE WORKPLACE AND THE MODERATING EFFECT OF NARCISSISM ON TRUST AND PERFORMANCE

Lisa V. Williams, University at Buffalo, SUNY
Darren C. Treadway, University at Buffalo, SUNY
Jeffrey Bentley, University at Buffalo, SUNY
Brooke Ann Shaughnessy, University at Buffalo, SUNY
Jacob W. Breland, University of Idaho
Kelly Lee Zellars, University of North Carolina at Charlotte

The present study considers the effects of perceptions of victimization in the organization and its interaction with follower narcissism on cognitive and affective trust in leader and subordinate performance. We surveyed employees (n=105) of a chain restaurant and conducted a moderated-mediation analysis of our model. Results indicate that high victimization when coupled with high narcissism increases affective trust in leader; low narcissism resulted in decreased affective trust in leader. There were no effects on cognitive trust. Affective trust positively predicted subordinate performance.

AN ATTRIBUTIONAL MODEL OF WORKPLACE OSTRACISM

Rachel Elizabeth Kane, Florida State University

Aside from the recently developed and validated Workplace Ostracism Scale (WOS) (Ferris, Brown, Berry, & Lian, 2008), the effects of ostracism on work attitudes, work behavior, and well-being have received insufficient attention in the organizational behavior literature. The purpose of this research is to propose and develop an attributional model of workplace ostracism. The attributional focus of the proposed model suggests that individuals’ responses to workplace ostracism are dependent on the unique causal ascriptions each ostracized individual makes as to the reason they are being ostracized.

DON'T MAKE ME THE BAD GUY: SELF-MONITORING, ORGANIZATIONAL NORMS, AND THE MUM EFFECT

Laura E. Marler, Mississippi State University
D’Lisa N. McKee, Mississippi State University
Susie S. Cox, McNeese State University
Marcia J. Simmering, Louisiana Tech University
David G. Allen, University of Memphis

In this study, we examine the influence of both personality (i.e., self-monitoring), situation (i.e., organizational norms for sharing negative information), and the interaction of these variables on two distinct dimensions of the mum effect, which is the reluctance to deliver negative information (Rosen & Tesser, 1970). Our results indicate that high-self monitors are more likely to engage in the mum effect than low self-monitors and that an individual’s perceptions of organizational norms related to sharing negative information are significantly related to one form of mum behavior. Finally, we found the interaction of personality and situation significantly predicted mum behavior.

EPISTEMOLOGICAL BELIEFS IN THE WORKPLACE: THE IMPACT OF PERSONAL BELIEFS ON MENTORING SUPPORT

Frankie Jason Weinberg, Loyola University New Orleans
Melenie J. Lankau, Wake Forest University

This study proposes and tests a model through which organization members’ personal epistemological beliefs about knowledge and learning promote mentoring behaviors. Beliefs held by mentors are expected to impact the degrees of vocational and psychosocial support they provide to their protégés. The member’s perception of psychological safety is expected to moderate the relationships. Organization members’ effort-oriented epistemological beliefs impact the amount of psychosocial support they provide as mentors and that the mentor’s perception of psychological safety acts to moderate this relationship in the direction predicted. However, members’ levels of vocational mentoring do not appear to reflect their effort-oriented beliefs.
THE RELATIONSHIP OF MANAGERS' PERSONALITY TO MEAN RATING LEVEL AND RATING ACCURACY ACROSS FIVE RATING CONDITIONS

John Bernardin, Florida Atlantic University
Stephanie Thomason, University of Tampa
Michael R. Buckley, University of Oklahoma
Jeffrey S. Kane, Organizational Decision Sciences

We studied the relationships among retail manager personality traits and the tendency to rate leniently and accurately across five performance appraisal situations that differed on levels of accountability. We focused on Agreeableness and Conscientiousness from the Five Factor Model and “Assertiveness.” We found support for the stability of rating level effects such that more lenient raters in a highly accountable rating situation were also relatively more lenient under conditions of low accountability (r=.34, p

BEST DOCTORAL PAPER IN TRACK★

THE REPUTATION - PERFORMANCE RELATIONSHIP

Jeremy Ray Brees, Florida State University
Timothy Paul Munyon, West Virginia University

History has demonstrated the importance of reputation to individuals and the organizations in which they function. Yet, scholars have only recently begun to evaluate the influence and magnitude of reputation inside organizations. In this paper, we draw on attribution theory and related information processing models to explore how reputations are formed, and how reputations influence both subjective performance evaluations and objective performance, as gauged by employee productivity. By doing so, we lay a conceptual foundation, complete with testable propositions, to guide future research in the reputation – performance relationship. Strengths and directions for future research are discussed.

Friday, 10:30am - 12:00pm in Glades

Ent/IT/Innov: Striving for Success as Entrepreneurial Firms

Session Chair: Barbara D. Minsky, Troy University - Dothan

Discussants:
Matthew Grimes, Vanderbilt University
Frances H. Fabian, University of Memphis
Justin L. Davis, Ohio University

A MULTILEVEL PERSPECTIVE ON THE DETERMINANTS OF ENTREPRENEURIAL PERSISTENCE

Swapnil Garg, University of Florida
James Robert Van Scotter II, University of Florida

Entrepreneurship theorists have started to differentiate between outcomes associated with activities occurring at different phases of the entrepreneurship process and identify the multilevel antecedents of these activities. This paper focuses on the individual and support-group level predictors of entrepreneurial persistence behavior at the pre-launch phase and argues that entrepreneurial persistence behavior is a key dependent variable for this phase. Direct and interactive effects of individual and group level variables are tested using a longitudinal dataset. Empirical findings support the idea that individual characteristics directly affect entrepreneurial persistence behavior and these effects are moderated by the kind of social support structure.

CROSSING THE VALLEY OF DESPONDENCE: THE ROLE OF CONFIDENCE IN BUILDING ENTREPRENEURIAL COMPETENCE

William R. Forster, Lehigh University
Graciela Kuechle, Witten Herdecke University
Saras D. Sarasvathy, University of Virginia

This paper uses a mathematical simulation to develop theory as to how entrepreneurial competence and confidence interact in the context of serial entrepreneurship. The resulting theory reconciles two contradictory and competing pictures of the entrepreneur; it shows how entrepreneurs can be both seemingly habitually overconfident while at the same time continually learning and recalibrating their beliefs structures. We offer insights on entrepreneurial activity at the population level and show how the reinforcement of confidence gained through venturing is what helps entrepreneurs to cross the valley of despondence to start more than one company and to build entrepreneurial expertise.

Friday, 10:30am - 12:00pm in Jasmine

OB: Redefining and Predicting Citizenship Behavior

Session Chair: Wongun Goo, Georgia State University

Discussants:
Nathan S. Hartman, John Carroll University
Vishal Gupta, Indian Institute of Management, Lucknow
Stephen P. Fitzgerald, TUI University

AT THE INTERSECTION OF EMPLOYEE CITIZENSHIP AND COUNTERPRODUCTIVE BEHAVIORS: ULTRA-CITIZENSHIP BEHAVIOR

Nathan S. Hartman, John Carroll University
Edward C. Tomlinson, John Carroll University

Inertia in the extant citizenship literature has inhibited focus on theoretically-grounded but previously unexplored dimensions of OCB. Furthermore, although both citizenship and counterproductive behaviors have been recognized as discretionary, non-task performance, few efforts have been undertaken to examine how these forms of behavior may relate within organizational settings. Taken together, this has led citizenship researchers to overlook a potentially valuable dimension of citizenship – an active intervention intended to prevent harm to the organization from the counterproductive behavior of other employees. We introduce this dimension as ultra-citizenship behavior, and compare and contrast it to existing conceptualizations.
CROSSOVER OF EMOTION REGULATION AND ASSOCIATIONS WITH TEAM IN-ROLE AND EXTRA-ROLE PERFORMANCE

Hetty Van Emmerik, Maastricht University
Arnold B. Bakker, Erasmus University Rotterdam

This study investigates the crossover of team-level emotion regulation among 85 teachers working in 14 teams. We hypothesized that emotional labor would have a positive relationship with job performance when individual employees’ emotional labor strategy matches the strategy that is most often used at the team level. The results of multilevel analyses confirm the expected crossover effects. In an environment where team members score high on deep acting (within teams), employees high on deep acting score better on team in-role performance and better on team extra-role performance.

EXAMINING A SOCIAL EXCHANGE MODEL OF DEVELOPMENTAL IDIOSYNCRATIC DEALS AND EMPLOYEE ORGANIZATIONAL CITIZENSHIP BEHAVIOR

Jia Hu, University of Illinois at Chicago
Prajya R. Vidyarthi, University of Illinois at Chicago
Smriti Anand, University of Illinois at Chicago
Robert C. Liden, University of Illinois at Chicago

Drawing on social exchange theory, we suggest that the positive relationship between developmental idiosyncratic deals (i-deals) and organizational citizenship behaviors (OCB) is rooted in employees’ expanded obligations towards the grantor of those special work arrangements. We propose that the leader-member exchange relationship (LMX) mediates the relationship between i-deals and OCB. Further, because i-deals have potential implications for the entire group, we argue that the relationship between i-deals and LMX is moderated by employees’ perceptions of fit with group members and perceptions of task interdependence. Using data from 215 employees nested in 32 groups, we found support for the hypothesized relationships.

Friday, 10:30am - 12:00pm in Palm

HC/HM/PA: Healthcare/Research in a Hospital Setting

Session Chair: James Michael Vardaman, Mississippi State University
Discussant: James Michael Vardaman, Mississippi State University

BEST PAPER IN TRACK★ COMPUTERIZED PROVIDER ORDER ENTRY’S IMPACT ON HOSPITALS’ TOTAL FACTOR PRODUCTIVITY

Eric W. Ford, University of North Carolina at Greensboro
Timothy Huerta, Texas Tech University
Mark A. Thompson, Texas Tech University
William F. Ford, Middle Tennessee State University

U.S. hospitals are under continual pressure to both increase productivity and improve quality through the use of Health Information Technology. This paper analyzes hospital data to assess how the adoption of aspects of Computerized Physician Order Entry (CPOE), specifically electronic laboratory ordering, is related to hospital productivity. The results support the hypothesis that a facility’s transition approach to the implementation of an electronic ordering system can have a significant impact on productivity. The results are discussed in the broader terms CPOE’s role in hospitals’ longitudinal performance.

Testing the relationship of leader-member exchange to organizational and occupational sportsmanship behaviors in a health care setting

Gary Blau, Temple University

Using a sample of 223 matched nurse-supervisor dyads working for a hospital in Oman, Organizational Sportsmanship Behavior was distinguishable from Occupational Sportsmanship Behavior. Leader-member exchange (LMX) or the quality of relationship with the supervisor was a significant positive correlate to both types of sportsmanship. Only one dimension of citizenship behavior, i.e., Sportsmanship, was investigated, so it remains to be seen if other citizenship behavior dimensions can show distinct organization versus occupation referents. The sample of nurses from an Omani hospital is also unique, so the generalizability of these results to other samples awaits testing.

