



WESTERN ACADEMY OF MANAGEMENT

WAM 2017

58th Annual Meeting

March 22 – 25, 2017
Renaissance Palm Springs Hotel



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TABLE OF CONTENTS

WAM 2017 SPONSORS	1
WAM FUTURE SITES	4
2016-2017 WAM OFFICERS	4
BEST PAPER NOMINEES	5
WAM 2017 PROGRAM SCHEDULE SUMMARY	6
WAM 2017 PROGRAM SCHEDULE.....	8
WAM PRESIDENTS	54
JMI SCHOLARS	55
ASCENDANT SCHOLARS – 1982-2017	56
JOAN G. DAHL PRESIDENT’S AWARD RECIPIENTS	57
ANDRÉ DELBECQ WAM ‘STATE OF MIND’ AWARD RECIPIENTS.....	57
THANKS! – WAM 2017 TRACK CHAIRS AND REVIEWERS	58
VENUE MAP	59
NOTES	60



WAM FUTURE SITES

2018 Salt Lake City, Utah (March 7 - 10, 2018)

2019 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.

2016-2017 WAM OFFICERS

President:	Paul Olk, University of Denver
President Elect & Program Chair 2016:	Arran Caza, University of Manitoba
Vice President & Program Chair 2017:	Sarah Kovoov-Misra, University of Colorado, Denver
Communications Officer:	James Downing, California State University, Chico
Treasurer:	Suzanne Zivnuska, California State University, Chico
Representatives at Large (two-year):	Suzanne Tilleman, University of Montana Patricia Martinez, Loyola Marymount University
Representatives at Large (three-year):	Kim Hinrichs, California State University, Chico
Past President:	Chris Zatzick, Simon Fraser University



BEST PAPER NOMINEES

WAM 2017 Past Presidents Best Paper Nominees

A Closer Look into the Improvements in Student Teamwork Effectiveness Following Peer-Evaluation Feedback

Monique Domingo (San Francisco State University), Antoaneta Petkova (San Francisco State University) & Eric Lamm (San Francisco State University)

(Micro) Manager or (Detail-Oriented) Leader?: Micromanagement and Perceptions of Power-holders' Fit for Leadership Roles

Roshni Raveendhran (University of Southern California) & Cheryl Waksalak (University of Southern California)

Leader Developmental Readiness: Deconstructed

Rebecca J. Reichard (Claremont Graduate University) & Jason Beck (Claremont Graduate University)

Opportunity Development in Biopharmaceuticals and Medical Devices: Assessing the Roles of Experiential and Vicarious Learning

Russell Seidle (Suffolk University)



WAM 2017 PROGRAM SCHEDULE SUMMARY

Wednesday, March 22, 2017

13:00 - 17:00	REGISTRATION OPEN (Ballroom Foyer)
15:00 - 17:00	DOCTORAL CONSORTIUM (pre-registration required. Andreas)

Thursday, March 23, 2017

07:00 - 17:00	REGISTRATION OPEN (Ballroom Foyer)
07:00 - 08:00	CONSORTIUM BREAKFAST (Catalina)
08:00 - 16:00	WESTERN CASE WRITERS CONFERENCE (pre-registration required. Cactus)
08:00 - 16:00	DOCTORAL CONSORTIUM (pre-registration required. Andreas)
10:30 - 10:45	CONSORTIUM BREAK (Catalina)
12:00 - 13:00	CONSORTIUM LUNCH (Catalina)
13:00 - 16:00	JUNIOR FACULTY CONSORTIUM (pre-registration required. Chino A)
13:00 - 16:00	MID-CAREER CRITICAL MASS (pre-registration required. Chino B)
13:00 - 14:15	WORKSHOPS AND PANELS (open to all)
14:15 - 14:30	BREAK (Catalina)
14:30 - 15:45	WORKSHOPS AND PANELS (open to all)
16:00 - 17:30	OPENING SESSION: FIRESIDE CHAT WITH JMI SCHOLARS (Madera) Sponsored by College of Business & Economics, California State University, Los Angeles
17:30 - 19:30	OPENING RECEPTION (Ballroom Foyer)

Friday, March 24, 2017

07:00 - 17:00	REGISTRATION OPEN (Ballroom Foyer)
06:45 - 07:45	NEWCOMERS' BREAKFAST (open to anyone whose attended fewer than 59 WAMs. Catalina) Sponsored by Graziadio School of Business and Management, Pepperdine University
08:00 - 09:15	CONCURRENT SESSIONS
09:15 - 09:30	BREAK (Catalina)
09:30 - 10:45	CONCURRENT SESSIONS
10:45 - 11:00	BREAK
11:00 - 12:15	CONCURRENT SESSIONS
12:30 - 14:00	PRESIDENTIAL LUNCHEON (Catalina) Sponsored by Drucker School of Management, Claremont Graduate University & Sponsored by Daniels College of Business, University of Denver
14:30 - 16:00	ASCENDANT SCHOLARS (Madera) Sponsored by Leavey School of Business, Santa Clara University
16:15 - 17:30	WORKSHOP: THE JOURNAL OF MANAGEMENT INQUIRY – 25 YEARS AND COUNTING (Sierra)
19:30 - onwards	LAST SESSION (Rocks Lounge)



Saturday, March 25, 2017

06:45 - 07:45	BREAKFAST AND WAM BUSINESS MEETING (Catalina) Sponsored by SAGE Publishing
08:00 - 09:15	CONCURRENT SESSIONS
09:15 - 09:30	BREAK (Catalina)
09:30 - 10:45	CONCURRENT SESSIONS
10:45 - 11:00	BREAK
11:00 - 12:30	CLOSING SESSION (Catalina)

Division Abbreviations

BPS – Business Policy and Strategy
CAR – Organizational Development and Careers
DEV – Developmental Papers
EDU - Education
ENT – Entrepreneurship
IB – International Business and Management
LDR - Leadership

OB/HRM – Organizational Behavior and Human Resource Management
OMT – Organization and Management Theory
ONE/SIM – Organizations and the Natural Environment / Social Issues in Management
TIM – Technology and Innovation Management



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15:00 - 17:00 DOCTORAL CONSORTIUM

** Pre-registration required

Room: Andreas

Contact:

Suzanne Tilleman, University of Montana

Patricia Martinez, Loyola Marymount University



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17:30 - 19:30	OPENING RECEPTION (Opening Reception. Ballroom Foyer)

08:00 - 16:00 WESTERN CASE WRITERS CONFERENCE

Room: Cactus

Contact:

Andrew Fergus, Thompson Rivers University

08:00 - 16:00 DOCTORAL CONSORTIUM

** Pre-registration required

Room: Andreas

Contact:

Suzanne Tilleman, University of Montana
Patricia Martinez, Loyola Marymount University

13:00 - 16:00 JUNIOR FACULTY CONSORTIUM

** Pre-registration required

Room: Chino A

Contact:

Suzanne Tilleman, University of Montana
Patricia Martinez, Loyola Marymount University

13:00 - 16:00 MID-CAREER CRITICAL MASS

** Pre-registration required

Room: Chino B

Contact:

Sally Baack, San Francisco State University
Richard Stackman, University of San Francisco
Thomas A. Wright, Fordham University



13:00 15:45 OMT. WORKSHOP

** Pre-registration required

Room: Pueblo B

Crafting Better Theoretical Contributions

Presenting Author(s) Paul Godfrey, Brigham Young University, Paul_Godfrey@byu.edu

The workshop will consider 5 unique types of theoretical contributions: using a new paradigm to explore existing theory to see what's similar and different, focusing on a construct to be explained (i.e., dependent variable), identifying a new causal mechanism, examining the role of different explanatory constructs (e.g., independent variables), and setting them in a new context to test boundary conditions. This is a hands-on, active workshop! Each participant will spend significant time working on a project they currently have in process. The workshop facilitator will provide a framework for analysis and offer feedback and guidance on the process of theory development. Participants will interact with the others in the workshop for further critique and feedback. Because of the interactive nature of this workshop, participation will be limited to 25 individuals, determined by pre-registration.

14:30 15:45 ENT. PANEL

Room: Pueblo A

Business Incubation in Palm Springs: Meet the Entrepreneurs

Presenting Author(s) James Spee, School Of Business, University of Redlands, james_spee@redlands.edu

In this session, a panel of entrepreneurs from the Palm Springs iHub business incubator will share their stories with WAMers to explore the local business environment, the role of incubators, and how business and management student consulting teams can have a positive impact on start-up companies.

16:00 - 17:30 OPENING SESSION: FIRESIDE CHAT WITH JMI SCHOLARS, SPONSORED BY COLLEGE OF BUSINESS & ECONOMICS, CALIFORNIA STATE UNIVERSITY, LOS ANGELES

Room: Madera

An interactive Q&A session with 2017 JMI Scholars Jean M. Bartunek (Robert A. and Evelyn J. Ferris Chair, Carroll School of Management, Boston College) and Roy Suddaby (Francis G. Winspear Chair, Peter B. Gustavson School of Business, University of Victoria).

17:30 - 19:30 OPENING RECEPTION

Room: Ballroom Foyer

All registrants are invited to socialize with old friends and to make new ones. Light hors d'oeuvres and a cash bar will be available.



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19:30 - ONWARDS	LAST SESSION (Rocks Lounge)

06:45 - 07:45 NEWCOMER'S BREAKFAST. SPONSORED BY GRAZADIO SCHOOL OF BUSINESS AND MANAGEMENT, PEPPERDINE UNIVERSITY

Room: Catalina

A WAM newcomer is anyone who has attended fewer than 59 WAM conferences. If you qualify, please join your colleagues for a buffet breakfast.

08:00 - 09:15 BPS. BEYOND SHAREHOLDERS: INFLUENCING PERCEPTIONS OF STAKEHOLDERS AND CONSUMERS

Chair/ Discussant: Jonathan Anderson, University of West Georgia

Room: Chino B

Excellence at What Cost? The Consequences of Supply Chain Management Rankings

Presenting Author(s) Alicia Ingersoll, Utah State University, alicia.ingersoll@aggiemail.usu.edu
 Alison Cook, Utah State University
 Christy Glass, Utah State University

This study analyzes whether firms face a tradeoff between serving broad stakeholder concerns and recognition for supply chain excellence. Are firms that are recognized for supply chain management less likely than other firms to have strong records in community relations, corporate governance, employee relations, environmental sustainability and human rights protections? To answer this question we rely on event study and logistic regression analyses of firms receiving a Gartner Supply Chain Top 25 ranking, which recognizes firms for outstanding performance in supply chain management, and a matched sample of non-ranked firms. We find shareholders react positively to a firm's Gartner ranking, suggesting that ranked firms receive significant performance incentives. However, ranked firms are significantly more likely than non-ranked firms to have more stakeholder concerns. These findings suggest firms face a tradeoff between shareholder and stakeholder priorities; ranked firms trade stakeholder relations for short term profitability.



The Power of Design in Influencing Consumers' Perceptions of Product Innovativeness and Value

Presenting Author(s) Antoaneta Petkova, Francisco State University apetkova@sfsu.edu
Yikuan Lee, Francisco State University

Prior research suggests that consumers perceive a product as more innovative and of great value if the product incorporates new or improved technical features. Yet we argue that a novel product design can outweigh the role of technical newness in influencing consumer perceptions. Four studies in three product categories provide evidence of this phenomenon. Design newness not only influences positively consumers' perceptions but also outweighs the effects of technical newness, making consumers perceive a "low-tech" product with a novel design as more innovative and of greater value than a "high-tech" product with a typical design. Further, design can reverse initial perceptions based on objective technical information. Finally, we identify attention attractiveness and aesthetic appeal as the mechanisms through which design newness influences consumers' perceptions. These results have important strategic implications for firms that want to allocate most effectively their research and development expenses.

08:00 - 09:15 DEV. DECISIONS, PROACTIVITY & CHANGE

Chair/ Discussant: Paul Godfrey, Brigham Young University

Room: Venutra: Table 1

The performance of spun-off subsidiaries: Effects of proactiveness, legitimacy, and hubris.

Presenting Author(s) O. Volkan Ozbek, University of San Diego, oozbek@sandiego.edu

After being separated from its parent (divesting firm), the child firm (spun-off subsidiary) becomes a stand-alone, independent publicly traded entity. This corporate restructuring activity can be considered such a unique transaction due to the fact that the child firm needs to perform independently without relying on resources provided by the parent firm. Having a proactive posture is expected to help the child firm better establish its legitimacy in the sector and in turn better perform overall. In addition, having a hubristic CEO can negatively affect this process at the beginning (before establishing the legitimacy); however this effect may become positive at later stages (after establishing the legitimacy). Therefore, this paper examines factors influencing the performance of the child firm grounded in resource dependence and institutional theories.

Is Under Armour Committing Brandicide? An Analysis of the New Under Armour Sport Line as a Brand Extension Strategy

Presenting Author(s) Benjamin Goss, Missouri State University bengoss@missouristate.edu
Sarah Stokowski, University of Arkansas,

This paper will analyze Under Armour's recent brand extension called Under Armour Sport (UAS), a non-sport, mainstream fashion line of men's and women's clothing and shoes. Having passed adidas as the world's second-largest sportswear brand, founder/CEO Kevin Plank stated the company's intent to overtake the larger, older Nike corporation and become "the biggest, baddest sports brand on the planet." Founded upon success in performance athletic apparel, and with a young, unheralded history as a sneaker producer, Under Armour is seeking ways to close the gap with Nike. A popular-but-risky brand leveraging strategy, the concept of UAS as a brand extension will be critiqued through the lenses of several noted marketing paradigms, including branding principles from Ries and Ries (1998) and brand management strategies from Davis (2002). Other strategic recommendations rooted in the principles of Levitt (2006), Davis (2002), Schindler (2012), and several works on the Nike brand will be made.



The Role of Intuition in Strategic Decision-Making: A Case Study on Three Kinds of Intuition

Presenting Author(s) Hank Strevel, New Mexico State University, strevelh@nmsu.edu

Intuition is the premier alternative to the rational model when decision-makers must act in what Eisenhardt called "high-velocity environments," as optimal decision-making is not possible given that perfect knowledge is unattainable and also given the tacit implication that top managers do not generally have the time for a comprehensive review of all of the possible strategic decisions before executing a strategy. Rather than "satisficing," which is the chief alternative to the rational model, top managers very often intuit decisions through all, or a combination of, three types of intuition: affective, inferential, and holistic. I utilize a case study methodology, which includes a survey and in depth interviews, where analysis of three kinds of intuition is conducted to answer the following research question: how does intuition shape strategic decision-making, and under what circumstances are decisions intuited?

08:00 - 09:15 DEV. EFFECTIVE & INNOVATIVE LEADERSHIP

Chair/ Discussant: David Hannah, Beedie School of Business

Room: Venutra: Table 2

Too Good to be a Micromanager: Competence and its Effects on Micromanagement Perceptions

Presenting Author(s) Roshni Raveendhran, Marshall School Of Business, University of Southern California
raveendh@usc.edu
Cheryl Waksalak, Marshall School Of Business, University of Southern California

Why do we perceive the same detail-oriented, controlling behaviors as micromanagement in some situations but not in others? We address this question by examining the role of supervisor and subordinate competence in shaping our perceptions of micromanagement. Based on role theory, we posit that supervisor competence is negatively related to perceptions of micromanagement and that this effect increases with increasing subordinate competence. We propose that understanding how supervisor and subordinate competence affect when and why certain leader behaviors are labeled as micromanagement can have important consequences for subordinates' performance in their jobs. Two experiments tested the predictions that supervisor competence was negatively related to perceptions of micromanagement (Studies 1 – 2) and that this effect was moderated by subordinates' competence such that the negative effect of supervisor competence increased as subordinates' competence increased (Study 2).

Effective Leadership in Mexico: An Extension of the LEAD Project

Presenting Author(s) Eduardo Diaz, CETYS University
Terri Lituchy, CETYS University
Francisco Velez-Torres, CETYS University francisco.velez@cetys.mx
James Michaud, Université Laval

International managers are now required to recognize and adapt to non-western markets and employees as a result of increased involvement of multi-national corporations (MNCs) in developing nations. This situation has prompted a need to study effective leadership in developing countries. The present study, an extension of the LEAD project, examines the commonalities and differences of leader effectiveness in Mexico. Findings in this study suggest that undergraduate students in Mexico respond favorably to leaders who engage in empowering behaviors, which is consistent with previous studies in the United States, Africa, and the Caribbean.



Effective Leadership in Mexico: Interviews with Local and Expatriate Leaders

Presenting Author(s) Francisco Velez-Torres, CETYS University francisco.velez@cetys.mx
Terri Lituchy, CETYS University
Eduardo Diaz, CETYS University

In this developmental paper, we focus on leadership effective in Mexico. Interviews were conducted with three local leaders and five expatriate leaders. Preliminary analyses found that leaders believe managers who exhibit transformational behaviors achieve superior levels of effective leadership. Leader-follower relationships in Mexico tend to be characterized by paternalistic behaviors. The expatriates reported that more transactional leadership avoided misunderstanding regarding priorities and expectations. These preliminary insights can be used to help leaders be more effective.

08:00 - 09:15 DEV. MACRO ASPECTS OF ENTREPRENEURSHIP

Chair/ Discussant: Robert Randolph, University of Nevada Las Vegas

Room: Venutra: Table 3

Macro-Environmental Factors Effects on Entrepreneurial Activity: A Northern California Regional Study

Presenting Author(s) James Downing, California State University, Chico jdowning2@csuchico.edu

This study advances an active and emerging research stream in the entrepreneurship literature examining macro-economic effects on entrepreneurship activity. The entrepreneurial macro-environment considers four contexts of Industry & Technology, Social, Organizational, Institutional & Policy which impact entrepreneurial activities. The paper identifies entrepreneurial firm characteristics by context to understand how these contexts regulate entrepreneurial activity and performance. The research model investigates the impacts of contextual change on the concepts of perceived entrepreneurial uncertainty, entrepreneurial climate and strategic focus moderated by temporal and spatial economic dimensions.

