



# WESTERN ACADEMY OF MANAGEMENT

WAM 2016

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57TH Annual Meeting

March 9 – 12, 2016

Hilton Portland & Executive Tower



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## TABLE OF CONTENTS

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WAM 2016 SPONSORS .....	1
WAM FUTURE SITES .....	3
2015-2016 WAM OFFICERS .....	3
BEST PAPER NOMINEES .....	4
WAM 2016 PROGRAM SCHEDULE SUMMARY .....	5
WAM 2016 PROGRAM SCHEDULE.....	7
WAM PRESIDENTS .....	51
JMI SCHOLARS .....	51
ASCENDANT SCHOLARS – 1982-2016.....	52
JOAN G. DAHL PRESIDENT’S AWARD RECIPIENTS .....	53
WAM ‘STATE OF MIND’ AWARD RECIPIENTS .....	53
THANKS! – WAM 2016 TRACK CHAIRS AND REVIEWERS .....	54
Notes .....	56



## WAM FUTURE SITES

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2017 Palm Springs, California (Dates set for March 22-26th)

2018 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.

## 2015-2016 WAM OFFICERS

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President:	Chris Zatzick, Simon Fraser University
President Elect & Program Chair 2016:	Paul Olk, University of Denver
Vice President & Program Chair 2017:	Arran Caza, University of Manitoba
Communications Officer	Sarah Kovoov-Misra, University of Colorado, Denver
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Representatives at Large (three-year):	Paul Hirsch, Northwestern University
Past President:	David Hannah, Simon Fraser University



## BEST PAPER NOMINEES

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### **WAM 2016 Past Presidents Best Paper Nominees**

#### **Compensating conformity: resolving the tension between lowering the burdens of entry and obtaining legitimacy**

Robert Eberhart, Santa Clara University, Charles Eesley, Stanford University, Kathleen Eisenhardt, Stanford University

#### **The Moderating influence of institutional distance on the international scope-social performance relationship**

Dawn Keig, Whitworth University, Lance Eliot Brouters, Kennesaw State University, Victor Marshall, Kennesaw State University

#### **The impact of status on the effect of director dissociation from misconduct firms**

Jo-Ellen Pozner, University of California, Berkeley

#### **The role of competing logics in the emergence and decline of a hybrid category: The case of edutainment**

Eunice Rhee, Seattle University, Jade Lo, Drexel University

### **WAM 2016 Best Doctoral Student Paper Award Nominees**

#### **What we do to fit in: Personality, coping, and person-environment fit**

Elizabeth Follmer, University of Iowa

#### **My next career move...entrepreneurship! Conceptualizing the effects of career views on entrepreneurial intentions**

David Marshall, University of Mississippi

#### **All-in and reserved approaches to issue selling**

Emily Plews, University of Oregon

#### **A new approach in examining abusive supervision: The role of core self-evaluation and identity threat**

Mortaza Zare, New Mexico State University



## WAM 2016 PROGRAM SCHEDULE SUMMARY

### Wednesday, March 9<sup>th</sup>, 2016

Registration open from 1-6pm in Broadway IV

15:00 - 20:00 Doctoral Student/Junior Faculty Consortium

### Thursday, March 10<sup>th</sup>, 2016

Registration open from 7:00am-5pm in Plaza Foyer

07:00 - 08:00 BREAKFAST (Forum Suite)  
08:00 - 12:00 WESTERN CASEWRITERS ASSOCIATION CONFERENCE (Prereg. Required)  
08:00 - 12:00 DOCTORAL/JUNIOR FACULTY CONSORTIUM (Prereg. required)  
10:15 - 10:30 BREAK  
10:45 - 12:00 DS/ JF EDITORIAL PANEL  
12:00 - 13:00 LUNCH FOR WCA AND DS/JF  
13:00 - 16:00 MIDCAREER RETROFIT (Preregistration required)  
13:00 - 16:00 DOCTORAL/JUNIOR FACULTY CONSORTIUM (Prereg. required)  
14:30 - 15:00 BREAK  
14:45 - 16:00 WORKSHOPS AND SYMPOSIUMS (Open to all)  
16:30 - 18:00 OPENING SESSION/FIRESIDE CHAT WITH JMI SCHOLARS  
18:00 - 19:30 OPENING RECEPTION

### Friday, March 11<sup>th</sup>, 2016

Registration open from 7:00am-5pm in Plaza Foyer

06:30 - 08:00 NEWCOMERS' BREAKFAST (anyone who has attended less than 58 WAMs)  
(Pavilion Ballroom West)  
08:00 - 09:15 SESSIONS  
09:15 - 09:30 BREAK *Sponsored by SAGE*  
09:30 - 10:45 SESSIONS  
10:45 - 11:00 BREAK  
11:00 - 12:15 SESSIONS  
12:30 - 14:00 PRESIDENTIAL LUNCHEON (Pavilion Ballroom West) *Sponsored by Daniels College of Business, University of Denver*  
14:15 - 15:45 ASCENDANT SCHOLARS *Sponsored by Portland State University*  
16:00 - 17:15 SESSIONS  
18:00 - 20:00 FRIDAY NIGHT EVENT *Sponsored by University of Portland*  
08:00 - 17:15 DEVELOPMENTAL PAPER SESSIONS

### Saturday, March 12<sup>th</sup>, 2016

07:00 - 08:00 BREAKFAST AND WAM BUSINESS MEETING (Pavilion Ballroom West)  
08:00 - 09:15 SESSIONS  
09:15 - 09:30 BREAK  
09:30 - 10:45 SESSIONS  
10:45 - 11:00 BREAK  
11:00 - 12:30 CLOSING SESSION (Pavilion Ballroom East)



## Division Abbreviations

BPS – Business Policy and Strategy

CAR – Organizational Development and Careers

ENT – Entrepreneurship

ETH – Ethics and Spirituality

IB – International Business and Management

OB/HRM – Organizational Behavior and Human Resource Management

OMT – Organization and Management Theory

ONE/SIM – Organizations and the Natural Environment / Social Issues in Management

RM – Research Methods

TIM – Technology and Innovation Management

LDR - Leadership

DEVEL – Developmental Papers



## WAM 2016 PROGRAM SCHEDULE

Wednesday, March 9<sup>th</sup>, 2016

### SCHEDULE AT A GLANCE

13:00 - 18:00

Registration in Foyer

15:00 - 20:00

**Doctoral Student/Junior Faculty Consortium (preregistration required)**

*Room: Broadway III/IV*

Contact: Lori Peterson, Louisiana State University ([ltpeterson@gmail.com](mailto:ltpeterson@gmail.com))

Suzanne Tilleman, University of Wyoming





Thursday March 10, 2016

**SCHEDULE AT A GLANCE**

07:00 - 08:00 Breakfast  
 08:00 - 12:00 Doctoral Student/Jr Faculty Consortium (Includes Editors Session)  
 08:00 - 12:00 Western Casewriters Association  
 12:00 - 13:00 Lunch for WCA and DS/JF  
 13:00 - 16:00 Doctoral Student/Jr Faculty Consortium  
 13:00 - 16:00 Western Casewriters Association  
 13:00 - 16:00 Mid-Career Critical Mass  
 14:30 - 15:00 Break  
 14:45 - 16:00 Workshops and Symposiums (Open to all)  
 16:30 - 18:00 Opening Session/Fireside Chat with JMI Scholars  
 18:00 - 19:30 Opening Reception

**08:00 - 12:00 Doctoral Student/Junior Faculty Consortium (Includes Editors Session) (preregistration required)**

*Room: Broadway III/IV*

Contact: Lori Peterson, Louisiana State University ([ltpeterson@gmail.com](mailto:ltpeterson@gmail.com))  
Suzanne Tilleman, University of Wyoming

**10:15 - 10:30 Break**

**10:45 - 12:00 Editorial Panel**

Facilitator: Kyle Ehrhardt, University of Colorado Denver

- Dr. Belle Rose Ragins, editor of the Academy of Management Review – Professor of Human Resource Management at the University of Wisconsin-Milwaukee.
- Dr. Talya Bauer, associate editor of the Journal of Applied Psychology and former editor of the Journal of Management – Cameron Professor of Management at Portland State University.
- Dr. Richard Stackman, co-editor of the Journal of Management Inquiry – Associate Dean & Associate Professor at the University of San Francisco.
- Dr. Donald Neubaum, associate editor of Entrepreneurship Theory & Practice – Associate Dean & Professor at Oregon State University.
- Dr. Tom Wright, associate editor of the Journal of Organizational Behavior – Felix E. Larkin Distinguished Professor in Management at Fordham University.
- Dr. Berrin Erdogan, associate editor of Personnel Psychology – Express Employment Professionals Professor of Management at Portland State University.

**08:00 - 12:00 Western Casewriters Association**

*Room: Broadway I*

**13:00 - 16:00 Doctoral Student/Jr Faculty Consortium**

*Room: Broadway IV*

**13:00 - 16:00 Western Casewriters Association**

*Room: Broadway I*

**13:00 - 16:00 Mid-Career Critical Mass: Special Session (Pre-Registration Required)**

*Room: Forum Suite*



Presenting Author(s): Richard Stackman, University of San Francisco,  
Sally Baack, San Francisco State University;  
Thomas Wright, Fordham University

**14:45 - 16:00      TIM Workshop**

*Room: Broadway III*

**Innovation and Engagement in Online Learning: It's not all about Faculty!**

Presenting Author(s): Catherine Etmanski, Royal Roads University [catherine.etmanski@royalroads.ca](mailto:catherine.etmanski@royalroads.ca)  
M. Beth Page, Royal Roads University, Kathy Bishop, Royal Roads University

Online graduate degrees are becoming increasingly popular options for today's managers. However, while these distance alternatives are increasing in popularity, the attitude that online learning is a lesser alternative to face-to-face classrooms remains part of the discourse in higher education. This workshop will demonstrate successful elements for creating a rich learning environment in a blended (online and face-to-face) context. Specifically, we will explore how to cultivate a sense of belonging in intergenerational and multi-sectoral learning communities. Drawing from an in progress chapter and the authors' experience teaching in a Canadian Master's of Arts in Leadership Studies, we will experientially share strategies for co-creating community and belonging for both students and faculty alike. This session will promote the possibility that online learning has the potential not only to coexist with traditional educational approaches, but also to grow and thrive as an innovative alternative mainstream option for education in the 21st century.

