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# WAM FUTURE SITES

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2016 Portland, Oregon (Dates set for March 9-13th)
2017 TBA

WAM's Executive Committee selects our sites with the assistance of our conference service provider, International Conference Services.  When selecting sites, we discuss considerations that include budget, accessibility, the venue itself, and the attractions of the destination.

# 2014-2015 WAM OFFICERS

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**President:**                                      David Hannah, *Simon Fraser University*

**Vice President/Program Chair 2015:**              Chris Zatzick, *Simon Fraser University*

**Vice President/Program Chair 2016:**              Paul Olk, University of Denver

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                                                    Lori Peterson, Cleveland State University

**Representatives at Large (three-year):**          Paul Hirsch, Northwestern University

**Past President:**                                 Bambi Douma, *University of Montana*

# BEST PAPER NOMINEES

## WAM 2015 Past Presidents Best Paper Nominees

### Category Promotion: How B Corporations Respond to the Competing Demands of Standing Out and Fitting In
Joel Gehman, University of Alberta
Matthew Grimes, University of Alberta


### Ambiguity in an Organizational Category: The Decline and Unlikely Survival of Travel Agents
Matthew Metzger, University of Colorado at Colorado Springs


### Do We Really Get What We Give? Exploring the Relationship Between Workplace Giving Behavior and Meaningful Work
Brent Rosso, Montana State University
Jane Dutton, University of Michigan


## WAM 2015 Best Doctoral Student Paper Award Nominees

### Urban Entrepreneurship and Indigenous Identity
Bryan Gallagher, Simon Fraser University

### Rush or Wait? How Venture Capitalists' Reputation influences Exit Decisions
Giovanni Liotta, EPFL

### Championing Culture Change
Simon Pek, Simon Fraser University

### Organizational Culture's Influence on Organizational Citizenship Behavior Acceptance
Phil Thompson, Case Western Reserve University

# WAM 2015 PROGRAM SCHEDULE SUMMARY
## *(PLEASE NOTE HST IS THREE HOURS EARLIER THAN PST)*

## Wednesday, March 11th, 2015
**Registration open from 1-6pm in Garden Pavillion**
Wed. 2:30 - 8:00 PM   Doctoral Student/Junior Faculty Consortium (preregistration required)
Contact Antoaneta Petkova, San Francisco State University apetkova@sfsu.edu

## Thursday, March 12th, 2015
**Registration open from 7:00am-5pm in Garden Pavillion**
8:00 - 4:00pm         DOCTORAL/JUNIOR FACULTY CONSORTIUM (Prereg. required)
8:00 - 4:00pm         WESTERN CASEWRITERS ASSOCIATION CONFERENCE (Prereg required)
1:00 - 4:00pm         MIDCAREER RETROFIT (Preregistration required)
1:00 - 2:15pm         WORKSHOPS AND SYMPOSIUMS (Open to all)
2:15 - 2:30pm         BREAK
2:30 - 3:45pm         WORKSHOPS AND SYMPOSIUMS (Open to all)
4:30 - 6:00pm         OPENING SESSION/FIRESIDE CHAT WITH JMI SCHOLARS
6:00 – 7:30pm         OPENING RECEPTION

## Friday, March 13ST, 2015
**Registration open from 7:00am-5pm in Garden Pavillion**
6:30 – 8:00am         NEWCOMERS' BREAKFAST (anyone who has attended less than 50 WAMs)
8:00 – 9:15am         SESSIONS
9:15 – 9:30am         BREAK
9:30 – 10:45am        SESSIONS
10:45 – 11:00pm       BREAK
11:00 – 12:15pm       SESSIONS
12:30 – 2:00pm        PRESIDENTIAL LUNCHEON (Garden Pavilion)
2:30 – 3:30pm         ASCENDANT SCHOLARS
3:45 – 5:00pm         SESSIONS
8:00 – 5:00pm         DEVELOPMENTAL PAPER SESSIONS (LISTED ON PAGES 27-33)

## Saturday, March 14ST, 2015
6:30 – 8:00am         BREAKFAST AND WAM BUSINESS MEETING (Garden Pavilion)
8:00 – 9:15am         SESSIONS
9:15 – 9:30am         BREAK
9:30 – 10:45am        SESSIONS
10:45 – 11:00am       BREAK
11:00 – 12:30pm       CLOSING SESSION (Luana Kai)

**Division Abbreviations**
BPS – Business Policy and Strategy
CAR – Organizational Development and Careers
ENT – Entrepreneurship
ETH – Ethics and Spirituality
IB – International Business and Management
OB/HRM – Organizational Behavior and Human
Resource Management
OMT – Organization and Management Theory

ONE/SIM – Organizations and the Natural
    Environment / Social Issues in Management
RM – Research Methods
TIM – Technology and Innovation Management
DEVEL– Developmental Papers

# Thursday, March 12th, 2015

SCHEDULE AT A GLANCE
8:00 – 4:00pm          DOCTORAL/JUNIOR FACULTY CONSORTIUM
                       WESTERN CASEWRITERS ASSOCIATION CONFERENCE
1:00 - 4:00pm          MIDCAREER RETROFIT
1:00 - 2:15pm          WORKSHOPS AND SYMPOSIUMS (Open to all)
2:15 – 2:30pm          BREAK
2:30 – 3:45pm          WORKSHOPS AND SYMPOSIUMS (Open to all)
4:30 – 6:00pm          OPENING SESSION/FIRESIDE CHAT WITH JMI SCHOLARS
6:00 – 7:30pm          OPENING RECEPTION

# Thursday, March 12th, 2015

**Thur. 8:00am - 4:00pm   Doctoral Student/Junior Faculty Consortium (preregistration required)**

*Room: Poipu I*

Contact Antoaneta Petkova, San Francisco State University apetkova@sfsu.edu
Lori Peterson, Cleveland State University

**Thur. 10:15am - 11:15am   Successfully Reviewing Your Paper (joint session with doctoral/junior faculty consortium)**          *Room: Poipu I*
Jone Pearce, University of California, Irvine (jlpearce@uci.edu)

**Thur. 8:00am - 4:00pm   Western Casewriters' Association Conference (preregistration required)**

*Room: Poipu III*

**Thur. 1:00 – 4:00pm   Midcareer Retrofit (preregistration required)**

*Room: Koloa III*

**Contact Richard Stackman, University of San Francisco** rwstackman@usfca.edu
Sally Baack, San Francisco State University
Thomas A. Wright, Fordham University
Karen Harlos, University of Winnipeg

The *Mid-Career Retrofit*, to be inaugurated at the WAM 2015 Meetings on Kauai, will recreate the experience of discussion and dialogue seminal to our doctoral studies. *The Mid-Career Retrofit* provides a unique opportunity to discuss key topics separate from the usual conference symposia, panels and paper presentations. The three-hour, Thursday afternoon event is divided into two sessions: "Better Methods" and "Better Questions" (i.e., theory). *The Mid-Career Retrofit* goal is "Better Understanding" via *the retrofitting of our foundational knowledge first developed through our doctoral studies*.

## Thur. 1:00 – 2:15 PM   ODC SYMPOSIUM
**Careers and Meaning Making:  Advancing Our Knowledge of Career Actors, Actions and Outcomes**

*Room: Koloa I*

Holly Ferraro, Seattle University (ferraroh@seattleu.edu)
Gina Dokko, University of California, Davis
Jennifer Tosti-Kharas, San Francisco State University
Shoshana Dobrow Riza, London School of Economics and Political Science
Heather Kappes, London School of Economics and Political Science
Heather Vough, University of Cincinnati
Brianna Caza, Griffith University
Amit Nigam, Cass Business School, City University London
Cheryl Carr, Belmont University
Michelle Globe, Seattle University

Examining careers using the lens of organizational career development and exploring strategies used by organizations to move people vertically, laterally or radially (Schein, 1978) has dominated careers research for much of the 20th century (Sullivan & Baruch, 2009).  However, early researchers defined careers broadly.  Hughes (1937) defined the career as "the moving perspective in which the person see his life as a whole and interprets the meaning of his various attributes, actions, and the things which happen to him" (p. 409).  Few careers scholars have explored how individuals interpret the things that happen to them and the impact interpretations have on career behavior.  Each paper in this symposium adds to the conversation on how research on career actor meaning making can advance theory on careers.  Although each paper is written from a different perspective using diverse methodologies, together they create a coherent picture of the importance of examining career actor interpretations.

## Thur. 1:00 – 2:15 PM   OB/HRM WORKSHOP
**Gratitude in the Moment of Failure: Exercises for Empowering Student-Workers to Take Risks Through a Culture of Gratitude**

*Room: Koloa II*

Krystal Miguel, University of California, Merced kmiguel2@ucmerced.edu

Educators, supervisors, and human resources personnel can use these exercises as a fun way to foster gratitude for co-workers and teamwork in the workplace or academic setting, even in the light of disappointment or failure.  Often workers can become discouraged when they make a mistake or experience a failure; especially when the workers are students, this discouragement can be debilitating and lead to an avoidance of taking healthy risks. This workshop does not seek to define which risks are healthy, or which are not, but to share a few exercises used to empower student workers to support each other through the failures by appreciating their efforts regardless of the outcome of the task.  The exercises presented encourage a culture of gratitude in the face of failure.

## Thur. 2:30 – 3:45 PM   ODC WORKSHOP
**Developing Gratitude through Community**

*Room: Koloa I*

Julie Chesley, Pepperdine University  julie.chesley@pepperdine.edu
Ann Feyerherm, Pepperdine University
Terri Egan, Pepperdine University

The focus of this workshop is to introduce and demonstrate how mindfulness meditation as well as a series of dialogues that reinforce the gifts in a community or classroom can increase gratitude.  The classroom dialogues are based on the work of Peter Block (2008) in Community, The Structure of Belonging, as well as David Cooperrider and colleagues' work in Appreciative Inquiry (Cooperrider and Shrivasta, 1987, Kelm, 2005).  The mindfulness technique is an adaptation of Siegel's (2010) wheel of awareness. This workshop is intended for faculty in the fields of organization behavior, organization development, leadership, and organization theory.  Practitioners who wish to learn more about how a culture of gratitude may be developed or enhanced may also be interested in attending.

## Thur. 2:30 – 3:45 PM   OB/HRM SYMPOSIUM

**Cultural Perspectives on Followership: Directions for Future Research**

*Room: Koloa II*

Kevin Lowe, University of Auckland k.lowe@auckland.ac.nz
Ronald Riggio, Claremount McKenna College
Mary Uhl-Bien, Texas Christian University (TCU)
Rajnandini (Raj) Pillai, California State University - San Marcos
Dharm Bhawuk, University of Hawaii at Manoa
Junghyun (Jessie) Lee, University of Michigan - Dearborn
Magnus Larsson, Copenhagen Business School

In this symposium we consider the role of culture as one salient aspect of followership orientations.  We first provide an overview of the temporal rise and surprisingly sparse intersection of the followership and national culture research streams.  This broad overview discussion is followed by two country specific (Sweden and India) examples of how national culture is expected to influence implicit theories of followership.  We close by extending the discussion of culture to political movements as examplars of the effect of cultural contagion on followership.

## Thur. 4:30 – 6:00PM OPENING SESSION/FIRESIDE CHAT WITH JMI SCHOLARS

*Room: Luana Kai*

### WAYNE CASCIO, University of Colorado Denver
Wayne is a Distinguished University Professor at the University of Colorado, and he holds the Robert H. Reynolds Chair in Global Leadership at the University of Colorado Denver.

### EDWARD ZAJAC, Northwestern University
Ed joined the faculty of the Kellogg School of Management after completing his Ph.D. in organization and strategy at the Wharton School, University of Pennsylvania.  At Kellogg, he received the James F. Beré Chair and the Sidney J. Levy Teaching Award.