Friday, 10:30am - 12:00pm in Sabal

Strategy/OT/IM: Explanations of Strategy: Mission Statements & Expectancy Valence Views

Session Chair: Sean Lux, University of South Florida
Discussants:
Paper 1: Peter Foreman, Illinois State University
Papers 2 & 3: Tammy G. Hunt, University of North Carolina at Wilmington

An Expectancy-Valence Explanation of Real-Time Strategy

Douglas Patrick O’Bannon, Webster University

"Pawn to Queen 4" is questionable strategic advice in the absence of strategic context. No strategic move is inherently positively or negatively related to firm performance, the utility of this advice only becomes clear when placing the strategic movement within its strategic context. This paper develops expectancy-vaence logic into a general theory of strategy as contextualized resource movement occurring in real-time. Resource movement mediates the relationship between strategic context and performance. IO and RBV logic are used to explain decision-maker perception of the strategic (internal and external) context that drives real-time resource movement. This framework integrates theory across the field.
EXAMINING MULTIPLE ORGANIZATIONAL IDENTITY ALIGNMENT: A COMPARISON OF UNIVERSITY AND COLLEGE OF BUSINESS MISSION STATEMENTS

Robert Edward Robinson, Texas Tech University
Jeremy C. Short, Texas Tech University
Hans Hansen, Texas Tech University
G. Tyge Payne, Texas Tech University
Timothy B. Palmer, Western Michigan University

Little has been done to examine the potential alignment between multiple organizational identities, despite the potential to impact organizational performance. To examine this issue empirically, we examine alignment in mission statements between 318 AACSB business schools and their parent universities along the eight dimensions set forth by Pearce and David (1987) in their examination of ideal mission statements. We consider the extent to which agreement ties to organizational performance. Overall, business school rankings were higher for schools that demonstrated mission statement alignment, while mixed evidence was found for university rankings. Implications for future research and practice are also discussed.

STAKEHOLDER COMMUNICATION AND SHAREHOLDER VALUE: AN ANALYSIS OF MISSION STATEMENT LANGUAGE

Joseph Peyrefitte, University of Southern Mississippi

Which stakeholders are addressed in mission statements, and what is conveyed to them? Is stakeholder communication related to shareholder value? These questions were explored in a computer-aided textual analysis of 352 Fortune 500 firm mission statements. The missions were classified according to their attentiveness to five primary stakeholders, and attentiveness was compared to shareholder value as operationalized by market value-added (MVA). MVA was associated with employee and shareholder attentiveness across the sample, and with societal and customer stakeholders in two of ten industry sectors, suggesting that stakeholder communication may be related to competitive advantage and shareholder value through relationship building.

Friday, 10:30am - 12:00pm in Sawgrass

Ethics/Soc/Div: The Roles of Issue Framing, Accountability, and Leadership in Ethical Behavior

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

Discussants:
Curtis Francis Matherne III, East Tennessee State University
Wayne Brock, University of Phoenix
Anthony (Tony) Paul Ammeter, University of Mississippi
Anthony R. Wheeler, University of Rhode Island

THEORY OF MORAL ACCOUNTABILITY: AN EMPIRICAL TEST IN THE CONTEXT OF ACADEMIC CHEATING

Anthony (Tony) Paul Ammeter, University of Mississippi
Christopher H. Thomas, University of Mississippi
Milorad Novicevic, University of Mississippi
Bart L. Garner, University of Mississippi
Mario Hayek, University of Mississippi
Biljana Milikic Bogicevic, University of Belgrade

The purpose of this paper is to develop a theory of felt moral accountability and test it in the academic context. In our theoretical development, we have explored the relationship between the internal and external accountability “audience” and personal integrity, and examined how this relationship may deter individual moral misconduct. Based on this examination, we have developed a formal model that integrates Schlenker’s (2008) integrity construct as a mediator into Detert, Trevino, and Schweitzer’s (2008) model of moral misconduct. We have tested this integrated model in the academic context and found empirical support for our felt moral accountability theory.

TOWARD AN ETHICAL ORGANIZATION: THE MISSING LINK BETWEEN ETHICAL DECISION MAKING BY INDIVIDUALS AND SUPERVISORS

Kai-Jo Fu, Florida State University
Christy Smith, Florida State University

This paper attempts to explore the relationship between the ethical behavior of supervisors and their employees’ ethical decision making (EDM). It suggests that employees’ “felt accountability” can be a lens through which to interpret the relationship between the (un)ethical behavior of supervisors and their employees’ EDM. This discussion captures the crucial relational factors involving work-related exchange behaviors such as leader-member exchange (LMX) and friendship that can contribute to subordinates’ accountability to them. Moreover, the influence of moral issue also has an impact on the individual’s EDM. Consequently, the EDM can improve public trust and lead to long-term organizational success.

TOWARD AN INTEGRATED APPROACH TO ETHICAL ISSUES IN ORGANIZATIONAL DECISION MAKING

Amy J. Guerber, University of Arkansas

The purpose of this paper is to integrate concepts from the decision making literature, such as issue framing and information seeking, with our understanding of ethical decision making. Ethical considerations are likely to be only part of the concerns that must be addressed in resolving issues in organizational decision making. Because of the impact of issue framing on moral recognition, ambiguity tolerance, and information seeking, I predict that the types of issues that are most likely to be recognized as ethical issues are also the types of issues that may lead to less information seeking.
This research examines a condition in which leaders’ expressed expectations are misaligned with their actual behaviors. In particular, we examine the interactive effect of supervisor undermining and interpersonal justice expectation on subordinates’ perceptions of leader hypocrisy (i.e., leader word-deed misalignment). We draw on cognitive dissonance theory (Festinger, 1957) to argue that subordinates experience an uncomfortable psychological state (i.e., dissonance) when their leaders are perceived as hypocritical. Accordingly, subordinates are motivated to reduce dissonance by psychologically distancing themselves from the leader by increasing turnover intentions. Results from a scenario-based experiment and a field study provide general support for our hypotheses.
POLITICAL SKILL AS MODERATOR OF THE TRAIT
SINCERITY - JOB PERFORMANCE RELATIONSHIP: A
SOCIOANALYTIC, NARROW TRAIT PERSPECTIVE

James A. Meurs, University of Mississippi
Pamela L. Perrewé, Florida State University

This study tested the moderating role of political skill on the relationship between the HEXACO personality facet of sincerity and job performance. More specifically, it was hypothesized that the relationship between trait sincerity and job performance would be positive for individuals high in political skill, and negative for individuals low in political skill. The results supported the hypothesis for those high in political skill, thus implying that social effectiveness, as a more proximal indicator, energizes or ignites personality into action in its effects on job performance, as suggested by the Hogan socioanalytic perspective (e.g., Hogan & Shelton, 1998).

BEST DOCTORAL PAPER IN TRACK
THE ROLE OF AFFECTIVE COMMITMENT AND
POLITICAL SKILL IN THE WORK-FAMILY CONFLICT-
TURNOVER RELATIONSHIP

Jun Yang, University at Buffalo, SUNY
Jeffrey Bentley, University at Buffalo, SUNY
Robyn Brouer, University at Buffalo, SUNY
Jacob W. Breland, University of Idaho

Based on balance theory, we hypothesize that highly politically skilled individuals, or those with heightened ability to read and understand the work environment and the individuals acting within the work environment, will be more sensitive to work-family conflict. In order to restore a sense of balance and control, such individuals will lower their affective commitment, and ultimately, be more likely to turnover. To test these hypotheses, we conducted analyses on a sample of 240 individuals from an international retail firm. We found support for the hypotheses. Implications for practice and directions for future research are discussed.

BEST PAPER IN TRACK
BREAKING THROUGH THE LOSS CYCLE OF BURNOUT:
The Role of Motivation

Lieke L. ten Brummelhuis, Erasmus University Rotterdam
Claartje ter Hoeven, University of Amsterdam
Arnold B. Bakker, Erasmus University Rotterdam
Bram Peper, Erasmus University Rotterdam

On the basis of Conservation of Resources theory (Hobfoll, 2002) we tested whether burnout induces a loss cycle, depleting resources and enhancing demands. In addition, we questioned whether job motivation attenuated or aggravated this loss cycle. Using a sample of 352 employees participating in 2005 and 2007, we found that baseline burnout predicted future burnout due to an increase in job demands (e.g., work overload) and a decrease in job resources (e.g., information). Furthermore, extrinsic motivation aggravated the positive relationship between burnout at T1 and demand accumulation. Intrinsic motivation attenuated the positive relationship between burnout at T1 and resource loss.
THE SHORT AND LONG TERM IMPACT OF ABUSIVE SUPERVISION

Marilyn Whitman, University of Alabama
K. Michele Kacmar, University of Alabama
Kenneth J. Harris, Indiana University Southeast

This study tested a model linking abusive supervision to both short- and long-term organizational outcomes. Social exchange theory served as the theoretical framework. Results from a sample of 111 employees and their supervisors demonstrated support for our model suggesting a mediating, immediate effect for interaction frequency with the supervisor and perceptions of politics on the relationship between abuse and strain. Findings also revealed that over time supervisor interaction frequency served as a significant mediator for task- and person-focused OCB and job performance, and perceptions of politics served as a mediator for task-focused OCB.

VALUE CREATION GOALS IN FAMILY FIRMS: THE ROLE OF ALTRUISM, COHESION, PARTICIPATIVE DECISION MAKING AND JOB INTERDEPENDENCE

Shanan Litchfield, Mississippi State University
Bart Jan Debicki, Mississippi State University
Franz Kellermanns, University of Tennessee
Allison Pearson, Mississippi State University

Reciprocal altruism is applied to the study of family firms by exploring how value is created based on unique resources in family firms (altruism, cohesion and participative decision making). Two types of value creation goals were explored in this study (family driven and financially driven) as family firms are not only economically driven, but have noneconomic motives, as well. In this study, job interdependence is hypothesized to moderate the relationships between altruism, cohesion, participative decision making and value creation goals. Results are presented; limitations and future directions are discussed.

ME, MY FAMILY AND I: IDENTITY AND FAMILY FIRM LONG-TERM ECONOMIC ORIENTATION

Gregory P. Tapis, Mississippi State University

This paper applies the social identity literature to an individual’s commitment to family firm long-term economic orientation. We focus on unique aspects associated with family firms which translate into a greater identification and attachment to the business and one’s career than is seen in non-family firms. A sample of Swiss family firms is utilized to test if one’s blood relationship to the firm founder, family expectations, the percentage of family members in the top management team, and family focus influences family firm long-term economic orientation. Findings, implications and avenues for future research are discussed.

VALUE CREATION GOALS IN FAMILY FIRMS: THE ROLE OF ALTRUISM, COHESION, PARTICIPATIVE DECISION MAKING AND JOB INTERDEPENDENCE

Shanan Litchfield, Mississippi State University
Bart Jan Debicki, Mississippi State University
Franz Kellermanns, University of Tennessee
Allison Pearson, Mississippi State University

Reciprocal altruism is applied to the study of family firms by exploring how value is created based on unique resources in family firms (altruism, cohesion and participative decision making). Two types of value creation goals were explored in this study (family driven and financially driven) as family firms are not only economically driven, but have noneconomic motives, as well. In this study, job interdependence is hypothesized to moderate the relationships between altruism, cohesion, participative decision making and value creation goals. Results are presented; limitations and future directions are discussed.

CREATIVITY

Neta Moye, University of Maryland
Lauren May D’Innocenzo, Vanderbilt University
Hyoun Sook Lim, University of Connecticut
Lucy L. Gilson, University of Connecticut
Tim Basadur, University of Detroit Mercy
Sophia V. Marinova, University of Illinois at Chicago
Junqi Shi, Peking University
Lucy L. Gilson, University of Connecticut

Creativity is important due to its emphasis on sustainability and adaptation to the dynamic marketplace. Meanwhile, workgroups have become a fact of organizational life. However, limited attention has been paid to creative processes at multiple levels including the individual and group levels as a function of motivational differences and leadership. In the current study, we propose a multi-level model to explore how goal orientation at both the individual and group levels and empowering leadership at the group level influence individual creativity through creative efficacy on individual and group levels. We test the proposed relationships with 168 engineers in 29 workgroups.