**14:45 - 16:00      ENT Workshop:**

*Room: Broadway II*

**Assessing Unique Rural Attributes Around Which to Create Incubators of Entrepreneurial Operations**

Presenting Author(s): Shari Carpenter, Eastern Oregon University  
Co-Author(s): Marc Duncan, Eastern Oregon University [mduncan@eou.edu](mailto:mduncan@eou.edu)

New and creative ways are needed to stem the flow of young people away from rural areas to the cities after they leave high school. This is especially problematic for small colleges and universities that were created in the late 1800's/early 1900's to provide a convenient, quality and relevant education for those residing in rural areas. Schools need to be more proactive in engaging with local governments and businesses in identifying and helping to actualize more entrepreneurial opportunities. This workshop looks at one such school in a rural Oregon community and analyzes its efforts to facilitate such actions.

**14:45 - 16:00      OB/HRM Workshop**

*Room: Studio Suite*

**Mindfulness in Management Through Improv: An Experiential Workout for your Imagination**

Presenting Author(s): Jyoti Bachani, Saint Marys College of California [Bachani.Jyoti@gmail.com](mailto:Bachani.Jyoti@gmail.com)

Mindfulness has become increasingly popular in management circles in several large corporations where meditation is offered as a stress relieving executive skill. Mindfulness is also promoted as an integrated part of executive well being for achieving high performance through mindful practice of management. In this workshop, we invite scholars to join us in tapping into their imagination to bring mindfulness by channeling it consciously through a series of improvisational exercises that help cultivate presence in the here and now. The fun filled light hearted workshop will be sure to make you laugh, enjoy being with your colleagues. It will be concluded with a circle of shared reflection on the experience with this mindfulness approach.



**16:30 - 18:00**      **Opening Session/Fireside Chat**

*Room: Pavilion Ballroom East*

**18:00 - 19:30**      **Opening Reception**

*Room: Plaza Foyer*



Friday March 11, 2016

**SCHEDULE AT A GLANCE**

06:30 - 08:00	Newcomers' Breakfast (A newcomer is anyone who has attended less than 58 WAM Conferences)
08:00 - 09:15	Sessions
09:15 - 09:30	Break <i>Sponsored by SAGE</i>
09:30 - 10:45	Sessions
10:45 - 11:00	Break
11:00 - 12:15	Sessions
12:30 - 14:00	Presidential Lunch (ALL WAM) Pavillion Ballroom West <i>Sponsored by Daniels College of Business, University of Denver</i>
14:15 - 15:45	Ascendant Scholars Session <i>Sponsored by Portland State University</i>
15:45 - 16:00	Break
16:00 - 17:15	Sessions
18:00 - 20:00	Friday Night Event <i>Sponsored by University of Portland</i>
08:00 - 17:00	Developmental Paper Sessions

Friday March 11, 2016

**06:30 - 08:00                      Newcomers' Breakfast (A newcomer is anyone who has attended less than 58 WAM Conferences)**

*Room: Pavilion Ballroom West*

**08:00 - 09:15                      OB/HRM Paper Session: Managing Cultural Differences**

*Room: Broadway I*

**Chair/ Discussant: Dawn Keig, Whitworth University**

**Too many Asians in universities? The effect of Social Dominance Orientation on support for admissions caps**

Presenting Author(s):            Angelica Gutierrez, Loyola Marymount University [agutierrez@lmu.edu](mailto:agutierrez@lmu.edu)  
Co-Author(s):                      Miguel Unzueta, UCLA Anderson School of Management

This paper tests the hypothesis that support for limits on the admission of Asian students into universities is motivated by people's social motivation – namely the desire to maintain the status hierarchy. Study 1 found that, among participants who evaluated a proposed limit the number of Asian applicants admitted to universities, social dominance orientation (SDO) was positively related to policy support. Conversely, among participants who evaluated a proposed limit on White admits, SDO was negatively related to policy support. Study 2 found that the perceived threat of the group getting admitted at high rates explained differential support of policies that seek to limit group-specific admissions. In all, these findings suggest that attitudes toward changes in campus demographics may be rooted in a desire to maintain the status hierarchy, not to protect meritocracy.

**Cross-Cultural Organizational Justice: The Fairness of University Faculty Governance**

Presenting Author(s):            Kirk Silvernail, University of Nevada, Las Vegas [kirk.silvernail@unlv.edu](mailto:kirk.silvernail@unlv.edu)  
Co-Author(s):                      Jane Giacobbe Miller, University of Massachusetts Amherst



Organizational justice research over the last fifty years has provided a substantial understanding of both the antecedents of fairness perceptions within organizational contexts as well as outcomes of those perceptions. Indeed, justice perceptions have proven to be strongly related to important outcomes for organizations such as job performance, organizational commitment, and withdrawal behaviors to name a few. However, much of the initial research on organization justice was conducted in Western contexts. Despite a growth in cross-cultural justice research there is still much to be learned as to the differences in justice perceptions that exist cross-culturally. The present study relies on the unique context of faculty governance at universities worldwide to help understand these differences. Qualitative methods were used to conduct this research which not only furthers our theoretical understanding of the relationship between culture and justice but also cross-cultural fairness responses to varying human resource practices and governance structures.

### **Employee homesickness: Remote employees reactions to being removed from relational others**

Presenting Author(s): Pauline Schilpzand, Oregon State University [pauline.schilpzand@oregonstate.edu](mailto:pauline.schilpzand@oregonstate.edu)

Although homesickness affects a large number of employees who have moved for their jobs and can have powerful effects on employees' attitudes and behaviors, organizational scholars have paid little attention to this phenomenon. Building on theory about human relational needs (Baumeister & Leary, 1995; Taylor, 2011) we develop a theoretical model about the various behavioral reactions to experiencing homesickness at work. We discuss the prevalent nature of labor migration, which distances employees from relational others. This remoteness may invoke feelings of homesickness and motivate behaviors that spur relational development. Using two dispositional motivational traits, chronic self-identity and chronic regulatory focus, we develop a conceptual model that highlights remote employees' behavioral responses to experiencing homesickness (i.e., citizenship behaviors, work motivation, withdrawal behavior, and turnover). Our theoretical approach conveys how migrant workers may seek to affiliate with others in response to missing one's home while being removed from it.

08:00 - 09:15 ONE Paper Session: Change Agents and Changing Self

*Room: Broadway II*

**Chair/ Discussant: Amy Minto, University of Oregon**

### **On Purpose: Leader Self-Development**

Presenting Author(s): Dayna Walker, Claremont Graduate University [dayna.walker@cgu.edu](mailto:dayna.walker@cgu.edu)

Co-Author(s): Becky Reichard, Claremont Graduate University

Leaders who develop do so 'on purpose'. Yet, leader development practitioners continue to rely on outdated modalities (e.g., instructor-led courses, training) that undermine purposeful leader development. We explore leader self-development as an alternative to the mainstream. First, we define leader self-development and elaborate on its essential features, autonomous motivation and self-regulation. Second, we offer solutions to a misalignment between what we know about how leaders develop and what we do as a field to try to develop them. In doing so, we integrate a leader self-development perspective into existing practices such as formal training, experiential learning, and coaching and mentoring. Reframing how we think about developing leaders addresses the leadership gap facing today's organizations by infusing more developmental capacity into current practices. Finally, it allows researchers to get to the heart of examining the process of leader development.

### **Trust and Respect: The Use of Self-Disclosure in a Prison Chapel**

Presenting Author(s): Ethel Vesper, The University of Phoenix [evesper@email.phoenix.edu](mailto:evesper@email.phoenix.edu)

The research for this original study began in June, 1984, with a projected period of 13 months of contact visits with male prisoners (hereafter called residents) inside Washington State Reformatory, Monroe, Washington (hereafter designated as WSR. A prison, like any corporation, is a system. A prison is also an organization that does not meet the needs or



recognize and admit some cognizance that people, who are incarcerated, still need to have their human needs met. Most of society needs to become aware of this and to remember the unconditional gift of forgiveness God gives to all, whether one is incarcerated or not. Prisons are mental and physical dehumanizing systems that elude to the need of making prisons safer places for residents, staff and volunteers by controlling movement of predators while, at the same time, model the role of predator by manipulating their biggest assets, the human resources, the residents.

**All-in and reserved approaches to issue selling**

Presenting Author(s): Emily Plews, University of Oregon [eplews@uoregon.edu](mailto:eplews@uoregon.edu)

How do change agents sustain their efforts despite challenges? The literature describes change agents who go all-in to forge change and change agents with more reserved approaches. What differentiates change agents with all-in approaches from those with reserved approaches to change making? I draw from early studies of willingness to sell in issue selling literature to hypothesize differentiating factors. Using survey results from 68 identified issue sellers with either all-in or reserved anticipated willingness to sell issues; I use binary logistic regression to test whether hypothesized factors predict sellers’ anticipated willingness to sell issues. Issue sellers’ perceptions of top management receptivity and indication of positioning behaviors differentiate issue sellers with all-in anticipated willingness from those with reserved anticipated willingness to forge change.

**Preparing Students for Leadership through Experiential Learning**

Presenting Author(s): Lauren Rochholz, Seattle University [rochholz@seattleu.edu](mailto:rochholz@seattleu.edu)  
 Co-Author(s): Maria Bauermeister, Seattle University,  
 Jon Greer, Seattle University,  
 Angelina Kalinovich, Seattle University,  
 Jennifer Marrone, Seattle University,  
 Megan Pahl, Seattle University, Barry Wilson, Seattle University

This paper highlights Seattle University’s Red Winged Leadership (RWL) exercise, an innovative curriculum for graduate business leadership education. RWL requires students to apply course materials to a visible and challenging class project, and to critically examine and recognize leadership in the broader community. Both allow for development and execution of problem solving, critical thinking, and interpersonal skills necessary to lead successfully. Students are given an opportunity to develop self-awareness of their leadership style, practice how to be an effective leader, use interpersonal skills to manage relationships, and design a team structure and execute a project. We recommend that instructors use the RWL as a template for graduate students to bridge the transition from learning leadership theories to applying them.

**08:00 - 09:15 OMT Symposia: Organizational Scandals and Corruption: Detecting, Exposing, and Preventing**

*Room: Broadway III*

Presenting Author(s): Jean Bartunek, Boston College [bartunek@bc.edu](mailto:bartunek@bc.edu)  
 Co-Author(s): Denise Rousseau, Carnegie Mellon University

Recent Academy of Management Presidents Bartunek and Rousseau will dialogue with practitioners (an activist and a lawyer) about new strategies to deter and prevent corrupt practices from becoming routinized, unnoticed, and unaddressed. Psychological contracts that encourage corruption-resisting practices, and better funding of agencies to deter and punish corruption will be addressed. Practitioners taking part in this symposium will provide examples of doctors overbilling Medicare, professors exploiting students, and government agencies captured by those they are supposed to regulate.