### Facilitated by Chris Zatzick, WAM Program Chair

## Thur. 6:00-7:30PM All-WAM OPENING RECEPTION

*Room: Ocean Courtyard* (near Rumfire restaurant)

# Friday, March 13$^{ST}$, 2015

**SCHEDULE AT A GLANCE**

| | |
|---|---|
| 6:30 - 8:00am | NEWCOMERS' BREAKFAST (anyone who has attended less than 50 WAMs) |
| 8:00 - 9:15am | SESSIONS |
| 9:15 - 9:30am | BREAK (Sponsored by University of San Francisco) |
| 9:30 - 10:45am | SESSIONS |
| 10:45 - 11:00pm | BREAK (Sponsored by Simon Fraser University) |
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| 2:30 - 3:30pm | ASCENDANT SCHOLARS |
| 3:45 - 5:00pm | SESSIONS |
| | |
| 8:00 - 5:00pm | DEVELOPMENTAL PAPER SESSIONS (See pages 27-33) (Luana Kai) |

# Friday, March 13$^{ST}$, 2015

<u>Fri. 6:30-8:00AM NEWCOMERS' BREAKFAST</u>                    *Room: Garden Pavillion*

<u>Fri. 8:00 – 9:15AM TIM PAPER SESSION – TECHNOLOGY, TEAMS, AND WORK BEHAVIOR</u>

*Room: Poipu I*

**Chair/Discussant: Leyland Pitt** lpitt@sfu.ca

**Team Coordination and Media Use in Virtual Teams**
Jolanta Aritz, University of Southern California aritz@marshall.usc.edu
Pete Cardon, University of Southern California
Robyn Walker, University of Southern California

This study was undertaken to provide a more complete understanding of the various media that might be used in virtual teams in terms of participant perceptions of effectiveness in completing a project. A total of 75 teams of 304 undergraduate participants took part in the study. Participants were asked to complete surveys before and after the project. The surveys asked participants to identify the challenges they expected to face in the project versus the challenges they actually faced as well as the media they expected to use for communication purposes and the media they actually used.  Findings suggest that well-coordinated teams appeared to have anticipated the usefulness of social networking and richer communication channels early in the project as compared to less well-coordinated teams. After engaging in virtual teamwork, team members tended to identify rich and social channels as more effective while finding less rich channels to be less effective.

**Information Technology Professionals in the Service Industry and Their Innovative Work Behaviors**
Sandra Newton, Sonoma State University newtonsa@sonoma.edu
Linda Nowak, California State University, Stanislaus
Armand Gilinsky, Sonoma State University
Karen Thompson, Sonoma State University

This study aims to explore individual factors that moderate the relationship between fulfillment of the psychological contract and innovation work behavior of information technology (IT) professionals in service industries. A sample of 249 IT professionals working in the service sector across the U.S. responded to the web-based survey. Research hypotheses were evaluated using multiple regressions. Findings indicated that four moderators (self-efficacy, affective commitment, trust, and job satisfaction) significantly affected the relationship between the IT professionals' fulfillment of their psychological contract and their innovative work behavior. Managerial implications for more informed decisions concerning policy and work environment issues are provided and avenues for further research are suggested.

**Social Media Use:  Helpful or Harmful in the Workplace?**

John R. Carlson, Baylor University
Dawn S. Carlson, Baylor University
Ranida B. Harris, Indiana University Southeast
Ken Harris Indiana, University Southeast
Suzanne Zivnuska, California State University, Chico szivnuska@csuchico.edu

Social media use in the workplace may simultaneously contribute to productive behaviors (task-oriented and relationship-building) as well as unproductive behaviors (deviance) at work.  Building on channel expansion theory we examine the impact of using social media on these organizational behaviors.  Using a sample of 220 working individuals we found that intensity of social media use contributed to greater task-oriented social media behaviors, more relationship-building social media behaviors, and more deviant social media behaviors.  Further we examined the moderating effect that preoccupation with social media has on these direct relationships and found that preoccupation diminishes the effect of social media use on both productive and unproductive behaviors.

## Fri. 8:00 – 9:15AM BPS PAPER SESSION – SUSTAINABILITY STRATEGY

*Room: Koloa III*

**Chair/Discussant: Jeff Shay** shayj@wlu.edu

**Do Women Leaders Promote Sustainability? Analyzing the Effect of Corporate Governance Composition on Environmental Performance**

Alison Cook, Utah State University alison.cook@usu.edu
Christy Glass, Utah State University
Alicia Ingersoll, Ingersoll Cook, LLC

In this study, we investigate the impact women leaders have on the corporate environmental strategies of organizations. Using a dataset of all Fortune 500 CEOs and Board of Directors for a ten-year period, we examine several aspects of gender in leadership on environmental strategy. Specifically, we test the impact of women CEOs, the proportion of women on the board of directors, the number of interlinks women board members hold, and the interactive and cumulative effects of women CEOs and gender diverse boards. Findings suggest that firms characterized by gender diverse leadership teams are more effective than other firms at pursuing environmentally-friendly strategies. This study contributes to research on corporate governance and environmental performance by showing how the gender composition of leaders affects corporate practice.

**Implementing a Sustainability Strategy through Human Resource Management Practices**

Paul Buller, Gonzaga University buller@jepson.gonzaga.edu
Glenn McEvoy, Jon M. Huntsman School of Business

There is a rapidly growing interest in the topic of sustainability as it relates to long-term business performance that optimizes the "triple bottom-line:" economic, environmental, and social outcomes.  This paper articulates a multi-level theoretical model for executing a core business strategy of sustainability primarily through the design and implementation of human resource management practices.  The model builds on open systems theory, the resource based view of the firm, and the concept of line of sight to identify certain key organizational capabilities, group (job family) competencies, and individual abilities and other characteristics that combine to drive organizational performance when pursuing a sustainability strategy.  The article concludes with a discussion of implications of the model for theory, research and practice.

**Sustainable Provision with the Base of the Pyramid: A Framework of Sustainable Development**

Simon Pek, Beedie School of Business spek@sfu.ca
Stefanie Beninger, Beedie School of Business

This paper develops a theoretical framework of sustainable provision to the Base of the Pyramid. We identify a set of twelve broad elements of sustainable development by drawing on a wide range of literature on the various dimensions of sustainable development—economic, social, institutional, environmental, and cultural. We then apply these twelve elements to the Base of the Pyramid context, highlighting the challenges providers may face when attempting to pursue each element, and offering solutions to overcome these challenge. We conclude our paper with a discussion of some trade-offs providers may face in implementing these elements, how the framework can be implemented, and offer a range of future research directions.

## Fri. 8:00 – 9:15AM OB/HRM PAPER SESSION – LEADERSHIP I – CONTEXTUAL FACTORS

*Room: Koloa I*

**Chair/Discussant: Arran Caza** a.caza@griffith.edu.au

**A Longitudinal Study of Canadian Student Leadership Practices:  What Matters and What Doesn't**
Barry Posner, Santa Clara University bposner@scu.edu
Robert Crawford, Queen's University
Roxy Denniston-Stewart, Queen's University

Over a three year period students entering Queen's University (Canada) were asked to complete the Student Leadership Practices Inventory (S-LPI), and 2,855 initial responses were received.  Responding students were asked to complete the S-LPI again at the end of their first and third years of study.  No significant differences were found in student use of the leadership practices based on age, geographic origin, or whether the student lived on or off campus during his or her first year.  Significant differences were found based on students' gender and program of study.  Implications for leadership development programming are considered.

**Phases and Stages: Life Cycles as Contextual Factors for Leadership**
J.Lee Whittington, University of Dallas jlee1@udallas.edu

Contingency approaches to leadership have identified several situational factors that contribute to the effectiveness of a leader's behavior. However, the "life cycle" as a potential situational factor that has received little attention.  In this paper, life cycle refers to the stages of development that interpersonal relationships, groups, and organizations go through. Each stage of the life cycle presents challenges that will influence the effectiveness of a leader. Thus, it is imperative that the leader understand the developmental stage he or she is operating in and match their leadership style to the unique requirements of that stage. In this paper I will develop a set of prescriptions for leaders by integrating the full-range model of leadership (Avolio, 2012) with the life cycles that occur in three different areas: the leader-follower dyad, the leadership of groups, and the leadership of the organization as whole.

**Leader-Leader Fit: Examining Authentic Leader Dyads and Implications for Junior Leader Outcomes**
Peter L Jennings, Santa Clara University pjennings@scu.edu
Sean Hannah, Wake Forest University
Dustin Bluhm, University of Colorado
Bruce Avolio, University of Washington

We explore the concept of leader-leader fit by assessing the level of fit between the leadership styles of junior and senior leaders based on their congruence of authentic leadership style; we then relate levels of leader-leader fit to three behavioral outcomes. In 3 samples of business and military leaders, with data collected over periods up to five months, using polynomial regression, we find that a misfit between senior and junior leaders' authenticity is negatively related to the junior leaders' performance and fortitude, while being positively related to junior leaders' deviance. Results of Study 3 show that the relationship between leader-leader fit and junior leader performance is significantly more positive when the leaders not only 'fit', but also when both leaders demonstrate more authentic leadership behavior (high-high) versus less authentic leadership behavior (low-low). Theoretical and practical implications of the degree of fit between leaders operating at different organizational levels are discussed.

*Room: Koloa II*

**Chair/Discussant: Krystal Miguel** kmiguel2@ucmerced.edu

**The Grateful Employee: A Model of Gratitude at Work**
Kim Hinrichs, California State University, Chico khinrichs@csuchico.edu
Andrew Hinrichs, California State University, Stanislaus
Kathleen Dale, Minnesota State University, Mankato

Little is known about gratitude in organizations. Because of their place in the hierarchy, organizational decision makers are in a unique place where their actions can have lasting repercussions for those subordinate to them. This paper explores gratitude received and experienced by subordinate employees where the benefactor is the individual's manager. Utilizing qualitative data from employee interviews, we propose a model of workplace gratitude that outlines manager actions that can generate employee gratitude. Further, employee contextual factors and characteristics of manager actions that can affect the intensity of experienced gratitude are included as moderators. The experience of gratitude and the attributions of thankfulness directed toward managerial action are proposed to have long-term benefits for the individual employee and organizations. Finally, we discuss gratitude research in organizational life and the implications our model has for contemporary leadership theories.

**Do We Really Get What We Give? Exploring the Relationship Between Workplace Giving Behavior and Meaningful Work (Best Paper Nominee)**
Brent Rosso, Montana State University brent.rosso@montana.edu
Jane Dutton, University of Michigan

Employees desire meaningful work, and will go to great lengths to seek it out. However, little is actually known about the individual, social, and contextual factors that contribute to the meaningfulness of work. Existing theoretical perspectives focus primarily on environmental factors (such as the way jobs are designed) and on self-fulfilling activities that make work meaningful for employees. The present study examines how individuals' workplace giving behaviors, oriented toward benefiting others in the organizational community, contribute to the experienced meaningfulness of work. Using a survey methodology in a large Fortune 500 organization, this study revealed that workplace giving behavior is strongly related to experienced meaningfulness of work, and that this relationship is partially mediated by two psychological mechanisms: perceived impact and strength of felt connection. We discuss the implications of these findings for the study of meaningfulness at work.

**Emotional Intelligence and Entrepreneurial Growth**
Emily Spivey, Pepperdine University
Kent Rhodes, Pepperdine University
Julie Chesley, Pepperdine University julie.chesley@pepperdine.edu

This study explores the role that Emotional Intelligence (EI) plays in entrepreneurial growth of member organizations through an examination of church planters and healthy church growth patterns (attendance and financial data).  This study found that EI impacted healthy church growth within the first 3 years of a new church plant's life and explores applications to other types of member organizations and entrepreneurial ventures.  Implications on the roles EI leaders might play within non-church related member organizations are also considered for further discussion.

## Fri. 8:00 – 9:15AM OB/HRM WORKSHOP – THE POWER OF FORGIVENESS

*Room: Poipu II*

**Making it Right:  Hoʻoponopono, Indigenous Models of Reconciliation, The Power of Forgiveness and Applications to Leadership and Teams**
Kevin Lo, University of San Francisco kdlo@usfca.edu
Rebekah, Dibble University of San Francisco
Jennifer Parlamis, University of San Francisco

Hoʻoponopono, loosely translates from the Hawaiian as "to make right."  It is a mediated conflict resolution process with several steps that include an opening appreciation, problem identification, discussion of issues and problem solving, mutual openness and forgiveness, and finally restoration and resolution.  In this symposium presentation, we present ho'oponopono as one of several indigenous of conflict resoluation and reconciliation.  Furthermore, we hope to engage in a discussion about the power of forgiveness as represented in these models.  Finally, we hope to extend our application of these techniques to the organizational context, specifically to leadership and teams, to illustrate how indigenous models and processes can inform practices in these contexts.