RE-CONCEPTUALIZING CREATIVITY: DIFFERENTIAL EFFECTS ON RADICAL AND INCREMENTAL CREATIVITY

Lucy L. Gilson, University of Connecticut
Hyoun Sook Lim, University of Connecticut
Lauren May D’Innocenzo, University of Connecticut
Neta Moye, Vanderbilt University

The research extends creativity theory by re-conceptualizing creativity as a multidimensional construct (radical and incremental) and examining the differential effects of intrinsic motivation, extrinsic rewards and supportive supervision. We hypothesize and find two distinct types of creativity that are related to different motivational factors. We further examine how combinations of motivational factors influence the different types of creativity. Finally, theoretical and managerial implications are discussed.
THE ROLE OF CREATIVE PROBLEM SOLVING STYLE IN ADVICE NETWORK FORMATION AND SUBSEQUENT CREATIVE PERFORMANCE

Tim Basadur, University of Illinois at Chicago
Min Basadur, McMaster University

To increase understanding of the relationship between creativity and social networks in organizations, creativity is discussed as a multi-stage process, and an argument is made that one’s creative problem solving style is an important antecedent to one’s formation of an advice partner network. How creative process style impacts both the number of weak ties in one’s advice network and the selections of strong tie network advice partners and how both contribute to one’s creative performance are modeled. Social network ties are conceptualized as providing two important resources for creative performance: content information and process expertise.

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

MH/ME: Early Management Thinkers

Session Chair: Robert C. Ford, University of Central Florida
Discussant: Sonia Taneja, Texas A&M University-Commerce

LILLIAN M. GILBRETH: THE MOTIVES UNDERLYING HER LIFE WITH AND WITHOUT FRANK

Miriam Moeller, University of Mississippi

In this paper we have examined the motives of Lillian Gilbreth, a pioneer of scientific management, to pursue professional achievement, to attain powerful ranks of authority, and to build communal relationships. We identified the levels of these three needs/motives based on McClelland’s theory of needs for achievement, power, and affiliation using Winter’s scoring method that we applied to the autobiographical and biographical material about Gilbreth. The primary focus of our research was to assess the ranking of the three motives in Lillian’s motivational configuration in life with and without her husband Frank, another pioneer of scientific management movement.

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

Strategy/OT/IM: Symposium: Strategic Implications of the Toyota Recall

Jun Zhao, Governors State University
Anthony Paul Andrews III, Governors State University
John T. Simon, Governors State University
Feng Tian, Governors State University

For well over two decades, Toyota has been the textbook example of an organization known for its leadership in continuous quality improvement, lean manufacturing, long term supplier relationships, and customer responsiveness. Therefore it is ironic that Toyota finds itself in a massive recall crisis that has the potential to tarnish its reputation, with far-reaching impact and consequences for the company and the auto industry. This symposium will provide an in-depth analysis of the economic, strategic, and operational aspects of the Toyota recall crisis, as well as its implications for the global auto industry and its competitive dynamics in the future.

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

Ethics/Soc/Div: Ethics at the Organizational and National Levels

Session Chair: Thomas Glenn DeLaughter, Flagler College

Discussants:
Thomas Glenn DeLaughter, Flagler College
Amy J. Guerber, University of Arkansas
Enrique M. Perez, Florida Atlantic University

FIRM SIZE AND CORPORATE SOCIAL RESPONSIBILITY: THE MEDIATING EFFECT OF THE PROPORTION OF OUTSIDE DIRECTOR

Young kyun Chang, University of Kansas
Won-Yong Oh, University of Kansas
Jae Jung, University of Missouri-Kansas City

The present study suggests that the relationship between firm size and CSR could be better explained when the proportion of outside director is mediated. 125 Korean large firms between 2002 and 2005 were used to test the mediating effect of the proportion of outside director. The results show that while the proportion of outside director partially mediates the relationship, its squared-term fully mediates the relationship. Such unique findings not only confirm the importance of the strategic aspects in firm’s CSR engagement but also advance the existing knowledge of the relationship between firm size and CSR.
THE IMPACT OF HUMAN DEVELOPMENT AND CULTURE ON NATIONAL CORRUPTION: A CONTINGENCY THEORY VIEW

Randi L. Sims, Nova Southeastern University
Cynthia P. Ruppel, Nova Southeastern University
Baiyun Gong, Nova Southeastern University

While corruption has been measured on a national level for quite some time, the explanation for the reasons underlying these figures have yet to provide a thorough understanding of national corruption. Measures of corruption, human development, and national culture were gathered for 68 countries that account for 80% of the world’s population. Support was found for the main effect of human development on corruption. Consistent with contingency theory, results also indicate that the relationship between human development and corruption is moderated by national culture. Implications for policy making to reduce corruption and guidance for businesses considering global investment are discussed.

TOWARD REFINING THE DEFINITION OF CORPORATE CITIZENSHIP: EXPANSION OF CORPORATE RIGHTS

Jae Hwan Lee, Texas Tech University
Hans Hansen, Texas Tech University

Research on corporate citizenship has pontificated about what corporations should do, but has said little about corporate rights. This paralysis is troublesome, given that corporations have wielded inordinate power for many decades. In particular, corporations are now capable of ‘legally’ participating in the market of ideas on an unprecedented level through exercising the First-Amendment-protected right to free speech. In this paper, we situate the granting of this new corporate right within the corporate citizenship literature and propose a refined definition of corporate citizenship that captures an additional definitional attribute – expansion of corporate rights and duties.

Friday, 1:15pm - 2:45pm in Snowy Egret


Kevin T. Mahoney, Louisiana Tech University
William L. Gardner, Texas Tech University
Kevin B. Lowe, University of North Carolina at Greensboro
Todd W. Moss, Texas Tech University
Claudia C. Cogliere, Texas Tech University
Walter C. Buboltz Jr., Louisiana Tech University
Frank Igou, Louisiana Tech University
Leanne Atwater, University of Houston

The presenter symposium describes leadership research through the lens of a 10-year review of The Leadership Quarterly (LQ). The papers offer different insights into the methods, theories, and processes that comprise LQ. The first presentation examines methodologies employed to complete the review, including surveys of LQ stakeholders. The second presents an analysis of LQ article content, which identified 29 categories of leadership theory. The third explains the processes utilized in ameliorating differences when deciding on content categories. The fourth identifies top individual and institutional contributors to LQ. The final presentation presents themes extracted from interviews with LQ editorial board members.

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

Networking Break

Coordinator: Joy H. Karriker, East Carolina University

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

OB: Help Seeking and Perceptions of Competence

Session Chair: Margarita Almeda, Georgia State University

Discussants:
Paper 1: Margarita Almeda, Georgia State University
Papers 2 & 3: Jerry Bryan Fuller, Louisiana Tech University

ANONYMITY’S EFFECT ON HELP-SEEKING BEHAVIOR: EXAMINING THE EFFECTS OF TASK-INTERDEPENDENCE AND NORMATIVE CUES IN COMPUTER MEDIATED COMMUNICATIONS

Dean Cleavenger, University of Central Florida
Manuela Priesemuth, University of Central Florida
Deshani B. Ganegoda, University of Central Florida

The purpose of this study was to examine the effects of anonymity, task-interdependence and helping norms on subjects’ propensity to seek-help. Data were collected from a student sample (n=457) at a Southeastern University. In an experimental setting, subjects were presented with a work flow task designed to induce failure and create a legitimate need for assistance from group members. The findings suggest that all three variables promote help-seeking. However, anonymity had a significant impact on help-seeking only when tasks were perceived as low in interdependence. Practical implications for these results are discussed and future research directions suggested.

DOESN’T HURT TO ASK—OR DOES IT?
CONCEPTUALIZING REQUESTS FOR INPUT AS INTERRUPTIONS TO GOAL-DIRECTED ACTIVITIES

Hettie A. Richardson, Louisiana State University
Shannon G. Taylor, Louisiana State University

Although opportunities to provide input are expected to be attractive to employees and improve their performance, these expectations are not always supported. To address this paradox, the present paper conceptualizes input requests as interruptions to employees’ goal-directed activities. We argue requests for input produce cognitive, motivational, and affective reactions in employees that are more or less disruptive to the employee and interrupted task. We further suggest that all three variables promote help-seeking. However, anonymity had a significant impact on help-seeking only when tasks were perceived as low in interdependence. Practical implications for these results are discussed and future research directions suggested.
PERCEPTIONS OF COMPETENCY NORMS IN THE WORKPLACE: SCALE DEVELOPMENT

Julita Haber, TUI University
Stephen P. Fitzgerald, TUI University
Robyn Brouer, University at Buffalo, SUNY
Audrey Paul, Mount Sinai Medical Center

This study developed and tested a theory-based measure of an individual perception of social norms of showing competency at work (i.e., perceptions of competency norms) with 644 working professionals in two samples. Following item generation and content adequacy assessment, EFA and CFA provided evidence of its construct validity, resulting in a multidimensional instrument comprising four conditions under which perceptions of competency norms may be elicited: toward profession, toward stakeholders, when competent, and when incompetent. Finally, SEM demonstrated predictive validity of the measure for three impression management tactics: self-promotion, ingratiation, and exemplification. Implications for practice and future research are discussed.

Friday, 3:15pm - 4:45pm in Blue Heron
Meet the Editors from AMJ, JOM, and JAP
Coordinator: Christopher Shook, Auburn University

Jason Colquitt, University of Florida, Editor-in-Chief, Academy of Management Journal
Tammy D. Allen, University of South Florida, Associate Editor, Journal of Applied Psychology
Talya Bauer, Portland State University, Editor-in-Chief, Journal of Management

Friday, 3:15pm - 4:45pm in Citrus
HRM/Careers: The Influence of HR Practices
Session Chair: Elizabeth Foster Clenney, Georgia State University
Discussants:
Melissa K. Carsten, Winthrop University
Malayka Klimchak, Winthrop University
Frankie Jason Weinberg, Loyola University New Orleans

DEVELOPING A SET OF HIGH PERFORMANCE HRM PRACTICES AND EXPLORING ITS RELATIONSHIP WITH OCB AND ORGANIZATIONAL JUSTICE
Vishal Gupta, Indian Institute of Management, Lucknow
Shailendra Singh, Indian Institute of Management, Lucknow

Based on ideas of the resource-based view of the firm and strategic Human Resource Management (HRM), the study identifies the set of HRM practices that have the potential to lead to high-performance of organizations. Taking a relational perspective, we explore the link of high-performance HRM practices with Organizational Citizenship Behavior (OCB) and the role of Organizational Justice as a possible mediating variable for the relationship between HRM practices and OCB.

Friday, 3:15pm - 4:45pm in Glades
Ent/IT/Innov: Individual Characteristics and Entrepreneurial Action
Session Chair: Thomas Walter Garsombke, Clayton State University
Discussants:
Paper 1: Anne Canabal, University of Maine
Papers 2 & 3: Talia Esnard-Flavius, University of Trinidad and Tobago

FACTORS INFLUENCING HUMAN RESOURCE PRACTICE IMPLEMENTATION

David Sikora, Florida State University
In most firms, the Human Resources (HR) Department is responsible for the development of employee management practices that help the organization meet its business objectives. However, HR practice implementation ultimately falls to the firm’s line managers. This paper uses the theory of planned behavior and social context theory to propose that line managers’ HR implementation is influenced by individual, organizational, and HR practice factors. It is argued that higher levels of these factors results in greater HR practice implementation levels. Additionally, this paper reviews the implications of this proposed HR implementation model and discusses directions for future HR implementation research.

SOCIAL NETWORKS AND KNOWLEDGE SHARING BEHAVIORS: THE MODERATING ROLE OF HR PRACTICES

Hetty Van Emmerik, Maastricht University
Bert Schreurs, Maastricht University
Nele De Cuyper, Research Group Work, Organizational and Personnel Psychology
Jim Jawahar, Illinois State University

The present study distinguished traditional from discretionary HRM practices to explain knowledge sharing behaviors and expected HRM practices to strengthen the association between social networks and knowledge sharing behaviors. The study sample consisted of 233 teachers in 34 teams from 14 secondary schools in The Netherlands. The results showed that discretionary HRM practices and breadth of the networks had a positive direct effect on knowledge sharing behaviors. Further, two moderating effects of HRM practices on the associations between advice networks and the breadth of social networks with knowledge sharing behaviors were found.