**08:00 - 09:15 OB/HRM Paper Session: Managing the Politics in Work**

*Room: Broadway IV*





**Chair/ Discussant: Krystal Miguel, Claremont Graduate University**

**Work-Family Deviance: Buffering the Effects of Work Hours Culture**

Presenting Author(s): Merideth Ferguson, Utah State University [merideth.ferguson@usu.edu](mailto:merideth.ferguson@usu.edu)  
Co-Author(s): Dawn Carlson, Baylor University,  
Micki Kacmar, Texas State University

Work-family deviance, as defined and developed in this study, is the voluntary behavior of intentionally putting one’s family ahead of work in a way that violates organizational norms and, in doing so, may threaten the well-being of the organization, its members, or both. We develop a theoretically derived measure of work-family deviance and demonstrate the usefulness of work-family deviance by using a tri-matched sample of 226 individuals, to examine the moderating effect of work-family deviance on the effect of work hours culture on burnout and spousal psychological distress through work-family conflict. We found that work-family deviance moderated the indirect effect of work hours culture through work-family conflict on burnout and on a spouse’s psychological distress by buffering its effects, such that those who engaged in more work-family deviance as a coping mechanism, experienced less burnout and had a spouse who experienced less distress. Implications for researchers and organizations are discussed.

**How role identification impacts boundary preferences: enactment and protection effects**

Presenting Author(s): Marco Direnzo, Naval Postgraduate School [msdirenz@nps.edu](mailto:msdirenz@nps.edu)  
Co-Author(s): Johnna Capitano, Drexel University,  
Kathryn Aten, Naval Postgraduate School

Role boundary research has focused on two primary roles: work and home. This research examines how role identification impacts boundary preferences in the context of three salient roles: work, home, and military reserves. By incorporating three roles, we are able to examine whether two boundary management phenomena—desiring to enact a highly salient role across domains and desiring to protect a highly salient role from extra-role intrusions—generalize to multiple domains. We found consistent support for the enactment effect of a highly salient third role identity across multiple domains. Additionally, across multiple domains, we find consistent support for the protection effect, such that individuals preferred to protect their salient roles through greater segmentation. Finally, consistent findings across domains support our prediction that the enactment effect is stronger than the protection effect.

**The Mediating Role of Perceptions of Organizational Politics with other Perceived Environmental Variables**

Presenting Author(s): Phil Thompson, Case Western Reserve University [pst27@case.edu](mailto:pst27@case.edu)  
Co-Author(s): Hak-Yoon Kim, Case Western Reserve University

This research investigated the relationship between three perceived environmental variables. The goal of this research was to (1) establish the temporal ordering of these variables and (2) test the mediating effects perceptions of organizational politics. The results were positive, showing that the perceptions of organizational politics mediated multiple relationships between other perceived environmental variables.

**08:00 - 09:15 CAR Workshop: Extended Experiential Learning: Platforms for Uncertainty, Failure, Recovery and Growth**

*Room: Forum Suite*

Presenting Author(s): Kory Brown, Pacific Lutheran University, [kory.brown@plu.edu](mailto:kory.brown@plu.edu)  
Charla Mathwick, Portland State University  
Co-Author(s): Alex Bolinger, Idaho State University,  
Bambi Douma, University of Montana



This interactive workshop explores the use of extended experiential learning in management education. Panelists will present their experiences of using extended experiential learning exercises in entrepreneurship, strategy and leadership primarily outside of the classroom to create an environment of uncertainty, failure, recovery and growth. Start-up ventures, simulation-based business competition and service learning will be highlighted. Significant time will be reserved for audience and panel interaction.

**08:00 - 09:15**      **ONE/SIM Workshop: Understanding Ecological Worldview to Advance Sustainability Leadership Education**

*Room: Council Suite*

Presenting Author(s):      Steve Schein, Presidio Graduate University [schein.steven@gmail.com](mailto:schein.steven@gmail.com)

Based on insights from integral ecology, deep ecology, eco-psychology, and developmental psychology, this workshop presents findings and implications from an empirical study of ecological worldviews of global sustainability leaders. Drawing on interviews with 75 senior sustainability executives in more than 40 multinational corporations, NGOs, and consultancies, this workshop offers educators new ways that an understanding of ecological worldviews and selves can enhance sustainability education. Based on the pioneering 2015 book *A New Psychology for Sustainability Leadership: The Hidden Power of Ecological Worldviews* this workshop explores the relationship between high impact sustainability leadership development and the opening/deepening of ecological self and worldviews.

**08:00 - 09:15**      **DEVEL: Advancing Theories About Careers**

*Room: Pavilion Ballroom East: Table 1*

**Chair/Discussant: Lori Peterson, Louisiana State University**

**Coaching as a liminal space: Embracing ambiguity to create meaning in a globalized company**

Presenting Author(s):      Pauline Fatien, Menlo College [pauline.fatien@menlo.edu](mailto:pauline.fatien@menlo.edu)  
Co-Author(s):              Simon Pek, Simon Fraser University,  
Ken Otter, St Mary's College,  
Jean Nizet, Université catholique de Louvain

In the context of a globalization of its operations, CARO, a worldwide leading car manufacturer, is about to launch a large individual coaching program targeted at its leaders. Our proposal explores the connection between coaching and liminal spaces with the following overarching research question: How is individual coaching constructed and used as a liminal space in an organization going through a process of globalization? On top of contributing to the liminal spaces literature, we expect to add to three specific streams: culture change literature, by offering a comparative study of how different actors construct and use a liminal space in a context of "culture revitalization"; coaching literature, by conceptualizing the intrinsic ambiguities of this intervention practice through the lens of liminal spaces; Power in intervention practices, by exploring whether and how liminal spaces reproduce the domination in organizations by transposing organizational politics into this space.

**Higher Education Challenges in the 21st Century for Business Schools: Assessing the Effectiveness and Efficiency of Student Programming Designed to Create Effective Global Citizens**

Presenting Author(s):      Carlos Tasso Aquino, University of Phoenix [carlostasso.aquino@phoenix.edu](mailto:carlostasso.aquino@phoenix.edu)  
Co-Author(s):              Judith Smrha, Baker University

In the 21st Century, the learning environment mandates that students develop a deep and comprehensive understanding of different cultures and ways of doing business throughout the world. Business schools have incorporated language within their institutional missions expressing their intent to develop global/international awareness and intercultural competency among their students, to create graduates who are responsible and effective global citizens.





Given this vision, educators are now faced with the challenge of designing and assessing programs that can achieve this goal. The focus of this article is to summarize the current status of a study being conducted that focuses on these efforts, particularly ones that have facilitated the creation of effective student learning outcomes assessment data, both direct and indirect, that can validate this claim.

### **Employee Attitudes toward Organizational Change: a Cognitive and Social Psychological Perspective**

Presenting Author(s): Jose Luis Iglesias, University of Wisconsin-La Crosse [jiglesias@uwlax.edu](mailto:jiglesias@uwlax.edu)

Why do employees resist to organizational change? Answering this question requires both a clear definition of the 'resistance to change' construct and an investigation of antecedents to such resistance. Researchers have employed several terms for resistance to change as a tendency (e.g. openness to change, commitment to change, and readiness to change). In this theoretical paper, I employ the general term 'attitude toward organizational change' to explore its cognitive and social psychological antecedents. I focus on two particular antecedents: social support and cognitive processes. I argue that, with a greater understanding of the role of emotions in social support and how employees process information, change agents can adjust the cognitive and emotional messages of the organizational change initiative, thus increasing the likelihood of its successful implementation.

**08:00 - 09:15 DEVEL: Case Studies of Leadership & Management**

*Room: Pavilion Ballroom East: Table 2*

**Chair/ Discussant: Pyayt Oo, Washington State University**

### **Spiritual Entrepreneurial Leadership: The Entrepreneurial Storytelling of Identity Change**

Presenting Author(s): Chet Barney, University of South Dakota, [chet.barney@usd.edu](mailto:chet.barney@usd.edu)  
Rohny Saylors, Washington State University Vancouver

This article offers the experiences of two people, who one of the authors once knew, who worked with Los Zetas, a powerful Mexican drug-cartel. Within the presented experiences, we take the concept of the antenarrative, a story that is a bet on the future, and relate it to metanoia experiences, which are essentially life altering changes of the heart. We utilize Grant's (2011) work connecting metanoia to Boje's (2001) concept of the antenarrative, and offer spiritual examples that exemplify Grant's writings. After citing each of the people in the enclosed story, we add our own extension to existing theory. We conclude our dialog by developing the idea of spiritual entrepreneurial leadership, which is authentic, caring, leadership that brings together resources and people in a novel way. We demonstrate that an integration of resources and people are profitable to the entire spiritual business system and to the spiritual entrepreneurial leader.

### **A Phenomenological and Hermeneutic View on Universalism in Cross-Cultural Management**

Presenting Author(s): Nobuyuki Chikudate, Hiroshima University [cikudate@mgt.hiroshima-u.ac.jp](mailto:cikudate@mgt.hiroshima-u.ac.jp)

This study returns to the original thesis of cross-cultural management: the comparison between similarities and differences across cultures. To discuss this thesis, the author explores the potentials of universalism by applying phenomenological and hermeneutic concepts and methods to case descriptions in cross-cultural management research by using a case – the meltdown of Fukushima Dai-ichi Nuclear Power Plant on March 14, 2011.

### **Unblocking Knowledge Acquisition: A Case Study of Absorptive Capacity**

Presenting Author(s): David Rogers, University of Dallas [drogers1@udallas.edu](mailto:drogers1@udallas.edu)



After thirty-five years, research into absorptive capacity has not provided significant insight into how to operationalize it in individual leaders of organizations. The current research will return to the beginning to examine two aspects generally accepted as integral to absorptive capacity: how individuals attend to and acquire knowledge. An exploratory case study consisting of semi-structured interviews of leaders at multiple organizational levels of a large financial services firm will examine how individual leaders seek out and acquire new knowledge. This study will add to existing knowledge by understanding more fully how business leaders attend to and acquire new knowledge, and will reframe how we think about how to expand these aspects of absorptive capacity capabilities in individual business leaders.