## Fri. 8:00 – 9:15AM ODC SYMPOSIUM – MAHALO FOR MENTORING

*Room: Poipu III*

**Mahalo for Mentoring: Research Designed to Make Something Good Even Better**
Ellen Ensher, Loyola Marymount University
Susan Murphy, University of Edinburgh Business School
Belle Rose Ragins, University of Wisconsin-Milwaukee
Kyle Ehrhardt, University of Colorado Denver
Lillian T. Eby, University of Georgia
Monica Sharif, San Francisco State University
Terri Scandura, University of Miami
Katie Kinkade, University of Georgia
Lindsay Brown, University of Georgia
Melissa Mitchell, University of Georgia
Laura Provolt, University of Georgia
Anna Hulett, University of Georgia

The purpose of this symposium is to explore new directions in mentoring with the intent of pushing the boundaries of our knowledge to make this field of research, while already good, even better. Specifically, the research to be presented addresses important questions such as: 1) How can mentoring ameliorate the negative impact of discrimination? 2) How can supervisor-mentors impact employee retention? 3) How can mentoring relational challenges impact overall mentoring relationship effectiveness, and ultimately provide a framework for more effective mentor training? and 4) How can organizations develop a mentoring climate in which mentoring is supported and rewarded? This symposium will be information-rich and interactive and provide opportunities for ongoing dialogue via social media.

## Fri. 9:30 – 10:45AM OMT PAPER SESSION – ORGANIZATIONAL FORMS AND SURVIVAL

*Room: Koloa III*

**Chair/Discussant: Bill Starbuck** starbuck@uoregon.edu

**Category Promotion: How B Corporations Respond to the Competing Demands of Standing Out and Fitting In (Best Conference Paper Nominee)**
Joel Gehman, University of Alberta jgehman@ualberta.ca
Matthew Grimes, University of Alberta

Why do organizations vary in the intensity with which they promote particular category affiliations? We propose the concept of category promotion and conceptualize organizations as members of multiple physical and virtual communities. We theorize how a focal organization's category promotion intensity will be independently and interactively shaped by its relationships with members and nonmembers within these communities. To test our hypotheses, we developed a proprietary web-based software toolset we named CULTR, and constructed a novel sample of Certified B Corporations. We found strong support for our theory: geographic and industrial communities, and members and nonmembers influence the intensity of category promotion. We exploit the one surprising finding to further unravel the dynamics of category promotion intensity. Our research contributes to ongoing scholarship on the contingent currency of categories, configurational approaches to category meaning, verbal and visual rhetoric in the digital age, and the role of categories in sustainable organizing.

**Ambiguity in an Organizational Category: The Decline and Unlikely Survival of Travel Agents (Best Conference Paper Nominee)**
Matthew Metzger, University of Colorado at Colorado Springs mmetzger@uccs.edu

I use grounded theory techniques to examine an organizational category's meaning that entered into, and continues to exist in, a state of ambiguity as a result of gradual socio-cultural, regulatory and technological changes. The empirical context for this study consists of the population of privately owned travel agencies as they confronted almost two decades of shifting consumer demands, the aftermath of deregulation and the emergence of online competition. Data were gathered through interviews with agents and other individuals employed within the travel industry, archival accounts from various print and electronic sources and nearly two decades of articles published in the category's primary trade journal. I pair discourse analysis of the interview, trade journal articles and excerpts for the popular press with other grounded theory techniques to build theory and document role-based mechanisms that explain how categories can continue to exist in the dearth of commonly-held understandings about their constitutive properties.

**Positive Organizations: Moving From Scholarship to Practice**
J.Lee Whittington, University of Dallas jlee1@udallas.edu

Scholars and practitioners alike are expressing a growing interest in creating "positive organizations." Recent developments by scholars include the publication of Positive Organizational Scholarship (Cameron, Dutton, & Quinn, 2003) and Positive Leadership (Cameron, 2008). In the popular and practitioner press, the application of these themes is elaborated on by Whole Foods' CEO John Mackey in his book on Conscious Capitalism (Mackey & Sisodia, 2013). In this paper, the core elements of positive organizational scholarship and conscious capitalism are reviewed.  Then, I will examine the practice of positive organizing and leading as practiced in three exemplary organizations: Whole Foods, The Container Store, and TDIndustries.

## Fri. 9:30 – 10:45AM ODC PAPER SESSION – CAREER MOMENTS AND MOTIVATION

*Room: Koloa II*

**Chair/Discussant: J. Barton Cunningham** bcunning@uvic.ca

**Assessing Students' Career Motivation for Pursuing a Graduate Business Degree: Developing the Career Motivation Scale**
Gerard Beenen, California State University, Fullerton

Despite the overwhelming popularity of graduate business degrees, many business students enter graduate school without a clear sense of what they want to accomplish. To assess graduate business students' motivations for pursuing their degrees, a scale was developed based on a four dimensional typology ranging from motivations that are more obscured to motivations that are more specific. Study 1 found empirical support for a three dimensional structure that included a vague sense of why one is in graduate school (drifter), a specific goal to switch career directions (switcher), and a specific goal to enhance one's skills in a previously chosen career area (enhancer). Study 2 further supported the three dimensional scale's validity by correlating it with a number of personality and motivational constructs. Further research and application of this scale to help MBA placement professionals allocate the right resources to the right students is discussed.

**Developing Business Students' Career Confidence Through Co-Curricular Job-Skills Development**

Timothy Clark, Northern Arizona University, Franke College of Business timothy.clark@nau.edu
Heidi Wayment, Northern Arizona University
Mark Starik, San Francisco State University

Without the skills and intentions to launch their careers with a running start, business students' success, and the usefulness of their degrees, are compromised. This regrettable but common occurrence can be significantly reduced with co-curricular activities that focus students' attention on career preparation early in their college programs. Career Steps, an online course on career preparation integrated into a junior-level course in one business college's core curriculum, has been found to be effective from a quasi-experimental study. In this paper, we present and discuss the course, the study's findings, and implications with respect to the viability of this option for faculty and administrators seeking options for improving graduates' career prospects.

**Causes of Career-Defining Moments: Development of a Typology**

Ellen Ensher, Loyola Marymount University
Troy Nielson, Brigham Young University troy_nielson@byu.edu
Wesley Kading, Santa Clara University

The purpose of this research was to understand the major causes of career-defining moments through the development of a typology. A career-defining moment is one that has an important impact and/or significantly alters the trajectory of one's career. We conducted interviews with a diverse group of 18 executives to learn about their career-defining moments. A typology of five distinct categorical causes of career-defining moments and their respective sub-themes was found. The five major types of causes are as: (a) Anticipated transition events, (b) Unanticipated transition events, (c) Insight experiences, (d) Relationship experiences, and (e) Spiritual experiences. This study adds to the theoretical understanding of career experiences and provides a foundation for an untapped stream of inquiry for future researchers. Career-defining moments are important as they influence future career decisions and have a tremendous impact on the individuals making the decisions and their organizations.

## Fri. 9:30 – 10:45AM OB/HRM PAPER SESSION – LEADERSHIP II: A STATE OF THE LITERATURE

*Room: Koloa I*

**Chair/Discussant:** Becky Reichard, Claremont Graduate University becky.reichard@gmail.com

**A Meta-Analytic Review of the Consequences of Ethical Leadership**

Akanksha Bedi, California State University Northridge abedi@csun.edu
Can Alpaslan, California State University, Northridge
Sandy Green, California State University

We propose and test a theoretical framework for the consequences of ethical leadership perceptions. Data from 134 independent samples and 54,920 employees revealed that ethical leadership related positively to numerous follower outcomes such as perceptions of leader interactional fairness ($\rho = 0.80$) and follower ethical behavior ($\rho = 0.61$). Research and practical implications are discussed.

**Good Leadership is Universal: Evidence of Global Similarity in the Sources of Followers' Satisfaction with Leaders**

Arran Caza, Griffith Univeristy a.caza@griffith.edu.au
Barry Posner, Santa Clara University

While some studies suggest that followers from different cultures expect different behaviors from their leaders, there is growing evidence of a homogenizing effect from global business practices. If organizational expectations are converging on a global standard, then followers should have similar expectations of their leaders; the same leader behaviors should increase follower satisfaction, regardless of followers' cultural backgrounds. We examined support for this assertion using survey responses from 6,577 followers from around the world. The data suggested that in 98% of cases, followers' satisfaction with their leader responded similarly to leader behavior. That is, we found little evidence that follower culture influences their satisfaction with different types of leadership behavior.

## Assessing the Importance of Servant Leadership Compared to Transformational Leadership across various Leadership Outcomes

John (Jay) Barbuto Jr., California State University – Fullerton
Ryan Gottfredson, California State University – Fullerton rgottfredson@fullerton.edu
Travis Searle, Independent Consultant

Transformational leadership has dominated the leadership domain for over three decades. Recently, however, leadership constructs have been developed in attempts to explain variance in leader outcomes not yet explained by transformational leadership. In this study, we seek to determine the importance of servant leadership compared to transformational leadership by assessing the amount of variance servant leadership explains above and beyond transformational leadership across four different leader outcomes: leader-member exchange (LMX), organizational citizenship behaviors (OCB), hope, and social identification. LMX and OCB were selected as important and well-established consequences of these leadership constructs, particularly with transformational leadership. Hope and social identification were studied primarily to extend our understanding of the consequences of both transformational and servant leadership. Our results indicate that while transformational leadership and servant leadership are individually related to all the leader outcomes, when simultaneously investigated, servant leadership explains variance above and beyond transformational leadership across each outcome.

## Fri. 9:30 – 10:45AM ONE/SIM SYMPOSIUM – RESEARCHING SOCIAL ISSUES

*Room: Poipu III*

**Researching Social Issues: Recent findings and Publication Experience**

Paul Hirsch, Northwestern University paulhirsch@northwestern.edu
Razvan Lungeanu, Pennsylvania State University
Juliane Reinecke, School of Business, Warwick University
Shaz Ansari, Judge Business School, Cambridge University
Joan Winn, University of Denver
Edward Zajac, Kellogg School of Management, Northwestern University
Darrell Geist, University of Montana

This interactive symposium brings together researchers of pro-social issues, to recount how their studies got done and provide advice for those interested in doing and getting them published. The panelists have completed articles and papers on climate control, sustainable land use, fair trade, and impact investing. They will update these by summarizing their current projects -- on the Occupy movement in London (Ansari), improving worker safety in famous brands' distant factories (Reinecke), finding investors for businesses promoting greener environments (Lungeanu), and exploring a model company doing more than the law requires to preserve our national parks (Hirsch). The panelists' presentations and advice will be discussed by Edward Zajac (this year's accomplished JMI scholar). Joan Winn, the Symposium's Chair, who has written cases about prosocial companies, will moderate the follow-up audience discussion. One goal is to show how socially impactful studies can be done, and encourage those present to engage in more of them.

## Fri. 9:30 – 10:45AM OB/HRM PANEL – INSIGHTS ON THE "FOLLY OF REWARDING A, WHILE HOPING FOR B"

*Room: Poipu II*

**Just As We Say, We Should Also Do**

Arthur S. DeGroat, Kansas State University degroata@ksu.edu
Tim Hodges, Gallup
Thomas A. Wright, Fordham University
Timothy Munyon, The University of Tennessee
Richard Stackman, University of San Francisco
Jeffrey Shay, Washington & Lee University

The overarching goal of our panel discussion is to provide an interactive forum to engage our WAM colleagues with insights regarding Kerr's seminal "Folly of rewarding A, while hoping for B" article. These insights, provided by six WAM scholars and workplace practitioners, will not only illustrate how often organizations are not adhering to good OB, Management, and Human Resources practices, but also provide all participants with a valuable set of lessons learned. We are hopeful to also create the impetus for future discussions and research opportunities.

## Fri. 11:00 – 12:15PM OMT/TIM PAPER SESSION – Interorganizational Collaborations, Social Exchange, and Change

*Room: Poipu I*

**Chair/Discussant: Prescott Ensign** ensign@wlu.ca

**Rush or Wait? How Venture Capitalists' Reputation influences Exit Decisions (Best Doctoral Student Paper Nominee)**
Giovanni Liotta, EPFL giovanni.liotta@epfl.ch

This paper examines how venture capitalists' reputational capital affects exit timing of investments under different external market conditions. The analysis of venture capital deals in U.S. startups operating in the emergent clean technology sector shows that reputable VCs are usually slower to exit an investment while also more ready to take advantage of favorable market conditions. Specifically, high-reputation VCs tend to accelerate their exits when perceived investment opportunities are high and to defer exits during period of large market volatility. The paper provides evidence to sustain that VC firms' need to preserve or enhance reputation influences their strategic choices.

**Technology Licensing: There are Two Sides to Every Agreement**
Karen Ruckman, Beedie School of Business ruckman@sfu.ca

Why do some patents get licensed while many others do not? In this study we examine how characteristics for the licensor, the licensee, and the technology that is being licensed all combine to influence why one patent would be licenced over another. In doing so, we develop and test a model of transorptive capacity to explain how these characteristics interact to reduce three transaction cost activities (identification, evaluation and knowledge transfer) which in turn increase the likelihood a patent will be licensed. Empirical evidence from the biopharmaceutical industry confirms that identification of a licensing partner is facilitated when licensees with a strong monitoring ability choose patents owned by licensors that have the ability to get its patents noticed. From our results we conclude that there are two sides to a licensing agreement and that better matching of the characteristics of each party can alleviate the overwhelming number of unlicensed patents.