Leading the way back to a sustainable economy: Entrepreneurship in the Toquaht Nation

Presenting Author(s) Matthew Murphy, University of Victoria
Wade Danis, University of Victoria wdanis@uvic.ca

An increasing number of countries and peoples from around the world, and indigenous peoples in particular, are beginning to recapture ownership of their own development processes by dictating the terms of their participation in the global economy through processes and strategies that reflect their unique visions and values. Using the empirical context of the Toquaht Nation, a small First Nations community on the Pacific coast of Canada, we describe how a socio-culturally sensitive system may be developed to evaluate entrepreneurial opportunities and economic development projects, and to assess their potential economic, environmental, cultural and community impacts. We aim to contribute to research in entrepreneurship by theorizing how entrepreneurial opportunities and activities may be assessed across a more holistic set of dimensions (e.g., economic, social, cultural, environmental) than has been considered in most entrepreneurship theorizing to date, and by elaborating novel methods and metrics that can advance empirical work in entrepreneurship.

Improving Organizational Performance in SMEs Offering Co-created Services

Presenting Author(s) Keith Ward, St. Edwards University, keithfw@stedwards.edu

The concept of co-creation of a product or service is widely discussed in the marketing theory literature. However, this is not true in entrepreneurship. This paper examines some of the unique artifacts that arise from services where the customer is a unique contributor to the end result. To evaluate this collaboration, customer



satisfaction surveys are used to examine the relationship. While the person-to-person interaction is important, a careful examination of the survey results may lead to understanding new avenues for creating competitive advantage.

08:00 - 09:15 DEV. ORGANIZATIONAL CITIZENSHIP AND COMMITMENT

Chair/ Discussant: Francoise Lepage, Dominican University of California

Room: Venutra: Table 4

The Buffering Role of Employee Commitment in Reducing the Outcomes of Procedural Injustice: A Moderated Mediation Approach

Presenting Author(s) Nourah Alfayez, New Mexico State University nourah@nmsu.edu

This study examined the role of commitment in reducing the negative outcome of perceived procedural injustice on employee silence—that is, the deliberate withholding of critical work information by employees from their coworkers and supervisor—as well as employee trust. This was a survey-based study of 111 employees; the results support the view that organizational commitment significantly moderates the relationship between perceived injustice and employee silence, and that it contributes to a conditional indirect effect on employee trust. Implications for research and practice are discussed.

Explaining the relationship between age, job satisfaction and affective commitment: the role of acknowledging work experience

Presenting Author(s) Nicole Berube, Royal Military College of Canada nicole.berube@rmc.ca

Based on Socialization, Optimization and Compensation (SOC) theory, this study proposed that acknowledgments about employees' work experience would help explain the relationship between age (chronological and subjective), intrinsic job satisfaction and affective commitment. Survey participants were 458 middle managers, and results showed that the level of intrinsic job satisfaction and affective commitment increased as respondents got chronologically and subjectively older. Moreover, subjective age predicted a small and significant amount of variance in intrinsic work satisfaction and affective commitment, beyond chronological age. Older respondents were aware of the value of their own work experience but subjectively older respondents also noticed other people's recognitions of their experience as their felt age increased. Self-acknowledgments about own work experience partially mediated links between both age variables and intrinsic job satisfaction. External acknowledgments of respondents' work experience partially mediated the relationships between subjective age, intrinsic work satisfaction and affective commitment.

The Self-Leadership and Organizational Citizenship Behaviors Relationship: Exploring Mediating Mechanisms and Moderating Effects

Presenting Author(s) Jeffery Houghton, West Virginia University jeff.houghton@mail.wvu.edu
Kevin Knotts, West Virginia University
Andrew Carnes, Western Carolina University

In this paper, we present a model examining the relationship between self-leadership and OCBs. Our model investigates the mediating mechanisms of job self-efficacy, affective commitment, and psychological empowerment, along with the moderating influences of job autonomy and job demands. Our paper extends the OCBs literature by examining a potentially important predictor that may be especially effective for proactively facilitating employee extra-role behaviors in organizations. The paper makes an important contribution to the self-leadership literature by exploring both the mediating mechanisms through which self-leadership strategies may impact outcomes and the moderating influences that may represent important boundary conditions for self-leadership processes.



08:00 - 09:15 DEV. PLUSES & MINUSES OF HR PRACTICES

Chair/ Discussant: Cristina Giannantonio, Chapman University

Room: Venutra: Table 5

Bring your own device (BYOD): A blessing, or a curse?

Presenting Author(s) Helen Lam, Athabasca University
Terry Beckman, Athabasca University tbeckman@athabascau.ca

The ownership and use of portable, personal digital devices has grown immensely in the last several years. At the same time, more and more organizations have allowed people to use their personal devices to accomplish work tasks. This notion of bringing your own device (BYOD) for work has been steadily gaining ground. In this context, concerns about security and privacy have already been raised in other papers. However, we focus on two under-researched possible outcomes of BYOD: employee engagement or employee exploitation – one with positive outcomes, one with negative outcomes. This paper provides background information and trends for BYOD, explores issues around engagement and exploitation in regards to BYOD, and based on these we raise some general policy issues for consideration by organizations. To illustrate the complexities of BYOD, and to suggest areas for further research we also present a series of propositions relating to workforce or employee characteristics.

Help-seeking Behavior and Employee Flextime Use: The Importance of the Supervisor-Subordinate Relationship in a Work-family Context

Presenting Author(s) Chris Bradshaw, CSU Stanislaus cbradshaw3@csustan.edu
Thomas Dougherty, Management, University of Missouri
Chris Robert, Management, University of Missouri

Previous research has found that specific employee coping styles are negatively related to experienced work-family conflict. The focus of this study is on the coping behaviors employees engage in when already experiencing work-family conflict. Drawing on both work-family conflict and employee help-seeking literatures this study introduces a measure of flextime-related help-seeking behavior and tests a model using a sample of 400 full-time workers with children surveyed at two points in time. Results supported our hypotheses and indicate that flextime-related help-seeking behavior is a response to experienced work-family conflict and that flextime-related help-seeking behavior mediates the relationship between work-family conflict and flextime. Moreover, workers experiencing work-family conflict were more likely to engage in flextime-related help-seeking behavior and subsequent use of flexible work arrangements within supportive supervisor-subordinate relational contexts. Specifically, family supportive supervision and leader-member exchange each moderated the indirect effect of work-family conflict on flextime use through flextime-related help-seeking behavior.

Trust Me, So Far and Yet So Close: The Effects of Distality and Trust on the Voice of Culture

Presenting Author(s) Greg Hardt, Georgia State University ghardt1@gsu.edu

Many organizations realize the value of employees speaking and distal work arrangements but they can be at odds with each other. We present a possible mechanism for understanding how voice is related to the organizational culture and how voice is facilitated and constrained in distal work arrangements. Voice emerges from cultural fit as reciprocation from the employee of the social exchanges through the employee's relatedness with the organization based on shared beliefs and values. Distal work arrangements distance the organizational culture from the employee, constraining voice behaviors as social exchanges and their reinforcing influence is minimized. Supervisors act as transmitters of organizational culture and as role models, bridging the physical separation of distal arrangements and making culture proximal and salient to subordinates. Supervisor's trust of the employee and their social exchanges create reciprocation from the



employee, facilitating voice behaviors.

08:00 - 09:15 EDU. PANEL

Room: Madera

Meet the Editors: Publishing in Management Learning & Education Journals

Presenting Author(s) Lisa Burke-Smalley (Associate Editor, Academy of Management Learning and Education)
Kathi Lovelace (Coeditor in Chief, Management Teaching Review)
Alexander Bolinger (Associate Editor, Journal of Management Education)
Kathy Lund Dean (Co-Editor, Journal of Management Education)

Join editors of the key journals in management learning and education for an interactive session on how to publish in them. After a short description of each journal's publishing mission, sections and initiatives, as well as their top tips for authors and large group Q & A, each editor will host a small table discussion where authors can get initial feedback on their projects and ideas.

08:00 - 09:15 ENT. THE ROLE OF ENTREPRENEURS' PERSONAL CHARACTERISTICS IN FUNDING DECISIONS

Chair/ Discussant: Kent Rhodes, Pepperdine University

Room: Sierra

The Effect of Social Dominance Orientation and Entrepreneur's Race on Funding Decisions

Presenting Author(s) Angelica Gutierrez, Loyola Marymount University agutierrez@lmu.edu

The present research examines the effect of social dominance orientation (SDO – the degree to which individuals support group-based hierarchies; Sidanius & Pratto, 1999) on outcomes in entrepreneurship. Study 1 found that as a function of SDO, individuals supported a policy that would increase funding access to White but not minority entrepreneurs. Study 2 found that as a function of SDO, individuals were willing to invest in White but not minority-owned firms. The perceived threat of the entrepreneur's success to the extant racial hierarchy explained differences in investment decisions. Theoretical and practical implications are discussed.

SME Investment in Innovation: The Roles of Top Manager Gender, Environmental Munificence and Distributive Justice

Presenting Author(s) Christopher Reutzell, Sam Houston State University reutzell@shsu.edu
Carrie Belsito, Houston Baptist University, Houston
Jamie Collin, Sam Houston State University

This study examines how gender, environmental munificence and distributive justice shape investment in innovation by small and medium enterprises (SMEs). We argue that top manager gender differences shape the decision to pursue innovation opportunities. We also posit that top manager perceptions of environmental munificence and distributive justice mediate the relationship between top manager gender and investment in innovation. We test our hypotheses using a sample of SMEs from India. Our findings suggest that top manager gender differences shape investment in innovation, perceptions of environmental munificence and distributive justice. Finally, we find that perceptions of distributive justice mediate the gender-investment in innovation relationship.



A Case for Autoethnography

Presenting Author(s) R. Duncan Pelly, California State University duncan.pelly@gmail.com

Research methods steeped Cartesian reductionism may inappropriate to studying entrepreneurship. These methods operate under an assumption that a future forecast is grounded in an objective and fixed present, yet entrepreneurship is a fluid and subjective phenomena. Entrepreneurs are inherently story weavers, and to understand their complex world, the storytelling approach of autoethnography may shed light on the evocative sides of entrepreneurship that are overlooked by more mainstream methods. This article will examine the pitfalls of binary methodologies in the study of entrepreneurship, especially with regards to chronological time, explain the merits of narrative approaches, and review two commonly used approaches to autoethnography. The strengths of these two methods are integrated and used to propose a novel orientation in the study of entrepreneurship, the organizational autoethnography, which examines the voices of the organization instead of the individual, essentially changing the level of analysis for the term “auto” in autoethnography.

08:00 - 09:15 IB. CROSS-CULTURAL ADJUSTMENT AND PERFORMANCE

Chair/ Discussant: Nathaniel Lupton, University of Lethbridge

Room: Chino A

Strategizing Personality Traits: A Cross-Cultural and Acculturation Approach to Expatriate Adjustment

Presenting Author(s) Marcus Valenzuela, California State University, Bakersfield
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 Sean Rogers, Cornell University

Expatriate adjustment is widely discussed in cross-cultural management. However, there has been a recent call to investigate what processes may influence expatriate adjustment, and what personal attributes may affect these processes. We propose acculturation as one such process, and how it may be influenced by personal attributes such as personality traits. Moreover, we underscore the importance of cultural context as represented by the host country's attitudes towards expatriates in this relationship to determine expatriate adjustment. Thus, we present a conceptual expatriate adjustment model based on personality traits (personal attributes), acculturation strategies (processes), and host country's attitudes towards expatriates (cultural context). It shows how an expatriate's ability to draw upon certain personality traits may influence attitudes towards acculturation strategies and its effect on expatriate adjustment depending on the host country's attitudes towards expatriates. In doing so, we contribute to the expatriate adjustment literature by connecting personality traits with expatriate acculturation strategies.

Biculturals 1 – 1 Monoculturals An empirical comparison of biculturals' and monoculturals' performance

Presenting Author(s) Mike Szymanski, University of Victoria mikeszym@uvic.ca
 Ebru Ipek, Simon Fraser University

This study explores potential differences between biculturals and their monocultural peers in terms of performance and behaviour within multicultural teams. In doing so, 535 association football players participating in the 2012-2013 English Premier League season were examined. While there were no significant differences in creativity levels and cognitive skills utilization, differences in leadership behaviours and stress susceptibility levels were identified. Significant differences between biculturals in teams managed by bicultural managers and monocultural managers were also found.



08:00 - 09:15 LDR. PANEL

Room: Cactus

Ways to Initiate Character-Based Leadership: What Do Others See?

Presenting Author(s) Arthur Degroat, Kansas State University
John Hollwitz, Fordham University
Lucas Monzani, Plymouth University lucas.monzani@plymouth.ac.uk
Gerard Seijts, Western University
Thomas Wright, Fordham University

The study of character is taking on a central role in business education given the apparently increasing level of corporate and governmental fraud and corruption. Building upon the framework of character strengths and virtues proposed by Peterson and Seligman, several models of leader character now co-exist in the applied sciences. However, we still lack a fundamental understanding of the what's, why's and how's regarding which leader behaviors result in followers' attributions of leader character. We suggest character-based leader initiative to be a leader behavior that fosters followers' attribution of character. Thus, to provide a comprehensive perspective on the topic, we bring together a panel that combines insights from expert scholars and practitioners. Each one of our panelists is ready to actively engage our WAM audience in a meaningful discussion about leader initiative within a particular context (education, industry, military service and both the public and private sector).

08:00 - 09:15 OB/HRM. ENGAGEMENT & PARTICIPATION AT WORK

Chair/ Discussant: Jennifer Anderson, Weber State University

Room: Pueblo A

Impression Management, Surface-Acting, and Self-Regulation

Presenting Author(s) Micki Kacmar, Texas State University mkacmar@txstate.edu
Merideth Thompson, Utah State University
Dawn Carlson, Baylor University

Using a sample of 226 tri-matched individuals, we used self-regulation theory to examine how the self-regulating process underlying impression management behavior can deplete resources to the point of moral disengagement, and the resulting outcomes for the work and family domains. We also explored whether surface-acting, as a moderator, can further exacerbate this process. Our findings suggest that when impression management uses resources to the degree that individuals lose their ability to self-regulate, moral disengagement occurs, and this relationship is stronger when individuals surface-act. Moral disengagement, brought on by impression management behaviors, has consequences for the work domain through withdrawal behaviors of the job incumbent and on the coworker through the job incumbent's interpersonal deviance. Further, morally disengaging also contributes to spillover in the form of work-family conflict and crossover to the family in the form of family undermining. Finally, these mediated relationships were stronger when surface-acting was high.

Personal and Task Ostracism: Different Constructs, Measures and Outcomes

Presenting Author(s) Sandra Robinson, University of British Columbia robinson@sauder.ubc.ca
Kira Schabram, University of Washington

Ostracism is a common and impactful experience at work. This paper, involving 3 studies, introduces and examines two types of ostracism at work: personal ostracism and task ostracism. In our first study, we develop an instrument that measures the two types of ostracism and examines the relative relationships of each to four fundamental needs (belonging, self-esteem, meaningful existence, and control). Our second study replicates



the first, and also examines the relationships between each type of ostracism and work performance, as well as two potential moderators (commitment and work tenure) of these relationships. In our third study, an experiment, we demonstrated that task ostracism, but not personal ostracism, had an impact on performance of concentration tasks but not creative tasks. Implications for theory and practice are discussed.

Making Work Meaningful or Bringing Meaning to Work? Exploring the Spirituality-Meaningfulness-Engagement Relationship

Presenting Author(s) — Simone Meskelis, University of Dallas
J. Lee Whittington, University of Dallas jlee1@udallas.edu

The quest for meaning has been identified as a universal human need and a primary source of meaning is an individual's work. This quest for meaning is a central construct in the emergence of the positive organizational scholarship movement. A growing body of research has found significant relationships among spirituality, religion, and meaningfulness. Our study extends this stream of research by examining the relationships among spirituality, enriched jobs, meaningfulness, and employee engagement. We report the results of a field study in which we examined the role of spirituality and enriched jobs in the employees' experience of meaningfulness and level of engagement in work. We found that both enriched jobs and an individual's spirituality had a significant positive effect on the experience of meaningfulness. Furthermore, we found that the impact of an individual's spirituality on engagement was fully mediated by meaningfulness, which partially mediates the relationship between enriched jobs and engagement.

09:30 - 10:45 BPS. OPERATIONS MANAGEMENT AND SUSTAINABLE ADVANTAGE: THE STRATEGIC IMPORTANCE OF COOPETITION, CASH RESERVES AND FOREIGN PRODUCTION

Chair/ Discussant: Harold Dennis Harlow, Wingate University

Room: Chino B

'Cash' Me if You Can - When Cash Holdings are of Competitive Value

Presenting Author(s) Christopher Hudyma, University of Muenster - School of Business & Economics
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Stephan Nueesch, University of Muenster - School of Business & Economics

Because large cash holdings increase a firm's flexibility by providing versatility, we argue that cash holdings are particularly valuable if the firm operates in a highly competitive and highly dynamic market. Versatility enables firms to efficiently adapt to or even influence their competitive environment. Fixed-effects panel analyses show that the value of cash is significantly increased by market dispersion, low entry barriers, market fluidity and product similarity as proxies for market competition and environmental dynamism and strategic dynamism as proxies for market dynamism. Our results show the strategic importance of cash holdings in competitive and dynamic environments.

Income Inequality and Multinational Enterprise Expansion Strategy

Presenting Author(s) Nathaniel Lupton, University of Lethbridge nathaniel.lupton@uleth.ca
Frank Jiang, Carleton University
Luis Escobar, University of Lethbridge

We examine the extent to which income inequality influences multinational enterprises' (MNEs) expansion strategy for foreign production investment. Applying a transaction cost framework, we predict that low levels of income inequality deter foreign production investment, as MNEs prefer countries where they can achieve their strategic objectives while incurring lower levels of transaction costs arising from interactions with various market and non-market actors. We also hypothesize that the positive effect of income inequality on location



attractiveness will diminish when its benefits are increasingly offset by additional monitoring, bargaining and security costs owing to the fractious nature of high inequality societies. Finally, we argue that the effect of income inequality on location choice is contingent on investment motives: the positive effect is stronger for efficiency-seeking investment but weaker for market-seeking and competence-enhancing investments. We find substantial support for our hypotheses through an analysis of 27 years Japanese MNEs' overseas production entries.