CONTROL BELIEFS AND POSITIVE PSYCHOLOGICAL CAPITAL: CAN NASCENT ENTREPRENEURS DISCRIMINATE BETWEEN WHAT CAN AND CANNOT BE CONTROLLED?

Mario Hayek, University of Mississippi

Entrepreneurs have been portrayed in a positive light as being dreamers, opportunity seekers, resilient, optimistic, and self-confident. The search for understanding the lens through which nascent entrepreneurs perceive opportunities is a cornerstone of entrepreneurship research with significant practical implications. Critical in understanding how nascent entrepreneurs perceive opportunities lies in understanding their perception of control over their environment. While the constructs that form the psychological capital construct, hope, resilience, optimism and self-efficacy are all revered characteristics and highly associated with entrepreneurs, instilling these in individuals with a misplaced sense of control may have dire consequences.
This study proposed that respondent gender (men-women), content of stereotype (masculine-feminine), and manner in which stereotype information was presented (subtle-blatant) would interact to influence evaluation of a new business opportunity. Results suggest that both masculine and feminine stereotype activation influenced men and women’s evaluations of an entrepreneurial opportunity differently depending upon whether the stereotype was blatantly or subtly activated. Implications and directions for future research are discussed.

The objective of this workshop is to enhance understanding of the state of strategic management through self-examination of the discipline’s current and emerging paradigms. Strategic management currently consists of two primary paradigms: Porter’s industry-based view, and resource-based view. Although extensively utilized, these paradigms are not discipline-wide nor explain all phenomena within strategic management. We seek to explore existing paradigms and examine emerging theories that could provide a different approach to strategic management. Anticipate 20 to 30 participants, faculty and doctoral students. A round table format consisting of 4 to 6 people per table each based on a division of topics.

THE EFFECT OF GENDER STEREOTYPE ACTIVATION ON EVALUATION OF ENTREPRENEURIAL OPPORTUNITY

Vishal Gupta, Binghamton University, SUNY
Daniel B. Turban, University of Missouri
Ashish Pareek, Department of Management Studies

This study proposed that respondent gender (men-women), content of stereotype (masculine-feminine), and manner in which stereotype information was presented (subtle-blatant) would interact to influence evaluation of a new business opportunity. Results suggest that both masculine and feminine stereotype activation influenced men and women’s evaluations of an entrepreneurial opportunity differently depending upon whether the stereotype was blatantly or subtly activated. Implications and directions for future research are discussed.

★BEST PAPER IN TRACK★
THE EFFECT OF VENTURE INTERNALIZATION ON PERFORMANCE IN DIFFERENT ENVIRONMENTS

Anne Canabal, University of Maine
Ivan Manev, University of Maine

We extend self-determination theory from psychology to entrepreneurship to introduce the concept of venture internalization. Internalization is a powerful way to capture entrepreneurial motivation. We develop hypotheses about entrepreneurial motivation and venture performance in different environments which we then test empirically with a sample of small business founders from the United States and France. We find that higher venture internalization is associated with higher venture performance, and that this relationship is stronger in dynamic environments. We discuss this study's contributions to entrepreneurship knowledge and outline its implications.

APPLYING WHAT WE TEACH TO HOW WE TEACH: GRADUATE BUSINESS STUDENTS AND ORGANIZATION BEHAVIOR

Glenn M. McEvoy, Utah State University

This paper describes my experiences redesigning a masters-level organization behavior (OB) course following principles taught in OB. The course was delivered to two different audiences—MBA and MS-HR students—two different times. The redesign employed several unique features designed to enhance student intrinsic interest in the subject matter. Measures of intrinsic motivation, perceived usefulness and satisfaction were collected. Also, follow-up focus groups with students were conducted. Results provide partial support for the notion that MSHR students were more intrinsically interested in the subject matter of the course than were MBA students, but results with satisfaction and perceived usefulness were mixed.

STUDENT RETENTION: APPLYING A MULTI-LEVEL CUSTOMER-BASED APPROACH TO THE UNIVERSITY SETTING

Robert L. Cardy, University of Texas at San Antonio
Mark Lengnick-Hall, University of Texas at San Antonio
Janice S. Miller, University of Wisconsin–Milwaukee

Evaluating and improving the lives of our students requires that they continue on their educational paths. Student retention at universities is important for the individual students, the institutions, and for society. A student-based framework for understanding and improving retention is presented. This model proposes that perceptions regarding value, brand, and retention equities are drivers of student decisions to stay or leave their universities. The model is described and is applied at the levels of the university, college, and classroom. Applications of the model at each of these levels are identified and directions for future research are discussed.

APPLYING WHAT WE TEACH TO HOW WE TEACH: GRADUATE BUSINESS STUDENTS AND ORGANIZATION BEHAVIOR

Glenn M. McEvoy, Utah State University

This paper describes my experiences redesigning a masters-level organization behavior (OB) course following principles taught in OB. The course was delivered to two different audiences—MBA and MS-HR students—two different times. The redesign employed several unique features designed to enhance student intrinsic interest in the subject matter. Measures of intrinsic motivation, perceived usefulness and satisfaction were collected. Also, follow-up focus groups with students were conducted. Results provide partial support for the notion that MSHR students were more intrinsically interested in the subject matter of the course than were MBA students, but results with satisfaction and perceived usefulness were mixed.

STUDENT RETENTION: APPLYING A MULTI-LEVEL CUSTOMER-BASED APPROACH TO THE UNIVERSITY SETTING

Robert L. Cardy, University of Texas at San Antonio
Mark Lengnick-Hall, University of Texas at San Antonio
Janice S. Miller, University of Wisconsin–Milwaukee

Evaluating and improving the lives of our students requires that they continue on their educational paths. Student retention at universities is important for the individual students, the institutions, and for society. A student-based framework for understanding and improving retention is presented. This model proposes that perceptions regarding value, brand, and retention equities are drivers of student decisions to stay or leave their universities. The model is described and is applied at the levels of the university, college, and classroom. Applications of the model at each of these levels are identified and directions for future research are discussed.

TEACHING MANAGEMENT CONCEPTS THROUGH VISUAL ART

Marie-Line Germain, Western Carolina University

Colleges and universities often intend to empower their learners through strategies that engage students with their surroundings. In the ever-changing dynamics of society, these strategies encourage and develop students’ sense of criticality. This paper reflects on the need to examine multiple modes of management techniques paired with visual interpretation and analysis strategies using contemporary art. By using visual art as the vehicle to initiate the critical thinking process, discoveries are unearthed and discussed. This paper presents a practical way for human resources educators to use aesthetics and creativity as an “entry point” (Gardner, 1993) for understanding human resources concepts.
organizational support.
management above and beyond the impact of perceived contrast, issue-selling success rate is negatively related to trust in top significantly and positively related to trust in top management. In
organizational context that experienced competency- and integrity-
organizational support and issue-selling success. We focus on one
organization specifically focusing on the impact of perceived
This study examines the trust repair efforts of top management within
the corporate governance literature. Our theoretical perspective suggests that recent heightened scrutiny on boards has increased the likelihood that outside directors will act in ways to protect their reputations. Reputation management actions by outside directors reveal that they may not be risk neutral but, in actuality, risk-averse executives seeking to protect their own reputations from the potential damage arising as a result of their directorship duties. As a means of protecting their reputation, outside directors may therefore have a vested interest in creating celebrity CEOs.

STRATEGIC LEADERSHIP BY DESIGN: AN AGENDA FOR IMPROVING EXECUTIVE OUTCOMES THROUGH WORK DESIGN

James K. Summers, Bradley University
Timothy Paul Munyon, West Virginia University
Annette Ranft, Florida State University
Michael R. Buckley, University of Oklahoma
Larry Weinzimmer, Bradley University

In this paper, we propose a conceptualization that integrates strategic leadership with work design, and frames three central features or characteristics of the strategic leader job and work environment that can be manipulated in efforts to channel and shape leader behavior. Specifically, accountability, discretion, and relationships are proposed as the key higher-order characteristics of the strategic leader work context, and they are examined with respect to optimal calibration in order to maximize both executive performance and well-being, as well as organizational coordination and control. Implications of this conceptualization and directions for future research are discussed.

TRUST REPAIR: IMPACT OF PERCEIVED ORGANIZATIONAL SUPPORT AND ISSUE-SELLING SUCCESS

Sheila Simsarian Webber, Suffolk University
Karen Bishop, Suffolk University
Regina O’Neill, Suffolk University

This study examines the trust repair efforts of top management within an organization specifically focusing on the impact of perceived organizational support and issue-selling success. We focus on one organizational context that experienced competency- and integrity-based trust violations between managers and top management. In-depth interviews and surveys were conducted to capture issue-selling success rate, trust in top management, and perceived organizational support. Results demonstrate that perceived organizational support is significantly and positively related to trust in top management. In contrast, issue-selling success rate is negatively related to trust in top management above and beyond the impact of perceived organizational support.

HRM/Careers: Symposium on Intended and Unintended Consequences of Contingent Reward Systems

Aino Salimäki, Hanken School of Economics
Sven Kepes, Virginia Commonwealth University
David B. Balkin, University of Colorado, Boulder
Manu Gupta, Virginia Commonwealth University
Johanna Maaniemi, Aalto University
Atul Mitra, University of Northern Iowa
Jason D. Shaw, University of Minnesota
Yingchun Wang, University of Minnesota
Steve Werner, University of Houston

The recent crisis in the financial sector has brought a great deal of discussion on the controversial role of pay-for-performance practices. Although a substantial body of research shows that contingent reward systems generally have the intended consequences, some evidence illustrates that pay-for-performance can have unintended consequences. The controversy in the literature is nicely illuminated in recent articles and debates in Human Resource Management and the Academy of Management Perspectives, questioning the actual existence and effectiveness of contingent reward systems. To contribute to the debate, each paper of this symposium examines whether especially pay-for-performance practices have intended and/or unintended consequences.
increasing positivity in the workplace.

and discuss implications for researchers and managers interested in hypotheses regarding subordinate perceptions of work unit climate individuals working in eight hospitals. We find support for these unit environments and affect similarity on a sample of 857 work unit climate. We test three hypotheses related to positive work and emotional contagion to explain how supervisors contribute to the behind. In this paper we integrate theories of positive affect spirals organizational scholarship (POS) exists, empirical work has lagged While considerable conceptual work in the area of positive

work experiences for others

TACTILE INTERACTION NORMS AND TOUCH SELF-EFFICACY: PREDICTING MANAGERS’ USE OF TOUCH AT WORK

Jerry Bryan Fuller, Louisiana Tech University
Marcia J. Simmering, Louisiana Tech University
Laura E. Marler, Mississippi State University
Susie S. Cox, McNeese State University
Rebecca J. Bennett, Louisiana Tech University

In order to gain insight into the psychology of positive tactile interaction in the workplace, this article proposes individual and contextual factors are necessary to understand managers’ touching behavior. Using a sample of 200 managers, we examine the extent to which cognitive motivational variables (i.e., workplace touch self-efficacy and workplace touch anxiety) interact with tactile interaction norms to predict managers’ use of touch meant to convey positive affect. Results indicate workplace touch self-efficacy and tactile interaction norms are positively related to use of touch. Also, the interaction of these variables accounts for additional variance in touching behavior beyond main effects.

THE SPIRALING EFFECT OF POSITIVE WORK EXPERIENCE: HOW SUPERVISORS CREATE POSITIVE WORK EXPERIENCES FOR OTHERS

Timothy M. Madden, University of Tennessee Knoxville
Laura T. Madden, University of Tennessee Knoxville
Dennis Duchon, University of Tennessee
Donde Ashmos Plowman, University of Tennessee

While considerable conceptual work in the area of positive organizational scholarship (POS) exists, empirical work has lagged behind. In this paper we integrate theories of positive affect spirals and emotional contagion to explain how supervisors contribute to the work unit climate. We test three hypotheses related to positive work unit environments and affect similarity on a sample of 857 individuals working in eight hospitals. We find support for these hypotheses regarding subordinate perceptions of work unit climate and discuss implications for researchers and managers interested in increasing positivity in the workplace.