**Synthesizing Social Exchange Theory across Management Disciplines: Towards a Multilevel Research Agenda**
Robert Randolph, University of Nevada Las Vegas robert.randolph@unlv.edu

We review multidisciplinary advances in social exchange theory emergent across the social sciences and present organizational theory as an amalgamative source of synthesizing disparate advances and developing our overall understanding of social exchange. We posit that the predilection of organizational theorists to nest their developments within specific sub-disciplines of the social sciences limits the potential scope and implications of their findings. We argue that the multidisciplinary nature of management research is conducive to the synthesis of these disparate research streams and develop a series of theoretical propositions regarding the applicability of this approach in pursuing multilevel studies of organizational phenomena.

*Room: Koloa III*

**Chair/Discussant: Robert Gephart** robert.gephart@ualberta.ca

**Board Characteristics and Corporate Social Responsibility: Investigating Nonlinearity**
Young Chang, University of Wisconsin-Whitewater changy@uww.edu
Won-Yong Oh, University of Calgary
Jee Hyun Park, Sogang University
Myoung Gyun Jang, Sogang University

A number of studies have explored the relationship between board characteristics and corporate social responsibility (CSR), mostly in the Western context.  Comparative institutional framework, however, suggests that board-CSR relationship should be patterned differentially across countries, given that institutional systems affect the ways in which corporate decisions for social engagement are made.  Drawn from this theoretical approach, this study examined the effects of board characteristics, such as independence, social ties, and diversity, on CSR.  Using panel data from large Korean firms, we found idiosyncratic patterns between board characteristics and CSR ratings.  Specifically, curvilinear relationships were found between board independence (i.e., exponentially growing shape), CEO-outside director social ties (i.e., inverted U-shape), educational diversity (i.e., U-shape) and CSR, respectively.  Our findings provide more precise and context-rich descriptions in predicting the board-CSR linkage.   We discuss the implications of our findings for future research and practice.

**How SMEs Overcome Barriers to CSR Implementation:  Examples from Argentina**
Jacob Massoud, Dominican University of California jacob.massoud@dominican.edu
Bonnie Daily New Mexico State University

Small and medium enterprise (SME) social responsibility has recently begun to gain greater importance in Argentina due to a variety of contextual factors. The main area of inquiry investigated in this study was how SMEs overcome barriers to implementing social responsibility initiatives. Results indicate SMEs in Argentina must overcome barriers associated with a variety of factors. Among other things, these barriers include differences in culture across organizations and populations, resource deficiencies, and political issues. SMEs utilize their social networks to build collaborative relationships with a variety of external stakeholders, which ensures access to information, expertise and resources.

**The Transnational Transfer of Environmental Practices: The Role of Participation and Fit**
Simon Pek, Beedie School of Business spek@sfu.ca

We examine how recipient unit participation affects the transnational transfer of environmental practices within multinational corporations. Drawing on prior work in the areas of business and the natural environment, international business, institutional theory, and change management, we develop a model and a set of propositions that demonstrate that recipient unit participation is expected to increase the transnational implementation, internalization, and integration of environmental practices both directly and through the mediating effects of increased practice adaptation and recipient unit contextual fit. We further propose that employees' preference for participative leadership is expected to moderate the relationships between subsidiary participation and both practice adaptation and the outcome variables of practice implementation, internalization, and integration.

*Room: Koloa I*

**Chair/Discussant: Bonnie Persons** bbpersons@csuchico.edu

**Employee Disengagement: The Case of Librarians**
Margaret Law, University of Alberta margaret.law@ualberta.ca
Kay Devine, Athabasca University

Employee disengagement has become a popular topic, yet there is little empirical investigation relative to it. This paper explores disengagement and its relationship to role discrepancy, professional identity and organizational justice in terms of Canadian librarians. Findings suggest that perceptions of distributive justice, professional identity and age interact to influence levels of employee engagement.

**Sustaining Motivation for Older Workers: Contributing to Economic and Social Health**

Jennifer Kroeker-Hall, University of Victoria jkhall@telus.net
J. Barton Cunningham, University of Victoria
Diana Campbell, University of Victoria

There is a growing discussion of the impact of the aging global workforce on society. The labour force is expected to become older and increasingly ethnoculturally diverse (Anderson & Hussey, 2000). The purpose of this study is to develop a better understanding of how older workers pursue goals which enhance their well-being during their career, respond to life span and interpersonal issues, and understand the meaning of work (Kanfer et al., 2013). We conducted qualitative interviews of 24 individuals over 55 years who have retired and continue to work in some capacity, or who have reached a retirement threshold and choose to continue working. We found that motivations represent those described by self-determination theory (SDT) (Deci & Ryan, 1985) in particular, intrinsic motivation. In addition, our data have shown the potential for two other self-determining motivations: engaging with others and autonomy.

**Positive Space: Bringing Physical Design Back to Job Design**

Chanhyo Jeong, University of Oregon chanhyo.jeong@gmail.com

This essay will explain why physical environment should be integrated into job design theory. It will start by examining the legacy of the Hawthorne experiment that pushed management scholars to focus more on the intrinsic motivation of employees than on the physical environment at work. It will discuss why current organizations and scholars underestimate the role of physical environment in job design. It will then introduce the findings that physical environment may exert stronger behavioral effects than merely manipulating intrinsic motivation not only from management studies, but from other disciplines such as architecture, sociology, and environmental psychology. Finally, it will discuss how the further research into the relationship between our behavior and physical environment can expand our understanding of job design.

## Fri. 11:00 – 12:15PM OB/HRM PAPER SESSION – Organization and Team Effects on Performance

*Room: Koloa II*

**Chair/Discussant: Pauline Schilpzand** pauline.schilpzand@bus.oregonstate.edu

**(Di)stressing Feedback: The Impact of Feedback Type on Students' Teamwork Effectiveness**

Antoaneta Petkova, San Francisco State University apetkova@sfsu.edu
Eric Lamm, San Francisco State University
Theresa Roeder, San Francisco State University

Web-based teamwork evaluation and assessment tools have grown in popularity yet little is known about their potential to enhance student learning and skill development. This study examines the role of computer-generated feedback, as well as instructor involvement in delivering feedback, in improving students' teamwork effectiveness. It further addresses the effect of different types of feedback on students' self- and peer-evaluations. Drawing on the literature on teamwork evaluation and performance feedback, we develop a set of hypotheses about the impact of different types of feedback on students' teamwork effectiveness. We test our hypotheses in a sample of 1416 business students, using CATME, a web-based system for teamwork assessment. Our results show that both types of feedback influence students' teamwork effectiveness, and that the enhancement of computer-generated feedback with instructor interventions is related to greatest improvement in teamwork effectiveness.

**The Impact of Group Level Trust in Leadership on Individual Employee Contributions**

Kira Schabram, University of British Columbia kira.schabram@sauder.ubc.ca
Sandra Robinson, University of British Columbia
Marjan Houshmand, University of British Columbia

Decades of research have demonstrated that employees' trust in leadership is positively related to their contributions to the organization. In this study, we examined if the trust in leadership held by employees' group members impacts their contributions, beyond that accounted for by their own trust in leadership. Hierarchical linear modeling analysis of 131 employees in 28 work groups of a west coast social service provider demonstrates that group level trust in top management explains significant variance in an employee's in-role performance and extra-role behavior beyond that accounted for by the focal employee's own trust in top management. Moreover, we found that the impact of group level trust in top management upon employees' in-role performance and extra-role behavior was stronger for employees with low trust in top management than for those with high trust. The theoretical and practical implications of the role of group level trust on individual outcomes are discussed.

**Organizational Culture's Influence on Organizational Citizenship Behavior Acceptance (Best Doctoral Student Paper Nominee)**

Phil Thompson, Case Western Reserve University pst27@case.edu

Virtually all research on organizational citizenship behaviors have been conducted from the perspective of the person performing the behavior (i.e. The Good Citizen). Recent research has called for more attention to be given to the help recipient. Using Cameron and Quinn's (2011) competing values organizational culture framework, this conceptual paper explains why some individuals are more likely to accept or decline offers of organizational citizenship behavior (OCB) from their coworkers.

## Fri. 11:00 – 12:15PM OMT Panel – UNDERSTANDING THE SOCIAL VALUE OF IMPROVED ARTS AND CULTURAL MANAGEMENT

*Room: Poipu III*

Philip S. Grant, University of the Andes, Bogota, Colombia ps.grant@uniandes.edu.co
François Colbert, HEC Montréal, Montréal, Canada
Leyland Pitt, Simon Fraser University, Vancouver, Canada
Jaime Ruiz, Universidad de los Andes, Bogotá, Colombia

Arts and Culture Management, as it is referred to, is a recently formed discipline. Initially, it was considered an extension of the techniques of traditional management with a focus toward improving financial results. Although the economic model of Arts Management has been established recent research has identified non-economic value creation through Cultural Management processes. Accordingly, our research agenda is to study and improve the administration and management of Arts and Culture organizations. Our research seeks to identify gaps and propose new social-value perspectives in Arts and Culture Management, with the aim of gaining a more inclusive and comprehensive perspective of this new discipline and major field of business management. These reflections are shaped by the different artistic, cultural and social contexts in which multiple activities related to Art and Cultural Management occur. Investigation, analysis and systematization of Art and Cultural Management in these different contexts will enhance existing knowledge.

## Fri. 11:00 – 12:15PM ODC Panel – MANAGING CONFLICTING INCENTIVES IN UNIVERSITIES

*Room: Poipu II*

**Managing Conflicting Incentives in Universities: The Folly of Rewarding X While Hoping for Y and Z**

Gerard Rossy, California State University, Norhtridge gro88y@verizon.net
Mark Mallinger, Pepperdine University
Barry Posner, Santa Clara University
James Goodrich, California State University, Los Angeles
Richard Moore, California State University, Northridge

AACSB standards specify engagement in a variety of areas that roughly still translate into the traditional research, teaching and service, but with more differentiation. Administrators face increasing demands for performance in all these areas with a shrinking complement of full-time, tenure track faculty and an increasing proportion of "contingent" faculty. In 1975 Steve Kerr identified a key dilemma for all managers in his classic article on the perverseness of reward systems. Not much later in 1980 William Ouchi raised related issues when he identified the three kinds of controls that influence individual behavior in organizations—markets, hierarchies and clans. University environments constantly confront administrators at all levels with these conflicts and paradoxes. Panelists will reflect on their experience related to their challenges in applying these classical systems of control to both motivate and direct faculty and staff in ways that recognize and minimize those conflicting demands.

## Fri. 12:15 – 2:15PM PRESIDENTIAL LUNCH (with awards and gratitudes)

*Room: Garden Pavillion*

## Fri. 2:30 – 3:30PM ASCENDENT SCHOLARS SESSION

*Room: Koloa III*

## Fri. 3:45 – 5:00PM IB PAPER SESSION –Performance and Social Justice across Cultures

*Room: Koloa II*

**Chair/Discussant: Chalmer Labig** cel@okstate.edu

**The Determinants of Outward FDI by Chinese Firms:  The Role of Chinese Returnees**
Tony Fang, Monash University tfang06@gmail.com

Using firm level panel data from 2008 to 2010 of all high-tech firms in Changzhou, a costal city in Jiangsu Province, China, we estimate the determinants of the OFDI of Chinese firms by including the major independent variables such as human capital acquisition and institutional factors while controlling various firm characteristics. Our results of the fixed-effects model have shown that number of Chinese returnees in the firm seems to be more important than tax reduction policies. Furthermore, the effects of Chinese returnees are heterogeneous among different ownership type firms. The effect is strongest in private firms. These findings imply that talent attraction and management is important for facilitating the internationalization and outflow of foreign direct investment of Chinese firms, which also help us better understand the effect of globalization through brain gain other than brain drain.

**Social Cynicism Belief, Social Dominance Orientation, and Unethical Decision Making: A Cross-Cultural Examination**
Valerie Rosenblatt, San Francisco State University valerier@sfsu.edu

Globalization and growing workforce diversity underscore the importance of understanding how cultural differences influence unethical decision making (UDM). Previous studies mainly focused on values and researchers have called for an examination of other types of cultural differences. Using the theory of planned behavior, this work investigated how individual-level social cynicism belief is related to UDM in two societies that were previously found to differ on the societal-level cynicism belief. Using data from a survey of 586 students from Russia and the U.S., we demonstrated that the relationship between individual-level social cynicism belief and UDM is mediated by social dominance orientation (SDO). The mediated relationship was found to be structurally equivalent in both samples. These findings contribute to the understanding of the antecedents to UDM. We highlight the importance of individual-level social cynicism belief and the mediating role of SDO, with practical implications for employee selection and training in multicultural contexts.