Mutual Benefit in SME Coopetition: A Study of Proactive and Reactive Motivation to Collaboration

Presenting Author(s) Robert Randolph, University of Nevada Las Vegas robert.randolph@unlv.edu
Esra Memili, University of North Carolina at Greensboro
Dilek Zamantili Nayir, Marmara University
Hanqing Fang, Missouri University of Science and Technology

By drawing upon Resource Dependency and Competitive Positioning perspectives, we develop a model of how reactive and proactive motivations affect small and medium size enterprises' (SMEs) intention for mutual benefit in coopetition and the moderating effects of trust in coopetition partner therein. We hypothesize that reactive and proactive motivations differentially impact intentions for mutual benefit. We also hypothesize that trust moderates these relationships. We test the model on a sample of 104 SMEs in the automotive sector. Findings support our hypotheses. We discuss the theoretical implications of our findings.

09:30 - 10:45 CAR. WORKSHOP

Room: Cactus

Exploring Engagement Strategies in Mid-Career and Beyond

Presenting Author(s) Ellen Ensher, Loyola Marymount University eensher@lmu.edu
Elisa Grant-Vallone, CSU San Marcos

Mid-career faculty are a growing population within academia, and yet their career issues are surprisingly under-researched. In this session, we will briefly discuss our research on mid-career faculty and facilitate a discussion on faculty engagement using the three approaches suggested by job crafting theory. Discussion will focus on three approaches: a) Cognitive re-crafting, b) Relational re-crafting, and c) Task re-crafting. The workshop participants will leave with specific ideas about how to increase levels of mid-career engagement at both individual and institutional levels.

09:30 - 10:45 DEV. EFFECTIVE HRM PRACTICES

Chair/ Discussant: Alan Glassman, California State University, Northridge

Room: Venutra: Table 1

Attaining leader development goals through the use of selection, optimization, and compensation strategies

Presenting Author(s) Thiraput Pitichat, Claremont Graduate University thiraput.pitichat@cgu.edu

Goal setting serves as a foundation for leaders' development, often in the form of a leader development planning. Leaders can develop by identifying areas for improvement, setting developmental goals, and working toward those goals. To attain developmental goals, leaders need to focus their attention toward those goals, which can be difficult when they have to deal with demanding work responsibilities. Selection, optimization, and compensation (SOC) strategies enable leaders to attain their developmental goals even when time and attention are limited. The relationship between SOC strategies and goal attainment is expected to be particularly strong for those high in leader developmental efficacy and goal commitment. Participants are approximately 35 leaders from a leadership development program. Multilevel linear regression will be used to test hypotheses. This empirical study can provide a better understanding on the leader development process



through the mechanism of SOC strategies.

Depends on what you call it: Constructing a compelling equal pay frame for generative discourse

Presenting Author(s) Virginia Bratton, Montana State University vbratton@montana.edu
Amber Raile, Montana State University
Caroline Austin, Montana State University

In order to address the persistent social problem of unequal pay for women in the United States, change agents must engage the business community. Drawing on issue selling and framing research, we examine the process by which change agents might present equal pay as a compelling organizational challenge to decision makers in the business community. We review literature in issue selling and framing as well as organizational silence, blame mitigation, and defensive behaviors to develop propositions defining what a successful frame for equal pay might look like for influential decision makers in for-profit organizations. We further offer sample competing frames that warrant future empirical examination to test our propositions. We conclude that, to achieve progress, strategically framing equal pay is common sense.

Strategic Human Resource Management and Perceived Organizational Performance: Evidence from Iran

Presenting Author(s) Bahareh Javadizadeh, New Mexico State University jbahar@nmsu.edu
Philip Benson, New Mexico State University
Amin Sabzehzar, University of Nevada, Reno

Human resources as the key organizational resources will work efficiently when they are managed with a strategic approach. Strategic approach to human resource management is defined as applying the new techniques and methods which enables the organization to respond appropriately in unstable environments and mobilize human resources in order to achieve organizational performance. This study will examine the impact of strategic human resource management practices on organizational performance in Isfahan province for food manufacturers. Data will be gathered from food manufacturers in Isfahan, Iran via online questionnaires.

09:30 - 10:45 DEV. ENTREPRENEURIAL INTENTIONS AND OPPORTUNITIES

Chair/ Discussant: Antoaneta Petkova, SFSU

Room: Venutra: Table 2

Entrepreneurial Intention and the University Experience

Presenting Author(s) Jonathan Anderson, University of West Georgia janderso@westga.edu

Entrepreneurship is one key to a growing and healthy economy. Yet, we know very little about why some people choose entrepreneurship as a career path and others do not. This study explores entrepreneurial intentions of university students to find whether or not the university experience increases students' entrepreneurial intentions. Samples of 600 freshman and nearly 200 seniors are compared. Results suggest that entrepreneurial intentions are not significantly different between seniors and freshmen. Nor are they different between freshman and seniors who are business majors. Results and implications for a liberal education are discussed.



Self-Verification and Entrepreneurial Intentions

Presenting Author(s) Alex Bolinger, Idaho State University boliale2@isu.edu
Mark Bolinger, Unaffiliated Scholar

Entrepreneurship is an important means of generating wealth and raising the standard of living of individuals, communities, and nations. There is a growing interest in public policy and economic development efforts to attract a full range of individuals to entrepreneurship, including those with non-business education or backgrounds who may have significant, if largely untapped, entrepreneurial potential. However, some individuals may be reluctant to pursue entrepreneurship due to dissonance between their own self-concept and their personal views of business. That is, some individuals with valuable ideas that could be commercialized may view business-related activities such as entrepreneurship with suspicion or disdain and may perceive engaging in entrepreneurship as inconsistent with their own identity. The purpose of this proposed research is to examine whether reframing entrepreneurship programs in terms of “innovation” rather than “entrepreneurship” may encourage individuals with otherwise negative perceptions of business to consider engaging in entrepreneurship.

The Discovery of Opportunities by Expat-preneurs

Presenting Author(s) Jason D'Mello, Loyola Marymount University jdmello@lmu.edu
Yongsun Paik, Loyola Marymount University

The purpose of this developmental paper is to integrate entrepreneurship theory from the opportunity literature into an international business context and empirically examine the entrepreneurial process of expatriates that become entrepreneurs. In particular, we attempt to understand how the initiation of an international venture, whether the opportunity is searched for or accidentally discovered, impacts various outcomes of the venture. More specifically, we seek to determine whether or not self-initiated expatriates exhibit behaviors similar to processes theorized in a constrained systematic search. Similarly, do transitioned expatriates tend to discover opportunities through alertness? For both types of entrepreneurs and opportunity discovery methods, are there benefits to be gained by deliberately and systematically searching for opportunities in international business?

09:30 - 10:45 DEV. MANAGING EMPLOYEE LIFE STAGES

Chair/ Discussant: Holly Ferraro, Seattle University

Room: Venutra: Table 3

Facts and fiction about Millennial workers: Holistic analysis of Millennial career values and perceptions of their GenX/Boomer leaders

Presenting Author(s) Marco Direnzo, Naval Postgraduate School msdirenz@nps.edu
Kathryn Aten, Naval Postgraduate School

Popular literature and academic research repeatedly suggest that there are persistent differences between generations regarding work and life values. If widely held assumptions about inter-generational differences are correct, then differences among Boomers, Gen Xers, and Millennials may have a pronounced impact on the factors that affect important career-related decisions, such as attraction and retention. But, are inter-generational differences as profound as the literature suggests? And, if so, what are the implications of these differences? To determine whether these assumptions represent fact or fiction with regard to Millennials, this study will conduct both qualitative and quantitative analysis addressing the career-related values, desires, and expectations that drive Millennials' work behaviors and career decisions. Moreover, to gain a comprehensive picture of the emerging context that Millennials simultaneously confront and create, this study will also



analyze the perceptions of Millennials' Gen X and Boomer organizational leaders with regard to their Millennial subordinates.

Engaging Millennials in the American Workplace

Presenting Author(s) Stephanie Van Dellen, University of San Diego svandellen@san Diego.edu

This developmental paper seeks to understand how organizations can engage the millennial generation in the American workplace. The proposed quantitative study hopes to identify practices that will increase the generation's workplace engagement. From a previous qualitative study there was a trend where millennials' relationship with their superior and the amount of time spent working with others appeared to create more engagement in organizations. This study seeks to replicate those findings on a large scale and create a valid and reliable measure. Methodology including the design of the survey instrument and data collection is also discussed.

09:30 - 10:45 DEV. RESOURCE ALLOCATION, DIVERSIFICATION & PERFORMANCE

Chair/ Discussant: Lori Peterson, Missouri State University

Room: Venutra: Table 4

A Theory of Slack

Presenting Author(s) Paul Godfrey, Brigham Young University Paul_Godfrey@byu.edu

Why and how might slack play both positive and negative roles within an organization? This research project takes up this question, and begins with a simple proposition: the either/or distinction of slack as positive or negative assumes that slack is a single, although abstract construct: unused capacity. We see both use and capacity as more than simple constructs; capacity, for example, may exist as either a stock or flow of a particular resource. We believe that the way forward is to step backward and create a taxonomy of different types or manifestations of slack before seeking to explain the performance ramifications of slack. Put simply, need a better descriptive theory of slack in order to enable better prescriptive theories of the role of slack in organizational performance.

Curvilinear Relationship Between Diversification And Performance: A Replication And Extension Of Previous Research

Presenting Author(s) Phil Stetz, Stephen F Austin pstetz@sfasu.edu
R Duane Ireland, Texas A&M

As argued in most strategic management textbooks, the relationship between diversification and performance is curvilinear. To investigate this relationship, using SAS modeling techniques and controlling for industry, corporate and business unit effects (n= 19,794 observations with 2,342 unique corporations), and following the insights of Raghunathan who suggests "two identical total diversification scores (TDS) may result from very different diversification profiles of firms", the TDS score was delineated into quintiles and each firm, within each quintile, was identified as either pursuing a dominate, related, unrelated or a portfolio of related and unrelated diversification strategies. Findings suggest that firms pursuing a related diversification strategy can be as highly diversified as firms pursuing unrelated diversification strategies. The implications to performance (statistical significance), given the type and extent of diversification strategies, are discussed resulting in a deeper understanding of how the complex relationships between performance and diversification play out across the entire diversification spectrum.



Property Rights and Initiative in Strategic Resource Allocation

Presenting Author(s) Candace Ybarra, Chapman University
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The resource based view of the firm argues that firms create value by building a stock of value, rare and imperfectly imitable resources and deploying them to exploit attractive opportunities. In a market, property rights that are well-defined, freely tradeable and protected by an efficient rule of law are vital to promoting entrepreneurial initiative and innovation. Property rights allow a firm to initiate and successfully implement strategic change through the innovation of products, processes, markets, and/or positioning. In this paper we argue that both the commons and anticommons problems are pervasive in organizations and reduce the optimal development, allocation, and deployment of resources. The purpose of this research is to examine how the distribution of property rights in an organization impacts how resources are utilized within the company. Further, we explore the antecedents and consequences of commons and anticommons in a strategic management context.

09:30 - 10:45 DEV. SUPERVISORY ISSUES: POWER, RISK, INTERACTION

Chair/ Discussant: Julie Chesley, Pepperdine University

Room: Venutra: Table 5

Supervisor Risk Perceptions of Hiring Persons with Distinguishable Disabilities

Presenting Author(s) Mike Annett, MacEwan University mike.annett@macewan.ca

In this study, I investigate supervisor responses to hiring persons with disabilities as a potential risk condition, and capture supervisor expressions of risk perception and sense-making. I map those expressions to categories of risk perception to generate insight on the nature and form of supervisor risk perceptions. Drawing on the findings, I present a simplified construct for future research unpacking supervisor risk perceptions and willingness to engage in hiring persons with disabilities. My study adds to the literature by helping inform employers seeking to change internal hiring practices towards persons with disabilities, and advocates of persons with disabilities to promote client employability.

Power, LMX, and Supervisor-Directed Deviance: Testing the Power/Interaction Model

Presenting Author(s) Steven Elias, New Mexico State University selias@nmsu.edu
Jennifer Miles, New Mexico State University

This developmental paper proposes a study meant to assess the Power/Interaction Model (Raven, 1992), which was developed to provide a theoretical perspective as to how certain factors play a role in the way social power is used. While making use of several theories (e.g., Social Exchange Theory) to inform our hypotheses, we propose testing the Power/Interaction Model by examining supervisor personality, several aspects of supervisor and subordinate power, Leader-Member Exchange, and supervisor-directed deviance. Due to the nature of our hypotheses, we propose collecting data from supervisor and subordinate dyads. Because data will be collected from supervisors and their immediate subordinates, we propose utilizing multi-level modeling in SEM to assess the dyadic relationships of the model.



Technology Mediated Management: When and Why Managers Move Away From Face-to-Face Interactions

Presenting Author(s) Roshni Raveendhran, University of Southern California raveendh@usc.edu
Nathanael Fast, University of Southern California
Peter Carnevale, University of Southern California

When and why managers move away from face-to-face interactions and choose technology mediated management? In this paper, we examine this question by assessing the psychological factors that lead managers to manage subordinates using social-distancing technology as opposed to face-to-face procedures. We posit that, in situations that could result in negative social evaluation, supervisors are less likely to prefer traditional face-to-face procedures for monitoring and managing subordinates. In this paper, we chose situations that call for frequent monitoring as a context that can result in negative social evaluation. In Experiment 1, we show that in such frequent monitoring situations, supervisors prefer to move away from face-to-face interactions with their subordinates and monitor them via computer avatars (a form of technology mediated management). In Experiment 2, we show that this effect is mediated by supervisors' fear of negative evaluation.

09:30 - 10:45 WORKSHOP

Room: Madera

So You'd Like to Publish in JMI's Newest Section, Generative Curiosity? An Idea Development Workshop

Presenting Author(s) David Hannah (Editor, Generative Curiosity)
Richard Stackman (Editor, Journal of Management Inquiry)

The goal of the workshop is to help attendees develop submissions to the Journal of Management Inquiry's newest section, Generative Curiosity (GC). Attendees are expected to come with an idea that could potentially be developed into a GC submission. GC aims to publish short papers that introduce novel, consequential, fertile ideas to the field of management. The workshop will begin with a brief presentation by the editors introducing the section and its goals, and their advice about how to produce a successful submission. Attendees will sit together at round tables and GC editors will facilitate the discussions. Prior to the session, participants should review the Generative Curiosity Guidelines for Authors and Reviewers, accessible at the URL below. Those guidelines also contain a link to the paper introducing the new section (<https://us.sagepub.com/en-us/nam/journal-of-management-inquiry/journal200922#submission-guidelines>).

09:30 - 10:45 ENT. ENTREPRENEURIAL REPUTATIONS AND INNOVATIONS

Chair/ Discussant: Chalmer Labig, Oklahoma State University

Room: Sierra

Entrepreneurial Reputation Stability During Environmental Volatility

Presenting Author(s) James Downing, California State University, Chico jdowning2@csuchico.edu
Qingzhong Ma, California State University, Chico

This research observes labor market broker transactions during times of volatility to understand the influence of entrepreneurial reputation on performance during environmental shocks. Entrepreneurs operating in complex industries with environmental volatilities must reduce the uncertainty for the buyer's decision through reputation building. We observe labor market brokers, specifically search consultants, in the development and management of reputation to measure performance during environment volatilities. We compare transactional performance with and without industry volatilities and entrepreneurial reputation being a moderator to performance. We find that when volatility is high then entrepreneurial activity is relatively lower. We also find that entrepreneurial reputation enhances performance, but fails during high volatility periods, indicating the need to protect reputation during chaotic periods. This research contributes to the



entrepreneurship literature to understand reputation as a factor of performance while also contributing to the reputation literature to understand how reputation operates at different periods of time.

Innovating with Commons: Resisting Neoliberalism?

Presenting Author(s) Ana Maria Peredo, University of Victoria aperedo@uvic.ca
Helen Haugh, Cambridge University

The popularity of the concept and practice of “social enterprise” arose in association with the emerging ascendancy of neoliberalism in most of the world’s economies beginning in the 1980s. As critiques of neoliberalism have mounted, new and critical questions have been raised about its relation to social enterprise. Is social enterprise an apolitical provider of social benefits, is it in fact an expression and extension the neoliberal program, or is it properly seen as resisting neoliberalism’s fundamental commitments? In response to this question, we define and examine a particular set of social enterprises built on the institution of common property -CPSE's- and argue that they should be recognized as embodying new organizational forms arising out of social movements.

09:30 - 10:45 OB/HRM. RACE AND ETHNICITY

Chair/ Discussant: Krystal Miguel, Claremont Graduate University

Room: Pueblo A

When more is Better: The Effects of Perceived Coworker Ethnic Diversity and Perceived Similarity on Immigrants’ Coworker Relationships

Presenting Author(s) Marcus Valenzuela, California State University mvalenzuela12@csub.edu
Guowei Jian, Cleveland State University
Phillip Jolly, University of Houston

Immigrant employees are an important reality in organizations. One challenge immigrant employees face is successfully integrating into the workplace and establishing positive coworker relationships. However, existing literature has not yet explored important factors affecting the quality of immigrants’ coworker relationships. The present study seeks to overcome this limitation. Specifically, we look at the uniqueness of immigrant employees and how their perceptions of coworker ethnic diversity and perceived deep-level similarity in terms of work-related styles and values influence the quality of immigrants’ coworker relationships. The results of a survey of 347 immigrant employees show perceived coworker ethnic diversity is positively associated with quality of coworker relationships. Results also show perceived deep-level similarity to be positively associated with quality of coworker relationships. Furthermore, we demonstrate the significant moderating effect of immigrant generation (first- or second-generation) on these relationships. We provide insights to both researchers and practicing managers based on our results.