**08:00 - 09:15**      **DEVEL: Advances in Organization Studies**

*Room: Pavilion Ballroom East: Table 3*

**Chair/ Discussant: Mark Meckler, University of Portland**

**The role of ethical climate in Employee-Management Relation and Organizational Citizenship Behavior (OCB).**

Presenting Author(s):      Edwin Setiawan Sanusi, Washington State University  
Co-Author(s):              Amir Hossein Maleki, Washington State University [business@wsu.edu](mailto:business@wsu.edu)

The main goal of early climate research was to establish the association between climate and firm outcome. One track scholars have taken in moving further than the climate-outcome relationship is to display how the influence of other predictors on results are moderated by climate. In this study ethical climate is investigated as a moderator in employee-management relation and Organizational Citizenship Behavior (OCB). There is a positive relationship between positive labor-management relations and OCB. However, it seems, this relationship can be moderated by the perceived ethical climate. This means, regardless of having positive labor-management relations, the impact of this connection would be varied across different levels of ethical climate.

**The relationship between Personality and willingness to justify ethically suspect behavior**

Presenting Author(s):      Praveen Parboteeah, University of Wisconsin - Whitewater [parbotek@uww.edu](mailto:parbotek@uww.edu)  
Co-Author(s):              Aditya Simha, University of Wisconsin - Whitewater

This research proposal outlines the rationale behind investigating the link between the Big 5 personality traits and managerial willingness to justify ethically suspect behavior. A succinct explanation of why it is important to investigate this relationship is provided, along with the intended plan for statistical analyses. Managerial implications from this work will then be briefly discussed.

**Judging by its title: The link between title characteristics and citation count in management research**

Presenting Author(s):      Lakshmi Nair, Universita della Svizzera italiana [lakshmi.balachandran.nair@usi.ch](mailto:lakshmi.balachandran.nair@usi.ch)

The title of an academic article is the first and most concise statement of the document's content. A good title presents a publication effectively to readers and captures their attention, thereby facilitating knowledge-flow. Coining an article title in an effective and attractive way can therefore be instrumental in triggering the interest of readers and reviewers; and making the article more visible. Authors in fields like psychology, information science, biomedicine etc. have pondered upon the importance of titles in scientific articles. Correspondingly, several guidelines exist for producing effective titles. Some authors have also studied the importance of scientometric title attributes in acquiring a high impact (measured via citation count). However, no similar studies have been carried out in management till date. Through this study, we aim to address this gap. We first categorize title attributes into five: length, character, structure, contextual and linguistic attributes; and examine their relationship with scientific impact.

**08:00 - 09:15**      **DEVEL: External Factors in Entrepreneurship**

*Room: Pavilion Ballroom East: Table 4*



**Chair/ Discussant: Robert Eberhart, Santa Clara University**

**Learning off the job: Exploring the positive spillover effects of engaging in part-time entrepreneurship**

Presenting Author(s): David Marshall, University of Mississippi [dmarshall@bus.olemiss.edu](mailto:dmarshall@bus.olemiss.edu)

Research suggests many individuals start new ventures on a part-time basis before engaging in full-time entrepreneurship. The length of time these “hybrid” or “part-time” entrepreneurs maintain full-time organizational employment while operating a new venture is unknown (an individual may potentially remain in “hybridity” for an entire career). Yet, unexplored are spillover effects between an individual’s “side business” and primary, organizational roles. Relying on role and entrepreneurial learning theories, I hypothesize innovative behavior spillover to an individual’s primary working role which is learned in the entrepreneurial role. I also explore organizational structural factors which create the opportunity for engagement in part-time entrepreneurship.

**It is the Society to Blame: VC Presence and a Forgiving Culture for Failed Entrepreneurs**

Presenting Author(s): Edwin Sanusi, Washington State University [edwin.sanusi@wsu.edu](mailto:edwin.sanusi@wsu.edu)

This paper uses Scott’s Three Pillars of Institutions to argue that the extensive presence of venture capitalists (VCs) in approximate to the locations of the failed companies contributes to their failure. The notion is based on three important findings from previous research. First, VCs tend to blame external factors as sources of failure compared to the failed entrepreneurs themselves. Second, VCs were found to not use past records of the entrepreneurs when evaluating business ideas, but instead focused their evaluations on the attractiveness of the business concept. Third, VCs were found to allocate less than 100 hours to review a business idea, making it most unlikely to search for past records of the proposing entrepreneur. The findings along with the locality of nature of VCs-they tend to invest in startups near their office-create a forgiving culture and increases the probability of failure. This paper proceeds by offering two testable propositions.

**Entrepreneurial Activity: Push or Pull?**

Presenting Author(s): Prasad Vemala, Robert Morris University [vemala@rmu.edu](mailto:vemala@rmu.edu)  
Co-Author(s): Matthew Breaux, McNeese State University

The global financial crisis of 2008-09 had a dramatic effect on the GDP and unemployment rate of several economies, and recovery in recent years has also come with growths in entrepreneurship. This study attempts to examine the suggestion of unemployment as a “push” factor in entrepreneurial activity (EA). We also examine the observability of “push” and “pull” factors in EA from a macro-perspective, as well as whether such an effect is greater or lesser across developed and developing economies.

**09:30 - 10:45 OB/HRM Workshop: Do I Duck or Come Out Swinging?: Navigating Power and Politics in Academia**

*Room: Broadway I*

Presenting Author(s): Stephen Standifird, Butler University  
Dan Moshavi, Dominican University of California, [dan.moshavi@dominican.edu](mailto:dan.moshavi@dominican.edu)  
Sally Baack, San Francisco State University,  
James Westerman, Appalachian State University

This workshop and panel discussion is designed to give faculty (especially those who are in the earlier stages of their career) greater skill in navigating power and politics in higher education. Presented by a group of professors, deans (current and former), and department chairs/directors, it offers frameworks and insights for assessing the sources of power in business schools and universities, the conditions that lead to its attainment and its effective use from both a practical and an ethical perspective. Our discussion will cover how faculty try to get what they want by influencing others,



how their ability to do so is affected by power distributions and how people try to change power distributions in their favor.

**09:30 - 10:45** **ONE, IB, ENT Paper Sessions: Managing Institutional Boundaries**

*Room: Broadway II*

**Chair/Discussant: Jo-Ellen Pozner, Haas School of Business, UC Berkeley**

**Compensating Conformity: resolving the tension between lowering the burdens of entry and obtaining legitimacy**

Presenting Author(s): Robert Eberhart, Santa Clara University [reberhart@scu.edu](mailto:reberhart@scu.edu)  
Co-Author(s): Charles Eesley, Stanford University,  
Kathleen Eisenhardt, Stanford University

**Compensating Conformity: resolving the tension between lowering the burdens of entry and obtaining legitimacy**

We theorize that regulatory changes that ease the entry of new ventures work at cross-purposes with the need for those ventures to gain legitimacy - rendering ineffective common regulatory encouragements. This study offers evidence that after a dramatic lowering of required starting capital, ventures in new industries conform to traditional capital levels, eschewing the reform. This study also finds that ventures in new industries with a legitimating symbol such as an elite founder will tend to adopt the lower cost capital level, but that ventures with unconventional founders closely conform to the older, traditional capital levels. This study synthesizes these findings to offer a new theoretical construct of compensating conformity that explains the apparently divergent ideas of institutional forces and economic incentives. Policy implications are also explored.

**The Moderating Influence of Institutional Distance on the International Scope Social Performance Relationship**

Presenting Author(s): Dawn Keig, Whitworth University [dkeig@whitworth.edu](mailto:dkeig@whitworth.edu)  
Co-Author(s): Lance Eliot Brouthers, Kennesaw State University,  
Victor Marshall, Kennesaw State University

Does country selection affect the corporate social performance (CSP) of multinational enterprises (MNEs)? In this study we suggest that greater institutional diversity within an MNE's operating environment may adversely affect its ability to maintain higher levels of CSP. Using institutional distance and organizational learning as our theoretical lenses, we investigate the impact of institutional differences on CSP. We conceptualize the MNE as a unique portfolio of locations and use the MNE's entire operating footprint to explore the effects of average portfolio formal and informal institutional distances on CSP. We hypothesize and find that firms with greater average informal institutional distance within their portfolios have lower overall levels of CSP. Findings also confirm the moderating influence of formal institutional distance; greater formal institutional distance within the MNE portfolio reduces the CSP benefits of international scope.

**Social Enterprise, Common Property, And Re-Embedding The Economy**

Presenting Author(s): Ana Maria Peredo, University of Victoria [aperedo@uvic.ca](mailto:aperedo@uvic.ca)  
Co-Author(s): Helen Haugh, University of Cambridge,  
Murdith McLean, University of Victoria

Since the late 20<sup>th</sup> Century new models of social enterprise have been recognized by the legislatures in North America and at least ten countries in Europe. We suggest that the emergence of these innovations is illuminated by placing them in the context of an important theory of economic and social change. We argue that these forms of social enterprise arise, in part, out of something akin to social movements in which resistance is mounted to the increasing disembeddedness of economic life from social values and to the assumption that relatively unregulated market forces will produce a sufficient



supply of social goods. We contend that seeing these new forms in this way not only sheds light on practices currently emerging in social enterprise, but also suggests directions worth increased attention on the part of social entrepreneurs.

**09:30 - 10:45**      **OB, ETH Paper Session: Mindfulness & Humility**

*Room: Broadway III*

**Chair/ Discussant: Pamela Allen, University of Phoenix**

**Honesty-humility and Its Consequences in Organizational Settings: An Exploratory Study**

Presenting Author(s):      Simone Meskelis, Univeristy of Dallas [smeskelis@udallas.edu](mailto:smeskelis@udallas.edu)  
Co-Author(s):                J. Lee Whittington, Univeristy of Dallas

Two field studies were conducted to explore the relationship between the honesty-humility (H) dimension of the HEXACO personality framework and employee attitudes. The results show that the honesty-humility dimension has a significant positive relationship with job satisfaction, job engagement, and organizational citizenship behavior. We found partial support for the relationships between H and three forms of organizational commitment. We suggest several future directions for exploring the impact of honesty-humility in organizations.

**The Dimensions of Regulatory Focus: Establishing the Distinctiveness of Prevention-Focus and Promotion-Focus**

Presenting Author(s):      Suzanne Zivnuska, California State University, Chico [szivnuska@csuchico.edu](mailto:szivnuska@csuchico.edu)  
Co-Author(s):                Micki Kacmar, Texas State University,  
   Matthew Valle, Elon University

The purpose of this research is to explore the distinctiveness of prevention-focus and promotion –focus, two theoretically distinct dimensions of regulatory focus that are undertaken to fulfill different goals. In particular, we explore distinct triggers (mindfulness and leader member exchange) and outcomes (role overload and burnout) of each. Our model is grounded in Regulatory Focus Theory (Higgins, 1997), and is tested with data collected at two separate times from 206 individuals working full-time. Our findings revealed that mindfulness was positively related to both prevention- and promotion-focus while LMX was only positively related to promotion-focus. We also found that prevention-focus mediated the relationship between mindfulness and role overload and burnout while promotion-focus mediated the relationship between both mindfulness and LMX and role overload, but not burnout. Implications for future research and practice are discussed.