**Does Social Justice Knowledge Matter? Effects on Student Attitudes in Management Education**

James Westerman Appalachian State University westermanjw@appstate.edu
Jacqui Bergman Appalachian State University
Shawn Bergman Appalachian State University
Brian Whitaker Appalachian State University
Joseph Daly Appalachian State University

There is a growing social justice movement in the U.S. in response to perceptions of increasing inequality, as illustrated by recent minimum wage protests and the Occupy Wall Street movement. It is an open question, however, as to whether the accuracy of business student perceptions of the reality of social justice in the U.S. effects student attitudes. We empirically examine whether the social justice knowledge deficits of management students effect student social and economic justice perceptions.  Data were collected from business students (n = 222) at an AACSB-accredited business school. Results indicate that students who are less accurate of where the U.S. ranks in reference to its OECD peers on HR practices and social justice issues perceive current U.S. social justice policy as more equitable, have lower levels of agreement with the goals of Occupy Wall Street, and are more likely to endorse GNP as an effective measure of a society's progress.

**The Role of Codetermination in Shareholder Oriented Corporate Governance Reform: The Case of Executive Remuneration Disclosure**

Mario Krenn, Southeastern Louisiana University
Jean McGuire, Lousiana State University (mcguire@lsu.edu)

A distinct institutional feature of stakeholder-oriented German corporate governance is the codetermined two-tier board, which opens the boardroom to employee representatives. This feature contrasts with the shareholder-oriented Anglo-Saxon model of corporate governance, in which labor representatives play a peripheral role. Recently, corporate governance practices that are typically viewed as shareholder-oriented were introduced in Germany via a national code of good corporate governance. This article examines the influence of employee representatives in the boardroom on the likelihood that firms adopt the good corporate governance provision that recommends the disclosure of individualized remuneration arrangements of management board members. The results show that there exists an inverted U-shaped effect of the level of labor representation on the supervisory board on the likelihood that firms thoroughly reform their top management remuneration disclosure practices.

## Fri. 3:45 – 5:00PM ENTREPRENEURSHIP PAPER SESSION – Entrepreneurship, Identity, and Education

*Room: Poipu I*

**Chair/Discussant: Scott Bryant** bryant@montana.edu

**Urban Entrepreneurship and Indigenous Identity (Best Doctoral Student Paper Nominee)**
Bryan Gallagher, Simon Fraser University bryang@sfu.ca

Entrepreneurship is gaining prominence within Indigenous Australia. As a pathway towards employment and self-sufficiency, entrepreneurship has been hailed as an important factor in closing the gap between Indigenous and non-Indigenous Australians. Meanwhile, many Indigenous Australians are attempting to revitalize fundamental aspects of who they are such as their Indigenous identity. With increased interest in entrepreneurship and in revitalizing Indigenous identity, questions emerge as to if and how entrepreneurship may impact Indigenous identity as well as if and how Indigenous identity may impact the practice of entrepreneurship? To answer these questions, I interviewed thirty urban Australian Indigenous entrepreneurs about their experiences of being Indigenous and being an entrepreneur. From these interviews, I identified several key mechanisms that explain the connections between Indigenous identity and entrepreneurial practices. These mechanisms may form self-reinforcing cycles that either constrain or enable Indigenous identity and entrepreneurial practices.

**The Entrepreneurial Method and Entrepreneurial Identity**

Matthew Metzger, University of Colorado at Colorado Springs mmetzger@uccs.edu
Thomas Duening, University of Colorado at Colorado Springs
Gregory Stock, University of Colorado at Colorado Springs

We build upon Sarasvathy and Venkataraman's (2011) notion of the "entrepreneurial method" to develop pedagogical and curricular interventions for entrepreneurial education. Specifically, we posit that engaging students in a "method-based" approach to entrepreneurship requires supplementing traditional techniques with explicit instruction regarding virtues that constitute an entrepreneurial identity. We explore insights about the mechanisms underpinning the development of individual self-image from several disparate streams of research before synthesizing these into implications for entrepreneurial educators.

**Stimulating Creativity Within the Field of Entrepreneurship**

Todd Finkle, Gonzaga University finklet2000@yahoo.com
Mark Shrader, Gonzaga University

The purpose of this article is to provide entrepreneurship educators examples of exercises to foster creativity in their entrepreneurship programs.  The article gives background information on the construct of creativity.  We discuss attributes that develop creativity as well as those that deter creativity. We also outline 10 specific exercises that instructors can use in their classrooms to stimulate creativity. The practical implications of the article will allow entrepreneurship educators to become more proficient in stimulating student creativity in today's ever-changing environment.

## Fri. 3:45 – 5:00PM OMT PAPER SESSION – Historical and Discourse Analysis

*Room: Koloa III*

**Chair/Discussant: Jennifer Howard-Grenville** jhg@uoregon.edu

**The Institutional Logics of Rigor and Relevance: A Historical Analysis**

Ted Paterson, University of Idaho tpaterson@uidaho.edu
Chris Tuggle, University of Nebraska

The rigor-relevance gap in management research has been hotly debated and contested for more than half a century. The existing studies have been largely atheoretical. By addressing the issue through the lens of institutional theory, this paper advances the rigor-relevance debate by exploring rigor and relevance as institutional logics. A historical analysis of this debate adds to the literature on institutional logics by providing an example of coexisting logics that have endured over time and that continue to jointly affect actors in the institutional field. This historical analysis spans from 1881 to present day and provides examples of the forces that institutionalized the logics of rigor and relevance. Implications of the historical analysis for the rigor-relevance debate and the institutional logics literature are discussed.

**Novel Discourse and Institutional Legitimation:  The Rhetorical Construction of Alberta's "Bitumen" Bubble**

Robert Gephart, University of Alberta  robert.gephart@ualberta.ca
Roy Suddaby, University of Alberta
Cagri Topal, Middle East Technical University
Amandine Savall, CNAM Paris & ISEOR

We use an interpretive perspective to understand the construction of a novel discursive entity – Alberta's "bitumen bubble" --in public discourse.  This bubble or gap between forecast and actual oil prices was destined to result in "six billion dollars less in revenue this year alone" for Alberta according to Premier Allison Redford.  To explore the discursive construction of this novel entity, we analyzed: 1) the 2012 Alberta budget speech preceding the bubble's invention, 2) Premier Redford's speech announcing the emergence of the bubble, and 3) the 2013 Alberta budget speech where the "bitumen bubble" was used to justify extensive budget cuts.  Conceptually the paper 1) addresses the role of organizational rhetoric in the discursive construction of novel phenomena, 2) explores how temporal sensemaking in organizational discourse produces novelization, and 3) develops theoretical insights into how institutional legitimation is undertaken with rhetoric, temporal sensemaking and novelizing discourse.

**Challenges in Discourse Analysis Research: Theoretical Review and Methodological Recommendations**
Thomas Greckhamer, Louisiana State University tgreck@lsu.edu
Sebnem Cilesiz, University of Louisiana at Lafayette

Discourse analysis is a well-founded approach to conducting qualitative research in the social sciences generally, especially suitable for studying organizational phenomena and discourse. However, conducting empirical discourse analyses remains challenging. In this paper we review and discuss four key challenges involved in doing qualitative research and then make practical recommendations to address these challenges in discourse analysis by providing five methodological 'tools'. These recommendations should not only facilitate conducting and writing up discourse analysis but also be helpful as a model for addressing the challenges faced in the context of other qualitative methodologies and thus contribute the advancement of qualitative research more generally.

## Fri. 3:45 – 5:00PM OB/HRM PAPER SESSION – LEADERSHIP III NEW IDEAS AND CONCEPTS

*Room: Koloa I*

**Chair/Discussant: Becky Reichard, Claremont Graduate University** becky.reichard@gmail.com

**Affective Communication: Toward a Theory of Rallying Cries and Group Adaptation**
Timothy Munyon, The University of Tennessee tmunyon@utk.edu
David Jiang, The University of Tennessee
Brian Collins, The University of Southern Mississippi
Thomas A. Wright, Fordham University

Rallying cries are succinct, affect-infused messages intended to efficiently build consensus and motivate action. Despite widespread use throughout history, little research examined the genesis and operation of rallying cries as an affective device influencing group outcomes. In this paper, we develop an initial theory of rallying cries, exploring how they enable group adaptation and goal accomplishment. Beyond its immediate implications for the study of affect, this framework informs social influence, leadership, change, and mobilization perspectives. We discuss these implications and propose important new directions for future research.

**Touch Points: Senior Leader's Role in Engaging and Retaining High Potentials**
Louise Keefe, Eaton louises92@yahoo.com
Julie Chesley, Pepperdine University

Engaging and retaining an organization's high potentials plays a key role in enhancing an organization's competitive advantage. This study examined senior leaders' use of touch points (intentional interactions) with high potentials as a retention and engagement strategy. Study findings revealed that touch points yielded a range of benefits for the company, for leaders, and for high potentials. Based on these findings, a touch point system where executive leaders meet with different high potentials every quarter is advised. Additionally, organizations are advised to create mechanisms to advocate for, facilitate, and monitor leaders' use of touch points to optimize organizational outcomes.

**Influence Tactics and Leader Effectiveness: The Moderating Role of Empathy**
Cuneyt Gozu, Drexel University – Sacramento cuneytgozu@yahoo.com

The present research investigated how leader effectiveness is related to a leader's use of proactive influence tactics and empathy. 42 managers, 223 subordinates, and 42 bosses were surveyed from various American companies in different industries. The hypothesized relationships between leader effectiveness and its predictors were supported. The study revealed that empathy moderates the relationship between the core tactics and leader effectiveness. Thus, there is a close relationship between interpersonal skills and leader influence behaviors. Leaders who have high empathy scores were seen effective to influence subordinates. Implications of the study and suggestions for future research are provided.

**Championing Culture Change (Best Doctoral Student Paper Nominee)**
Simon Pek, Beedie School of Business spek@sfu.ca

Drawing on fieldwork from a major electronics manufacturing company undergoing a process of culture change and literature on championing and organizational culture, I develop a model of intentional culture change driven by individuals in low positions of power and without access to significant resources. I find that culture change in such circumstances is indeed possible and can be driven and facilitated by champions' tailored cultural seeding, champions' supporting, and leaders' amplification, processes which to date have received limited attention in extant models of championing and culture change and add to our understanding of the microprocesses of culture change.

## Fri. 3:45 – 5:00PM OB/HRM WORKSHOP

*Room: Poipu II*

**Improving your Voice and Presence Skills in the Classroom**
Marie Downing, Texas Tech University
James Downing, California State University, Chico jdowning2@csuchico.edu

This workshop is tailored to train university faculty to have a more effective presence and voice in the classroom.  Participants will leave with a toolkit for being present in the classroom, a personal connection to subject matter being taught, and knowledge of the fundamental mechanics of how the voice works.  Work on identifying new resonance within the voice, and breath work leading to more free and natural speaking will be explored.  Participants will release tensions in their body and learn about how breath fuels the voice.  Each participant is encouraged to bring a speech, presentation or lesson to work on with the workshop leader.  The workshop promises a new found appreciation and gratitude for ones "spine", "bones" and "diaphragm". These elements play a pivotal role in how effective the voice has the potential to be in the classroom.  There are physical components to the workshop so comfortable clothing is suggested.

## Fri. 3:45 – 5:00PM OB/HRM WORKSHOP – (Service-Learning Pedagogy)

*Room: Poipu III*

**Teaching Students Organizational Behavior and Organization Development Using Service-Learning Pedagogy**
Jennifer Parlamis, University of San Francisco jparlamis@usfca.edu
Rebekah Dibble, University of San Francisco
Kevin Lo, University of San Francisco
Lorianne Mitchell, East Tennessee State University
Linda Henderson, University of San Francisco

Service-learning is a teaching method in which students partner with a non-profit community organization to practice, learn and apply course content while meeting the needs of the community partner (Cress, 2005).  This methodology emphasizes learning through action, civic responsibility, and reflective practice. During the session, presenters will describe two different applications of service-learning that they have used in the past: one for undergraduate students in Organizational Behavior and one for graduate students in Organization Development.  We will share syllabi, assignments, student reflections and lessons learned.  This session is intended for instructors who are interested in exploring this pedagogical approach for use in their classroom or for those who have experience with this learning methodology and would like to contribute their experience to the discussion.