Effects of Social Dominance Orientation on perceptions of employee professional networks and job pursuit intentions

Presenting Author(s) Angelica Gutierrez, Loyola Marymount University agutierrez@lmu.edu

The present study tested the hypothesis that perceptions of race-based employee professional networks and job pursuit intentions are motivated by individuals’ desire to maintain the extant status hierarchy (Social Dominance Orientation; SDO). Among Whites who evaluated an employee professional network whose members were Black, SDO was negatively related to job pursuit intentions. Conversely, among Whites who evaluated an employee professional network whose membership was not based on racial background, there was no effect of SDO on job pursuit intentions. Perceived threat of the employee professional network explained the relationship between network and job pursuit intentions. These findings suggest that



perceptions of employee professional networks and job pursuit intentions will be influenced by individuals' desire to maintain inequality.

09:30 - 12:15 OMT. WORKSHOP

Room: Chino A

Initiating Innovative Qualitative Research

Presenting Author(s) Robert Gephart, University of Alberta
Thomas Greckhamer, Louisiana State University tgreck@lsu.edu
Jean Bartunek, Boston College
Sebnem Cilesiz, University of Louisiana Lafayette
Roy Suddaby, University of Victoria
Christine Trank, Vanderbilt University

Recognizing that qualitative research has long been a source and inspiration for innovative research initiatives, this workshop is intended for a general audience of faculty and graduate students who are involved in or are considering undertaking the first steps in pursuing qualitative research projects that provide a rich understanding of human actions and meanings in organizational and management contexts. The workshop seeks to inspire and support WAM researchers in their current and future qualitative research initiatives, to provide guidance in conducting innovative qualitative research, to bring qualitative researchers in WAM together and encourage interaction as well as to showcase important methodological tools that fit this year's WAM theme of 'Initiative'. Each of the panelists will present on the qualitative method(s) they are currently addressing in their own research, followed by breakout groups led by panelists and a general discussion.

11:00 - 12:15 DEV. ASPECTS OF ENTREPRENEURSHIP

Chair/ Discussant: Russell Seidle, Suffolk University

Room: Venutra: Table 1

Portfolio Human Capital: The Interdependence of Entrepreneurial Human Capital Investments

Presenting Author(s) Matthew Barlow, University of Texas at El Paso mabarlow@utep.edu
Ryan Angus, University of Utah

This study examines how prior experience and human capital investments shape entrepreneurial outcomes. Previously, researchers have implicitly assumed that investments in human capital are independent, where investments in one type of human capital have no impact on the outcomes of other types of investments. This research argues and find supports for the notion that the performance implications of an entrepreneur's human capital investments are dependent on the levels of other types of investments. Specifically, we find that higher levels of education make industry-specific task experience more valuable, but it makes prior start-up experience less valuable. Prior managerial experience has the opposite effect. Finally, we find that higher levels of education make managerial experience more valuable, and more prior industry-specific task experience make prior start-up experience less valuable. We test our hypotheses in a unique dataset of mobile application developers.

How Can Lean Six Sigma Foster Employee Driven Innovation in a Bureaucratic Organization?

Presenting Author(s) R. Duncan Pelly, California State University duncan.pelly@gmail.com

Lean Six Sigma, when conceptualized as a coherent alternative narrative, can be utilized by employees at the lowest levels of an organization to foster innovation. This paper is an autoethnographic examination of how a junior officer in the United States army changed the way in coming personnel were processed in the face of stiff bureaucratic resistance by using the narrative of Lean Six Sigma as a way to highlight alternate ways of



analyzing problems. Narratives are full of potentiality, which can exploit cracks and spaces for play within the boundaries of a bureaucracy facing operations outside the normal routines. Narratives are a powerful tool that can likewise be used to bridge inter-organizational boundaries and foster alteration of organization practices. This work serves as a link between the Lean Six Sigma and the entrepreneurship/innovation communities by explaining how both benefit from the use of narratives to permanently change organizational practices.

Bridging Criticality and Entrepreneurship via Storytelling Processes and Frames

Presenting Author(s) Rohny Saylors, Washington State University r.saylors@wsu.edu

We bridge criticality and entrepreneurship by way of storytelling processes and frames. Criticality illuminates entrepreneurial grand challenges, such as creative mindfulness in the face of digital alienation, hopeful resilience in the face of colonial trauma and authentic compassion in the face of neo-liberal social disruption. The European School of Entrepreneurship currently seeks such a bridge. We help this project along by engaging with a third wave of criticality, abandoning a near-religious devotion to philosophers, creatively appropriating philosophical perspectives, and advancing a prosocial agenda. We develop storytelling processes of story, narrative, and antenarrative. We further develop embodied, reflexive, and institutional frames. We then describe process-frames, configurations of one process and one frame, and how they interact with each other in research. We explore how criticality can be an existential threat to entrepreneurship, but also how threats can be recast, using storytelling process-frames, as opportunities to engage in prosocial entrepreneurship.

11:00 - 12:15 DEV. COLLABORATION & LEGITIMACY

Chair/ Discussant: Suzanne Tilleman, University of Montana

Room: Venutra: Table 2

A Five-stage Process of Legitimacy Building in an Interest Association: A Historical Review of the NCAA Men's Basketball Tournament

Presenting Author(s) Chad Seifried, Louisiana State University cseifried@lsu.edu
Brian Soebbing, University of Alberta

The proposed research will examine legitimacy building of an interest association through reviewing the creation and maintenance of the National Collegiate Athletic Association (NCAA) Men's Basketball Tournament, the main source of revenue for the association (i.e., roughly \$11 billion total from 2011 to 2014). Within, the researchers outline stages of legitimacy into a process model (i.e., birth to decline) over a prospective life cycle (i.e., 1939-2016). Within our stages, the central arguments we propose are: 1) internal and external legitimacy are emphasized differently through an interest association's life cycle; 2) internal and external legitimacy can be enhanced by specific strategic actions; and 3) overemphasis on external legitimacy will lead an interest association toward decline. This research project makes use of the historical method and historical institutionalism lens to understand legitimacy building. Archival documents at the NCAA headquarters and other secondary sources were used to build the model.

Built to collaborate? How organization design can thwart or support collaborative success.

Presenting Author(s) Dale Ainsworth, California State University dale.ainsworth@csus.edu
Julie Chesley, Pepperdine University

Addressing large-scale intractable problems require organizations to collaborate. The quality of collaboration directly impacts the effectiveness of these efforts. However, organizations do not collaborate; rather, people representing them do. To effectively collaborate individuals must possess certain skills. Research (Williams, 2002) has shown that some individuals are more effective collaborating than others because they demonstrate skills that contribute to their success. Further, an organization's operating context can impact how well



employees deploy certain skills. Organization design is the deliberate process of configuring an organization so that it is capable of achieving its strategy (Kates & Galbraith, 2007). Variation in design configurations creates variations in operating contexts. The purpose of this research is to examine the relationship between the use of effective collaboration skills demonstrated by organization members and organization design to understand how design components support or impede effective collaboration. To date, no research has examined this important relationship.

11:00 - 12:15 DEV. POSITIVE ATTITUDES AND BEHAVIORS

Chair/ Discussant: Stephanie Van Dellen, University of San Diego

Room: Venutra: Table 3

Mirror organisation: Towards Establishing a Link between Representative Bureaucracy and Employee Ownership Perception

Presenting Author(s) Dennis Pepple, University of Huddersfield dennis.pepple@hud.ac.uk

Within multi ethnic/racial societies, conflict arising from ethnic/racial discrimination trickles into organisations, especially among employees working in public bureaucracies. As part of measures to mitigate discrimination in the public sector, and improve employees' morale, the implementation of representative bureaucracies that mirror the ethnic/racial composition society has been adopted in many countries. With increased tension arising from ethnic and racial discrimination and low morale still manifesting in the public sector, the question that persists is 'will perceived ethnic/racial representation in itself achieve the purpose of improving employees morale, such that they feel a sense of belonging and take ownership of the workings of their organisation?'. This study charts a new course in the psychological ownership theory literature by attempting to establish a link between ethnic/racial representation and employees' perception of organisational ownership. Propositions are made based on a synthesis of existing literature for further empirical investigation into the phenomenon

Expectations of the powerful and prosocial behavior

Presenting Author(s) John Morton, University of California jwmorton@uci.edu

Research has shown that power can lead to many negative outcomes. There is less evidence that power can lead to positive outcomes, such as prosocial behavior, which would be important for organizations. However, prescriptive expectations about power could lead the powerful to engage in prosocial behavior, as the influence of expectations on the behavior of the powerful has been shown in other contexts. I will develop these ideas to investigate whether the expectations for the behavior of the powerful differ from those for the behavior of the powerless, and how these expectations could influence the prosocial behavior of the powerful.

Group and Individual-level Mechanisms Affecting Individual Purchasing Behavior: The Role of Perceived Obligation and Gratitude

Presenting Author(s) Andrew Hinrichs, California State University, Stanislaus ahinrichs@csustan.edu
Chris Bradshaw, CSU Stanislaus
Jarrett Kotrozo, California State University, Stanislaus
Kim Hinrichs, Chico State

This research developmental paper is focused on reciprocity and diffusion of responsibility of individual consumers in group settings (Darley & Latane, 1968; Bandura, Underwood, & Fromson, 1975). Individuals who perceive themselves to be members of a group are more likely to experience reduced accountability for helpful actions or inactions (Bandura, 2002; Garcia, Weaver, Moskowitz, & Darley, 2002). Our theoretical model covers



the perceived group- and individual-level perceived obligation and gratitude-mediated relationship between various group structure characteristics and individual purchasing behavior in a retail environment.

11:00 - 12:15 DEV. SAFETY & MINDFULNESS

Chair/ Discussant: Denise Lucy, Dominican University of California

Room: Venutra: Table 4

Mindfulness Training Gets an Upgrade: Innovations in Mental and Emotional Self-Management (MESM) to Combat Stress in Organizations

Presenting Author(s) Rhonda Rodgers, Claremont Graduate University rhonda.rodgers@cgu.edu
Mark Dust, Claremont Graduate University
Vanessa Kettering, Claremont Graduate University

We are beginning to realize that in society, emotions are running the show, leading to anger, fear, mistrust, division, and violence. Organizations are searching for tools to develop calm and balance in their members, but where to begin? Mindfulness based interventions have been proven to reduce stress in clinical populations. However, organizations have been slow to adopt training due in part to the typical eight-week format. A short-format intervention was therefore created to address the needs of an organizational population. A pilot study revealed positive well-being outcomes after a three-week mental and emotional self-management (MESM) intervention. The proposed next phase of research will investigate the mental compared to emotional components of MESM training through collection and analysis of physiological data (n=30). It is predicted that the somatic training group recovers quicker from a stressful stimulus than the meditation training group, and both groups will recover quicker than the control group.

Do Transformational Leadership and Growth Mindset Affect the Safety of Wilderness Work Crews?

Presenting Author(s) Scott Bryant, Montana State University bryant@montana.edu
Bill Brown, Montana State University
Dan Moshavi, Dominican University of California
Garrett Brucker, Creighton University

In this study we examined the relationship between Montana Conservation Corp leaders' leadership behaviors and growth mindset and the number of safety incidents reported for each crew leader. First, we examined the relationship between the crew leaders and the number of safety incidents. We found that the older the crew leader, the fewer the number of safety incidents. We also found that the higher the level of Individual Consideration (IC), the lower the number of incidents. We found that Transformational Leadership (TL) was negatively correlated with the number of safety incidents. Idealized Influence Attributed (IIA) and Inspirational Motivation (IM) as assessed by crew members were also negatively correlated with safety incidents. Second, contrary to our hypothesis, we found that overall TL was negatively correlated with growth mindset. Finally, contrary to our prediction, crew leader growth mindset was negatively correlated with follower ratings of satisfaction with supervision (SAT Rater).

The Influence of Environmental Cues on Employee Perceived Safety and Voice Behavior

Presenting Author(s) Alex Bolinger, Idaho State University boliale2@isu.edu
Tyler Burch, Idaho State University
Heidi Wadsworth, Idaho State University

Upward employee voice, the willingness of employees to voluntarily identify and communicate problems and suggestions, is a potentially valuable asset to organizations. Conversely, employee silence is growing concern



for both managers and organizational researchers. Employees who are on the front lines interacting with customers are uniquely positioned to identify work-related issues, operational inefficiencies, or opportunities for improvements, if only they are willing to speak up. Researchers have explored characteristics and motives of the employee, as well as their beliefs about psychological safety and calculations of likely efficacy, the behavior of the supervisor, the climate of the group, and even job and social stressors that predict when employees are likely to speak up. In this proposed research, we examine an addition, unexplored possibility: that characteristics of the work environment and the location of potential manager-employee interactions affects the quantity and quality of information that employees will share with managers.

11:00 - 12:15 DEV. SUPPORTING EMPLOYEES AT WORK

Chair/ Discussant: Kathy Lund Dean, Gustavus Adolphus College

Room: Venutra: Table 5

Mentoring as an Antecedent to callings: A 3 study empirical investigation

Presenting Author(s) Ellen Ensher, Loyola Marymount University
Kyle Ehrhardt, University of Colorado Denver kyle.ehrhardt@ucdenver.edu

Recent research into callings has demonstrated a myriad of positive individual and organizational outcomes accruing to those who perceive their work as a calling such as greater job and career satisfaction and overall well-being. However, until now there have been few recommendations from research that provide insight into how professionals can actually find their calling. The purpose of this research is to test a model examining the antecedents of callings. Antecedents from past research into callings include social comfort, ability in one's domain, behavior related to the domain, and insight experiences. In this research, we contribute to the existing knowledge by examining how the presence of mentors contributes to the presence of/ or pursuit of a calling. This research is composed of a 3-study approach and preliminary results from the first study are discussed in this developmental paper.

The conundrum of individual employability for organizations: The influence of employee development on work-life balance and turnover

Presenting Author(s) Patricia Martinez, Loyola Marymount University
Marco Direnzo, Naval Postgraduate School msdirenz@nps.edu

This study addresses the conundrum of employability for organizations. While organizations need to develop employee competencies to increase KSAOs and build a talented workforce, research has suggested that investing in employee development may indirectly facilitate turnover by enhancing ease of movement for employees. Hence, organizations need to consider ways to simultaneously enhance employability while also keeping individuals tethered to the organization. With recent research indicating that greater work-life balance may accompany increases in employability, we suggest that investments in employee development may actually reduce turnover intentions by increasing individuals' ability to function effectively across both the work and home domains. As such, despite providing employees with greater ease of movement, organizational investments in employee development may actually reduce turnover by facilitating work-life balance and, therefore, enabling employees to feel more successful both their work and home roles.

What's your free lunch worth? – An exploratory study of the perceived effects and values of employer-provided on site meals to employees

Presenting Author(s) Kathryn Aten, Naval Postgraduate School
Sally Baho, Naval Postgraduate School smbaho@nps.edu



It is becoming increasingly common – maybe even standard – in the tech-industry for employers to provide on-site meals to employees. For example, Business Insider notes that Airbnb, the online vacation property rental company based out of San Francisco, provides “three healthy, organic meals a day, plus snacks,” and Google and Facebook offer “gourmet meals to employees” (Restle, Stanger, & Smith, 2015). The Human Resources Management (HRM) literature has examined organizational effects of employees’ perceptions of benefits (Carrahar, Hart, & Carrahar, 2002; Lambert, 2000; Sparrow & Cooper, 1998) and the labor economics literature has a long history of exploring compensation (including benefits) and the labor market (see Milkovich & Newman, 2002 for a review). This proposed research aims to answer the question, “How do employees and employers perceive the negative and positive effects of non-traditional benefits?” and explore from a management perspective, the value of employer-provided meals.

11:00 - 12:15 EDU. DEVELOPING ACADEMIC PRACTICES

Chair/ Discussant: Chet Barney, University of South Dakota

Room: Madera

A Closer Look Into The Improvements In Student Teamwork Effectiveness Following Peer-Evaluation Feedback

“Nominated for Best Paper Award”

Presenting Author(s) Monique Domingo, San Francisco State University mdomingo1607@gmail.com
Antoaneta Petkova, San Francisco State University
Eric Lamm, San Francisco State University

This paper examines the role of individual and team-level factors on improvements in five dimensions of teamwork effectiveness following peer-evaluation feedback. Using a multi-method study design, we combine the insights from an in-depth qualitative study with formal hypothesis testing using quantitative data. Our results show that students’ grade aspirations and prior experience with the peer-evaluation system are positively related to the level of improvement following feedback, whereas the individual midterm peer-evaluation scores are negatively related to the level of improvement. Further, team conflict, interdependence and cohesiveness have different effects on the level of improvement in each dimension of teamwork effectiveness. Our findings have some important scholarly and pedagogical implications.

A Best Practice Modular Design of a Hybrid Course Delivery Structure For an Executive Education Program

Presenting Author(s) Dorothy Klotz, Fordham University klotz@fordham.edu
Thomas Wright, Fordham University

Our Western Academy of Management paper contribution highlights a best practice approach showcasing the highly successful deployment of a hybrid course delivery structure for an Operations core course in an Executive MBA Program (EMBA). A key design element of our best practice approach was the modular design of both the course itself and the learning materials. While other hybrid deployments may stress the importance of modular design, our deployment clearly demonstrated how content can be easily mixed and matched into shorter courses on select topics. In particular, through the migration of select content online and the use of face-to-face class time for discussion and active-learning experiences, we were able to dramatically reduce face-to-face student seat time, positively impact the student experience and, highly consistent with our best practice approach, facilitate dramatic improvement in student academic achievement.