**The Mediating and Moderating Roles of Mindfulness in the Personality and Ethical Decision-Making Relationship**

Presenting Author(s):      Virginia Bratton, Montana State University [ybratton@montana.edu](mailto:ybratton@montana.edu)  
Co-Author(s):                Myleen Leary, Montana State University

This theory paper examines ethical decision-making with emphasis on trainee characteristics from two perspectives: (1) the mediating role of mindfulness in the agreeableness-ethical decision-making and conscientiousness -ethical decision-making relationships as well as (2) the moderating role of mindfulness in the neuroticism-ethical decision-making relationship. From our review of training and ethics literature and recent research in neuroscience and psychology focused on mindfulness interventions, we developed a model and propositions to explore the impacts of agreeableness, conscientiousness, neuroticism, and mindfulness on ethical decision-making.

**09:30 - 10:45**      **TIM, RM Paper Session: Innovation & Innovative Res**

*Room: Broadway IV*

**Chair/ Discussant: Catherine Etmanski, Royal Roads University**

**If Too Many Cooks Spoil The Broth, Can Too Few Fix It? Unraveling Three Dogmas Of Innovation**





Presenting Author(s): Mark Meckler, University of Portland [meckler@up.edu](mailto:meckler@up.edu)  
 Co-Author(s): Sam Holloway, University of Portland,  
 Rhett Brymer, Miami University

Extant research considers ingenuity as a response to particular resource constraints and not as a firm capability that can be sustained over time. This study investigates ingenuity, framing it as a firm-level capability and an antecedent to innovation. Our investigation took a deep dive into a world of perpetual innovation – high end restaurants. After asking experts if overall constrained resource or slack resource environments drove successful innovation more powerfully, three dogmas of the empirical innovation research were exposed and discredited. Rather than resource-based, the study’s results suggest that management’s definition and understanding of ingenuity needs to be capability based. Our findings indicate that ingenuity creates innovation by opportunistically combining different kinds of constrained resources with different kinds of slack resources indiscriminately within, between and among organization levels and boundaries. We propose that perpetual ingenuity is the capability needed when munificence is mixed and volatility is chaotic.

**Does it pay to be transparent? An Analysis of Qualitative and Quantitative Research in Leading Management Journals**

Presenting Author(s): Lakshmi Nair, Universita della Svizzera italiana [lakshmi.balachandran.nair@usi.ch](mailto:lakshmi.balachandran.nair@usi.ch)  
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In order to assess the rigor of research procedures (whether qualitative or quantitative), to appreciate a study’s results, and to want to integrate them into the body of scholarly knowledge, they need to be transparently relayed. Unlike in other disciplines or methods, it is far from clear what the label ‘transparent research procedures’ constitutes in management field studies, with adverse effects during write-up, revision, and even after publication. To rectify this, we review 365 field studies across seven major management journals 1997-2006 in order to develop a transparency index, and link it to article impact. Overall, transparency boosts impact across methods; quantitative studies tend to be more transparent than qualitative studies, although key transparency indicators were underutilized in either method.

**Innovating innovation research: How abductive reasoning enhances the creation and dissemination of our insights**

Presenting Author(s): Deborah Dougherty, Rutgers [doughert@business.rutgers.edu](mailto:doughert@business.rutgers.edu)

This essay generates an innovative approach to creating and disseminating TIM research based on abductive reasoning. Both outsiders and insiders criticize our reserach enterprise for lack of relevance and lack of true rigor. I summarize this vast literature and conclude that to be more useful, our research needs to encompass the true complexities of our subject, stay contextualized and open to surprizing insights, emphasize the discovery style as followed by "real" scientists, and enable ongoing engagement with practitioners. I then develop abductive reasoning to underlie our research, based on cycles of formulating hypotheses about the interdependencies of factors that may explain a pheonomeon, evaluating the hypotehses by opening up ratehr than closing in, and reframing based on discovered insights.

**09:30 - 10:45 ENT Paper Session: Complex Motives of Entrepreneurship**

*Room: Forum Suite*

**Chair/ Discussant: Jeffrey McGee, University of Texas at Arlington**

**My next career move...entrepreneurship! Conceptualizing the effects of career views on entrepreneurial intentions**

Presenting Author(s): David Marshall, University of Mississippi [dmarshall@bus.olemiss.edu](mailto:dmarshall@bus.olemiss.edu)

Entrepreneurial cognition studies examining how career views and orientations shape decisions to choose entrepreneurship as a career choice are generally carried out on individuals in the process of making their first career



related decision such as MBA students. However, many individuals do not make entrepreneurship their first career choice. Rather, many entrepreneurs gain paid employment work experiences before undertaking new venture creation. Studies examining entrepreneurial intentions of individuals in a paid employment setting often lack the underlying mechanisms capable of explaining and predicting why some individuals, exposed to the same set of work experiences, choose to leave paid employment for self-employment. In this study I integrate “new career” theory with entrepreneurial intentions to conceptualize why some individuals who have already made a career decision (paid-employment), pursue entrepreneurship while others do not. I also explore the moderated effects of different work experiences on one’s intentions to start a new venture.

**Entrepreneurship Opportunity Engagement and the Impact of Acculturation and Job Search Information**

Presenting Author(s): Lori Peterson, Louisiana State University [lpeterson@lsu.edu](mailto:lpeterson@lsu.edu)  
 Co-Author(s): Michelle Ruiz, University of Houston Victoria,  
 Santiago Ibarreche, The University of Texas El Paso,  
 Laura Guerrero, The University of Texas at El Paso

Opportunity recognition is a fundamental process of entrepreneurship. One of the more neglected aspects of research regarding creative opportunity recognition is the cultural context, where this opportunity is created and recognized. Dimov (2007) developed a proposition focused on how the immediate context of the entrepreneur shapes his or her thinking engages with the individual’s knowledge and learning abilities. Building from this proposition in an international business capacity, we look at the context of Mexican immigrants in the U.S. Examining the effects of acculturation on potential entrepreneurship opportunity. The analysis shows support for the relationship between acculturation and engagement in a potential opportunity of entrepreneurship. It also shows a strong correlation between entrepreneurship intent and other variables such as low access to job search information.

**The Entrepreneurial Storytelling of Inequality Judgments**

Presenting Author(s): Rohny Saylor, Washington State University Vancouver, [r.saylors@wsu.edu](mailto:r.saylors@wsu.edu)  
 Chet Barney, University of South Dakota  
 Co-Author(s): Jesse Marczyk, New Mexico State University

In an attempt to further investigate inequality judgements, we solicited an online sample of 309 participants in a paired-team game situation. As a result of this game, we were able to demonstrate that participants significantly reacted to perceived inequalities. Following the results of our initial investigation, we conducted a second analysis that guided us in developing a grounded theory of wage inequality which we call, Community Appraisal Theory (CAT). CAT demonstrates that ethical entrepreneurial storytelling judgements of inequality are contextualized by community status, cohesiveness, and direction. Status is the standing of a community relative to another community. Cohesiveness is the degree to which with which overt and implicit entrepreneurial storytelling judgements regarding inequality are allowed to range in a community. Direction is the perceived future benefit a community has regarding inequality. Our studies demonstrate that people are most likely to dislike inequality only when it hurts them.

**09:30 - 10:45 CAR,LDR,OB/HRM Paper Session: Leaders and Mentors**

*Room: Council Suite*

**Chair/ Discussant: Becky Reichard, Claremont Graduate University**

**A new approach in examining abusive supervision: The role of core self-evaluation and identity threat**

Presenting Author(s): Mortaza Zare, New Mexico State University [zare@nmsu.edu](mailto:zare@nmsu.edu)

Abusive supervision in the workplace has attracted the attention of many scholars because of its relevance and associated costs. In this paper, I explain why some supervisors engage in abusive behavior. Abusive supervision is presented here as a reaction to an environmental situation: a supervisor’s perceived threat to his or her identity from subordinates. The



personality of the supervisor plays an important role in the perception of a threat. In this paper, core self-evaluation is depicted as an important antecedent for abusive supervision through its effect on identity threat. In the final section of paper, I discuss the role of a supervisor's prior experience in perceiving the degree of identity threat.

### **Doctoral Student Supervision: Thoughts from Exceptional Mentors**

Presenting Author(s): Kay Devine, Athabasca University [kayd@athabascau.ca](mailto:kayd@athabascau.ca)

This paper reports on the results of a qualitative research project designed to reveal what it is that exceptional doctoral student supervisors, or mentors, think, do, and believe. As such, 25 interviews disclose information relevant to four critical elements of mentoring: 1) moving from novice to expert; 2) unique qualities; 3) energy and enjoyment; and 4) challenges encountered. Overall, we learn about what it means to be an exceptional mentor through their own thoughts and words.

### **Influence of Grit on Leadership Behavior**

Presenting Author(s): Arran Caza, University of Manitoba [arran.caza@umanitoba.ca](mailto:arran.caza@umanitoba.ca)

Co-Author(s): Barry Posner, Santa Clara University

The importance of personality in leadership is well-established, but it remains to be determined why and how traits influence outcomes. Therefore we examined the influence of grit, which is the ability to pursue long-term goals with perseverance and continuing passion, on the frequency of different leadership behaviors. In a large sample (N = 3,000), we found that individuals with more grit reported more engagement in modeling, challenging and enabling leadership behaviors. Those individuals also reported less inspiring behavior. The results suggest important directions for future research and for leadership development.

**09:30 - 10:45** DEVEL: New Conceptual Directions

*Room: Pavilion Ballroom East: Table 1*

**Chair/ Discussant: Marion Eberly, University of Washington Tacoma**

### **Integrated Development Model (IDM): Integrative Framework with Deep Reflection and Incremental Accountability Cores**

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

Development is examined in the context of the individual and the organization. A review of theory is followed by a proposed integrative model for incremental development that leverages the strengths and opportunities of current approaches while addressing and mitigating their limitations. Applied definitions are advanced for ideas, terms, concepts, an evolutionary lens, and application for measures of success. The integrated development model (IDM) emerges as a paradigm shift with synergistic benefits addressing multiple stakeholders to costs and benefits including parameters of the development process itself, participants, the organization, support networks, and climate and culture of the environments.