The SPIRALING EFFECT OF POSITIVE WORK EXPERIENCE: HOW SUPERVISORS CREATE POSITIVE WORK EXPERIENCES FOR OTHERS

Timothy M. Madden, University of Tennessee Knoxville
Laura T. Madden, University of Tennessee Knoxville
Dennis Duchon, University of Tennessee
Donde Ashmos Plowman, University of Tennessee

While considerable conceptual work in the area of positive organizational scholarship (POS) exists, empirical work has lagged behind. In this paper we integrate theories of positive affect spirals and emotional contagion to explain how supervisors contribute to the work unit climate. We test three hypotheses related to positive work unit environments and affect similarity on a sample of 857 individuals working in eight hospitals. We find support for these hypotheses regarding subordinate perceptions of work unit climate and discuss implications for researchers and managers interested in increasing positivity in the workplace.

TACTILE INTERACTION NORMS AND TOUCH SELF-EFFICACY: PREDICTING MANAGERS’ USE OF TOUCH AT WORK

Jerry Bryan Fuller, Louisiana Tech University
Marcia J. Simmering, Louisiana Tech University
Laura E. Marler, Mississippi State University
Susie S. Cox, McNeese State University
Rebecca J. Bennett, Louisiana Tech University

In order to gain insight into the psychology of positive tactile interaction in the workplace, this article proposes individual and contextual factors are necessary to understand managers’ touching behavior. Using a sample of 200 managers, we examine the extent to which cognitive motivational variables (i.e., workplace touch self-efficacy and workplace touch anxiety) interact with tactile interaction norms to predict managers’ use of touch meant to convey positive affect. Results indicate workplace touch self-efficacy and tactile interaction norms are positively related to use of touch. Also, the interaction of these variables accounts for additional variance in touching behavior beyond main effects.

THE SPIRALING EFFECT OF POSITIVE WORK EXPERIENCE: HOW SUPERVISORS CREATE POSITIVE WORK EXPERIENCES FOR OTHERS

Timothy M. Madden, University of Tennessee Knoxville
Laura T. Madden, University of Tennessee Knoxville
Dennis Duchon, University of Tennessee
Donde Ashmos Plowman, University of Tennessee

While considerable conceptual work in the area of positive organizational scholarship (POS) exists, empirical work has lagged behind. In this paper we integrate theories of positive affect spirals and emotional contagion to explain how supervisors contribute to the work unit climate. We test three hypotheses related to positive work unit environments and affect similarity on a sample of 857 individuals working in eight hospitals. We find support for these hypotheses regarding subordinate perceptions of work unit climate and discuss implications for researchers and managers interested in increasing positivity in the workplace.

TACTILE INTERACTION NORMS AND TOUCH SELF-EFFICACY: PREDICTING MANAGERS’ USE OF TOUCH AT WORK

Jerry Bryan Fuller, Louisiana Tech University
Marcia J. Simmering, Louisiana Tech University
Laura E. Marler, Mississippi State University
Susie S. Cox, McNeese State University
Rebecca J. Bennett, Louisiana Tech University

In order to gain insight into the psychology of positive tactile interaction in the workplace, this article proposes individual and contextual factors are necessary to understand managers’ touching behavior. Using a sample of 200 managers, we examine the extent to which cognitive motivational variables (i.e., workplace touch self-efficacy and workplace touch anxiety) interact with tactile interaction norms to predict managers’ use of touch meant to convey positive affect. Results indicate workplace touch self-efficacy and tactile interaction norms are positively related to use of touch. Also, the interaction of these variables accounts for additional variance in touching behavior beyond main effects.

THE SPIRALING EFFECT OF POSITIVE WORK EXPERIENCE: HOW SUPERVISORS CREATE POSITIVE WORK EXPERIENCES FOR OTHERS

Timothy M. Madden, University of Tennessee Knoxville
Laura T. Madden, University of Tennessee Knoxville
Dennis Duchon, University of Tennessee
Donde Ashmos Plowman, University of Tennessee

While considerable conceptual work in the area of positive organizational scholarship (POS) exists, empirical work has lagged behind. In this paper we integrate theories of positive affect spirals and emotional contagion to explain how supervisors contribute to the work unit climate. We test three hypotheses related to positive work unit environments and affect similarity on a sample of 857 individuals working in eight hospitals. We find support for these hypotheses regarding subordinate perceptions of work unit climate and discuss implications for researchers and managers interested in increasing positivity in the workplace.

TACTILE INTERACTION NORMS AND TOUCH SELF-EFFICACY: PREDICTING MANAGERS’ USE OF TOUCH AT WORK

Jerry Bryan Fuller, Louisiana Tech University
Marcia J. Simmering, Louisiana Tech University
Laura E. Marler, Mississippi State University
Susie S. Cox, McNeese State University
Rebecca J. Bennett, Louisiana Tech University

In order to gain insight into the psychology of positive tactile interaction in the workplace, this article proposes individual and contextual factors are necessary to understand managers’ touching behavior. Using a sample of 200 managers, we examine the extent to which cognitive motivational variables (i.e., workplace touch self-efficacy and workplace touch anxiety) interact with tactile interaction norms to predict managers’ use of touch meant to convey positive affect. Results indicate workplace touch self-efficacy and tactile interaction norms are positively related to use of touch. Also, the interaction of these variables accounts for additional variance in touching behavior beyond main effects.

THE SPIRALING EFFECT OF POSITIVE WORK EXPERIENCE: HOW SUPERVISORS CREATE POSITIVE WORK EXPERIENCES FOR OTHERS

Timothy M. Madden, University of Tennessee Knoxville
Laura T. Madden, University of Tennessee Knoxville
Dennis Duchon, University of Tennessee
Donde Ashmos Plowman, University of Tennessee

While considerable conceptual work in the area of positive organizational scholarship (POS) exists, empirical work has lagged behind. In this paper we integrate theories of positive affect spirals and emotional contagion to explain how supervisors contribute to the work unit climate. We test three hypotheses related to positive work unit environments and affect similarity on a sample of 857 individuals working in eight hospitals. We find support for these hypotheses regarding subordinate perceptions of work unit climate and discuss implications for researchers and managers interested in increasing positivity in the workplace.

TACTILE INTERACTION NORMS AND TOUCH SELF-EFFICACY: PREDICTING MANAGERS’ USE OF TOUCH AT WORK

Jerry Bryan Fuller, Louisiana Tech University
Marcia J. Simmering, Louisiana Tech University
Laura E. Marler, Mississippi State University
Susie S. Cox, McNeese State University
Rebecca J. Bennett, Louisiana Tech University

In order to gain insight into the psychology of positive tactile interaction in the workplace, this article proposes individual and contextual factors are necessary to understand managers’ touching behavior. Using a sample of 200 managers, we examine the extent to which cognitive motivational variables (i.e., workplace touch self-efficacy and workplace touch anxiety) interact with tactile interaction norms to predict managers’ use of touch meant to convey positive affect. Results indicate workplace touch self-efficacy and tactile interaction norms are positively related to use of touch. Also, the interaction of these variables accounts for additional variance in touching behavior beyond main effects.
CAN COLLEGE FACILITATE ENTREPRENEURIAL OPPORTUNITY RECOGNITION?

Eren Ozgen, Troy University - Dothan
Barbara D. Minsky, Troy University - Dothan

Opportunity recognition has long been identified as a crucial step in entrepreneurship. Previous research focused on social, environmental and personal factors and found that information and cognitive factors play an important role. Our focus is a specific subset of these factors: opportunity recognition by college student nascent entrepreneurs via sources obtained through the college environment and the mediating effects of selective cognitive factors. Considering how important entrepreneurship is for economic growth, we want to provide the impetus for additional entrepreneurship research, develop new theories and provide useful information so that we can help potential entrepreneurs identify opportunities.

THE EFFECT OF LEADERSHIP ON OPPORTUNITY CAPTURE: A CONTINGENCY VIEW OF DECISION-MAKING IN NEW VENTURES AND ESTABLISHED FIRMS

Li Dai, Texas A&M University
Hermann A. Ndofor, Texas A&M University

Entrepreneurs and managers make decisions to create value through organizations. Although strategic entrepreneurship research has achieved much in integrating the cognitions and behaviors of entrepreneurs and managers, it remains to be determined the varying degrees to which their separate functions enable firms to capture opportunities. Drawing on behavioral and effectuation theories, we argue that entrepreneurs and managers exhibit distinct leadership styles that warrant different decision-making processes, and outline implications for firms at different life cycle phases. Our contingency arguments predicting decision-making capacities for which entrepreneurs and managers are suited in new ventures and established firms are summarized in a typology.

WHY DO SOME ENTREPRENEURS RECOGNIZE CREATIVE OPPORTUNITIES, WHILE OTHERS DO NOT?

Hyoun Sook Lim, University of Connecticut

Although interest in opportunity recognition has grown significantly over the years, there are still important theoretical questions that remain largely unexplored. I draw upon insights from two different streams of literature – creativity and opportunity recognition – to extend and develop a comprehensive model of the creative opportunity recognition process. By applying a componential model and an interactionist perspective of creativity to the opportunity recognition process, I attempt to examine what leads entrepreneurs to recognize creative opportunities during different stages of the opportunity recognition process.
explain the founding rate of specialty hospitals in different states. The specialty hospital population has been growing since the 1990s. This proliferation of specialty hospitals has stirred a lot of interest and has been examined from various perspectives. The specialty hospital population is influenced by multiple factors, including economic, supply, and regulatory conditions. This study focuses on the organizational ecology perspective of specialty hospitals and examines the self-limiting nature of their growth. Results from this study indicate that the growth of specialty hospitals is a self-limiting phenomenon and that economic, supply, and regulatory conditions explain the founding rate of specialty hospitals in different states.
A CROSS-CULTURAL INVESTIGATION OF GENERATIONAL DIFFERENCES IN VALUES BETWEEN HISPANICS IN THE UNITED STATES AND FOUR LATIN AMERICAN COUNTRIES

Edward Francis Murphy Jr., Embry-Riddle Aeronautical University
Julia Teahen, Baker College Online
Regina A. Greenwood, Nova Southeastern University

We examined similarities and differences in generational values and value orientation of 4,952 working adults in Argentina, Brazil, Colombia, and Mexico as compared to those of US Hispanics. US Hispanics demonstrated a primary value orientation of High Social/High Moral that is different from the four Latin American countries but closer to respondents from Argentina and Brazil because their primary value orientation type matches the secondary value orientation type of US respondents. Additionally, generational value schema was more similar in Latin American countries than in the US. Implications of these findings, study limitations and recommendations for further research are also discussed.

EMLOYEE RACE CONSEQUENCES IN ORGANIZATIONS: ALTERNATIVE EXPLANATION FOCUSING ON MALADJUSTMENT, POLITICAL SKILL, AND POWER

Art D. Martinez, Florida State University
Gerald R. Ferris, Florida State University
Sharon L. Segrest, University of South Florida St. Petersburg

Racial/ethnic minorities in the United States face a dilemma in that their racial groups offer them invaluable, and often non-substitutable, rewards, while simultaneously placing them in peril. Belonging to a minority group inherently puts individuals at a social disadvantage, which can position them in ways so as not to be able to build political skill and acquire power and influence in organizations. Minorities must feel genuinely committed to their groups, and leverage opportunities outside their groups, if they are to secure and maintain personal power. Contributions of this conceptualization and directions for future research are discussed.

RELCIGIOUS MANIFESTATIONS AND REASONABLE ACCOMMODATION: THE CHALLENGE OF CO-WORKER REACTION

James E. King, University of Alabama
Ericka Ruggs Lawrence, University of Alabama
Marcus Stewart, Bentley College

Drawing on previous research on the treatment of diverse groups and social identity theory, we develop and test hypotheses about factors influencing attitudes toward the accommodation of workplace religious behavior. Using a sample of college students (N = 189), results indicate accommodations are more likely to be opposed when the religious manifestation is associated with perceptions of lower competence or poorer social relationships. The Religious Faith Involved was also a significant factor. The findings address a gap and suggest future directions for management research while highlighting the practical human resource management challenges associated with religious diversity in the workplace.