# DEVELOPMENTAL PAPERS

**Date: Friday March 13**
**Room: Luana Kai**
**Format: Roundtable Format**
**Each author will have 5 minutes to informally present their ideas to the others seated at the tables, and then will listen silently as the others discuss the work. There will be 5 minutes at the end for follow-up and discussion. The chair/facilitator will ensure that each paper has enough time present and receive feedback.**


**FRI. 8:00-9:15am**
**Table 1: Can You See Me Now?  Studies of Leadership and Perceptions**
**Chair/Discussant: Jason Harris-Boundy** jchb@sfsu.edu

*Mentor Protégé Assessments: Why it Matters*
Sandra Washington, Albany State University sandra.washington@asurams.edu
Devi Akella, Albany State University
Cynthia Bennett, Albany State University

*The Differential Evaluations of Leaders as a Function of Subordinates' Gender*
Angélica S. Gutiérrez, Loyola Marymount University agutierrez@lmu.edu

*Viewing the World Through Rose-Colored Glasses? Antecedents to Perceiving Supervisory Excuses*
Kori Callison, University of Alaska Anchorage krcallison@uaa.alaska.edu
Terry Nelson, University of Alaska Anchorage


**Table 2: The Right Fit: Explaining Knowledge Sharing and Organizational Learning**
**Chair/Discussant: Lori Peterson** l.t.peterson66@csuohio.edu

*E-Learning Preferences in Professional Development: The Impact of Learning Method and Recency*
*Fostering Knowledge Sharing in an Organization: The Case of PetroVietnam Constrouction (PVC) Joint Stock Corporation*
*Pham Thi Oahn, PetroVietnam Contraction*
Thang Nguyen, NEU (Vietnam) & IPAG Business School (France)
Scott Bryant, Montana State University bryant@montana.edu

*Does Organizational Learning Mediate the Link Between Ethical Climate and Organizational Performance?*
Aditya Simha, University of Wisconsin – Whitewater simhaa@uww.edu
James Bronson, University of Wisconsin - Whitewater

*Relationship Between Dyadic Characteristics of Partnership and Post-Alliance Acquisition Attempt*
Rimi Zakaria, University of Wisconsin, Whitewater zakariar@uww.edu


**Table 3: Overcoming National Differences:  The Roles of Information and (Cultural) Intelligence**
**Chair/Discussant: Yongsun Paik** yspaik@lmu.edu

*The Role of Information Technology on the Organizational Flexibility and Entry Mode Strategy*
Nara Jeong, Washington State University nara.jeong@wsu.edu
Nari Kim, Washington State University

Pyayt Oo, Washington State University

*Social Dominance Orientation and the Development of Cultural Intelligence Following Cross-Cultural Contact*
Valerie Rosenblatt, San Francisco State University valerier@sfsu.edu

*Cultural Intelligence and Liability of Foreignness in Various Environmental Contexts*
Alexey V Semenov, Saint Louis University asemenov@slu.edu
Hadi Alhorr, Saint Louis University
Arilova A. Randrianasolo, Saint Louis University

**Table 4: A Visitor at Home:  Values Congruency, Migrancy and Host Country Liaisons**
**Chair/Discussant: Tony Fang** tfang06@gmail.com

*Field Validation of the Host Country National Liaison Role*
Marian van Bakel, University of Southern Denmark msvb@sdu.dk
Torben Andersen, University of Southern Denmark
Charles Vance, Loyola Marymount University
Vlad Vaiman, California Lutheran University

*Employee Homesickness: Causes and Outcomes*
Pauline Schilpzand, Oregon State University pauline.schilpzand@bus.oregonstate.edu
Jeewon Cho, Oregon State University

*Cross Cultural Management, Values Congruence, and Social Identity Theory*
Todd Weber, Central Washington University weber@cwu.edu

**Table 5: Creating Light from the Shadows:  Using Resources to Create Economic Value**
**Chair/Discussant: Natalia Vidal** nvidal@unm.edu

*WANTED: Freelance Employees, Non-contingent NEED NOT APPLY: A Unique Contractual Work Arrangement in the Ecuadorian Travel Industry*
Patricia Martinez, Loyola Marymount University patricia.martinez@lmu.edu
Monica Gavino, St. Xavier University

*The Creation and Translation of Symbolic to Material Resources: A Comparative Case Study of Start-up Nanotech VC Firms*
Kathryn Aten, Naval Postgraduate School kjaten@nps.edu

*Intersectionality: Aligning Women's Social Entrepreneurship Goals, Gratitude Initiatives and Societal Needs*
Denise Kleinrichert, San Francisco State University dk@sfsu.edu

**FRI. 9:30-10:45am**
**Table 1: Mahalo!  The Role of Gratitude in Leadership and Relationship Building**
**Chair/Discussant: Cuneyt Gozu** cuneytgozu@yahoo.com

*Driving Charismatic/Transformational Leadership with Gratitude*
Harold Harlow, Wingate University dennisharlow@hotmail.com

*Gratitude Networks and Female Entrepreneurial Success*
Vernita Perkins, The Chicago School of Professional Psychology
Louise Kelly, Alliant Int Univ

*The Mediating Role of Gratitude on the Relationships Between Big 5 Personality Traits, Job Satisfaction, Organizational Commitment, and Turnover Intention.*
Aditya Simha, University of Wisconsin – Whitewater simhaa@uww.edu


**Table 2: Having an Impact on Students: Creating an Innovative Educational Experience**
**Chair/Discussant: Regina Yanson** ryanson@fmarion.edu

*Academic Major Decidedness: A Study of First-Generation and Non-First Generation Undergraduate Business Students*
Jamie Collins, Sam Houston State University collins@shsu.edu
Jason Riley, Sam Houston State University

*Comparing the Effects of Differing Models of Undergraduate Education and National Culture on Business Student Thinking Style*
Martin Senderovitz, University of Southern Denmark mse@sdu.dk
Charles Vance, Loyola Marymount University
Torben Andersen, University of Southern Denmark
Cathleen McGrath, Loyola Marymount University

*Leadership and Innovation: Evidence from Higher Education in the U.S. and China*
Xiujuan Jiang, UMKC
Lisa Zhao, University of Missouri at Kansas City
Marilyn Taylor, University of Missouri at Kansas City taylorm@umkc.edu

**Table 3: Challenged!  Ethical Dilemmas and Deviant Behavior**
**Chair/Discussant: Suzanne Zivnuska** szivnuska@csuchico.edu

*A Typology of Work Deviant Behaviors*
Mortaza Zare, New Mexico State University zare@nmsu.edu

*Can't Do It! When Coaches' Worldviews Challenge Their Interventions*
Pauline Fatien, Menlo College pauline.fatien@menlo.edu
Keri Heitner, All Aspects Research

*Group Dynamic in Abusive Supervision: Boundary Conditions for Relational and Collective Self-Concept*
Jeewon Cho, Oregon State University Jeewon.Cho@bus.oregonstate.edu
Pauline Schilpzand, Oregon State University

**Table 4: Getting By with a Little Help:  Building Social Capital in Boards and Teams**
**Chair/Discussant: Teresa Martinelli-Lee** tmartinelli-lee@laverne.edu

*Effective Nonprofit Boards: Examining the Role of Relationship Quality*
Terry Nelson, University of Alaska Anchorage Tnelson15@uaa.alaska.edu
Kori Callison, University of Alaska Anchorage

*When a Helper Helps: Teamwork, Role Configurations, and Group Outcomes*
Alexander Bolinger, Idaho State University boliale2@isu.edu

*Executive Compensation in a Privately Held Company: Where Law and Statistics Meet.*
Bonnie Persons, CSU Chico bbpersons@csuchico.edu

**Table 5: The Costs of (Not) Fitting In: Accreditation, Misconduct, Malfeasance and Compensation**
**Chair/Discussant: Thomas Greckhamer** tgreck@lsu.edu


*Organizational Misconduct within the National Collegiate Athletic Association*
Khirey Walker, Louisiana State University
Brian Soebbing, Louisiana State University bsoebb1@lsu.edu
Chad Seifried, Louisiana State University

*Survival and Legitimacy Through Accreditation in the U.S. Day Care Organizational Field*
Shiva Nadavulakere, Saginaw Valley State University snadavul@svsu.edu
Anushri Rawat, Eastern Michigan University

*The Escalating Cost of Corporate Malfeasance: A Strategic Perspective on Repeat Offender's Corporate Philanthropy*
Douglas Miller, University of North Carolina-Wilmington
David Noack, Weber State Univeristy davidnoack@weber.edu
Dustin Smith, Webster University


**FRI. 11:00-12:15pm**
**Table 1: Organizational Support for Greatness**
**Chair/Discussant: Wesley Kading** wkading@lmu.edu

*An Employee-Centered Approach to High Performance Work Practices (HPWPs): Testing A Multilevel Structural Equation Model*
Young Chang, University of Wisconsin-Whitewater changy@uww.edu
Jae Hyeung Kang, Oakland University

*Developmental Training and Perceived Organizational Support: The Mediating Role of Means Efficacy*
John Ross, New Mexico State University
Phil Jolly, University of Houston

*A Conceptual Model of Millennial Employee Financial Well-Being: Towards Decreasing Stress, Promoting "Optimal Health", and Improving Job Performance*
Reka Lassu, California State Univ., Chico rlassu@csuchico.edu
Kenny Chan, California State Univ., Chico


**Table 2: The Boundaries of Leadership: Investigating Shared and Cross Cultural Factors**
**Chair/Discussant: Peter Jennings** pjennings@scu.edu

*Leadership Emergence and Shared Leadership: Exploring the Role of Gender in Face-to-face and Virtual Teams*
Andra Serban, University of Warwick andra.serban@wbs.ac.uk

*The Sharing and Transfer of Leadership: An Examination of Community Building in Latin America*
Rebekah Dibble, University of San Francisco rdibble@usfca.edu
Carlos Baradello, Sausalito Ventures

*Cross-Cultural Leadership: An Exploratory Empirical Analysis*
Cuneyt Gozu, Drexel University – Sacramento cuneytgozu@yahoo.com

**Table 3: New Approaches to Leadership**
**Chair/Discussant: Rajnandini Pillai** rpillai@csusm.edu

*Constructing Leadership through Questions in Decision-Making Meetings*
Jolanta Aritz, University of Southern California aritz@marshall.usc.edu
Robyn Walker, University of Southern California

*Leadership Ideology: A New Perspective to Studying Leadership*
Ryan Gottfredson, California State University - Fullerton rgottfredson@fullerton.edu
John (Jay) Barbuto Jr., California State University - Fullerton

*Rethinking Business Leadership Research in the Informal Economy*
Jason Harris-Boundy, San Francisco State University jchb@sfsu.edu


**Table 4: Creating Alternatives in Emerging Economies:  Individuals' Motivations, Careers, and Knowledge Networks**
**Chair/Discussant: Brian Soebbing** bsoebb1@lsu.edu

*Towards a Conceptual Model of Managing Organizational Knowledge in Emerging Economies*
Scott Bryant, Montana State University bryant@montana.edu
Thang Nguyen, NEU (Vietnam) & IPAG Business School (France)

*Homogenizing the Poor at the 'Base of the Pyramid'*
Ana Maria Peredo, Peter B. Gustavson School of Business aperedo@uvic.ca

*The Expat-Preneur: A Growing Career Phenomenon for the Global Marketplace*
Charles Vance, Loyola Marymount University cvance@lmu.edu
Yvonne McNulty, Singapore Institute of Management University
Yongsun Paik, Loyola Marymount University

**Table 5: We are the Champions: Research Into and Useful for Understanding Change Agents**
**Chair/Discussant: Gina Dokko** gdokko@ucdavis.edu

*The Virtues of Clarity: Exploring the Link Between Transparency and Impact in Qualitative Management Research*
Lakshmi Balachandran Nair, Università della Svizzera Italiana lakshmi.balachandran.nair@usi.ch
Matthias Weiss, Institute for Leadership and Organization
Michael Gibbert, Institute of Marketing and Communication Management
Martin Hoegl, Institute for Leadership and Organization

*Comparing All-in and Reserved Approaches to Forging Change*
Emily Plews, University of Oregon eplews@uoregon.edu

*Appreciative Inquiry and coaching: A Natural Partnership in Organizational Life*
Loren Dyck, University of La Verne ldyck@laverne.edu

*Organizational Change Agents: A Theoretical Process Model of Individual Key Resources and Effectiveness*
Matthew Monnot, University of San Francisco mjmonnot@usfca.edu

**Table 1: Meeting Others' Expectations:  Managing to Enhance Ethics, Sustainability, and CSR**
**Chair/Discussant: Jennifer Kroeker-Hall** jkhall@telus.net