### **Women Leadership and Innovation; A New Model**

Presenting Author(s): Louise Kelly, Alliant International University [lkelly@alliant.edu](mailto:lkelly@alliant.edu)

Co-Author(s): Joy Pillay, Alliant International University

This conceptual paper aims to discuss women in positions of leadership and its intersection with innovation. By looking at the characteristics of female leadership style and how women use these practices of leadership to enhance and create an environment for innovation in the workplace; a more comprehensive understanding of what often encourages the growth and success of an organization can be discovered. In this piece, a comprehensive literature review is written addressing how characteristics of women leadership can influence new ventures led by women and the innovation that springs forth





from both of these facets. By studying women leadership we are fostering new insights into how an organization can be most successful in harnessing women leadership for innovation purposes.

### **Distinguishing Paradigms of Thought**

Presenting Author(s): Tomas Thundiyl, Central Michigan University [thund1t@cmich.edu](mailto:thund1t@cmich.edu)

This paper focuses on developing and differentiating between two paradigm of thought with the hopes to develop new streams of research and to add greater reflexivity of the ontological constraints of research.

**09:30 - 10:45**      **DEVEL: Considering the Influence of Culture**

*Room: Pavilion Ballroom East: Table 2*

**Chair/ Discussant: Prasad Vemala, Robert Morris University**

### **Distinct Competencies of Service Multinational Acquirers**

Presenting Author(s): Rimi Zakaria, University of Wisconsin [zakariar@uww.edu](mailto:zakariar@uww.edu)

Although international business scholars have expressed the need to build unique theory for service firms, such efforts have been largely sporadic. In this paper, we attempt to understand service sector multinationals' distinct competencies and challenges compared to those of the firms in the manufacturing sector.

Acknowledging the intangibility aspect of the services, we propose that service multinationals would have greater cognitive capabilities at the organizational level to negotiate with same-sector firms, and: a) have a higher likelihood of completing merger and acquisition deals, and b) take shorter time to complete such deals.

We find that although STOS is less likely to complete the deal compared to MTOM; when they do complete the deal it takes shorter time.

### **Team Effects of Bicultural Individuals: Insights from Top Football Teams Performance**

Presenting Author(s): Mike Szymanski, University of Victoria [mikeszym@uvic.ca](mailto:mikeszym@uvic.ca)

The recent wave of globalization triggered by the end of the Cold War and stimulated by progressing liberalization of trade and international migration policies led to a significant surge in numbers of bicultural individuals, i.e. people with more than one ethnic identity (Nguyen & Benet-Martinez, 2007), and thus, a surge in bicultural employees. An emerging stream of research from psychology and organizational studies indicates that bicultural individuals have a particular set of skills and competencies that can contribute to the performance of international teams and organizations. However, to date there has not been an empirical study investigating the oft-stated relationship between biculturals and performance. The research described in this dissertation proposal seeks to fill this gap in the literature by examining said relationship by relating team composition of national association football teams to results in seven consecutive FIFA World Cup and six UEFA European Championship tournaments.

### **The 4E model of Knowledge Creation in an Indian Firm**

Presenting Author(s): Jyoti Bachani, Saint Marys College of California [Bachani.Jyoti@gmail.com](mailto:Bachani.Jyoti@gmail.com)

Co-Author(s): Rajen Gupta, Management Development Institute

Based on field research in an Indian firm, a 4E model of knowledge creation is developed. The 4Es are Enculturation, Enactment, Experiment and Embedment. It is argued that the Indian philosophical and practice systems are different, and



these differences are highlighted by contrasting the 4E model with SECI (Socialization, Externalization, Combination and Internalization) model of knowledge creation.

**09:30 - 10:45**      **DEVEL: Information Seeking and Processing**

*Room: Pavilion Ballroom East: Table 3*

**Chair/ Discussant: Andrew Hinrichs, CSU Stanislaus**

**How Employers Can Improve the Financial Well-being of their Millennial Employees: Insight from Online and Offline Information Seeking**

Presenting Author(s):      Reka Anna Lassu, CSU Chico [rlassu@csuchico.edu](mailto:rlassu@csuchico.edu)  
Co-Author(s):              Emily Huang, CSU Chico

Achieving optimal well-being for employees has been linked with increased productivity at work, less missed workdays and an overall improved quality of life (CDC, 2013). The Gallup and Healthways Well-Being 5 View indicate that in addition to physical health, four additional dimensions including purpose well-being, social well-being, community well-being, and financial well-being compose health (Gallup, Inc., 2015). The last dimension is especially relevant to Millennial employees as financial health is their biggest stressor (Keeter & Taylor, 2009) and they spend work time to alleviate this stress (APA, 2013). Employers can play an important role in helping Millennials with financial stress to achieve better work outcomes. In fact, of the 488 Millennials surveyed, 97% were financially stressed, yet they hesitate to seek help to improve their finances. This study investigated why these Millennials are hesitating to seek help and what sources they consult when searching for financial health information.

**The Information Processing Approach to Leadership: Review and Future Directions**

Presenting Author(s):      David Rogers, University of Dallas [drogers1@udallas.edu](mailto:drogers1@udallas.edu)  
Co-Author(s):              Marianne Lamkin, University of Dallas,  
   J. Lee Whittington, University of Dallas

Cognitive information processing is at the core of emotions, affect, decision-making, and action. The information processing of leaders and followers and its impact on leader-follower interactions are therefore significant to the effectiveness of organizations. This paper will review the various theories involving information processing and leadership and recent developments in the field and will provide forward-looking guidance to researchers and practitioners in applying cognitive theories.

**How Individuals with Expertise Manage the Dilemmas of Acquiring Information from Non-Experts**

Presenting Author(s):      Alex Bolinger, Idaho State University [boliale2@isu.edu](mailto:boliale2@isu.edu)

Individuals with expertise, such as physicians and medical professionals, consultants, accountants, or product designers, often require information from non-experts (e.g., the patients or clients they serve) in order to be able to effectively serve those non-experts and do their jobs. However, for fear of appearing stupid or revealing unflattering information, a lack of trust, or other reasons, non-experts may be unwilling to share the information that individuals with expertise need. In this proposal, we seek to use participant-observer and grounded practical theory to explore the dilemmas that individuals with expertise experience in seeking information from non-experts and the tactics they use to manage those dilemmas.

**09:30 - 10:45**      **DEVEL: Managing Technology and Individual Contribution**

*Room: Pavilion Ballroom East: Table 4*

**Chair/ Discussant: Jennifer Woolley, Santa Clara University**



### **Social Loafers Beware! The Impact of Instructor-led Intervention on Team Contributions**

Presenting Author(s): Antoaneta Petkova, SFSU [apetkova@sfsu.edu](mailto:apetkova@sfsu.edu)  
Co-Author(s): Monique Domingo, SFSU, Eric Lamm, SFSU

This paper presents a new pedagogical approach designed to influence both individual student team contributions and improve team-level processes by using an instructor-led intervention process. We combine data from in-depth, semi-structured interviews, qualitative end-of-semester surveys, and two waves of quantitative assessments of individual teamwork effectiveness and team-level processes. These rich data allow us to utilize a multi-level, multiple-methods study design with embedded units of analysis to evaluate the impact of the intervention on student teamwork contributions and the overall improvement in team-level processes.

### **Enterprise Social Media, Social Support and Resources for Organizational Resilience**

Presenting Author(s): Kathryn Aten, Naval Postgraduate School [kjaten@nps.edu](mailto:kjaten@nps.edu)  
Co-Author(s): Gail Thomas, Naval Postgraduate School,  
Emily Allert, United States Navy

Organizational life requires adjustment to challenging conditions brought on by individual transitions, on-going organizational risks and exogenous shocks such as scandals and crisis. Internet technologies are changing the way individuals and organizations communicate and seek support. We propose to explore the role of enterprise social media in organizational resilience through a study of Facebook posts to a Navy enterprise social media site dedicated to female sailors. Specifically, we will analyze female sailors’ posts during challenging conditions, such as adjustment to individual transitions and organizational shocks.

### **King of the Road? A Study of the Effects of Electronic Monitoring in the Trucking Industry**

Presenting Author(s): Kim Hinrichs, CSU Chico [khinrichs@csuchico.edu](mailto:khinrichs@csuchico.edu)  
Andrew Hinrichs, California State University, Stanislaus,  
Bonnie Persons, CSU Chico

This proposed study would address the unintended consequences of installing technological devices that are capable of monitoring the activity and behavior of employees. Using data collected in the trucking industry the study would assesses the effect of technology advances on truckers and have practical implications for workplace safety, customer satisfaction, turnover and the use of empowerment programs.

### **11:00 - 12:15 OB/HRM Panel: Andre Delbecq, Fred Luthans and Raymond Miles Discuss Where we are, have been, and are Going**

*Room: Broadway I*

Presenter(s): Andre Delbecq, Santa Clara University,  
Fred Luthans, University of Nebraska,  
Raymond Miles, University of California, Berkeley  
Co: Author(s): Thomas Wright, Fordham University

This panel will bring together 3 of the true greats of our field of Management thought. Andre L. Delbecq, Fred Luthans, and Raymond E. Miles will share their insights and reflections on the following (and hopefully many more) questions: (1) Who was most influential on your professional development early on in your career/graduate studies? (2) What do you consider your major contribution to the field and why? (3) What topic do you wish you had pursued, but didn’t, and why not? (4) What do you see in the future for the science of management? Audience participation and engagement will be encouraged.



**11:00 - 12:15**

**IB Paper Session: Expats and Repatriation**

*Room: Broadway II*

**Chair/ Discussant: Rachida Aissaoui, Ohio University**

**Effects of Expected and Perceived Career Advancement upon Repatriation on Turnover Intentions Among German International Assignees: A Longitudinal Study**

Presenting Author(s): Jan Knocke, University of Erlangen-Nuremberg [jan.knocke@fau.de](mailto:jan.knocke@fau.de)

Research in international business management has shown that turnover of returned international assignees poses a high risk. However, investigations on the antecedents of turnover intentions are scarce in literature. The purpose of this study is to fill the research gap by examining the influence of expected and perceived career advancement on turnover intentions among German international assignees. The results of a longitudinal survey among 117 German international assignees reveal that expectations on career advancement do not affect turnover intentions, whereas perceived career advancement upon return has a negative effect on turnover intentions. Moreover, the study findings suggest that psychological contract breach and violation have a moderating effect on the relationship between perceived career advancement and turnover intentions. Finally, implications for researchers and practitioners are discussed.