Personal Interpersonal Capacity

Presenting Author(s) Craig Seal, California State University, San Bernardino cseal@csusb.edu
Stefanie Naumann, University of the Pacific
Krystal Miguel, Claremont Graduate University
Joanna Royce-Davis, Pacific Lutheran University
Suzanne Galal, University of the Pacific
Tatyana Dmitriyeva, California State University, San Bernardino
Marquis Gardner, University of La Verne
Selina Palmer, California State University, San Bernardino

The purpose of the paper is to add to the EI literature, specifically the social emotional competence branch, by proposing a model for higher education, called personal interpersonal capacity (PIC) that provides a development framework and diagnostic tool. More specifically, we identify the mediating and moderating mechanisms through which personal interpersonal competencies positively affect desired developmental outcomes and identify propositions for future empirical testing. The paper concludes with a discussion of the potential archetypes for each factor in the model, to better illustrate the model components.

11:00 - 12:15 LDR. EXTENDING LEADERSHIP THEORY: NEW CONSIDERATIONS OF SELF-LEADERSHIP, READINESS AND UNIVERSALITY

Chair/ Discussant: Kathy Duncan, University of La Verne

Room: Sierra

Leader Developmental Readiness: Deconstructed

“Nominated for Best Paper Award”

Presenting Author(s) Rebecca Reichard, Claremont Graduate University becky.reichard@cgu.edu
Jason Beck, Claremont Graduate University

Leader developmental readiness (LDR) is defined as having three pillars: ability to develop, motivation to develop, and support for development; and provides a framework for conceptualizing components within each pillar. The constructs composing each of these three pillars are not fixed, but should be viewed as flexible within the LDR framework. So, in addition to original discussions regarding components within each pillar, additional components should be theorized and empirically tested. As such, in this deconstruction, we review components of LDR, meta-cognitive ability, learning goal orientation, and learning culture, which each have a rich research history; and elaborated extant theory to argue for new components of LDR, including mindfulness, psychological capital for leader development, and developmental networks. As such, the LDR theory of ability to develop, motivation to develop, and support for development provides a flexible overarching framework for theoretical elaboration of further component parts and the interactions among those parts.

Evidence of universal leadership effects on follower satisfaction

Presenting Author(s) Arran Caza, University of Manitoba
Brianna Caza, University of Manitoba
Barry Posner, Santa Clara University bposner@scu.edu

This study replicates and extends findings about leader behaviors that appear to be universally effective. Previous work identified some leadership practices that were positively regarded by members of all national cultures. Using surveys from 23,681 leaders and 66,400 of their direct reports, we likewise found positive associations in the minds of followers between those leadership practices and satisfaction. Furthermore, we



extended these findings to show that the positive relationship also holds in the effect of leader behavior on follower reactions (i.e., beyond same-source data), and that it is not just the direction of the relationship that is universal, but effect sizes are comparable in all cultural contexts. These data suggest that certain leadership practices are not only universally endorsed, but are equally effective regardless of where they are implemented.

Self-Leadership and Action-State Orientation: The Role of Vertical and Horizontal Individualism

Presenting Author(s) Ana Kazan, Instituto Brasileiro de Geografia e Estatística - IBGE - Brasil
Kevin Knotts, West Virginia University
Jeffery Houghton, West Virginia University jeff.houghton@mail.wvu.edu

Using Social Cognitive Theory (Bandura, 1986) as a foundation, the authors hypothesize that self-leadership, horizontal individualism, and vertical individualism have a significant impact on action-state orientation. Additional hypotheses examine the roles of horizontal and vertical individualism in moderating the relationship between self-leadership and action-state orientation. Analyses based on data from 154 Brazilian subjects provide support for the hypothesized relationship between self-leadership and action-state orientation. Furthermore, the results provide support for the role of horizontal individualism as a moderator of the self-leadership to action-state orientation relationship. The implications of the findings of this study, which is among the first to examine self-leadership within the Brazilian culture, are discussed along with directions for future research.

11:00 - 12:15 OB/HRM. INTEGRATING & UTILIZING EXTERNAL WORKERS

Chair/ Discussant: Marion Eberly, University of Washington Tacoma

Room: Pueblo A

Leveling Employee Expectations: A Needed Practice in Mergers and Acquisitions

Presenting Author(s) Gabrielle Swab, University of Mississippi gswab@bus.olemiss.edu
Walter Davis, University of Mississippi

Mergers and acquisitions have received much attention due to their popularity as well as high failure rate, with a direct correlation between Human Resources involvement and M&A success. Due to cultural and human capital issues, employees of the acquired companies are facing issues of psychological contract violations, affecting the trust in the organization or employer. HR strategies in M&As should be focused on increasing employee trust and commitment using expectation lowering procedures (ELPs), specifically incorporating the realistic job preview (RJP). This tactic may affect the psychological process of the M&A relation to meet expectations, role clarity, providing an air of honesty, acceptance, and procedural justice. It is expected that leveling the expectations through these procedures will create less negative outcomes with employees of acquired firms, leading to decreased long term turnover and greater employee satisfaction.

The influence of independent contractors on organizational effectiveness: A review

Presenting Author(s) Carol Flinchbaugh, New Mexico State University cflinch@nmsu.edu
Mortaza Zare, New Mexico State University
Pingshu Li, University of Texas Rio Grande Valley
Clint Chadwick, University of Kansas

The use of independent contractors has steadily increased over the past two decades. However, relatively little research has examined the effectiveness of contractors and the studies that do exist often report contradictory findings about the value of a contract workforce. One reason for this is there are a number of research inconsistencies, including: (a) the broad effectiveness of contingent workers to include contract, part-time, and



temporary work; (b) both professional and low skill roles; and (c) effectiveness across both individual and firm levels. Thus, the purposes of this qualitative review are to review the contractor – effectiveness relationship between contractors and three effectiveness conditions, namely individual contractor attitudes and behaviors, and operational and financial performance outcomes. In addition, we position contractor effectiveness in Quinn & Rohrbaugh's (1983) Competing Values Framework to better discern the advantages and disadvantages of a contractor workforce and offer directions for future practice on contractor use.

11:00 - 12:15 OB/HRM. SYMPOSIUM

Room: Cactus

Autism in the Workplace: Current Practices and Future Initiatives

Presenting Author(s) Amy Hurley-Hanson, Chapman University ahurley@chapman.edu
 Cristina Giannantonio, Chapman University
 Debra Cote, California State University, Fullerton
 Amy Griffiths, Chapman University
 Erik Linstead, Chapman University
 Linda O' Neal, Regional Center of Orange County
 Melany Mezzera, Medtronic, Inc., Orange
 Sneha Mathur, Chapman University

Organizations today are undertaking many different types of initiatives. The Chronicle of Higher Education reports on several university initiatives in areas such as diversity, micro-businesses, and global-expansion. Both for-profit corporations and not-for-profit agencies are undertaking many new initiatives in the areas of workforce diversity, environmental sustainability, and intrapreneurship. While diversity initiatives have existed for several decades, there is one aspect of workplace diversity that has received relatively limited attention – autism in the workplace. The purpose of this symposium is to examine current practices and future initiatives surrounding autism in the workplace. This symposium will focus on autism in the workplace from an individual, an organizational, and a societal perspective. The aim of the symposium is to encourage theoretical and empirical research on the career and work experiences of individuals with autism and to identify organizational initiatives related to hiring, retaining, and including individuals with autism in the workplace.

12:30 - 14:00 PRESIDENTIAL LUNCHEON, SPONSORED BY DRUCKER SCHOOL OF MANAGEMENT, CLAREMONT GRADUATE UNIVERSITY & SPONSORED BY DANIELS COLLEGE OF BUSINESS, UNIVERSITY OF DENVER

Room: Catalina

Everyone is welcome for lunch, including WAM awards, prizes, announcements and a special session in remembrance of André Delbecq.

Remembering André: Daring To Care

14:30 - 16:00 ASCENDANT SCHOLARS, SPONSORED BY LEAVEY SCHOOL OF BUSINESS, SANTA CLARA UNIVERSITY

Room: Madera

Presenting Author(s) Marco DiRenzo, Naval Postgraduate School
 Marion Eberly, University of Washington Tacoma
 Crystal Farh, University of Washington
 Anthony Klotz, Oregon State University



16:15 – 17:30 WORKSHOP: THE JOURNAL OF MANAGEMENT INQUIRY – 25 YEARS AND COUNTING

Room: Sierra

Presenting Author(s) Richard Stackman (Editor, Journal of Management Inquiry)

JMI inhabits a unique niche among management journals and continues to distinguish itself through its sections – Essays, Non-traditional Research, Generative Curiosity, Provocations & Provocateurs, Dialog, Reflections on Experience, and Meet the Person. Join editors and editorial board members in an open conversation focused on the JMI and its next 25 years. Authors, reviewers, potential submitters and friends of JMI are encouraged to attend and participate by offering ideas, critiques, and questions to the dialog.

19:30 - onwards “LAST SESSION”

Room: Rocks Lounge

Participate in the tradition of the Last Session. Relax, socialize and enjoy the WAM state of mind.



Saturday March 25, 2017

SCHEDULE AT A GLANCE

06:45 - 07:45	BREAKFAST AND WAM BUSINESS MEETING (Catalina) Sponsored by SAGE Publishing
08:00 - 09:15	CONCURRENT SESSIONS
09:15 - 09:30	BREAK (Catalina)
09:30 - 10:45	CONCURRENT SESSIONS
10:45 - 11:00	BREAK
11:00 - 12:30	CLOSING SESSION (Catalina)

06:45 - 07:45 BREAKFAST AND WAM BUSINESS MEETING, SPONSORED BY SAGE PUBLISHING

Room: Catalina

All are welcome for breakfast and to hear how WAM is doing as an organization.

08:00 - 09:15 DEV. EXECUTIVE ATTRIBUTES: MINDSETS AND ATTITUDES

Chair/ Discussant: Hank Strevel, New Mexico State University

Room: Venutra: Table 1

Executive Narrative: How Today's Executive Leaders Developed Their Mindset

Presenting Author(s) Maxine Clarke, Pepperdine University maxine.clarke@pepperdine.edu
Julie Chesley, Pepperdine University

Executives leaders are appointed to strategic leadership roles based on what they have achieved, how they currently behave and who they are. These factors are all influenced by one's internally held way of thinking and being. As workforce demographics shift, and the business environment increases in complexity, such insight into the collective narratives of executive leaders can offer inspiration, motivation, and ideas to both organizations and aspiring executives. This research investigates how the executive leader thinks about themselves and the world around them, and their perception of how they developed this way of thinking and being.

Measuring the EO of Entrepreneurs in Other Cultures

Presenting Author(s) Lised Tacán Bastidas, University of Nariño lisedtacan@gmail.com
Chalmer Labig, Oklahoma State University

Measuring the EO of Entrepreneurs in Other Cultures Abstract: Entrepreneurial orientation (EO) has been addressed in hundreds if not thousands of studies, primarily as a measurement tool. The constructs which underlie this scale may be an important focus for developing our understanding of successfully growing embryonic firms regardless of the country. We begin by discussing the important role EO has played in the strategy and entrepreneurial literatures. Then we provide an overview of the literature on EO, and make recommendations to use existing measures of the constructs underlying the most commonly used EO scale to further our understanding of why this scale is strongly associated with firm performance.



08:00 - 09:15 DEV. INDIVIDUAL DIFFERENCES

Chair/ Discussant: Rhonda Rodgers, Claremont Graduate University

Room: Venutra: Table 2

Entrepreneur Human Capital, Venture Success, and Mediating Role of Entrepreneur Labor

Presenting Author(s) Byungku Lee, University of La Verne blee2@laverne.edu
Taewan Kim, University of Scranton

This study examines entrepreneur labor as a critical mediator, which transfers entrepreneur human capital into venture success. Given the mediating role of entrepreneur labor, we tested the transformation model of entrepreneur human capital such as industry experience and general education into venture success. We expect the findings of this study propose that entrepreneur's hardworking characteristic leads to successful exploitation of entrepreneur human capital for entrepreneurial success. Drawing from human capital theory, this study will contribute to entrepreneurship research on the relationship between entrepreneur human capital and entrepreneurial success.

Too much of a good thing? Hoarding in the workplace

Presenting Author(s) Kori Callison, University of Alaska – Anchorage krcallison@alaska.edu

Hoarding is characterized by acquiring and having difficulties in letting go of possessions. These strong feelings culminate in an accumulation of items in both the home and work setting. Although hoarding is studied as a clinical diagnosis, it is likely that hoarding exists at sub-clinical levels and may express itself in more general ways. Hoarding in the workplace may still include physical items, but could extend to more general resources, such as time, access, and money. According to conservation of resource (COR) theory, all individuals seek, acquire, and expend resources in the same way; however, some individuals may be more motivated to seek and acquire resources in the workplace and may also choose to not utilize these resources, choosing instead to keep (hoard) these resources.

Polyculturalism: Individual difference construct scale development

Presenting Author(s) Greg Hardt, Georgia State University ghardt1@gsu.edu

Polyculturalism was developed as a construct in the sociology and history fields. Recently, polyculturalism has been researched as a psychological mechanism. This essay posits polyculturalism as an individual difference in organizational behavior and develops a measure of it. Polyculturalism is a unique conceptualization of culture that embodies plural cultural influences which interact and influence each other and each of which partially influences an individual's cultural makeup. The polycultural individual has a novel cultural configuration which provides innovative and unique perceptions, perspectives, decisions, and behaviors. The essay provides background to various types of culturalism, develops a set of items for a new scale of individual difference for polyculturalism and empirically tests and validates the new measure.



08:00 - 09:15 DEV. ORGANIZATIONAL CRISES & FAILURE

Chair/ Discussant: Rohny Saylors, Washington State University

Room: Venutra: Table 3

Comparing Lessons Learned from the BP Gulf Oil Disaster and the SoCalGas Aliso Canyon Methane Leak

Presenting Author(s) Daniel Jacobs, Loyola Marymount University daniel.jacobs@lmu.edu

The BP oil well blowout off the coast of Louisiana in 2010 and the Southern California Gas Company (SoCalGas) natural gas well blowout in the Porter Ranch area of Los Angeles in 2015 were both historic. Each produced vast amounts of pollution, litigation, and costs. Each was also avoidable. Having recently published a book on the BP Gulf Oil Disaster (Brookings 2016), I will build on that research to closely examine the SoCalGas incident in an effort to assess similarities in lessons learned in these two epic extraction industry accidents. My hypotheses is that there will be many commonalities, especially with respect to industry (leadership, risk management, and sustainability) and government (regulatory oversight) breakdowns. In both cases, I expect my research to show that these failures produced settings for the proverbial accident waiting to happen.

Why Do Firms Disappear? Dispersals in the Thoroughbred Horse Industry's Social Network

Presenting Author(s) Darcy Fudge Kamal, Chapman University
Cristina Nistor, Chapman University
Angela King, Chapman University amxk96@gmail.com

In this proposed research, we look at how social influence in the Thoroughbred Horse Industry network can influence the value for goods at auction. Firms going through a bankruptcy are forced to sell off their goods while the network of social connections is affected by the news of their impending bankruptcy. We analyze whether the network takes into account that these firms will not exist in the future. We use clustering analysis to find network patterns in which account for the differences in network structures related to the node deletion from 2010-2014.

08:00 - 09:15 DEV. POLITICAL ACTIVITY, IDENTITY AND GOVERNANCE

Chair/ Discussant: Brett Crawford, Purdue University

Room: Venutra: Table 4

All on Board: The Inroads and Implications of 21st Century Governance Reform Initiatives

Presenting Author(s) Marta Geletkanycz, Boston College geletkan@bc.edu

Governance reform has long been advocated. Yet, it is only in the last fifteen years that the movement has hit its stride and delivered a revolution in the profiles and practices of U.S. corporate boards. This study chronicles the 21st century initiatives advanced by major institutions (e.g., government, capital market exchanges, professional associations and other leading entities). It also examines the collective results of their efforts. The latter include not only a transformation in the composition and structure of U.S. boards, but also significant adjustments to director responsibilities and obligations, even interactions between board members and executives. This 21st century remaking reminds us boards are not static phenomena. They are, in fact, dynamic. As they change, so, too, must our approaches to related study. Accordingly, implications for organizational research are discussed.



Inequality and Competitive Dynamics of Corporate Political Activity

Presenting Author(s) Lee Brown, Texas Woman's University lbrown37@mail.twu.edu
Andrew Johnson, Texas A&M University–Corpus Christi

Firms engage in nonmarket activities in an effort to gain competitive advantages in the marketplace. Corporate Political Activity (CPA) is one of the primary nonmarket actions that firms take, but this CPA is dominated by large firms. Smaller firms are unable to successfully compete in political markets and must be creative in how they counter the large political spending of their rivals. In this paper we examine the large influence that inequality between firms has on the competitive dynamics in the nonmarket. We posit that the differing nature of nonmarket competition, as compared to market competition, creates a competitive landscape that is unique to nonmarket actions. We use the competitive dynamic model of Ketchen, Snow, and Hoover (2004) to better understand this nonmarket competitive landscape.

The role of identity threat and authentic self on Iranian women's well-being as moderated by Organizational religious identity

Presenting Author(s) Bahareh Javadizadeh, New Mexico State University jbahar@nmsu.edu
Carol Flinchbaugh, New Mexico State University

Islam has been an inseparable part of Iranian culture for the past 1400 years; however, the level of commitment to Islamic faith differ vastly among Iranians. Since the Iranian Revolution in 1979, extreme restrictions were imposed on people by the government, impacting every aspect of Iranian's individual and social life. The restrictions often force Iranian women to navigate between the Islamic necessities of their work (e.g. wearing chador, lowering their interaction with men and praying in mosque) and their personal cultural and religious beliefs and attitudes. The potential discrepancy between a woman's authentic self and what she is required to follow per government restrictions, which at times may be neither easy nor pleasant, is referred to as identity threat in this paper.