*Disentangling Attitudes Toward Business Sustainability*
Tom Thomas, San Francisco State University
Eric Lamm, San Francisco State University ericlamm@sfsu.edu
Jennifer Tosti-Kharas, San Francisco State University

*Connecting Ethical Identities and Practices: A Proposed Model of Identity Management*
Natalia Vidal, University of New Mexico, Anderson School of Management nvidal@unm.edu
Wellington Spetic, University of New Mexico, Anderson School of Management
Patricia Marquez, University of San Diego

*Environmental and Socio-Economic Sustainability: Another Overarching, Integrative Wave for Business Management?*
Mark Starik, San Francisco State University
Timothy Clark, Northern Arizona University, Franke College of Business timothy.clark@nau.edu

**Table 2: Committing and Aligning Resources in Uncertain Markets**
**Chair/Discussant: Rimi Zakaria** zakariar@uww.edu

*Opportunity Fitness with Existing Resources on New Product Performance:  The Contingent Role of Opportunity Screening Process*
Sang-Youn ("Youn") Lee, Washington State University
Nari Kim, Washington State University nari.kim@wsu.edu
Nara Jeong, Washington State University

*Market Position, Resources and Transaction Costs: A Matching Model of How Governance Choice Affects Performance*
Madhu Viswanathan, University of Arizona madhu@email.arizona.edu
Darcy Fudge Kamal, Chapman University
Peng Wang, University of Arizona

*Digging In: The Moderating Effects of Environmental Uncertainty on Lead Founder Psychological Ownership and New Venture Commitment*
David Noack, Weber State University davidnoack@weber.edu
Douglas Miller, University of North Carolina-Wilmington

**Table 3: Mind Games:  Managing Emotions and Creativity at Work**
**Chair/Discussant: Kori Callison** krcallison@uaa.alaska.edu

*Precarious Practice: The Emotionally Precarious Work of Veterinary Euthanasia*
David Hannah, Simon Fraser University dhannah@sfu.ca
Kirsten Robertson, University of the Fraser Valley

*Back to the Future: Affective Forecasting, Emotional Regulation and Performance*
John Ross, New Mexico State University
Carol Flinchbaugh, New Mexico State University
Carma Nez, New Mexico State University

*Does This Mess Make Me Creative? Physical Organization, Cognitive Resource and Creative Performance*
Chanhyo Jeong, University of Oregon chanhyo.jeong@gmail.com

**Table 4: Aloha: Joining or Leaving an Organization**
**Chair/Discussant: Sharon Segrest** Ssegrest@usfsp.edu

*Family Business CEO Succession: Examining Personal Retirement Expectations*
Jamie Collins, Sam Houston State University collins@shsu.edu
Bill Worthington, Baylor University

*Unpacking Perceptions of Overqualification: When Excess Education or Experience Hinders (or Helps?) Interview Selection*
Patricia Martinez, Loyola Marymount University patricia.martinez@lmu.edu
Mark Legnick-Hall, University of Texas at San Antonio
Mukta Kulkarni, Indian Institute of Management Bangalore

*Drivers of Turnover and Affiliation in the United States Marine Corp Reserves*
Marco DiRenzo, Naval Postgraduate School
Kathryn Aten, Naval Postgraduate School kjaten@nps.edu
Jason Barnes, United States Marine Corp
Adam Shapiro, United States Navy
Benny Volkman, United States Navy

**Table 5: New Technology and Management Education: Impact on Learning, Satisfaction, and Reviews**
**Chair/Discussant: Richard Moore** richard.moore@csun.edu

*Judging an article by its title: The link between title characteristics and citation count in Management Research*
Lakshmi Balachandran Nair, Università della Svizzera Italiana lakshmi.balachandran.nair@usi.ch

*E-Learning Preferences in Professional Development: The Impact of Learning Method and Recency*
Regina Yanson, Francis Marion University ryanson@fmarion.edu
Alysa Lambert, Indiana University Southeast

*Technology and Leadership in Education: Exploring the Role of Course Virtuality, Leadership Style and Perceptions of Expertise as Moderators for Student Learning, Achievement and Satisfaction*
Andra Serban, University of Warwick andra.serban@wbs.ac.uk

*Flipping Class: A Field Study of Flipped versus Conventional Instruction*
Gerard Beenen, California State University, Fullerton

# Saturday, March 14<sup>ST</sup>, 2015

SCHEDULE AT A GLANCE
6:30 – 8:00am      BREAFAST AND WAM BUSINESS MEETING (EVERYONE INVITED)
8:00 – 9:15am      SESSIONS
9:15 – 9:30am      BREAK
9:30 – 10:45am    SESSIONS
10:45 – 11:00am   BREAK
11:00 – 12:30pm   CLOSING SESSION

# Saturday, March 14<sup>ST</sup>, 2015
## Sat. 8:00 – 9:15AM ENT PAPER SESSION – Insights on Entrepreneurship and Performance
*Room: Poipu I*

**Chair/Discussant: Pauline Fatien** pauline.fatien@menlo.edu

**Serial Entrepreneurs Speak Out**
Prescott C. Ensign, Wilfrid Laurier University ensign@wlu.ca
Steve Farlow, Wilfrid Laurier University

It is unequivocal that entrepreneurs are vital for society. But what role do serial entrepreneurs play? Is their contribution greater? Are serial entrepreneurs more restless than entrepreneurs who stick with one venture? Some serial entrepreneurs exit and move on; others hold onto the business while starting the next one. A number of studies suggest that the seasoned entrepreneur's next venture is no more likely to succeed than a beginner's first venture. Still other studies support just the opposite. In this paper we explore the personal reflections of a sample of serial entrepreneurs. We categorize their insights and introspection; we look to discover why they consistently put themselves back in the game; and we look for their secrets of success. Finally, we pose questions and suggest some metaphors to spark reaction.

**The Dynamics of Trust and Information in the Development of Entrepreneurial Relationships**
Anthony Briggs, University of Alberta tony.briggs@ualberta.ca
Paul Carlile, Boston University
Harry Scarbrough, Cass Business School

How is the quality of a novel relationship assessed? This paper examines how uncertainty in the quality of information affects which entrepreneurial relationships are selected for further development. Beginning with the assumption that relationship quality is co-determined with relationship selection, we examine the vulnerabilities of using information under conditions of uncertainty. Drawing primarily from the trust literature, and illustrated by examples from repeat entrepreneurs, we propose a model where trust accumulates as entrepreneurs use ex ante, or "beforehand", information. We argue that the process entrepreneurs use to share information minimizes the need for trust over time and across relationships. Furthermore, when the process of information sharing reduces the use of trust in any given relationship, it can lead to distrust. This model has implications in how information is shared in novel and collaborative relationships.

**Entrepreneurial Strategies in Fragmented Markets: A Multi-level Study in Collaboration and Performance**
James Downing, California State University, Chico jdowning2@csuchico.edu

The strategy literature has traditionally focused on firm activities to obtain a competitive advantage in large, oligopoly industries.  What is not clear in the literature are the strategies used in fragmented professional service businesses to obtain a competitive advantage.  Fragmented professional service industries pose unique structural concerns for entrepreneurs to gain a competitive advantage, which have effects on individual and firm performance.  The current study develops and tests collaboration effects on

performance at the individual and firm levels of analysis; and then advances a multilevel mixed effects linear regression model.  I contend that group membership and investments into group activity have a positive effect on performance at both the firm and individual level.  In addition, I propose cross-level collaborative effects on performance.  While group membership in itself does not have an effect on performance, certain investments in collaboration do impact performance across levels.  The results and their implications are discussed.

## Sat. 8:00 – 9:15AM ODC PAPER SESSION – Career Decisions, Commitment, and Retention

*Room: Koloa III*

**Chair/Discussant: Torben Andersen** toa@sdu.dk

**Organizational Change and Proactive Personality: Effect of Job Outcomes on Employee Retention**
Veena Prabhu, California State University Los Angeles
Stephen McGuire, Cal State Los Angeles smcguir@exchange.calstatela.edu

In today's borderless world characterized by acute competition, with change being the only constant, organizations need to work on building a workforce which can not only survive but also thrive in such a volatile environment.  Proactive individuals actively create environmental change, while less proactive people take a more reactive approach toward their jobs.  The present paper provides evidence for the significance of proactive personality (PAP) in the backdrop of an organizational change setting.  We empirically tested the effect of PAP on important job outcomes and employee retention. We found that PAP has a robust relationship with job performance and job satisfaction with the latter mediating the relationship with PAP and employee retention. Implications of the results and ideas for future research are discussed.

**#141 You've Come a Long Way…Maybe? The Effect of Traditional versus Egalitarian Gender Role Attitudes and the Kaleidoscope Career Model on Career Decisions for Millennials**
Sharon Segrest Canizares, University of South Florida St. Petersburg Ssegrest@usfsp.edu
Patricia Martinez, Loyola Marymount University
Natalie Sanchez, Stanford University

In this paper, we utilized an experimental vignette design and found that Millennial college students (young adults) exhibit more egalitarian work-family than the previous generation (Generation Xers) such that there is no difference between the priority respondents give to men and women's career advancement.  In addition, we collected qualitative data in order to gain a better understanding of the respondents' attitudes toward gender equality in the workplace. We found support for the Kaleidoscope Career Model (KCM) which posits that women are more likely to utilize relationalism and consider the needs of others when making career decisions, while males are more likely to put their careers first and utilize goal orientation and independent action in career decisions.

**#164 Differentiating Impact of TQM training: Organizational Commitment in Question**
Loren Dyck, University of La Verne ldyck@laverne.edu

This study examines the influence of a TQM training program on the organizational commitment of health care workers at a south pacific hospital. Employee involvement in a TQM training program was hypothesized to be associated with organizational commitment for those employees receiving the training. Thematic analysis was the qualitative research methodology conducted for this study that resulted in the differentiating themes of TQM trained employees. Although organizational commitment was not found to differentiate TQM trained employees from employees not trained in TQM, other differentiating themes were identified. The study's limitations are identified and opportunities for future research are examined.

## Sat. 8:00 – 9:15AM OB/HRM PAPER SESSION – MANAGEMENT EDUCATION

*Room: Koloa I*

**Chair/Discussant: Martin Senderovitz** mse@sdu.dk

**More Agreement than Meets the Eye: Defining Managerial Interpersonal Skills for Management Education**

Gerard Beenen, California State University, Fullerton
Shaun Pichler, California State University, Fullerton
Ronald Riggio, Claremount McKenna College ron.riggio@cmc.edu

Although managerial interpersonal skills (MIPS) are more critical than ever for today's workforce, defining these skills has eluded management researchers and educators.  We address two arguments for why MIPS have eluded definition. First, they include too many skills to define as a single construct. Second, they are too context-bound to define in a world of global management education. We address both arguments by reviewing prior research and conducting two studies of how MIPS are conceptualized by managers (Study 1) and MBA administrators from 24 countries (Study 2). Both studies show surprising agreement among these key stakeholders concerning the definition of MIPS.  Accordingly, we define MIPS as a higher order construct with five core dimensions: self-managing, communicating, supporting, motivating, and managing conflict.  These two studies clarify the nature of MIPS, and should help management researchers and educators assess and teach these competencies.

**Establishing Teacher-Student Connection in Online Learning**

Teri Tompkins, Pepperdine University teri.tompkins@pepperdine.edu
Ann Feyerherm, Pepperdine University
Kathryn Rogers, Pitzer College

Translating exemplary teaching to an online environment is a challenge. This is especially true relevant to the expression of a teacher's authenticity, which helps create the human interaction important in learning. This exploratory study started with two fundamental questions: What are the demonstrated behaviors and attitudes of exemplary online teachers? and Is establishing the teacher-student connection an essential element of online teaching?  We used interviews of exemplary teachers and their students, and proposed a model that includes the institution's formal systems, contextual elements (behaviors and attitudes) and the emergent norms that defined the student-teacher interactions. We discovered from this research that exemplary online teachers intentionally work to establish strong and effective teacher student relationships, but they do it by adopting strategies that overcome, adapt, or work around the more limited communication channels that online teaching affords.

**Using Psychological Trust Theory as a Pedagogical Platform in Business Schools.**

Shaun Hansen, Weber State University sdhphd@gmail.com
James Avey, Central Washington University

Psychological trust theory is one of the most influential topics currently being studied across business disciplines because it explains and predicts the cooperative behavior necessary for social and economic exchange.  In this paper, because of its distinctive ability to help undergraduate business students frame the content of traditional business coursework while simultaneously prioritizing socially and environmentally responsible behavior, we suggest that psychological trust theory is capable of providing a practical and unifying foundation for undergraduate business education.