**The Entrepreneurial Self-initiated Expatriates (SIE) vs. The Company-assigned Expatriate (CAE) transitioned “Expatspreneurs”: Similarities and Differences**

Presenting Author(s): Yongsun Paik, Loyola Marymount University [yspaik@lmu.edu](mailto:yspaik@lmu.edu)  
Co-Author(s): Charles Vance, Loyola Marymount University,  
Yvonne McNulty, Singapore International Management University

This conceptual study, based upon the authors’ significant international experience and observance of emerging trends, introduces the international career phenomenon of “expat-preneur,” a traditional company-assigned expatriate who, during or at the end of a traditional international expatriate assignment, self-initiates his or her own transition away from the multinational firm and into an entrepreneurial career in the host country or region of residence. Distinctions between expat-preneurs and other self-initiated expatriates are noted, and important contributions that expat-preneurs may provide in strengthening local host country economies are considered. Finally, directions for further systematic and empirical research on the expat-preneur international career phenomenon are discussed, and important implications for multinationals in supporting expat-preneurs’ long-term success in host country environments are noted.

**Dancing between illusion and reality: Self-initiated expatriation of foreign-born bicultural nationals to their country of origin**

Presenting Author(s): Ebru Ipek, Simon Fraser University [eipek@sfu.ca](mailto:eipek@sfu.ca)

With emerging markets gaining in economic strengths, a new phenomenon is crystalizing in these regions: the self-initiated expatriation of skilled foreign-born bicultural individuals to their parents’ country of origin. An example of this migration trend of qualified biculturals is Turkey. They never lived in their country of cultural origin (CCO) and experienced the culture only through their own family environment while growing up in another culture and country. These incoming bicultural self-initiated expatriates (BSIEs) have many advantages. They grew up with two different cultures, allowing them to gain on bicultural competence, but also received their tertiary education in the west. Equipped with these competitive advantages they start the journey of self-expatriation to the COO to develop and accelerate their careers. BSIEs who are now entering the Turkish labor market could be of enormous advantage for both multinational corporations (MNCs) operating in Turkey and local organizations wanting to expand internationally.

**11:00 - 12:15**

**OMT Paper Session: Alternatives to Mainstream**

*Room: Broadway III*

**Chair/ Discussant: Deborah Dougherty, Rutgers U**



### **Dispensing pleasantries? The emergence of legitimacy and reputation for promoting medical marijuana online.**

Presenting Author(s): Mark Washburn, CSU Long Beach [mark.washburn@csulb.edu](mailto:mark.washburn@csulb.edu)  
Co-Author(s): Kenji Klein, CSU Long Beach

This study develops a theory of social deviance where organizations seeking acceptance attempt to manage impressions of highly participatory audiences. Impression management becomes increasingly important as category boundaries become fuzzy. Using a proprietary database of medical marijuana dispensaries, we find that audiences react differently to communication strategies intended to build reputation versus those intended to build legitimacy, constructs which both play a prominent role in understanding organizational perceptions. Our results suggest category creation may involve unique collaborative processes between organizations and audiences.

### **Emergent Pedagogical Tools for the Digital Era**

Presenting Author(s): Jyoti Bachani, Saint Marys College of California [Bachani.Jyoti@gmail.com](mailto:Bachani.Jyoti@gmail.com)

Digital era classrooms require multimedia pedagogical tools while academic content and new knowledge is still being produced as peer reviewed 'articles' that replicate the paper-format even when these are being disseminated online. The class rooms have seen increasing use of multimedia technologies, be it streaming videos from YouTube, business press, television shows, company websites, analysts, etc. For the past four years, one of the authors has brought together educators, editors, reviewers, a publisher and some thought leaders from around the globe, to share their experiences with information age pedagogy at a leading conference. This article offers the voice-of-instructors in co-creation of the new multimedia pedagogical tools based on a synthesis of the shared experiences, and proposes some ideas as a conversation starter with the larger academic community, around the globe.

### **The role of competing logics in the emergence and decline of a hybrid category: The case of edutainment**

Presenting Author(s): Eunice Rhee, Seattle University [rhee@seattleu.edu](mailto:rhee@seattleu.edu)  
Co-Author(s): Jade Lo, Drexel University

This paper examines the full life course of a new market category to develop a theoretical account of category dynamics. In particular, we follow the trajectory of “edutainment”, a hybrid category combining the education and entertainment logics. We find that, by blending two potentially complementary but not fully compatible logics, institutional entrepreneurs successfully created a new hybrid category, but the combination also created inherent instability for the new category. As the balance between the two constituent logics shifted, the meaning and appeal of the edutainment category also changed. Moreover, the commoditization of the edutainment label further reduced its appeal, eventually leading to the category’s demise. Based on qualitative and quantitative analyses, this paper show how the label, meaning, logics, and constituent organizations of a category coevolve overtime, suggesting that category emergence and decline are not two separate processes, but instead should be studied and theorized as a dynamic continuum.

### **11:00 - 12:15 CAR Workshop: Learn to Put Your Coaching Hat on... in the Classroom: Using Executive Coaching Principles in Teaching**

*Room: Broadway IV*

Presenting Author(s): Ida Kutschera, Bellarmine University [ikutschera@bellarmine.edu](mailto:ikutschera@bellarmine.edu)  
Co-Author(s): Lynnette Claire, University of Puget Sound

Executive coaching has earned its place in organizations for its effectiveness. Learn how you can use coaching in your teaching, both in and out of the classroom. A certified coach and professor will clearly explain what coaching is. A professor who uses coaching extensively in her teaching will contextualize the principles for you. Workshop time will also be devoted to exploring how to use coaching in the classroom for those new to the concept; those more experienced, we will trouble-shoot and explore nuances. So, get your coaching hat out...we’ll be helping you try it on!





**11:00 - 12:15** **BP Panel: Member Engagement and Interplay in Various Policy and Strategy Arenas**

*Room: Forum Suite*

Presenting Author(s): Virlena Crosley, Linfield College [vcrosle@linfield.edu](mailto:vcrosle@linfield.edu)  
Co-Author(s): Jake Creviston, Linfield College

This panel session will offer insights about member engagement from the perspectives of individuals involved in different policy and strategy roles in some of Oregon's niche industries. Additionally, panel members' presentations will include discussions from "those in the know" about the interrelationship between craft beer brewers and hop producers, the interplay between the wine board, wineries, and educational institutions, collaborative efforts between the wine industry and local health care systems in health promotion and prevention for migrant and seasonal farmworkers, and involvement of business and education in addressing workforce needs. Attendees will be able to have open dialogue with panel members throughout the panel discussion to encourage creative thought and potentially unearth previously unidentified symbiotic relationships between strategy and policy groups, boards and even industries.

**11:00 - 12:15** **ENT Workshop: Experiential, Easy, and Exciting Entrepreneurship Exercises That Work Every Time**

*Room: Council Suite*

Presenting Author(s): Colleen Robb, California State University, Chico [ccrobb@csuchico.edu](mailto:ccrobb@csuchico.edu)  
Co-Author(s): Curt Deberg, California State University, Chico,  
Jeffrey Stamp, University of Minnesota

This highly interactive workshop led by a multi-disciplinary team allows participants to experience and learn how to facilitate two introductory experiential exercises for introducing students to entrepreneurship. Additionally, this workshop overviews a specific framework that allows and encourages students to develop their own problem-solving entrepreneurial concepts. Finally, this workshop overviews two course practices proven to be successful in regards to the student learning outcomes of the importance of market research and written communication.

All of the exercises, frameworks, and practices have been successfully used in the college classrooms across the country for several years. Participants will receive handouts describing the exercise and the framework, worksheets that can be handed directly to students, samples of student outcomes developed using these exercises and frameworks, as well as PowerPoint slides and Excel templates for educators to use if they choose to implement any of the exercises, frameworks, or practices shared in this workshop.

**11:00 - 12:15** **DEVEL: Entrepreneurship: Starting and Continuing**

*Room: Pavilion Ballroom East: Table 1*

**Chair/ Discussant: Wade Danis, University of Victoria**

**Keeping the career going: How career motivators and family support impact the decision to remain in entrepreneurship**

Presenting Author(s): David Marshall, University of Mississippi [dmarshall@bus.olemiss.edu](mailto:dmarshall@bus.olemiss.edu)  
Co-Author(s): Clay Dibrell, University of Mississippi,  
Kim Eddleston, Northeastern University

While a great deal of research explains how the decision to begin an entrepreneurial career is impacted by individual career preferences and aspirations such as earning wealth and developing interpersonal relationships with employees, few studies explore their effects on later career stage decisions such as the decision to remain in an entrepreneurial career. While wealth and status may motivate individuals to enter entrepreneurship, our study, based on 228 entrepreneurs suggests that it may not drive continued entrepreneurship. However, desires to build relationships with employees is a strong predictor of intentions to remain in an entrepreneurial career. Because career and entrepreneurship literatures suggest the family is an important contextual influence in individual decision making



processes, we also explore the moderating effect of perceived emotional support from family on the relationship between career preferences and intentions to remain for both family and non-family business owners.

### **Principal Problem in Startups Predicts Survival Rate**

Presenting Author(s): Jennifer Lee, University of California, Riverside [jlee352@ucr.edu](mailto:jlee352@ucr.edu)

A young entrepreneurial firm's probability of survival until the IPO or acquisition is what everyone is interested in, yet highly unpredictable. Drawing on agency theory, I propose that a unique agency problem within startups—conflicts among multiple investors—predicts the survival rate. Earlier studies have ignored the interactive influence of outside investors' on survival rates. This study contributes to agency theory literature, venture capital literature, and entrepreneurship literature.

### **The Disruptor's Dilemma: Turbulent Trajectories of Prominent Startups in The Emerging Clean Energy Sector**

Presenting Author(s): Sanjay Jain, Santa Clara University [sjain4@scu.edu](mailto:sjain4@scu.edu)  
Co-Author(s): Antoaneta Petkova, SFSU, Xin Yao, U. of Colorado – Boulder,  
Anu Wadhwa, Imperial College London

In this paper, we focus on articulating the challenges that startups face in commercializing innovations intended to disrupt existing industries. Using multiple case study, qualitative research methods, we identify four categories of challenges that startups introducing clean energy related technologies have to overcome, and examine the actions they take to leverage material and socio-cognitive support. The findings from this study will make insightful contributions to the literatures on entrepreneurship, industry emergence, and technological innovation.