08:00 - 09:15 DEV. SOCIAL RESPONSIBILITY & DEVELOPMENT

Chair/ Discussant: Robert Gephart, University of Alberta

Room: Venutra: Table 5

Development as Freedom to Choose: A new dynamic measure of social development

Presenting Author(s) Mike Szymanski, University of Victoria
Josh Ault, Thunderbird School of Global Management
Komal Kalra, University of Victoria komal@uvic.ca

One of the key confusions in management literature is that there are few objective ways to capture the idea of "social value." Kroeger and Weber (2014) discussed theoretical ways to develop objective comparisons of social value creation across national boundaries. In this paper, the authors build on their work and Amartya Sen's (1999) argument that poverty is the lack of freedom to pursue the goals that one values. Thus, social value creation can be identified as providing individuals this freedom. The authors then address this issue empirically through the development of a unique measure that uses the world values survey to construct a measure for comparing social value creation across national boundaries, but still accounts for these differences in national values.



How Do National Culture Moderate the Relationship between Corporate Social Responsibility and Corporate Financial Performance?

Presenting Author(s) Eunjeong Shin, Washington State University eun.shin@wsu.edu
 Nara Jeong, Washington State University
 Yoonsoo Nam, Washington State University

Over the course of several decades, the relationship between Corporate Social Responsibility (CSR) and Corporate Financial Performance (CFP) has been studied extensively and has persisted until nowadays. However, for the most part, these studies have been limited to domestic context and there has been relatively little attention to address the influence of national culture to study the CSR and CFP relationship. The degree to which the CFP can be improved with CSR activities may depend upon the cultural values of the nations that firms operate within since these values reflect the importance placed on responsible or expected behaviors in a particular culture. The purpose of this paper is to examine the relationship between CSR and CFP with the moderating effect of national culture of different countries using six Hofstede's cultural dimensions.

Social Responsibility and Small Business: A Case for Aristotle

Presenting Author(s) Uday Shinde, Governors State University ushinde@govst.edu

This paper takes a deep look at the conceptualization of social responsibility in the context of business. We find three areas that have traditionally seen little attention from researchers - social responsibility's ethical roots, its application at the small business owner level and a means to apply and measure it at this level. Towards this end the authors delve into the works of Aristotelean Nichamachenan Ethics to derive a parsimonious understanding of social responsibility, which is at once rich and comprehensive. Arriving at a multidimensional framework to understand Aristotelean Social Responsibility, the authors test the framework empirically through qualitative and quantitative analyses. This includes an iterative model to create a psychometrically robust scale that measures social responsibility for as it might have been envisaged at the level of today's small business owner by the ancient Greek sage.

08:00 - 09:15 ENT. IDENTIFYING AND DEVELOPING ENTREPRENEURIAL OPPORTUNITIES

Chair/ Discussant: ~~Bonnie Persons, CSU Chico~~ James Downing, California State University, Chico

Room: Sierra

Opportunity Development in Biopharmaceuticals and Medical Devices: Assessing the Roles of Experiential and Vicarious Learning

"Nominated for Best Paper Award"

Presenting Author(s) Russell Seidle, Suffolk University rseidle@suffolk.edu

Notwithstanding the abiding attention devoted to the topic of entrepreneurial learning, we still know relatively little about particular learning sequences that underpin the identification and exploitation of entrepreneurial opportunities. I address this lacuna by analyzing data from new product development projects in a set of biopharmaceutical and medical device sector startups. Findings reveal both the abiding importance of experiential learning throughout the development process and a general trend towards greater use of vicarious learning as these projects evolve. A subset of projects instead demonstrate much earlier reliance on both forms of learning; I discuss the implications of these unexpected findings.



Entrepreneurial Opportunity - A Perspective From the Theory of Forms

Presenting Author(s) R. Duncan Pelly, California State University, Los Angeles duncan.pelly@gmail.com

The current debate in entrepreneurship literature as to whether entrepreneurial opportunity is discovered or created is an outgrowth of scholars' subscribing to one of two mutually exclusive ontological axioms. This article propounds perspectives from Plato's Theory of Forms, supplemented by those of Alfred North Whitehead and Mary Parker Follett to accentuate the logical fallacies of a puritanical objective or subjective ontology. In lieu of these ontologies, the differentiated relational ontology may be more valuable in understanding reality. This article utilizes reasoning by analogy to illustrate how opportunity is a subset of reality and entrepreneurship is a subcategory of that experience. This logic postulates that opportunity, if viewed as purely objective or subjective, contains the same logical flaws as the conscription that reality is purely subjective or objective. A parallel between reality and entrepreneurship is constructed to signify how entrepreneurial opportunity is defined objectively and subjectively and relationality bridges these concepts.

08:00 - 09:15 LDR. SYMPOSIUM

Room: Cactus

Dismantling the Toxic Triangle: The Initiative Required to Restore Organizational "Health"

Presenting Author(s) Kathie Pelletier, California State University, San Bernardino kpelleti@csusb.edu
Janet Kottke, California State University, San Bernardino
Claudia Alvarado, Southern California Gas/Sempra
Kailash Malla, Los Angeles Unified School District
Barbara Sirotnik, California State University, San Bernardino

This symposium is designed to portray the initiative necessary to understand and expand upon the conceptualization of the toxic triangle framework: destructive leaders, susceptible followers, and conducive environments. In our first two papers, we present two empirical studies that reflect our ability to assess a toxic organizational environment and the types of followers who enable a destructive leader. The third paper offers a new taxonomy of courageous effective and ineffective followers who take the initiative to reform a toxic organization and/or its destructive leader. We conclude our symposium by proposing something akin to a peace initiative; we offer recommendations for organizations, leaders, and employees to ensure a healthy work environment through the use of data-driven decision making and other management-related interventions.

~~**08:00 - 09:15 OB/HRM. EMPLOYEE ENGAGEMENT & MEANINGFULNESS**~~

~~**Chair/ Discussant: Suzanne Zivnuska, California State University**~~

Room: Pueblo A

~~**Field Test of an Integrative Model of Meaningfulness and Employee Engagement**~~

Presenting Author(s) — Simone Meskelis, University of Dallas
J. Lee Whittington, University of Dallas jlee1@udallas.edu
Sri Beldona, University of Dallas
Tim Galpin, Colorado State University

We conducted a field test to evaluate a comprehensive model of the antecedents and consequences of meaningfulness and employee engagement. We used SEM analysis to test to the overall fit of our conceptual model. The results of these analyses supported a better fit for an alternative model. This model indicates that there is strong, positive relationship between meaningfulness and employee engagement. As originally expected, both transformational leadership and the presence of enriched jobs were significantly related to meaningfulness. However, high quality leader follower relationships and contingent reward behaviors were



not significantly related to meaningfulness. As expected, an organizations general human resource practices have a direct relationship with employee. However, the performance management processes were not significantly related to engagement. The level of engagement was related to overall job satisfaction, affective commitment, and organizational citizenship behaviors. These results provide support for the need to develop a comprehensive approach to enhancing employee engagement.

Enhancing Employee Engagement: An Evidence-Based Integration of HR Practices and Leadership Behaviors

Presenting Author(s) — Enoch Asare, University of Dallas eeasare@udallas.edu
 Simone Meskelis, University of Dallas
 J. Lee Whittington, University of Dallas
 Tim Galpin, Colorado State University

Despite heightened attention and organizational interventions, the Gallup organization continues to report that the level of employee engagement hovers around 30%. The inability to move the engagement needle has led many management scholars to call for a more comprehensive approach to engagement. Following this suggestion, we conducted a field study to examine the main and interaction effects of organizational practices and first-line manager behaviors. We found a significant positive relationship between an organization's HR value chain and individual employee engagement. We also observed a positive relationship between the performance management systems and engagement. Also, we show that a full range of leadership behaviors and the quality of the relationship between leaders and followers enhances the relationships between the human resources value chain, the performance management system, and engagement. Furthermore, we found that the impact of these organizational practices on job satisfaction, commitment and organizational citizenship behavior is mediated by employee engagement.

08:00 - 09:15 OB/HRM. NEW APPROACHES TO LEADERSHIP RESEARCH: LEADING WITH A BIG PICTURE

Chair/ Discussant: Scott Bryant, Montana State University

Room: Chino A

Developing Leaders Through Strategy Execution: Kaiser Permanente's Strategic Leadership Program

Presenting Author(s) — Kevin Groves, Pepperdine University kevin.groves@pepperdine.edu

Given the intensifying changes in the broader healthcare environment, executive development programs perform a critical role in supporting the evolving strategic agendas of healthcare organizations. Kaiser Permanente (KP), one of the nation's largest and most successful fully-integrated healthcare providers, has developed an executive development program that facilitated the execution of the health system's national business strategy across its many regions, functions, and facilities. The following case study offers an analysis of KP's Strategic Leadership Program (SLP), a critical element of KP's leadership development strategy in the current era of healthcare reform and unprecedented industry changes. After discussion of the primary SLP objectives and program phases, including the participant cohorts, curriculum, learning activities, and primary program outcomes, this case study identifies a set of evidence-based best practices or 'success factors' for designing a leadership development program that seeks to enhance strategic alignment and facilitate execution of national business strategy.

(Micro) Manager or (Detail-Oriented) Leader?: Micromanagement and Perceptions of Power-holders' Fit for Leadership Roles

"Nominated for Best Paper Award"

Presenting Author(s) — Roshni Raveendhran, University of Southern California raveendh@usc.edu



Cheryl Waksak, University of Southern California

Extant research on power, leadership and abstraction suggests that we expect people in leadership positions to have an abstract cognitive orientation. Building on this work, we examine the effects of micromanagement – a common, but understudied leadership behavior – on perceptions of fit for high-level leadership positions. Conceptualizing micromanagement as a detail-oriented behavioral approach characterized by an exaggerated focus on low-level details, we argue that power-holders who micromanage are seen as a better fit for low-level leadership positions than for high-level leadership positions. Three experiments tested the predictions that observers perceive power-holders who micromanage as less fit for high-level leadership positions (Studies 1–3). This effect of micromanagement is distinct from that of other dominant/controlling styles (Study 1) and is mediated by power-holders' lack of big-picture focus (Study 3). Moreover, compared to subordinates, power-holders are less likely to anticipate this negative effect of micromanagement on their leadership fit perceptions (Study 2).

Taking Initiative in Disclosing a Conflict of Interest: Helpful or Harmful?

Presenting Author(s) David Cherrington, BYU
 Kristen Detienne, BYU detienne@byu.edu

Recent research has demonstrated that taking initiative in disclosing a conflict of interest occasionally harms the very people it is intended to protect by inducing them to accept biased advice. To examine how people evaluate the persuasiveness of messages that involve a conflict of interest, 202 people responded to one of two versions of a questionnaire containing six scenarios. Half of the scenarios in each version had a single sentence that created or drew attention to a conflict of interest. The scenarios involved two types of conflicts: intentional and inherent. Counterintuitively, one scenario that involved a subtle conflict was more persuasive when the conflict was disclosed. Even though it would be expected disclosure would decrease persuasiveness and increase perceived conflict of interest, three of the other four scenarios that involved inherent conflicts showed no differences in persuasiveness or perceived conflict when the disclosure statements were added.

08:00 - 09:15 OMT. DEFINING ORGANIZATIONS: HISTORY, COMMUNITY AND PRICING

Chair/ Discussant: Dale Ainsworth, California State University, Sacramento

Room: Chino B

Surviving or Thriving: Social Framing, Community Embeddedness, and Venture Performance

Presenting Author(s) Robert Eberhart, Santa Clara University reberhart@scu.edu
 Renee Rottner, University of California, Santa Barbara

We explain how the community shapes the growth and survival of new firms through the dual nature of employees - as both inputs and outputs of the firm. One of the central findings among entrepreneurship studies is that local resources and social ties play a key role in new firm outcomes yet exhibit a parabolic relationship with venture performance when over-embeddedness constrains choices. We argue instead that embedding may not deprive a firm of opportunities or strategic alternatives, but that local relationships shape a commercial organization's objectives and, in turn, the strategies it pursues and outcomes it obtains. We find that when a firm is embedded in a non-urban community, survival and employment increase. In contrast, when a new firm is embedded in an urban community, growth increases. These results explain the role of the community in firm outcomes and provide a theoretical separation of survival from growth.

The strategic use of history: Exploring the boundary conditions of rhetorical history

Presenting Author(s) William Foster, University of Alberta wfoster@ualberta.ca
 Diego Coraiola, University of Victoria



Roy Suddaby, University of Victoria
Christine Quinn-Trank, Vanderbilt University

We theorize about the strategic use of history in organizations. In particular, we focus our attention on the boundary conditions that constrain or enhance the development of a rhetorical history. The conceptual model highlights why managers use history strategically, what managers intend to accomplish and how managers make strategy a valuable resource. We also discuss and explore the why it is some histories are more strategic and malleable while others are not. Specifically, we assert that the salience of organizational stakeholders has a significant impact on the ability of managers to shape and strategically use history. We conclude by discussing the implications of our work in two specific research areas: the resource-based view of the firm and organizational identity.

Pricing Business Relationships: An Experimental Investigation of Payments for Quality

Presenting Author(s) Cristina Nistor, Chapman University nistor@chapman.edu
Taylan Yalcin, Chapman University

Buyer - supplier relationships govern much of the business world. This paper compares several payment options for maintaining relationships between vertical business partners in a supply chain. Our results suggest that allowing for payment schemes that are too flexible leads to more cheating and results in worse quality levels. On the other hand, having some restrictions on the size of the bonus improves relationship outcomes by clarifying expectations for the relationship. Furthermore, framing the payment schemes using social norms such as tipping can achieve these higher quality outcomes at lower cost for the buyer side.

09:30 - 10:45 CAR. SYMPOSIUM

Room: Cactus

Initiative in OD Doctoral Education: What are some distinguished mid-career doctoral students thinking and studying

Presenting Author(s) David Jamieson, Univ of St Thomas jami1396@stthomas.edu
Lisa Meyer, Univ of St Thomas
Nicole Zweig, Univ of St Thomas
Rachael Narel, Benedictine Univ

This session reports on current work by top-notch doctoral students in Organization Development. It provides a window into some new thinking and interests developing across 2 universities. The topics include theory-building, scholar-practitioner concept, organization agility and thriving and use for self in leadership. the session will create a space for stimulating discussions following the 3 short presentations. The moderator/discussant will introduce the session and facilitate the following discussions.

09:30 - 10:45 DEV. EDUCATION

Chair/ Discussant: Ana Maria Peredo, University of Victoria

Room: Venutra: Table 1

Figuring Out What the Heck They Wanted Me to Do: Learning to Teach During the Management Ph.D. Program

Presenting Author(s) Chet Barney, University of South Dakota Chet.Barney@usd.edu

This article is not a summary of what the popular teaching books say, but rather a reflection on one thing I was not taught during the Ph.D. program. This one thing actually turned out to be a very critical component of my



keeping an academic job – teaching! Using qualitative methods, I uncovered critical components of excellent teachers, which I then implemented in my own teaching during my graduate work. These same techniques could, and should, be implemented in all management Ph.D. programs. I propose a call to action.

A Research Study of the GRIT of freshman Undergraduate, Senior Undergraduate and MBA Students.

Presenting Author(s) Harold Harlow, Wingate University h.harlow@wingate.edu

Grit as evidences by personal initiative and self-determination are perhaps the most important attributes for universities to impart on their students (Duckworth & Eskreis-Winkler, 2013). Perseverance in the face of setbacks is perhaps the defining model for success in school, career and life. Personal initiative in this context is defined as self-starting and proactive behavior. This study conceptualized self-determination as an individual's experience of autonomy, competence and social integration (Hetzner, S., Heid, H. & Gruber, H., 2012). Students having a mindset of being able to initiate action on their own without direction is key to their success in life during and after college (Goodwin & Miller, 2013). This research study used a convenience sample of first year (n=27) and senior undergraduate (n=43) and MBA students (n=34) to research differences Grit and Mindset of these students. Key Words: GRIT, mindset, initiative, readiness to change, reflection, self-determination.

09:30 - 10:45 DEV. SOCIAL RESPONSIBILITY: ADOPTION, COLLABORATORS, ACTORS

Chair/ Discussant: Christine Quinn-Trank, Vanderbilt University

Room: Venutra: Table 2

The Giving River: How organizational actorhood and history have shaped the management of water

Presenting Author(s) Brett Crawford, Purdue University bcrawford@purdue.edu

This paper explores the management of a single, yet incredibly valuable, river over time to better understand how the rationality of individuals and organizations has shaped and reshaped the management of natural resources. I use archival and interview data to study the history of the McCloud River, a key source of water for corporate agriculture, energy, cultural heritage and early forms of aquaculture. I draw on my findings to support a pair of insights: (1) the rationality of actors at various points in time help to drive their recognized interests in specific natural resources and how they choose to manage those resources and (2) that water resources, including rivers, which have long been viewed as a replenishing natural resource can be managed in a way that removes their replenishing nature. Both insights are discussed to make suggestions about natural resource management within the Anthropocene.

Atotam Productions

Presenting Author(s) Victor Bilodeau, MacEwan University bilodeauv0@macewan.ca
Don Diduck, Verigon Canada

This case study examines how changing market conditions in the Oil and Gas Industry in Alberta can influence a First Nation member-owned media company. It explores some of the relationships and related dynamics between Industry, First Nation communities, Government and the Canadian public. More specifically, it raises the question of how best to address the need for meaningful and respectful communication and knowledge sharing between these groups in the context of market volatility and change. Along the way, Industry is seeking to demonstrate and sustain its "Social License to Operate" and a key part of achieving this goal is to engage Indigenous communities and related organizations in measureable ways such as training and employment opportunities. The case is intended for business students in their 3rd or 4th year of an undergraduate degree and lends itself very well to MBA students as well.



Life of Certified Benefit Corporations: What can we learn from the early adopters?

Presenting Author(s) Lori Peterson, Missouri State University ltpeterson@gmail.com
Jeffrey English, Saint Xavier University

Organizations are generally expected to have a profit maximization goal. Beginning in 2007, organizations wishing to promote how they “do business for good,” could become Certified Benefit Corporations (B Corps). This study examines the organization profiles of some of the early adopters of the Certified Benefit Corporation standard, based on a directory printed in 2009; just two years after the standards were released. Beginning in Maryland in 2010, a legal organization form called the benefit corporation was established. To date, 30 states have approved a version of the benefit corporation as a legal business form. This paper will reflect upon the early adopters of the B Corp standards. To be a Certified B Corp, it is not necessary to utilize the legal structure of a benefit corporation. As more organizations adopt goals outside of profit maximization, there are lessons to be garnered from early adopters of the B Corp standards.