## Sat. 8:00 – 9:15AM OB/HRM PAPER SESSION – WELL-BEING/HEALTH

*Room: Koloa II*

**Chair/Discussant: Julie Chesley** julie.chesley@pepperdine.edu

**Dynamics of Sickness, Presenteeism, and Absenteeism: An Empirical Examination**
James MacGregor, University of Victoria jmacgreg@uvic.ca
J. Barton Cunningham, University of Victoria

Research on sickness absenteeism has a long history in management and organizational studies, but its mirror image, sickness presenteeism, when an employee continues to attend work while ill, has been discovered only relatively recently.  It is believed that the costs of presenteeism now outstrip those of absenteeism by half as much again.  Human and health costs may also be considerable, as sickness presenteeism may exacerbate medical and psychological problems.  The present research analyzed new data to test proposed relationships among previous and current health status, absenteeism, presenteeism and a number of contextual variables.   The results supported existing conceptual models while identifying a pattern where increased absenteeism may lead to increased presenteeism, which in turn may result in poorer health.  Findings also indicated that more creative employees may be more likely to take fewer sick leaves and to attend work while sick than their less creative counterparts.

**Can a Bad Boss Cost that Much? The Impact of Dark side of Leadership on Employees' Sleep, Emotions and Creativity**
Guohong Han, Youngstown State University ghan@ysu.edu
Yuntao Bai, Xiamen University
Peter Harms, University of Nebraska

The present study is concerned with exploring the costs of having a bad boss.  Specifically, the impact of abusive supervision on an employee performance outcome, creativity, through its effects on employee sleep deprivation and emotional exhaustion. This study found that abusive supervision is detrimental to employees' creativity. Abusive supervision can lead to negative employee consequences demonstrated in sleep deprivation behaviorly and emotionally exhaustion affectively. The paper also lent support for the mediating role of employee exhaustion between abusive supervision and employee creativity. This study has both research and practical implications in the work place.

**Law and Error: Daylight Saving Time and Police Harassment**
David Wagner, University of Oregon dwagner@uoregon.edu
Christopher M. Barnes, University of Washington
Cristiano Guarana, University of Washington

In this study we examine decision-making among law enforcement officers, paying particular attention to instances of police officer harassment of suspects. With two large databases – one from the Los Angeles Police Department (LAPD) and the other from the Federal Bureau of Investigation (FBI) – we examine how the shift to daylight saving time impacts law enforcement officer decision making and behavior. Notably, we find that on the Monday after the shift to daylight saving time officers are more prone to exhibit racial bias in their harassment of suspects, suggesting that the officers have less self-regulatory ability to suppress racial biases when sleep deprived. We briefly discuss the implications of our findings for individual decision making and federal and organizational policy.

## Sat. 9:30 – 10:45AM TIM/HR PAPER SESSION – New Products, Innovations, and Creativity

*Room: Koloa II*

**Chair/Discussant: Sandra Newton** newtonsa@sonoma.edu

**CEO Human Resource Management Demands and Human Resource Management Representation in Top Management**
Christopher Reutzel, Sam Houston State University reutzel@shsu.edu
Carrie Belsito, Western Illinois University
Jamie Collins, Sam Houston State University

This study draws upon research from strategic human resource management and strategic management to examine how human resource management demands influence the likelihood that a CEO will staff top management with a human resource executive. The theory and hypotheses developed in this study are tested using a sample of 180 IPO firms from the calendar year 2007 utilizing logistic regression. The results of hypothesis tests suggest that HR executive presence in top management is positively related to human resource management demands arising from product/service innovation strategies, the amount of human resources employed by the firm, and CEO financial orientation.

**Prior Commitments: Preexisting Architectures and Incumbent Responsiveness to New Product Introductions by Competitors**
David Tan, University of Washington
Justin Tan, Schulich School of Business, York University jtan@schulich.yorku.ca

We explore firm responsiveness to competitors in the adoption of new product architectures. Prior commitments to existing product architectures are thought to dull the responsiveness of incumbents to competitors' introduction of new products. We posit, however, that when adopting new products requires architectural changes, firms' decisions to adopt or not adopt may hinge more sensitively on adoption by competitors. First, when firms cannot rely on their own preexisting capabilities to shape the success of a new technology through their own efforts, they may depend more on growth in the external community of competitors to resolve technical uncertainty. Second, when firms must make costlier architectural changes to enter a market, their adoption decisions will be more sensitive to competitive erosion of market opportunities, whereas when adding products within its existing architecture, lower marginal costs make it feasible for a firm to pursue more incremental opportunities in the presence of greater competition.

**Selecting People Who Have the Ability to Creatively Solve Problems**
J. Barton Cunningham, University of Victoria bcunning@uvic.ca
James MacGregor, University of Victoria

Given the importance of creative problem solving in an organizational context, the challenge for HR managers is to identify the most appropriate criteria for selecting people with this potential. While recognizing the importance of knowledge and skills in the selection process, the paper reports on research to help HR managers better understand the relevance of key cognitive abilities in creative problem solving. We assessed measures of fluency and the capacity to generate ideas, innovative thinking and originality, and the capability to restructure or shift one's focus. To observe creative problem solving in a standard way, we selected a set of insight problems that might exhibit characteristics common to real world transformational experiences. The results are intended to provide HR selection managers with a review of the different cognitive abilities in controlled conditions.

## Sat. 9:30 – 10:45AM OB/HRM PAPER SESSION- FEEDBACK, EMOTIONAL LABOR, AND SILENCE

*Room: Koloa I*

**Chair/Discussant: S. Duane Hanson** sdhphd@gmail.com

**Conscious Rating Distortion in Performance Appraisal: The Role of Organizational Justice**
Nourah Alfayez, New Mexico State University nourah@nmsu.edu

This paper builds on the work of Spence and Keeping (2011), which recommended studying conscious rating distortion within motivational frameworks. I apply organizational justice as a motivation theory to explain this phenomenon. This paper also discusses the view that fairness should be promoted over accuracy in performance appraisal. The paper suggests that conscious rating distortion is a constructive deviance.

**Work as calling: Examining the mediating role of emotional labor**
Anushri Rawat, Eastern Michigan University arawat@emich.edu
Shiva Nadavulakere, Saginaw Valley State University

This study contributes to the extant theory on calling by examining the affective link between calling and two forms of emotional labor, surface acting and deep acting. Specifically, we examine the role of emotional labor in mediating the relationship between calling and its outcomes. Data for this study was collected from 195 teachers and aides from 42 child care centers. Findings indicate that calling is negatively related with emotional exhaustion and positively associated with emotional labor, and in particular, is positively related to deep acting and negatively related to surface acting. Further, both surface acting and deep acting mediate the relationship between calling and its outcomes.

**The Role of Performance Feedback in Developing Students' Professional Competencies**
Chalmer Labig, Oklahoma State University cel@okstate.edu

Perhaps there is no greater challenge for professionals than transforming students entering medical school into competent physicians.  This transformation is facilitated by feedback that is accurate and well received.  Of the numerous articles written about feedback in medical care, few have been grounded on solid theoretical or empirical foundations.  After briefly describing the uses of feedback in this setting, we review the methods commonly used to measure medical students' clinical performance and their accuracy.  Then we discuss issues related to providing formative feedback to these professionals and make suggestions for research in this area.

**Taking Quiet Time for Yourself Helps When You Negotiate: The Effects of Silence in Negotiation**
Yeri Cho, University of La Verne ycho@laverne.edu
Jennifer Overbeck, Melbourne Business School
Teng Zhang, University of Utah

This research examines the benefits of being silent in negotiation. Social psychology research has focused on negative consequences of being silent in social interaction. However, psychoanalysis and communication research suggests looking at intrapersonal benefits of using silence while interacting with others. We propose that having periods of silence while negotiating may help both value claiming and value creation, as silence replenishes self-control resources and gives negotiators more time to formulate their focal points and to analyze their counterparts' positions carefully. We found support for our hypotheses. Negotiators who had a period of silence before they spoke claimed more value than those who did not use silence. Also, dyads with at least one of the members using silence created more value than dyads with no members using silence. The findings suggest that it is important to examine how negotiators use both speech and silence.

## Sat. 9:30 – 10:45AM ETHICS WORKSHOP – ETHICAL DECISION MAKING: AN EXPERIENTIAL LEARNING EXERCISE

*Room: Koloa III*

J. Kay Keels, Coastal Carolina University jkeels@coastal.edu
Marilyn L. Taylor, University of Missouri at Kansas City

Many potential employers of business school graduates include integrity (often under the category of Professionalism) as an essential requirement for job candidates (Black, Keels & Rhew, 2014) which highlights the importance of ethical business practices and behaviors. Furthermore, business school education programs typically have the goal of preparing practitioners for the "real world." Typical classroom techniques (lecture-discussion-testing) are inadequate for preparing students to be ethical decision makers in practical settings. A more effective approach is the use of experiences that provide opportunities for actual practice. This workshop presents an example of such an opportunity in an interactive role-play format.

## Sat. 11:00 – 12:30PM CLOSING SESSION
## MAHALO: INFUSING A POSITIVE SPIRIT IN MANAGEMENT RESEARCH AND PUBLICATION

*Room: Luana Kai*

Alan Meyer, University of Oregon ameyer@uoregon.edu
Bill Starbuck, University of Oregon
Jennifer Howard-Grenville, University of Oregon
Michael Lounsbury, University of Alberta
Nandini Rajagopalan, University of Southern California

This interactive workshop aims to enhance the positivity of our field's journals by identifying and designing practices to infuse mahalo into academic publishing. First, a panel composed of former editors of ASQ, AMJ, Organization Studies, and Organization Science will suggest how this might be done. Next, small group breakout discussions facilitated by panelists and members of JMI's editorial team will discuss these issues: (1) What would it mean to infuse mahalo into academic publication?   (2) What new attitudes, values, and/or actions of authors, editors, and reviewers could foster mahalo? (3) What novel roles or routines might journals establish to promote mahalo?  (4) Do online publishing, social media, micro-blogging, and other advances in information technology offer new ways to generate mahalo?  (5) Does mahalo have a dark side?  Could expressions of gratitude (i.e., ingratiation) have pernicious effects on objectivity?

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1960—Harold Koontz, *University of California, Los Angeles*

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WAM and the *Journal of Management Inquiry* sponsors this award to recognize our colleagues who have distinguished themselves over the course of their careers, have a reputation for mentoring successful researchers, and have personal qualities that enhance the WAM culture.

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Peter J. Frost, *University of British Columbia* (posthumous)

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2003:    C.R. (Bob) Hinings, *University of Alberta*
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Feng Zhu, *University of Southern California*

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Chris Zatzick, Simon Fraser Univ.

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Roy Suddaby, Univ. of Alberta

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Livia Markoczy, *UC Riverside*

**2002:** Marta Elvira, *INSEAD* and *UC, Irvine*
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Kathleen Montgomery, *UC Riverside*
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Stephen Tallman, *Cranfield School of Management*

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Sully Taylor, *Portland State Univ.*
Pushkala Prasad, *Univ. of Calgary*

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P. Devereaux Jennings, *Univ. of British Columbia*
Nandini Rajagopalan, *USC*

**1995:** J. Stewart Black, *American Graduate School of International Management*
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Michael Vincent Russo, *Univ. of Oregon*

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**1993:** Laurence Barton, *Univ. of Nevada*
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**1992:** Charles Hill, *Univ. of Washington*
Robert Eder, *Portland State Univ.*
Arvind Bhambri, *USC*

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1990: Connie Gersick, *USC*
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1989: Anne Tsui, *UC Irvine*
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1988: Thomas Lee, *Univ. of Washington*
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Kimberly Boal, *Univ. of Nevada, Reno*
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1986: Alan Meyer, *Univ. of Oregon*
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2001: Paul Buller, *Gonzaga University*
Thomas G. Cummings *University of Southern California*

2000: John and Suzanne Bigelow, *Boise State University*

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1998: Andre L. Delbecq, *Santa Clara University*

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1995: Robert Wright, *Pepperdine University*

1994: Kimberly B. Boal, *Texas Tech University*

1992: Alan M. Glassman, *California State University, Northridge*

1992 John W. Seybolt, *University of Utah*

1991: Anthony P. Raia, *University of California, Los Angeles*

1990: Craig C. Lundberg, *Cornell University*

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2008: Charles Vance, *Loyola Marymount University*
2007: Craig C. Lundberg, *Cornell University*
2006: B. Thomas Mayes, *CSU Fullerton*

# THANKS! – WAM 2015 TRACK CHAIRS AND REVIEWERS

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Dustin Bluhm
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