ETHICAL LEADERSHIP AND AFFECTIVE COMMITMENT IN A MODERATED INDIRECT-EFFECT MODEL

Chenwei Li, University of Alabama
Keke Wu, University of Alabama
Diane E. Johnson, University of Alabama
Qian Xiao, West Texas A&M University

This study examined the positive relationship between ethical leadership and affective commitment in a moderated indirect-effect model with perceived altruistic motive as a mediator and perceptions of organizational politics as a moderator. Path analytic tests of moderated mediation with two independent samples from China (N = 184; N = 199) were used for analyses. The results supported our hypotheses that perceived altruistic motive mediated the relationship between ethical leadership and affective commitment. The relationship between ethical leadership and perceived altruistic motive was stronger when POPs was high but weaker when POPs was low. These results were consistent across the samples.

ETHICALITIES AND FOLLOWERSHIP: AN EXAMINATION OF IMPLICIT FOLLOWERSHIP THEORIES (IFT) AND CRIMES OF OBEDIENCE

Melissa K. Carsten, Winthrop University
Mary Uhl-Bien, University of Nebraska

The purpose of this study is to reverse the lens in leadership and ethics research to understand how follower (rather than leader) characteristics are associated with intentions to engage in unethical behavior. We examine whether implicit theories of followership and romance of leadership are related to one’s willingness to commit a “crime of obedience” by complying with an unethical request by a leader. Findings show passive IFTs are associated with obedience, while proactive IFTs are associated with constructive resistance (mediated by moral disengagement). Results are discussed in relation to research on obedience to authority and burgeoning research on followership.
A review of current work ethic measurement instruments showed that many were developed based on Weber’s century-old theoretical model, but such instruments might not reflect beliefs and norms of the contemporary, post-industrial workforce; therefore, the current research conducted semi-structured interviews with executives, managers, professionals, and workers to identify potentially important aspects of work ethic that had not been incorporated into existing instruments. Based on the interviews, 68 Likert-type items were developed and administered to a sample of 304 undergraduate students. Factor analysis of the responses identified six dimensions of work ethic not found in earlier work ethic scales.

We develop a framework to study the effects of social support in the relationship between psychological strain and organizational commitment in different cultural contexts. Based on social exchange theory, we hypothesize that employees’ in-group collectivism levels and social support jointly moderate the relationships between psychological strain and organizational commitment levels. Testing the hypothesis on a sample of 2702 respondents from eight different countries including Germany, India, Indonesia, Poland, South Korea, Turkey, United Arab Emirates, and the United States, the results obtained highlight the roles of social support and in-group collectivism in employees’ responses to psychological strain.

We examine the resource investment strategies that guide the work engagement–performance process and, specifically, how symptoms of adult ADHD may inhibit investment of engagement resources into in-role performance and organizational citizenship behavior. Across three samples, we found that while work engagement was associated with higher performance (rated via self-, coworker, and supervisor ratings), that relationship was diminished among those who experienced higher levels of adult ADHD. We discuss the implications of these findings for research on resource investment and the management of those with ADHD at work and provide recommendations for practice and future research.

We develop a framework to study the effects of social support in the relationship between psychological strain and organizational commitment in different cultural contexts. Based on social exchange theory, we hypothesize that employees’ in-group collectivism levels and social support jointly moderate the relationships between psychological strain and organizational commitment levels. Testing the hypothesis on a sample of 2702 respondents from eight different countries including Germany, India, Indonesia, Poland, South Korea, Turkey, United Arab Emirates, and the United States, the results obtained highlight the roles of social support and in-group collectivism in employees’ responses to psychological strain.
MICROFOUNDATIONS OF FIRST MOVER DISADVANTAGES: THE IMPACT OF ORGANIZATIONAL INERTIA ON ENTRANCE AND EXIT DECISIONS IN RESEARCH AREAS

David Epstein, University of Houston-Downtown
Robert T. Keller, University of Houston

In this paper, we focus on the microfoundations of first mover disadvantages. Specifically, we investigate the impact of organizational inertia on the ability of first and early movers to correctly enter and exit research areas relative to later entrants. Our findings reveal that first and early movers are less proficient at entering productive new research areas than later entrants. However, early and first movers are more adept at exiting unproductive research areas than followers. We also develop new measures to assess the research entrance and exit decisions as well as first and early movers and followers.

SYNTHESIZING TCE, RBV, AND KBV TO DEVELOP A TWO-DIMENSIONAL MODEL OF EXTERNAL KNOWLEDGE SOURCING CHOICES

Sofy Carayannopoulos, Wilfrid Laurier University

Although a great deal of research has engaged in understanding how firms choose between alliances and acquisitions, scholars argue that further exploration is needed, particularly in the context of external knowledge sourcing. This paper harnesses the convergence between transaction cost economics, resource-based, and knowledge-based view of the firm to predict which governance mode will be used to source external knowledge. It also extends prior work by using a two-dimensional model for distinguishing between governance modes. The insights generated extend understanding of external knowledge sourcing and governance choices, as well as how three dominant theoretical perspectives complement each other.

STOCK OPTION INCENTIVES AND MANAGERIAL RISK-TAKING IN DIFFERING ENVIRONMENTAL CONDITIONS

Michelle Zorn, Florida State University

Traditional agency theory and the behavioral agency model offer differing predictions regarding stock option incentives and managerial risk-taking. Incorporating prospect theory’s treatment of risk, the behavioral agency model enhances agency logic by considering situations that induce risk-taking as well as risk-averse behaviors. Building on the behavioral agency model, I propose that the way managers view their current asset position and the uncertainty in their environment affects the amount of risk-taking that stock option incentives induce. By closely analyzing the circumstances that affect managerial risk-taking, this research works to further our understanding of the effectiveness of stock option incentives.

HOW CAN LEADER PERSONALITY IMPACT FIRM PERFORMANCE? THE MEDIATING ROLE OF FIRM INNOVATION

Emily M. David, University of Houston

Researchers have increasingly begun to recognize that personality antecedents should be considered simultaneously rather than individually in order to maximize their predictive potential. Aligned with Hambrick and Mason’s (1984) Upper Echelons theory, the author posits that such an approach can be used to predict important CEO behaviors and decisions that may in turn affect firm performance. Specifically, this theory piece outlines propositions stating that the interaction of CEO Extraversion and Openness to Experience will predict his or her level of strategic innovation. This innovation, in turn, will predict organizational effectiveness.

PERFORMANCE OF R&D PARTNERSHIPS, THE MODERATING ROLE OF INSTITUTIONAL ATTACHMENT

Stuart Napshin, Kennesaw State University
Arash Azadegan, New Mexico State University

Scholarship highlights the importance of research partnerships. However, partnership context has received limited focus. We examine institutional forces as moderating influences on partnership performance. We posit that institutional attachment positively moderates the association between government research partners and innovation performance, while negatively moderating the association between private research partners and innovation performance. Results are tested using a sample of 473 firms in China. We find that government partnerships show higher association with innovation performance than private partnerships. Accounting for the effects of institutional attachment, private partnerships show higher association on innovation performance than government partnerships.

A LONGITUDINAL EXAMINATION OF GENDER AND DYNAMIC SOCIAL NETWORK COMPOSITION DURING THE VENTURE CREATION PROCESS

Tammi C. Redd, University of Texas-Pan American

Social Networking Theory suggests that social networks are dynamic in nature over time. This study examines this dynamism in the context of nascent entrepreneurship. Hypotheses that have been tested in previous literature are re-tested to build upon newly hypothesized relationships between changes in social network composition and their effects on business outcomes. The replicated hypotheses from past literature regarding gender influences on social network orientation are confirmed and it was found that entrepreneurs who experience changes in social network orientation over time were more likely to have successful business outcomes and less likely to abandon entrepreneurial efforts.
**DO SOCIAL COHESION AND FINANCIAL CAPITAL MEDIATE A LACK OF HUMAN CAPITAL IN ENTREPRENEURIAL VENTURE FOUNDATION?**

Christian Hopp, University of Vienna  
Rolf Sonderergger, University of Vienna

In this paper we analyze entrepreneurial team compositions. Heterogeneity in human capital levels that persists is mainly caused by high levels of social cohesion. Human and social capital do not act as substitute but rather the founder with the higher level of human capital brings in his own social network to further assist the venture. Additionally, higher able individuals also provide larger amounts of financial capital. This corroborates that founders can strengthen their role within the venture through aligning managerial inputs with potential financial rewards and decision making rights.

**SOCIAL CAPITAL RESEARCH IN ENTREPRENEURSHIP: CONCEPTUALIZATIONS, MEASUREMENTS AND FUTURE CONSIDERATIONS**

Curt Moore, Texas Christian University  
G. Tyge Payne, Texas Tech University  
Justin L. Davis, Ohio University  
Greg Bell, University of Dallas

This paper advances the state of knowledge about social capital – generally defined as the resources derived from social relationships – as it is currently utilized in entrepreneurship research. Based on a review of entrepreneurship articles published over the last two decades, we identify and discuss three interrelated issues: 1) there is uncertainty about how social capital is conceptualized and best measured, 2) social capital is utilized almost exclusively as an explanatory variable from a bridging perspective, 3) few efforts to transcend multiple levels of analysis have been made despite extensive opportunity in this field.

**AN INTEGRATIVE FRAMEWORK FOR EXPLORING ORGANIZATIONAL IDENTITY AND SPIRITUALITY**

Mathew Sheep, Illinois State University  
Peter Foreman, Illinois State University

In this paper, we explore the differences it makes, or what value it adds, to describe organizations in terms of their spiritual identity. To address these overall questions, we (1) define briefly the constructs of organizational identity and workplace spirituality, and to note their conceptual similarities/mutual implications in their respective literatures; (2) explore ways in which identity and spirituality might relate at the individual level; (3) propose ways in which organizations might be said to have a spiritual identity; and (4) discuss how understanding and accounting for organizational spiritual identity is relevant to management theory and practice.

**IMPACT OF INSTITUTIONS ON THE RELATIONSHIP BETWEEN INDIVIDUAL VALUES AND MANAGERIAL VIEWS ON CORPORATE SOCIAL RESPONSIBILITY**

Ruth Alas, Estonian Business School  
Carolyn Egri, Simon Fraser University  
Mary Ann Gaal, Franklin Pierce University

This paper presents the results of a study on managerial views on Corporate Social and Environmental Responsibilities (CSER) and the influence of personal values in Finno-Ugrian countries Finland, Hungary and Estonia. The sample consisted of 531 managers from these three countries. A comparison of social and environmental CSER dimensions and their relationship with manager’s values identified significant differences. Subsequent analyses identified associations between these CSER dimensions and individual demographic variables. In sum, the results showed that there are different views regarding the CSER dimensions across the Finno-Ugrian countries and that institutional differences assist in understanding these differences.
MEDICAID, PUBLIC HEALTH ADMINISTRATION, AND LONG-TERM CARE – MEETING THE CHALLENGE?

Enrique M. Perez, Florida Atlantic University

Obtaining and financing long-term care is a difficult challenge in the United States for individuals and government agencies alike. Starting in the early 1980s and picking up steam during the last two decades, policy makers have undertaken a series of initiatives to diminish/eliminate an “institutional bias” for long-term care that existed in Medicaid. During the last three decades many states have committed to and started delivering LTC via Home and Community Based Services (HCBS). This paper reviews LTC and HCBS literature to identify gaps in research that might inform the policy process.