09:30 - 10:45 DEV. TEAM ISSUES: BOUNDARY SPANNING & AMBIDEXTERITY

Chair/ Discussant: Teresa Martinelli, Laverne University

Room: Venutra: Table 3

An Integrative Model of the Effects of Gender on Work Team Boundary Spanning Behaviors

Presenting Author(s) Jennifer Marrone, Seattle University marronej@seattleu.edu
Holly Ferraro, Seattle University
Therese Huston, Seattle University

In this developmental paper, we will examine gender influences on engagement in work team boundary spanning activities, which are defined as efforts aimed toward building and managing relationships external to the team. Extant research has shown these efforts to be critical contributors to team and organization effectiveness. Yet our current understanding of when, why, and how team members will engage in boundary spanning is incomplete without more knowledge of when women, who are increasingly represented in work teams, conceive of and enact boundary spanning activities. We therefore offer a preliminary model that integrates and extends research on boundary spanning, gender, and identity. We will also build testable propositions for understanding the roles women play in enabling coordination and collaboration between work groups. Our research has potentially important implications given the increase in women’s global labor force participation and the growing scholarly interest in teams and boundary spanning.

Developing Team Ambidexterity: A Grounded Theory Examination of the Ecosystem for Creating Innovation

Presenting Author(s) Alaka Rao, San Jose State University alaka.rao@sjsu.edu

In this study, I examine the concept of ambidexterity at the team level, and investigate the underlying determinants, processes and contextual conditions of this concept in a sample of global teams, geographically distributed across multiple countries, organizations, and cultural boundaries. A grounded theory examination reveals the complex ecosystem for creating innovation in global teams. Findings will contribute to management science a model of team ambidexterity, as well as illuminate the various relationships and confounding factors affecting innovation, performance, and ambidexterity.



09:30 - 10:45 DEV. TRANSFER & FIT

Chair/ Discussant: Paul Olk, University of Denver

Room: Venutra: Table 4

Made to Last: Relationships among Adaptation, Fit, and Sustainability of New Practices

Presenting Author(s) Rebecca Lengnick-Hall, University of Southern California lengnick@usc.edu
Karissa Fenwick, University of Southern California

This paper explores the theoretically and practically relevant adaptation-fit-sustainability relationship. Adaptation can improve the fit between a practice and an adopting organization, thus increasing the likelihood of sustainability. In this paper, we seek to understand how organizations achieve an optimal amount of adaptation. We define “optimal amount of adaptation” as (a) the amount of adaptation required to enhance practice-organization fit to a degree that the practice will likely be sustained, (b) without compromising the integrity of the practice or overall organizational functioning. We focus on the social context and argue that the motivation, perceptions, and behaviors of organizational members are critical determinants of an organization achieving an optimal amount of adaptation during the implementation of a new practice. Using a social mechanisms approach, we present three individual level factors that create an organizational level context for an optimal amount of adaptation.

Trust Asymmetry in Empowering Information Diffusion: A Case Study in the Business of Breastfeeding

Presenting Author(s) Darcy Fudge Kamal, Chapman University
Gokcen Coskuner Balli, Chapman University
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In this proposed research, we will qualitatively examine how power imbalances can be bridged to overcome trust asymmetry. Recent literature suggests that power imbalances drive asymmetries in the antecedents and levels of trust across individuals and organizations. In the social and healthcare movement to promote breastfeeding recent hospital programs face dismal results to reach their goal for the majority of infants to be breastfed at least until six months of age. Both lactation consultants and hospitals promoting lactation need to account for the vulnerability of families and children during the first few months after delivery. We propose to qualitatively examine strategies aimed at information diffusion used by non-profits and hospitals to overcome trust asymmetries and power imbalances through a series of interviews.

Within Country Linguistic Distance and the Transfer of Strategic Organizational Practices

Presenting Author(s) Komal Kalra, University of Victoria
Mike Szymanski, University of Victoria
Carlo Brighi, University of Victoria carlobrighi@uvic.ca

This proposed study explores how within country linguistic distance influences the transfer and adoption of strategic practices by the subsidiaries of Multinational organizations. The focus is on the practices in countries that are culturally diverse and have cultural differences between different regions. A number of studies have acknowledged the role that distance has played in the International Business research; however, those studies have been limited to national level differences. In our proposed study, we hypothesize that within country distance matters, and that, it is further complicated by the presence of diversity within the country. We further discuss that the within-country linguistic distance adds to the between-country distance, and it creates information asymmetries in the knowledge transfer process.



09:30 - 10:45 LDR. GETTING TO THE TOP: HOW LEADERS AND ORGANIZATIONS ACHIEVE SUCCESSION

Chair/ Discussant: Chris Bradshaw, CSU Stanislaus

Room: Sierra

Becoming and Being CEO: How Business Leaders Develop through Experience

Presenting Author(s) Ellen O'Connor, Dominican University of California ellen.oconnor@dominican.edu
Denise Lucy, Dominican University of California

We aimed to fill a gap in the leadership development literature by studying the experiences that CEOs found significant on the path toward as well as in office. If experience is key to leadership development, what do top executives consider important in their own experience? We present findings from interviews with 25 CEOs. The earliest experiences shaped their values on work and education. Experiences directly related to taking office were turnarounds and bold strategic initiatives. The two main developmental paths were staying long term in one organization and pursuing a continuously more proactive, self-initiated agenda or mastering a strategy by applying it in new contexts. Many leaders systematically took the initiative to make their experience developmental. We explore this approach to leader development through four case studies.

Succession Management at Sutter Health: A Case Study of Leadership Development and Succession Planning Best Practices

Presenting Author(s) Kevin Groves, Pepperdine University kevin.groves@pepperdine.edu

Elevated CEO turnover, the expected wave of executive team retirements, and an historic lack of investment in succession management practices represent pressing human capital challenges for healthcare organizations. While most hospitals and health systems are ill-prepared to overcome these challenges, Sutter Health's succession management process effectively integrates leadership development and succession planning practices to meet the 24-hospital health system's talent needs during a critical period of rapid organizational change and leadership transitions. This study describes Sutter Health's succession management framework, including talent assessment practices, talent review sessions, and succession planning processes. Based on a comprehensive study of Sutter Health's succession management practices during this challenging period, several evidence-based success factors for implementing an effective succession management system are presented. Finally, several performance metrics are presented as evidence of Sutter Health's succession management system, including leadership development metrics (e.g., internal/external hiring ratio for executive positions, leadership benchstrength) and leadership diversity metrics.

09:30 - 10:45 OB/HRM. EMPLOYEE SELECTION AND MOTIVATIONS

Chair/ Discussant: Kyle Ehrhardt, University of Colorado Denver

Room: Pueblo A

Exploring the Effects of Social Dominance Orientation and Organizations' Racial Composition on Support for Referral Hiring

Presenting Author(s) Angelica Gutierrez, Loyola Marymount University agutierrez@lmu.edu
Miguel Unzueta, University of California Los Angeles

This paper examines the effect of social dominance orientation (SDO) on support for the use of word-of-mouth referrals in hiring. In two studies, participants were exposed to a company that was composed of either predominantly White or racial minority employees and subsequently asked to indicate their support for the use of word-of-mouth referrals. Consistent with social dominance theory, the reported studies demonstrated



that individuals high in SDO support the use of referrals only when these are perceived to provide a hiring advantage to the dominant group (i.e., Whites) but not when these are perceived to advantage subordinate groups (i.e., racial minorities). Moreover, differential support was justified on the basis that dominant group members merit the position they are granted through referrals and subordinate group members do not. Theoretical and practical implications are discussed.

Selection Utility and Applicant Quality: A Monte Carlo Simulation

Presenting Author(s) Phil Benson, New Mexico State University pbenson@nmsu.edu
Nathaniel Whitten, New Mexico State University
Wayne Crawford, New Mexico State University
Bahareh Javadizadeh, New Mexico State University

Estimates of test utility suggest when a selection method will have a positive economic impact on a firm using a formal selection method. Scholars have considered the impact on utility when certain groups of applicants can reject job offers, requiring the selection of lesser qualified applicants. We use Monte Carlo procedures to simulate the impact of use of a selection method, where that method is differentially objectionable to high- and low-qualified applicants. We show that traditional estimates are incorrect in such cases. We demonstrate bias in traditional estimates of utility. Specifically, when better applicants view a selection method favorably, utility is higher than traditional estimates, but when better applicants view a selection method unfavorably, utility is over-estimated using traditional estimates. We present four case-based simulations to demonstrate the differential impact of using traditional estimators in comparison to an estimator that accounts for varying applicant reactions.

Understanding Employee Reasons for Using Social Media at Work: The Impact of Regulatory Focus and Political Skill

Presenting Author(s) Suzanne Zivnuska, California State University szivnuska@gmail.com
Dawn Carlson, Baylor University
John Carlson, Baylor University
Kenneth Harris, Indiana University Southeast
Ranida Harris, Indiana University Southeast

Based on Regulatory Focus theory (Higgins, 1997), we empirically investigate the mediating role political skill plays in the relationship between regulatory focus and the reasons that employees have for using social media to enhance two work-related outcomes: work mood enhancement and work network enhancement. To this end, we explored the ways in which competing paths of regulatory focus (promotion-focus and prevention-focus) stimulate employees to engage in social media behaviors aimed at enhancing work mood and work network. Using a sample of 326 full-time employees we found that two paths inform employee choices to use social media at work. A negative path from prevention-focus through political skill dis-incentivizes social media use for enhancement of work mood and work network. A positive path from promotion-focus through political skill incentivizes employees to engage in social media use for enhancement of work mood and work network. Implications and opportunities for future research are discussed.

09:30 - 10:45 ONE/SIM. POLITICAL ACTIVITY AND INCIVILITY

Chair/ Discussant: Timothy Clark, Northern Arizona University

Room: Chino A

Corporate Political Activity and Free Riding under Market Uncertainty: An investigation of TARP funding

Presenting Author(s) Lee Brown, Texas Woman's University lbrown37@mail.twu.edu
John De Leon, Tarleton State University



Abdul Rasheed, University of Texas at Arlington

Given that the benefits of CPA are usually granted in the form of favorable industry regulation that benefits all industry participants rather than a single firm, small politically inactive firms are often able to take advantage of the benefits from CPA without investing in them. We argue that the free riding problem is context specific. Situations of extreme uncertainty create institutional voids that enable individual firms to more fully appropriate the returns from their CPA. In this paper, we examine the influence that CPA had on government's disbursements of TARP funding in 2008. We find that politically active firms were able to avoid the free rider problem by obtaining more instances of TARP funding when compared to firms that were not politically active. In addition to being more likely to receive TARP funds, politically active firms received larger amounts of TARP funding than those firms who were not politically active.

From Cyber Incivility to e-Rudeness: A New Measure and Examination of Consequences

Presenting Author(s) Kim McCarthy, Cal State San Marcos kmccarthy@csusm.edu
 Raj Pillai, Cal State San Marcos
 Michael Steigerwald, Cal State San Marcos

Email is a fundamental form of workplace communication, yet most research on the topic was developed prior to the introduction of electronic mail. Understanding how email incivility has changed the nature and landscape of workplace communication is a key question addressed by this research. One specific gap this paper addresses is the deficiency in the existing construct of cyber incivility. In three studies, we explain how the existing scale is deficient, why a new scale is needed, and develop and test a new measure called "e-Rudeness," (Study 1). Then, a quantitative test of the quality of the scale is performed (Study 2), followed by a test of the newly created scale on a sample of undergraduates (Study 3). Taken together, this research develops a new measure of rude email that is empirically informed, validated, and will likely be more useful than the existing cyber incivility scale.

09:30 - 10:45 TIM. ORGANIZATIONAL AMBIDEXTERITY

Chair/ Discussant: Erik Linstead, Chapman University

Room: Chino B

Rethinking contextual ambidexterity through parallel structures: The case of Renault's Fab Lab

Presenting Author(s) Amadou Lô, Université Lyon 3
 Pauline Fatien Diochon, Pontificia Universidad Javeriana pauline.fatien@gmail.com

While managers are presented as instrumental in building contextual ambidexterity through establishing a supportive context, our study offers an alternative stance. We posit the role of parallel structures in sustaining contextual ambidexterity. Our context is a pioneer Corporate Fab Lab at the worldwide car manufacturer Renault. Overall we identify three theoretical main contributions. First, in depicting Fab Labs as parallel structure, we locate outside of the traditionally identified business unit a source of contextual ambidexterity. Second, we delineate four key functions and related features- spatial, technical, methodological and cultural of parallel structures to nurture contextual ambidexterity. Third, we show that despite a non-supportive context, individuals can demonstrate ambidextrous skills, which requires transgression and intrapreneurship though. Practical recommendations include the issue of Fab Labs' facilitation.

Team ambidexterity: Leader dialectical thinking, collective team identification and employee performance

Presenting Author(s) Guohong Han-Haas, Youngstown State University ghan@ysu.edu
 Yuntao Bai, Xiamen University



In the current increasingly dynamic environment, more attention has been devoted to ambidexterity (both explorative and exploitative) as it is beneficial to organizational functioning. Despite of the abundance of research on organizational ambidexterity, there is a great paucity in team level ambidexterity. In this study, we examine the antecedents as well as consequence of team level ambidexterity. By including a moderator of collective team identification in the big picture, this cross-level empirical study found that leader's dialectical thinking is positively related with team ambidexterity, which in turn improves employee performance. Teams with high levels of collective team identification and a highly dialectical thinking leader will reap the highest benefits in terms of team ambidexterity. This study will have research and practical implications in the workplace.

11:00 - 12:30 CLOSING SESSION

Room: Catalina

WAM's Next Top ~~Model~~ Initiative

Presenting Author(s) Jean M. Bartunek, Boston College
Roy Suddaby, University of Victoria
WAM Executive Committee

The conference theme is *Initiative*, and WAM has a proud and distinguished history of taking the initiative by being different, trying new things, and doing familiar things in new ways. To close the conference, we'll consider what WAM's next initiatives should be. JMI Scholars Jean Bartunek and Roy Suddaby will open the session by commenting on the current and future role of professional academic institutions like WAM. The audience will then be invited to offer suggestions and to comment on possibilities that are currently under consideration. Recent events have raised difficult questions about the proper role of our organizations. What should WAM do?



WAM PRESIDENTS

- | | |
|--|--|
| 2016—Paul Olk, <i>University of Denver</i> | 1986—Patrick E. Connor, <i>Willamette University</i> |
| 2015—Chris Zatzick, <i>Simon Fraser University</i> | 1985—Thomas G. Cummings, <i>Univ. of Southern California</i> |
| 2014—David Hannah, <i>Simon Fraser University</i> | 1984—Roger Evered, <i>Naval Postgraduate School</i> |
| 2013—Bambi Douma, <i>University of Montana</i> | 1983—Gordon A. Walker, <i>University of British Columbia</i> |
| 2012—Jeffrey P. Shay, <i>Washington & Lee University</i> | 1982—Margaret P. Fenn, <i>University of Washington</i> |
| 2011—Sally Baack, <i>San Francisco State University</i> | 1981—Thomas E. Hendrick, <i>University of Colorado</i> |
| 2010—Richard W. Stackman, <i>University of San Francisco</i> | 1980—Joseph W. McGuire, <i>University of California, Irvine</i> |
| 2009—Paul Hirsch, <i>Northwestern University</i> | 1979—Richard O. Mason, <i>Southern Methodist University</i> |
| 2008—Phil Gorman, <i>California State University, Northridge</i> | 1978—Craig C. Lundberg, <i>Cornell University</i> |
| 2007—Candace Ybarra, <i>Chapman University</i> | 1977—Anthony P. Raia, <i>Univ. of California, Los Angeles</i> |
| 2006—John Cullen, <i>Washington State University</i> | 1976—Vance F. Mitchell, <i>University of British Columbia</i> |
| 2005—Jim Spee, <i>University of Redlands</i> | 1975—Bernard Alpert, <i>San Francisco State University</i> |
| 2004—P. Devereaux Jennings, <i>University of Alberta</i> | 1974—Albert C. Pierson, <i>San Diego State University</i> |
| 2003—B. Thomas Mayes, <i>California State Univ., Fullerton</i> | 1973—Joseph M. Trickett, <i>Santa Clara University</i> |
| 2002—Joyce Osland, <i>San Jose State University</i> | 1972—Edward J. Morrison, <i>University of Colorado</i> |
| 2001—Gretchen Spreitzer, <i>University of Michigan</i> | 1971—Fremont Kast, <i>University of Washington</i> |
| 2000—Steven M. Sommer, <i>University of Nebraska</i> | 1970—Earl Goddard, <i>Oregon State University</i> |
| 1999—Kimberly B. Boal, <i>Texas Tech University</i> | 1969—Stanley C. Vance, <i>University of Oregon</i> |
| 1998—Joan G. Dahl, <i>California State Univ., Northridge</i> | 1968—Lyman W. Porter, <i>University of California, Irvine</i> |
| 1997—Paul F. Buller, <i>Gonzaga University</i> | 1967—Dale A. Henning, <i>University of Washington</i> |
| 1996—Bruce H. Drake, <i>University of Portland</i> | 1966—Wilmar F. Bernthal, <i>University of Colorado</i> |
| 1995—Jone L. Pearce, <i>University of California, Irvine</i> | 1965—William B. Wolf, <i>Cornell University</i> |
| 1994—Craig C. Pinder, <i>University of British Columbia</i> | 1964—Dale Yoder, <i>Stanford University</i> |
| 1993—Andre L. Delbecq, <i>Santa Clara University</i> | 1963—Keith Davis, <i>Arizona State University</i> |
| 1992—John D. Bigelow, <i>Boise State University</i> | 1962—C. William Voris, <i>American Graduate School of International Management</i> |
| 1991—Claudia Bird Schoonhoven, <i>Dartmouth College</i> | 1961—Austin Grimshaw, <i>University of Washington</i> |
| 1990—Newton Margulies, <i>University of California, Irvine</i> | 1960—Harold Koontz, <i>University of California, Los Angeles</i> |
| 1989—Alan Glassman, <i>California State Univ., Northridge</i> | |
| 1988—John W. Seybolt, <i>University of Utah</i> | |
| 1987—Barry Z. Posner, <i>Santa Clara University</i> | |



JMI SCHOLARS

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.

2017:	Jean Bartunek, <i>Boston College</i>		William Torbert, <i>Boston College</i>
	Roy Suddaby, <i>University of Victoria</i>	2009:	William Starbuck, <i>New York University</i>
2016:	Mary Jo Hatch		David Whetten, <i>Brigham Young University</i>
	Alan Meyer, <i>University of Oregon</i>	2008:	Joan Winn, <i>Denver University</i>
2015:	Wayne Cascio, <i>University of Colorado Denver</i>		Alan Glassman, <i>California State University-Northridge</i>
	Edward Zajac, <i>Northwestern University</i>	2007:	Denise Rousseau, <i>Carnegie Mellon University</i>
2014:	Blake Ashforth, <i>Arizona State University</i>		Tom Cummings, <i>Univ. of Southern California</i>
	Sandra Robinson, <i>University of British Columbia</i>	2006:	Jone Pearce, <i>University of California, Irvine</i>
2013:	Terence Mitchell, <i>University of Washington</i>		Lyman Porter, <i>University of California Irvine</i>
	Gerry McNamara, <i>Michigan State University</i>	2005:	Peter J. Frost, <i>University of British Columbia (posthumous)</i>
2012:	Chuck Snow, <i>Pennsylvania State University</i>		Royston Greenwood, <i>University of Alberta</i>
	Thomas Wright, <i>Kansas State University</i>	2004:	Don Palmer, <i>University of California, Davis</i>
2011:	Barry Posner, <i>Santa Clara University</i>		C.R. (Bob) Hinings, <i>University of Alberta</i>
	Gretchen Spreitzer, <i>University of Michigan</i>	2003:	Joanne Martin, <i>Stanford University</i>
2010:	Joyce Osland, <i>San Jose State University</i>		



ASCENDANT SCHOLARS – 1982-2017

2017:	Marco DiRenzo, <i>Naval Postgraduate School</i> Marion Eberly, <i>University of Washington Tacoma</i> Crystal Farh, <i>University of Washington</i> Anthony Klotz, <i>Oregon State University</i>	2005:	Brooks C. Holtom, <i>Georgetown Univ.</i> Sally Maitlis, <i>Univ. of British Columbia</i> K. Praveen Parboteeah, <i>Univ. of Wisconsin-Whitewater</i> Barry M. Goldman, <i>Univ. of Arizona</i>
2016:	Ryan Fehr, <i>University of Washington</i> Samuel S. Holloway, <i>University of Portland</i> Ryan A. Krause, <i>Texas Christian University</i> Pauline Schilpzand, <i>Oregon State University</i>	2004:	Craig Pearce, <i>Claremont Graduate Univ.</i> Shawn Berman, <i>Santa Clara Univ.</i> Peter Kim, <i>USC</i> Don Jung, <i>San Diego State Univ.</i>
2015:	Keith Leavitt, <i>Oregon State University</i> David Wagner, <i>University of Oregon</i>	2003:	Larissa Z. Tiedens, <i>Stanford Univ.</i> Gerardo Andrés Okhuysen, <i>Univ. of Utah</i> Gregory A. Bigley, <i>Univ. of Washington</i> Livia Markoczy, <i>UC Riverside</i>
2014:	Darren Good, <i>Pepperdine University</i> Andrew Nelson, <i>University of Oregon</i> Chris Barnes, <i>University of Washington</i>	2002:	Marta Elvira, <i>INSEAD and UC, Irvine</i> Christina Gibson, <i>USC</i> Tammy Madsen, <i>Santa Clara Univ.</i> Candace Ybarra, <i>Chapman Univ.</i>
2013:	Chris Bingham, <i>University of North Carolina, Chapel Hill</i> Arran Caza, <i>Griffith University</i> Peter Madsen, <i>Brigham Young University</i> Feng Zhu, <i>University of Southern California</i>	2001:	Talya Bauer, <i>Portland State Univ.</i> Ellen Ensher, <i>Loyola Marymount Univ.</i> Thomas Lawrence, <i>Univ. of Victoria</i> Rajnandini Pillai, <i>CSU-San Marcos</i>
2012:	John Bingham, <i>BYU</i> Michael Johnson, <i>Univ. of Washington</i> Paul Leonardi, <i>Northwestern Univ.</i> Matthew McCarter, <i>Chapman Univ.</i>	2000:	Amy Hurley, <i>Chapman Univ.</i> Lisa Hope Pelled, <i>USC</i> Daniel Skarlicki, <i>Univ. of British Columbia</i> Katherine Xin, <i>Hong Kong Univ. of Science & Technology</i>
2011:	Alison Cook, <i>Utah State</i> Mark Kennedy, <i>USC</i> Elizabeth Mullen, <i>Stanford University</i> Antoaneta Petkova, <i>San Francisco State Univ.</i>	1999:	Nick Argyres, <i>Univ. of Southern California</i> William Hesterly, <i>Univ. of Utah</i> Kathleen Montgomery, <i>UC Riverside</i> Michael Morris, <i>Stanford Univ.</i>
2010:	Kristin Behfar, <i>UC Irvine</i> Peer Fiss, <i>USC</i> Camille Johnson, <i>San Jose State Univ.</i> Anne Parmigiani, <i>Univ. of Oregon</i>	1998:	Cliff Cheng, <i>UCLA</i> Sandra Robinson, <i>Univ. of British Columbia</i> Steven M. Sommer, <i>Univ. of Nebraska</i> Stephen Tallman, <i>Cranfield School of Management</i>
2009:	Teppo Felin, <i>Brigham Young Univ.</i> Kevin Groves, <i>Pepperdine Univ.</i> Mooweon Rhee, <i>Univ. of Hawaii</i>	1997:	Joyce Osland, <i>Univ. of Portland</i> Gretchen Spreitzer, <i>USC</i> Sully Taylor, <i>Portland State Univ.</i> Pushkala Prasad, <i>Univ. of Calgary</i>
2008:	Berrin Erdogan, <i>Portland State Univ.</i> David Hannah, <i>Simon Fraser Univ.</i> Mary Sully de Luque, <i>Thunderbird School of Global Management</i> Chris Zatzick, <i>Simon Fraser Univ.</i>	1996:	Hal B. Gregersen, <i>Brigham Young Univ.</i> Pamela R. Haunschild, <i>Stanford Univ.</i> P. Devereaux Jennings, <i>Univ. of British Columbia</i> Nandini Rajagopalan, <i>USC</i>
2007:	Sally Baack, <i>San Francisco State Univ.</i> Marc Da Rond, <i>Cambridge Univ.</i> Ana Maria Peredo, <i>Univ. of Victoria</i> Roy Suddaby, <i>Univ. of Alberta</i>	1995:	J. Stewart Black, <i>American Graduate School of International Management</i> Kay Devine, <i>Univ. of Alberta</i> Michael Vincent Russo, <i>Univ. of Oregon</i>
2006:	Christine Beckman, <i>UC Irvine</i> Michael Lounsbury, <i>Univ. of Alberta</i> Jeff Shay, <i>Univ. of Montana</i> Marvin Washington, <i>Texas Tech Univ.</i>		



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|-------|--|-------|--|
| 1994: | Nakiye Boyacigiller, <i>San Jose State Univ.</i>
Jennifer A. Chatman, <i>UC Berkeley</i>
Margarethe Wiersema, <i>UC Irvine</i> | 1988: | Thomas Lee, <i>Univ. of Washington</i>
David Bowen, <i>USC</i>
Mary Barton, <i>CSU-Northridge</i> |
| 1993: | Laurence Barton, <i>Univ. of Nevada</i>
Raphael H. Amit, <i>Univ. of British Columbia</i>
Sydney Finkelstein, <i>USC</i> | 1987: | Douglas Howley, <i>Univ. of Arizona</i>
Kimberly Boal, <i>Univ. of Nevada, Reno</i>
Vandra Huber, <i>Univ. of Washington</i> |
| 1992: | Charles Hill, <i>Univ. of Washington</i>
Robert Eder, <i>Portland State Univ.</i>
Arvind Bhambri, <i>USC</i> | 1986: | Alan Meyer, <i>Univ. of Oregon</i>
Janet Fulk, <i>USC</i>
Manuel Velasquez, <i>Santa Clara Univ.</i> |
| 1991: | Joan G. Dahl, <i>CSU-Northridge</i>
Gibb Dyer, <i>Brigham Young Univ.</i>
Gerald Ledford, <i>USC</i>
Glenn McEvoy, <i>Utah State Univ.</i> | 1985: | Gerardo Ungson, <i>Univ. of Oregon</i>
Jone L. Pearce, <i>UC Irvine</i>
Mary Ann Von Glinow, <i>USC</i> |
| 1990: | Connie Gersick, <i>USC</i>
Jay B. Barney, <i>Texas A & M Univ.</i>
Kathleen M. Eisenhardt, <i>Stanford Univ.</i>
Michael Lawless, <i>Univ. of Colorado, Boulder</i> | 1984: | Craig C. Pinder, <i>Univ. of British Columbia</i>
John W. Seybolt, <i>Univ. of Utah</i>
Susan Mohrman, <i>USC</i> |
| 1989: | Anne Tsui, <i>UC Irvine</i>
Barbara Lawrence, <i>UCLA</i>
Marilyn Gist, <i>Univ. of Washington</i>
Rod Kramer, <i>Stanford Univ.</i> | 1983: | David Boje, <i>USC</i>
John Bigelow, <i>Boise State Univ.</i>
Kurt Motamedi, <i>Pepperdine Univ.</i> |
| | | 1982: | Dean Tjosvold, <i>Simon Fraser Univ.</i>
Joanne Martin, <i>Stanford Univ.</i>
Meryl Louis, <i>Naval Post Graduate School</i> |

JOAN G. DAHL PRESIDENT'S AWARD RECIPIENTS

- | | | | |
|-------|--|-------|--|
| 2015: | Jeffrey P. Shay, <i>Washington and Lee University</i> | 1999: | Bruce H. Drake, <i>University of Portland</i> |
| 2011: | Cynthia Nalevanko, <i>Sage Publications</i> | 1998: | Andre L. Delbecq, <i>Santa Clara University</i> |
| 2005: | Paul Hirsch, <i>Northwestern University</i>
Kimberly B. Boal, <i>Texas Tech University</i> | 1996: | Joan G. Dahl, <i>California State University, Northridge</i> |
| 2004: | Richard W. Stackman, <i>University of San Francisco</i> | 1995: | Robert Wright, <i>Pepperdine University</i> |
| 2003: | Kay Devine, <i>University of Alberta</i> | 1994: | Kimberly B. Boal, <i>Texas Tech University</i> |
| 2002: | Joyce Osland, <i>San Jose State University</i> | 1992: | Alan M. Glassman, <i>California State University, Northridge</i> |
| 2001: | Paul Buller, <i>Gonzaga University</i>
Thomas G. Cummings, <i>University of Southern California</i> | 1992: | John W. Seybolt, <i>University of Utah</i> |
| 2000: | John and Suzanne Bigelow, <i>Boise State University</i> | 1991: | Anthony P. Raia, <i>University of California, Los Angeles</i> |
| | | 1990: | Craig C. Lundberg, <i>Cornell University</i> |

ANDRÉ DELBECQ WAM 'STATE OF MIND' AWARD RECIPIENTS

- | | |
|-------|---|
| 2012: | Paul Buller, <i>Gonzaga University</i> , and Glenn McEvoy, <i>Utah State University</i> |
| 2011: | Asbjorn Osland, <i>San Jose State University</i> |
| 2010: | Fr. Brian Bainbridge (posthumous), and Kay Devine, <i>Athabasca Univ.</i> |
| 2009: | Andre Delbecq, <i>Santa Clara University</i> |
| 2008: | Charles Vance, <i>Loyola Marymount University</i> |
| 2007: | Craig C. Lundberg, <i>Cornell University</i> |
| 2006: | B. Thomas Mayes, <i>CSU Fullerton</i> |



THANK YOU WAM 2017 TRACK CHAIRS AND REVIEWERS

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Mike Annett
Enoch Asare
Terry Beckman
Nicole Berube
Alex Bolinger
Kori Callison
Kristen Detienne
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Carol Flinchbaugh**
Marta Geletkanycz
Paul Godfrey
Angelica Gutierrez
Guohong Han-Haas
Andrew Hinrichs
Christopher Hudyma
Amy Hurley-Hanson
Bahareh Javadizadeh
Micki Kacmar
Heejin Kim
Jennifer Marrone
Simone Meskelis
John Morton
Ellen O'Connor
Dennis Pepple
Saida Perez
Roshni Raveendhran**
Alaka Rao
Christopher Reutzel
Sandra Robinson
Rhonda Rodgers
Kirk Silvernail**
Gabrielle Swab

Marcus Valenzuela
Stephanie Van Dellen
Cheryl Waksak
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J. Lee Whittington
Zhe Xing**

LDR

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Kathie Pelletier
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Thiraput Pitichat

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Daniel Jacobs
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William Foster
Darcy Fudge Kamal
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Thomas Greckhamer
Furkan A Gur
Byungku Lee
Cristina Nistor
Chad Seifried
Candace Ybarra

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Diochon
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Guohong Han-Haas
Christopher Hudyma
Andrew Nelson
Eunjeong Shin
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ENT

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Matthew Barlow
Mark Bolinger
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James Downing
Karissa Fenwick
J. Jeffrey Gish
Angelica Gutierrez
Daniel Jacobs

Bahareh Javadizadeh
Byungku Lee
David Noack
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Rohny Saylor
Russell Seidle
James Spee
Christopher Reutzel
Lised Tacán Bastidas
Keith Ward

BPS

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Alison Cook**
Marta Geletkanycz
Paul Godfrey
Benjamin Goss
Christopher Hudyma
Angela King
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O. Volkan Ozbek
Lori Peterson
Antoaneta Petkova
Robert Randolph
Phil Stetz
Hank Strevel
David Van Fleet
Zhe Xing**
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Lee Brown
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Andrew Johnson
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Mike Szymanski

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Chair: Krystal Miguel

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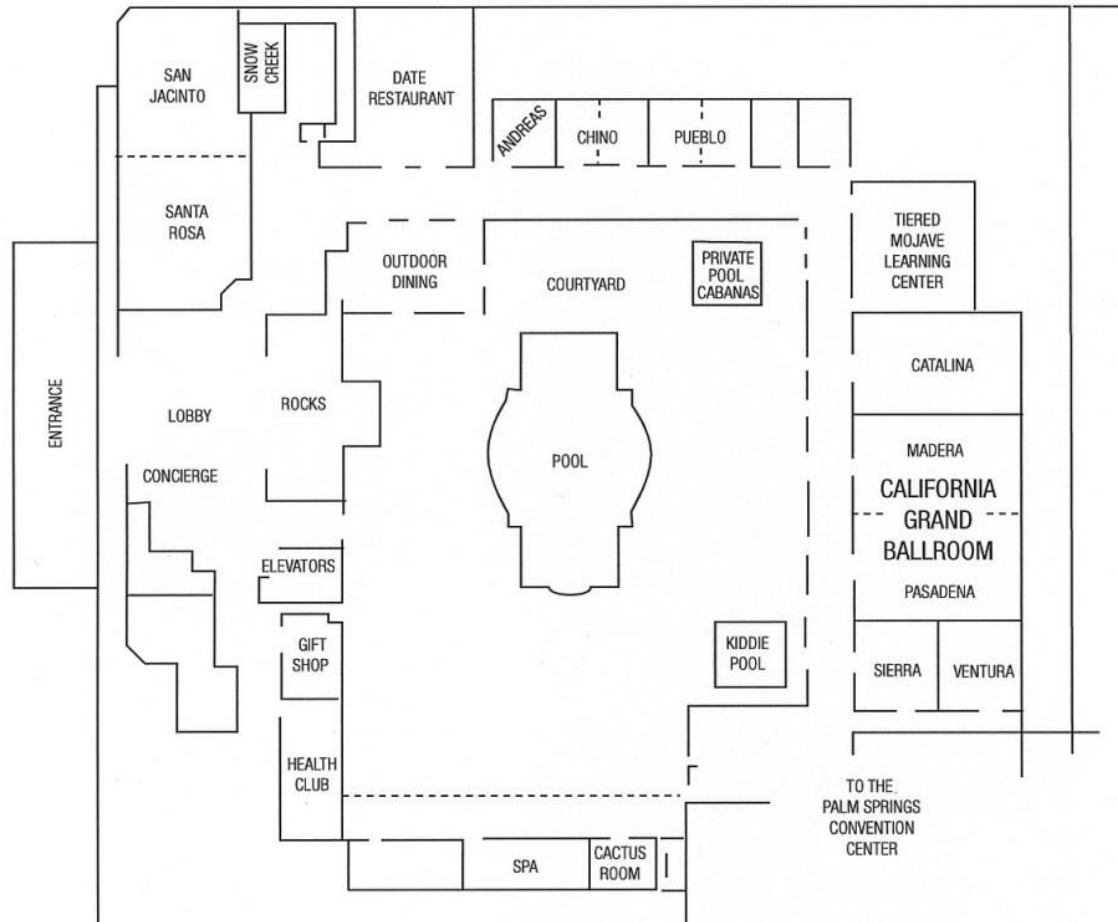
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Kathryn Aten
Sally Baho
Maxine Clarke
Emmanuel Dalavai
Pauline Fatien
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Elisa Grant-Vallone
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**Star reviewers



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