THE DYNAMICS OF HMOs’ CONSUMER-FRIENDLINESS AND PREVENTIVE CARE UTILIZATION: A REPLICATION AND EXTENSION

Qian Xiao, West Texas A&M University
Grant T. Savage, University of Missouri
Keke Wu, University of Alabama
Chenwei Li, University of Alabama

This study aims at replicating and extending Xiao and Savage’s (2008) research to understand the multidimensional aspect of HMOs distinguished by HMOs’ consumer-friendliness, and their relationship to consumers’ preventive care utilization. This study develops a dynamic model to consider both concurrent and time lagging effects of HMOs’ consumer-friendliness. Our data analysis discloses similar relationship patterns as revealed by Xiao and Savage. Additionally, our findings reveal the time-series changes of the influence of HMOs’ consumer-friendliness that either the effects of early experienced HMOs’ consumer-friendliness wear out totally or HMOs’ consumer-friendly characteristics on the concurrent term contain most of the explanatory power.

Strategy/OT/IM: Issues in International Business & Outsourcing

Saturday, 10:30am - 12:00pm in Sabal

Session Chair: Thomas Glenn DeLaughter, Flagler College
Discussant: Egide Karuranga, Laval University

AN INTERNATIONALIZATION STRATEGY DEPENDENT PERSPECTIVE OF SUBSIDIARY PERFORMANCE

Jase R. Ramsey, University of Alabama
Bernardo Ramos Bahia Sr., Fundação Dom Cabral (FDC)

Recent workshops with CEOs from the largest Brazilian MNEs challenged the authors of this paper to produce a reliable and useful measure of international subsidiary performance. Yet the literature on the topic is scattered and inconclusive. This paper attempts to further prior work on the measurement of international subsidiary performance by developing a rubric in which a firm can analyze and plan its strategy. This model is primarily dependent on each subsidiary’s strategy.

ASSESSING THE INSTITUTIONAL ENVIRONMENT FOR ENTREPRENEURSHIP IN RAPIDLY EMERGING MAJOR ECONOMIES: THE CASE OF BRAZIL, CHINA, INDIA, AND SOUTH KOREA

Vishal Gupta, Binghamton University, SUNY
Grace Chun Guo, Sacred Heart University
Mario Duarte Canever, Federal University of Pelotas
Hyung Rok Yim, Hanyang University
Gaganjeet Kaur Sraw, Lovely Professional University
Ming Liu, Qingdao Technological University

In this article we explore country institutional profiles for entrepreneurship in four rapidly emerging major economies. We empirically validate an instrument for the institutional environment for the promotion of entrepreneurship in Brazil, China, India, and South Korea. Using structural equation modeling (SEM), we test the reliability, validity, and consistency of the instrument in the various countries and compare the institutional environment of the four countries. We find important differences in the three institutional dimensions across the countries we sampled, reflecting idiosyncratic legislations, rules, norms, and values in supporting entrepreneurship and new venture creation. Research implications and future directions are discussed.

PROTECTING THE CUSTOMER BY OUTSOURCING A CORE COMPETENCE: THE CASE OF THE FOOD PROCESSING INDUSTRY

George Arthur Young, Liberty University
William Ritchie, James Madison University

Supply chain and strategic management literature generally recommend that firms should outsource only those products that are not core to the business. The current case study explores a condition where this dominant logic does not hold. Using survey data and interviews gathered from 193 retail food outlets; this study identifies factors leading to the decision to outsource a core competence in order to enhance customer safety. Implications for theory and practice are discussed in light of mainstream strategic management and supply chain literature.

MH/ME: Assurance of Learning and Student Engagement

Saturday, 10:30am - 12:00pm in Sawgrass

Rita Jordan, United States Air Force Academy
Claudia Ferrante, United States Air Force Academy
Cynthia Cycyota, United States Air Force Academy

This session focuses on assurance of student learning via an intentionally developmental business school program. The approach centers on linking course content from the cornerstone introduction to the final capstone experience, providing sequential development of analysis skills, coordinating faculty development and awareness of curriculum, and including external inputs and validation in the development process. The panelists will share experiences in student development and act as discussion leaders for participants to share their stories and concerns about an outcome that is vital to not only the Business School Accreditation process, but fundamental to engaging students to achieve higher performance and success.
**A FIT MODEL OF LEADERSHIP**

Kenneth Michael Sweet Jr., *University of Houston*

Leadership theory has been historically separated along paradigmatic lines. Each paradigm has evolved toward a situational model, as researchers uncovered moderating influences on proposed leadership processes. The author examines this trend, and then proposes a model of leadership based on fit theory. Fit theory is an interactional view of organizational relationships based on similarity and exchange relationships between entities. As such, fit theory offers a lens through which leadership can be viewed, which implicitly captures the effect of situation, hierarchical relationships, traits, and behaviors—the four dominant paradigms in extant leadership theory.

**IN EXTREMIS COMBATANT LEADERSHIP IN A FOREIGN SETTING**

Kelly Fisher, *Rowan University*

This article is based on a qualitative, inductive investigation of In Extremis combatant leadership (IECL) of foreign followers as manifest by Australian military advisors during the Vietnam War. The research involved the identification of relevant cross cultural issues to leaders in an in extremis context. The analysis was conducted across three sources of interview data, in addition to archival documents. The article concludes with theoretical and practical implications for our understanding of combat leadership of foreign followers and proposals for future research directions.

**WHO ARE SUPPORTIVE LEADERS AND WHY SHOULD WE CARE? A MULTI-METHOD STUDY OF SUPPORTIVE LEADERSHIP**

Samantha Paustian-Underdahl, *University of North Carolina at Charlotte*

Linda Shanock, *University of North Carolina at Charlotte*

Steven Rogelberg, *University of North Carolina at Charlotte*

Cliff Scott, *University of North Carolina at Charlotte*

Phillip Wayne Braddy, *Center for Creative Leadership*

David Altman, *Center for Creative Leadership*

David Andrew Askay, *University of North Carolina at Charlotte*

Despite years of research on supportive leadership little is known about predictors of it (i.e., which leaders will be supportive), and whether supportive leaders are also viewed as effective leaders by those above them. We expand knowledge of supportive leadership by showing that supportive leaders are not only viewed positively by subordinates but are also rated as effective by organizational leaders. Also, we utilize qualitative biographical data to examine differences between highly supportive and less supportive leaders in their personal characteristics, and their life and work experiences. Organizations can use this information for selecting and developing leaders to be supportive.
Taber, Thomas D. .......................... 24, 50
Taing, Meng Uoy .......................... 24
Taneja, Sonia ............................... 41
Tapis, Gregory P. ......................... 40
Taylor, Shannon G. ...................... 42
Teahen, Julia .............................. 31, 49
ten Brummelhuis, Lieke L ............... 39
ter Hoeven, Claartje L ................. 39
tesone, Dana V. .......................... 31
Thau, Stefan ............................... 22
Thomas, Christopher H ............... 26, 37
Thomason, Stephanie ................. 25, 35
Thompson, Katina ...................... 16, 30
Thompson, Mark A ....................... 36
Tian, Feng ................................. 41
Tillman, C. Justice ...................... 39, 52
Tomlinson, Edward C .................... 35
Trank, Chris Quinn ........................ 17
Treadway, Darren C ..................... 12, 34
Troutt, Marvin D .......................... 16
Turban, Daniel B .......................... 44
Tworoger, Leslie Cauthen .......... 22

Uhl-Bien, Mary ............................ 49

van der Lippe, Tanja ................... 25
Van Emmerik, Hetty ................. 26, 36, 43
Van Olffen, Woody ........................ 19
Van Scotter, II, James Robert ... 35
Vandenberg, Robert J .............. 38, 46
Vardaman, James Michael ........... 15, 24, 36
Vestal, Alex ............................... 33
Vidyarthi, Prajya R ...................... 36
Vogelgesang, Gretchen .......... 28, 49

Wadhwa, Preeti ............................ 15, 19, 40
Walker, III, Harvell Jackson ... 19, 25
Wall, Alison ............................... 27
Wallace, Angela .......................... 14, 23
Wallace, Craig ........................... 26
Wanasika, Isaac ......................... 48, 50
Wang, Mo ................................ 40
Wang, Yingchun .......................... 15, 45
Way, Jason D ............................. 24
Webber, Sheila Simsarian .......... 45, 46
Wegge, Juergen ......................... 14
Weinberg, Frankie Jason .......... 34, 39, 43
Weinzimmer, Larry ..................... 45
Werner, Steve ............................. 45
Wheeler, Anthony ............... 12, 19, 23, 37, 50
Whitman, Marilyn ................. 23, 33, 40
Whittem, Dwayne ....................... 39
Williams, David W ...................... 17
Williams, Ethlyn A ...................... 12, 16, 28
Williams, Jr., Alex ...................... 25
Williams, Laura A ....................... 24
Williams, Lisa V ......................... 34
Williams, Margaret L 13, 23, 29
Wincent, Joakim .......................... 16
Witthers, Michael C ..................... 27
Wochr, David J ........................... 12, 18, 22, 25
Wright, Patrick ......................... 36
Wright, Sean .............................. 18
Wu, Di ....................................... 20
Wu, Keke ................................. 20, 49, 53
Xiao, Qian ................................. 49, 53
Yammarino, Francis J ............... 26
Yan, Jun .............................. 39
Yang, Jun .............................. 39
Yang, Yi ................................... 31
Yapici, Nilufer ............................ 47
Yim, Hyung Rok ........................ 53
Yolles, Maurice .......................... 48
Young, George Arthur ................. 53
Zachary, Miles Aaron ............. 19, 20, 33
Zboja, James J .......................... 38
Zellars, Kelly Lee ...................... 12, 22, 34
Zhao, Jun ............................. 21, 41
Zhou, Zhiqing ............................ 45
Zinn, Jacqueline ....................... 48
Zorn, Michelle ......................... 51
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.

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

- **Wednesday:** 5:00 p.m. - 7:00 p.m. – Posting and viewing of applicants/jobs only.
- **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.

Placement Services are now online and available for use at [http://southernmanagement.org/placements/](http://southernmanagement.org/placements/). All applicant and position postings will be handled via the SMA web site. The new placement web site can be reached from the SMA main web page as well as from the 2010 conference page.

Several netbooks will be available during the above times for posting and viewing both applicants and positions.

There will also be a designated area within the conference center for conducting interviews.

**Contact Information**

If you have any questions concerning Placement Services, you may contact the directors during the conference at the email addresses or phone numbers below:

Patricia A. Lanier, University of Louisiana at Lafayette  
Email: planier@louisiana.edu  
Phone: (337) 962-3677

Lee Grubb, East Carolina University  
Email: GRUBBW@ecu.edu  
Phone: (252) 367-1373

**SUMMARY OF SERVICES PROVIDED:**

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

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.

Updated October 2, 2010
### Wednesday, Oct. 27, 2010

**ROOM: Horizons West Room**

**2:00 - 5:00** – **AIB-SE Doctoral Consortium Room: TBA**

**2:00 - 3:00** – **Emerging Issues in Globalization**  
*Session Chair: Andrea Rodgers*

- **Racism Revisited: Dysfunctional Consequences in the Era of Globalization**  
  Terry A. Nelson, University of Memphis
- **The Rebirth of FIX: Developing a Market Strategy to Compete in an Industry Dominated by Multinational Companies**  
  George Nakos, Clayton State University
- **NPOs Marketing Practices in the USA and France: Differences and Success Factors**  
  Virginie Khare, University of Tampa

**3:00 - 4:00** – **International Entrepreneurship and Culture**

- **The Relationship of New Business Ventures and Formal Institutions: The Entrepreneur’s Perspective**  
  Robert Engle, Quinnipiac University  
  Christopher Schlaegel, Otto-von-Gurike University (Magdeburg, Germany)  
  Nikolay Demitriadi, Rostov State Economic University (Russia)
- **A Comparison of Employee Job Satisfaction in the Service Industry: Do Cultural and Spirituality Influences Matter?**  
  Sally Sledge, Norfolk State University  
  Angela Miles, North Carolina A&T State University  
  Maartje van Sambeek, Nijmegen School of Management (The Netherlands)
- **Sari Organic Strives for a “Green Bali”: Sociale Entrepreunership and Sustainable Development in the Midst of Indonesia**  
  Everlyne Misati, Rollins College  
  Ilan Alon, Rollins College

**4:00 - 4:45** – **Discussion on “Institutional and Faculty Productivity in International Business”**  
*Organizer/Coordinator: Len J. Trevino, Loyola University New Orleans*

**6:00 - 7:00** – **SMA and AIB-SE Opening Reception**  
*ROOM: TBA*

### Thursday, Oct. 28, 2010

**ROOM: Horizons West Room**

**7:45 - 8:00** – **Welcome**  
Susan Godar and Ilan Alon, Conference Chairs  
Coffee/Pastries

**8:00 - 9:30** – **International Strategy and Entrepreneurship**

- **The Internationalization Patterns of Firms: A Value Chain Internationalization Framework Approach**  
  Roberto Curci, Butler University  
  Robert Mackoy, Butler University  
  Noriko Yagi, Butler University
- **Diffusion and Consumer Use of the Internet: A Cross-National Investigation**  
  David Kuhlmeier, Valdosta State University  
  Gary Knight, Florida State University
- **Cultural Influences on MBAs’ Career Goals: Evidence from 23 Countries**  
  Saba Colakoglou, Berry College  
  Paula Caigiuri, Rutgers University
- **The Influence of the Institutional Environment on Entrepreneurial Intent: A Fourteen Country Study**  
  Christopher Schlaegel, Otto-von-Gurike University (Magdeburg, Germany)  
  Robert Engle, Quinnipiac University  
  Xiaohong He, Quinnipiac University  
  Jose V. Gavidia, College of Charleston  
  Servane Delanoe, The ESR Rennes School of Business (France)

**9:30 - 9:40** – **Break**

**9:40 - 11:15** – **Emerging Economies and Institutions**  
*Session Chair: Omar Salgado*

- **Strategies and Performance on New Mexican Emerging Multinational Enterprises**  
  Jose Vargas-Hernandez, University of Guadalajara
- **Understanding the Effects of ICT Advancement in Latin America**  
  Collins E. Okafor, Texas A&M International University  
  Nacasius U. Ujah, Texas A&M International University  
  Aziz Bakr, Texas A&M International University
- **Russian Reformers’ Quest to Join Two Key International Organizations: The Organization for Economic and Cooperative Development (OECD) and the World Trade Organization (WTO)**  
  John Patton, Florida Institute of Technology
Business Groups, International Competition and Economic Development in Emerging Markets: An Overview of Mexico’s Largest Firms Over Time
Eduardo Jarque, University of Tokyo (Japan)
Akira Suehiro, University of Tokyo (Japan)

Carving Up Corruption: Analyzing the “Rule” Component of the Corruption Event
Mikelle A. Calhoun, Georgia Southern University

11:15 - 11:25 – Break

11:25 - 12:00 – Heart Over Mind: The Zen of Online Teaching - Global Perspective Panel Discussion exploring the new frontier of online teaching
Coordinated by Caroline Shaffer Westerhof and George Nakos

12:00 - 1:30 – Lunch (on your own)

1:30 - 2:50 – The Role of Governments in International Business

Political Economy of Very Large Development Projects: Two Cases of Wind Energy Projects in Netherlands
Matthew Waritay Guah, Erasmus University (Roterdam, Netherlands)
Tara Saracina, Claflin University

Role of the State in Kenya’s Private Sector Development: A Normative Framework
Nanda R. Shrestha, Florida A&M University
Wilbur I. Smith, Florida A&M University
Charles L. Evans, Florida A&M University

Culture and Offshore Outsourcing
Jack Alan Clampit, University of Memphis
Ben Kedia, University of Memphis
Nolan Gaffney, University of Memphis

Edwin Moore, Jr., Northwood University

2:50 - 3:00 – Break

3:00 - 4:20 – Global Mergers & Acquisitions Research

The Impact of Corporate Governance: Evidence from Cross-Border Acquisitions
Maureen I. Muller-Kahle, Penn State York

The Role of Relational Ties in International Mergers and Acquisitions: A Multinational Corporation Perspective
Daniel Rottig, Florida Gulf Coast University

Knowledge Transfer, Organizational Learning, and the Performance of International Strategic Alliances in Emerging Markets
Mia Ho, King’s College (London, United Kingdom)

Can Country Risk Factors Explain Returns to US Financial Bidders in International M&As?
Halil Kiyemaz, Rollins College

4:20 - 4:30 – Break

4:30 - 5:20 – Marketing in a Global Economy
Session Chair: Mikelle Calhoun

Gulf Coast Shrimp Demand During the BP Oil Spill: Consumer Ethnocentrism at the Start of Brown Shrimp Season Using a Snapshot Convenience Sample
John Lambert, The University of Southern Mississippi
David Duhon, The University of Southern Mississippi
Joseph Peyrefitte, The University of Southern Mississippi

The Effects of Consumer Cosmopolitanism on Foreign Purchase Behavior
Oliver Parts, Tallin University of Technology (Estonia)
Irena Vida, University of Ljubljana (Slovenia)

Technological Impact on Freight Forwarding
Jose Vejarano, Clayton State University
Pathic Patel, Clayton State University

6:00-6:45 – Keynote

The Internationalization of Business Schools and the Role of AIB and its Chapters: A Dean’s Perspective
Mike Duffy, Dean
School of Business and Professional Studies
University of San Francisco

6:45 - 7:45 – Annual AIB-SE Reception and Award Ceremony
ROOM: TBA
Sponsored by Rollins College, International Business Department and Rollins China Center
FRIDAY, Oct. 29, 2010
ROOM: Horizons West Room

7:45 - 8:00 – Coffee and Pastries

8:00 - 9:05 – Culture, Education and Globalization

  The Effects of Culture on Risk Perceptions, Trust and Charismatic Leadership
  David Bechtold, University of Tampa
  Ko-Hui Tung, Long Sheng Technologies

  Antecedents of Cultural Intelligence: A Multicultural Study
  Thao Truong, Quinnipiac University
  Suaad Dawuni, Quinnipiac University

  The Development & Assessment of Ethical Reasoning Skills: The Case of Rollins’ International Business Major
  Donald Rogers, Rollins College

  Foreign Direct Investment Vs. Foreign Portfolio Investment: The Effect of the Government Environments
  Jun Wu, Savannah State University
  Shaomin Li, Old Dominion University
  David Selover, Old Dominion University

  The Role of Regional AIB Associations in the Development of IB: The Case of AIB SE USA (A Review of Best Practices and Future Possibilities)
  Cheryl Van Deusen, University of North Florida
  Shaun Brophy, University of North Florida

9:05 - 9:15 – Break

9:05 - 10:20 – International Finance and Accounting
Session Chair: Halil Kiymaz

  Agency Costs, Dividends and Executive Compensation: Empirical Evidence From Germany
  Julie Ann Elston, Oregon State University
  Nalinaksha Bhattacharyya, University of Alaska

  A Comparative Review and Analysis of the Movement Toward a Global Accounting Standard
  Mohamad Sepehri, Jacksonville University
  Robert Houmes, Jacksonville University

  Volatility of the Equity Market Around the Announcement of Capital Control
  Chaiporn Vithessonthi, Mahasarakham University (Thailand)
  Jittima Tongurai, (Thailand)

10:20 -10:30 – Break

10:30 -11:20 – International Human Resource Management
Session Chair: Donald Rogers

  Proactive Personality and Intent to Remain with an Organization: Understanding Factors Affecting Retention of Israeli Employees
  Ellen Drost, California State University - Los Angeles
  Veena Prabhu, California State University - Los Angeles

  Strategic International Human Resource Management: Institutional Distance and the Emerging Multinational Context
  Nolan Gaffney, University of Memphis
  Ben Kedia, University of Memphis
  Jack Alan Clampit, University of Memphis

  Factorial Validity of the Academic Motivation Scale: Comparing United States and Ghana Samples
  Edward Osei Akoto, Jackson State University

11:30 - 12:50 – Panel on “The Internationalization of Business Schools”
Session Chair/Organizer: Daniel Rottig, Florida Gulf Coast University

  Panelists:
  Ilan Alon, Rollins College and Kennedy School of Government, Harvard University
  Madan Annavarjula, CUIBE, Bryant University
  Lance Broughers, Kennesaw State University
  Juliane Iannarelli, AACSB Director for Global Research

12:50 -1:00 – Break

1:00 - 2:30 – AIB Annual Luncheon

2:30 – Closing Comments
CALL FOR PAPERS: Southern Management Association 2011 Meeting
November 9-12, 2011 – Hyatt Regency, Savannah, Georgia

Submission Deadline: April 10, 2011

Program Chair: Tim Barnett, Mississippi State University (tim.barnett@msstate.edu)

The Southern Management Association invites submissions for its 2011 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 2011. 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 2011 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 2011.

SUBMISSION TRACKS & TRACK CHAIRS

1. Organizational Behavior
   Chair: Bryan Fuller, Louisiana Tech University
   (bfuller@latech.edu)

2. Strategic Management / Organizational Theory / International Management
   Chair: Tom Moliterno, University of South Carolina
   (sma2011.strategy@gmail.com)

3. Human Resources / Careers
   Chair: Danny Holt, Mississippi State University
   (daniel.holt@msstate.edu)

4. Research Methods
   Chair: Janaki Gooty, UNC-Charlotte
   (jgooty@uncc.edu)

5. Management History / Management Education
   Chair: Marie-Line Germain, Western Carolina University
   (mgermain@wcu.edu)

6. Entrepreneurship / Information Technology / Innovation
   Chair: LaKami Baker, Auburn University
   (lbaker@auburn.edu)

7. Ethics / Social Issues / Diversity
   Chair: Sean Valentine, University of North Dakota
   (sean.valentine@mail.business.und.edu)

8. Health Care / Hospitalitity Management / Public Admin.
   Chair: Jonathon Halbesleben, University of Alabama
   (jhalbesleben@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/2011/ no later than April 10, 2011 at 11:59 pm Central 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/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.
• Manuscripts should be double spaced with 1 inch margins on all four sides. The page setup should be for standard U.S. Letter size (8.5 x 11 inches). Manuscripts should be prepared in Times New Roman font, size 12.
• The entire paper must be in a single document created in Microsoft Word.
• Paper submissions will be blind reviewed; thus, no author names or other identifying information should appear anywhere in the manuscript (not even on the title page). Symposia, workshops, panel discussions or other formats can contain author information, as these are not blind-reviewed.
• A sample of a correctly formatted paper can be found at www.southernmanagement.org/meetings/2011/sample.
Symposium Submissions

- A symposium can be in either a panel format or a presenter format. A panel symposium engages a group of panelists in a formal, interactive discussion around a particular topic. A presenter symposium involves a collection of authored papers revolving around a common theme. Symposia are NOT blind reviewed and will be judged on overall quality, interest to SMA members, relevance to the track to which they were submitted, and innovation and contribution.

- If a symposium is accepted, all participants must register and present their portion of the symposium at the conference.

- A symposium submission must include:
  - A title page with the title of the symposium, the complete formal name and contact information for all participants, an abstract (100 word maximum), and 3 key words identifying the major subject of the symposium.
  - A 3-5 page overview of the symposium.
  - An explanation of why the symposium should be of interest to the track to which it is being submitted.
  - A 2-5 page synopsis of each presentation (for presenter symposia only).
  - A summary of the panelists’ discussion (for panel symposia only).
  - A description of the symposium’s format (e.g., who will be presenting first, whether there will a Q & A, etc.)
  - A statement from the organizer declaring: “I have received signed statements from all intended participants agreeing to participate in the entire symposium, and they are not in violation of the rule of three.”

- Nonconforming submissions will be returned without review.

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/2011/