**11:00 - 12:15**      **DEVEL: Motivation**

*Room: Pavilion Ballroom East: Table 2*

**Chair/ Discussant: Pauline Schilpzand, Oregon State University**

### **Work Motivational Outlooks of Recreational Athletes: Do their Attitudes and Behaviors Transfer to the Workplace?**

Presenting Author(s): Robert Lion, Idaho State University [rwlion@isu.edu](mailto:rwlion@isu.edu)  
Drea Zigarmi, The Ken Blanchard Companies and the University of San Diego,  
Karen Appleby, Idaho State University

Participation in sports and athletics has been found to be linked to the development of positive social and psychological "values" (Weinberg & Gould, 2015). While researchers agree that such behaviors can be learned, as well as gained through participation, a critical component in developing such behaviors is tied to how coaching and mentoring nurtures such skills (Weinberg & Gould, 2015). The question, however, remains whether self-control behaviors learned through past athletics or current recreational athletic endeavors actually transfer to the workplace resulting in recreational athletes possessing different work attitudes and behaviors compared to their non-active co-workers.

### **A Contingent Approach to Female Leader Motivation**

Presenting Author(s): Corinne Jenni, United States University [jennicorinne@gmail.com](mailto:jennicorinne@gmail.com)  
Co-Author(s): Louise Kelly, Alliant International University

This developmental paper on leadership looks at the concept of motivation when women step into leadership positions. Values shape a person's behavior and attitude, and, as a consequence, their leadership behavior. Motivation is considered a person's desire to do something or the reason to behave a certain way. The authors claim that the motivation to taking on or being in a leadership position changes over the lifespan of a female leader and may, in fact, be affected by major life



changing events and that such motivation has an effect on leadership behavior and in the case of a female executive, possibly, on the organization's strategic choice.

### **Why wouldn't you want to lead?: Examining antecedents to leadership role cost calculations**

Presenting Author(s): Andrew Hinrichs, California State University, Stanislaus [ahinrichs@csustan.edu](mailto:ahinrichs@csustan.edu)  
Co-Author(s): Kim Hinrichs, California State University, Chico

In workplace settings, individuals are said to be motivated by the hierarchy. It is assumed that people desire to move up in a vertical fashion largely because of external rewards benefiting the individual (Pfeffer, 2013; Leavitt, 2007). However, individuals' desire for leadership roles and positions of power differ significantly in both the reasoning behind the motive and strength of desire (McClelland & Burnham, 1995; McClelland & Boyatzis, 1982). This developmental paper is designed to further the conceptual understanding of why individuals do not desire leadership positions. Empirical work in this domain has focused on the positive relationship between individual factors that predict why individuals are motivated to lead others. To date, however little discussion has taken place surrounding the reasons individuals eschew leadership roles and responsibilities.

**11:00 - 12:15** **DEVEL: Organizational Factors in Social Issues**

*Room: Pavilion Ballroom East: Table 3*

**Chair/ Discussant: Pauline Fatien, Menlo College**

### **Dimensions of Philanthropy across the Global Wine Industry**

Presenting Author(s): Armand Gilinsky, Sonoma State University [gilinsky@sonoma.edu](mailto:gilinsky@sonoma.edu)  
Co-Author(s): Sharon Forbes, Lincoln University,  
Rosana Fuentes Fernãindez, University of San Jorge

Philanthropy is one of the dimensions of corporate social responsibility (CSR) or corporate citizenship, and is voluntary or discretionary in nature. Philanthropy includes those actions that serve to integrate a business into society and facilitate its understanding with its audiences, as well as the informational and general interest needs of its stakeholders. There is very little work published relating to philanthropy and small, family business regarding whether the motives for giving are altruistic or strategic. There are also notable research gaps, including the lack of research into philanthropy in wine businesses and the dominance of US studies. This conceptual paper reviews the literature on CSR and philanthropy, presents a series of propositions and a theoretical model, and sets forth a plan to investigate philanthropic activities — motivated by altruistic as well as strategic considerations — across the global wine industry.

### **Staffing Practices in Sustainable Organizations: Assessing Sustainability Values**

Presenting Author(s): Patricia Martinez, Loyola Marymount University [patricia.martinez@lmu.edu](mailto:patricia.martinez@lmu.edu)  
Co-Author(s): Lauren Anderson, CAR, Jonathan Rojas, Whistle, Inc.

Management research studying the "Three P's" of people, planet and profit, has considered at a macro, strategic level how "people" management decisions should focus on the sustainability of its own human resources. Here we argue that at the operational level, employee selection processes focused on sustainability values, and thus person-organization (P-O) fit, are a crucial foundation to supporting sustainability goals. As a result, we examine how organizations may use behavioral interviews and personality/interest inventories to assess this fit. For behavioral interviews, we have designed an in-depth hiring manager interview process which examines the importance of person-organization fit, the values it expects employees to possess and how they assesses this fit. With interest inventories, we focus on scale development for recycling and water conservation behaviors. We discuss the interview and online self-report survey data collected to date as well as our plan for further data collection and analyses.





## **Institutional Entrepreneurship and Dynamics of Organizational Identity and Practice: Understanding how Organizations Contribute to Creating, Reproducing and Transforming Institutional Logics**

Presenting Author(s): M. Saidur Rahman, University of Victoria [msrahman@uvic.ca](mailto:msrahman@uvic.ca)  
Co-Author(s): Monika Winn, University of Victoria,  
Stefano Pogutz, *Università Bocconi*

To date, few studies have explored how individual organizations change their practices and create new identities or change the sense of identity within the organization and across its organizational field, thus influencing how institutional logics are created, reproduced or transformed. While research has focused on how institutional logics shape organizational identity and practice, few studies have investigated how shifts in organizational identity and practice trigger changes in logics. Moreover, previous studies mostly stress top-down models in which macro-level institutional logics are pulled down to interpret events at the organizational level; very few attempt to understand how "collective meaning" emerges from the bottom-up (Gray et al., 2015). Drawing on an institutional lens, this paper attempts to fill this gap by proposing a multilevel framework to understand the connections between institutional logics, the dynamics of practices and identities of both individual and organizational actors

**11:00 - 12:15** **DEVEL: Individual Differences and Responses to Work**

*Room: Pavilion Ballroom East: Table 4*

**Chair/ Discussant: Sharyn Gardner, Sacramento State**

### **Finding meaningfulness in work sensitivity: A new construct**

Presenting Author(s): Donna Morrow, Satish & Yasmin Gupta College of Business, University of Dallas  
[dmorrow@udallas.edu](mailto:dmorrow@udallas.edu)  
Co-Author(s): Sue Conger, Satish & Yasmin Gupta College of Business, University of Dallas

This proposed qualitative research study seeks to answer the research question, "How best to define meaningfulness in work sensitivity?" Job design adaptation, which forms a foundation for finding meaningfulness in work, is a motivator that results in happier and more productive employees. Since the ability to find meaningfulness in work does not seem to extend to all workers, some form of sensitivity conjectures appear to be important to being able to find meaningfulness in work. This research is important because, in defining a new construct, companies can help meaningfulness-sensitive staff to design their jobs for maximum satisfaction and productivity while helping less sensitive staff to develop a more personal value in their work. Grounded theory will guide the collection, coding, and analysis of the data from which we expect to develop a definition of the new construct meaningfulness in work sensitivity and, hopefully, antecedents to its occurrence.

### **Does Cynicism moderate the relationship between the Big 5 personality traits and organizational commitment?**

Presenting Author(s): James Bronson, University of Wisconsin - Whitewater [bronsonj@uww.edu](mailto:bronsonj@uww.edu)  
Co-Author(s): Aditya Simha, University of Wisconsin - Whitewater

This research proposal outlines the rationale behind investigating the moderating role of cynicism in the various links between big 5 personality traits and organizational commitment. The intended methodology section is provided, along with managerial and organizational implications.

### **Joint Effects of Attachment Style and Exchanges on Organizational Disidentification**

Presenting Author(s): Tomas Thundiyil, Central Michigan University [thund1t@cmich.edu](mailto:thund1t@cmich.edu)  
Co-Author(s): Inchul Cho, Texas A&M, Dan Chiaburu, Texas A&M



The purpose of this study is to determine whether fearful attachment and two types of exchange behaviors (social and economic) predict organizational disidentification. Results indicated the relationship between fearful attachment and disidentification is moderated by their exchanges with their organization (social and economic). Specifically, fearfully attached individuals reported more disidentification when they engage in both low social exchanges and high economic exchanges. We suggest new directions for research integrating attachment styles and exchanges with the organization in the prediction of organizational identification.

**12:30 - 14:00**      **Presidential Lunch *Sponsored by Daniels College of Business, University of Denver***  
*Room: Pavilion Ballroom West*

**14:15 - 15:45**      **Ascendant Scholars Session *Sponsored by Portland State University***  
*Room: Broadway I*

**16:00 - 17:15**      **OB/HRM, LDR Paper Sessions: Emotions and Stressful Jobs**  
*Room: Broadway I*

**Chair/ Discussant: Gerard Seijts, Ivey Business School**

**It's Not All Puppies and Sunshine: Emotional Regulation and Workers' Emotional Comfort Zones in Veterinary Euthanasia**

Presenting Author(s):      David Hannah, Simon Fraser University [dhannah@sfu.ca](mailto:dhannah@sfu.ca)  
Co-Author(s):              Kirsten Robertson, University of the Fraser Valley

Emotional regulation, which involves efforts to maintain, increase, or decrease the emotions that we experience, is crucial to employees' ability to function effectively at the workplace. While researchers have learned much about how employees regulate their emotions in response to organizational pressures, we know relatively little about how and why employees' own motives shape how they regulate emotions. To gain insights into these issues, we conducted a qualitative, interview study of 55 veterinary workers, with particular attention to how they regulated their emotions before, during, and after they euthanized companion animals. We learned that these workers strived to stay in personal emotional comfort zones, in part by opening themselves up to some, but not all, of the emotions involved in euthanasia. We also learned about why employees regulated their emotions in this way, and how features of workplaces shaped employees' ability to stay in or return to their comfort zones.

**Patient Safety: Examining The Role of Psychological Safety, Ethical and Safety Leadership**

Presenting Author(s):      Aidan Fridman, University of Calgary [aidfridman@gmail.com](mailto:aidfridman@gmail.com)  
Co-Author(s):              Justin Weinhardt, University of Calgary

Improving patient safety is crucial for healthcare workers. We investigated the influence of ethical leadership on patient safety in an attempt to understand the antecedents of patient safety. The mediating role of psychological safety climate on the relationship between ethical leadership and patient safety was examined. We also explored whether this mediated path was contingent upon leader concern for safety (notated as safety leadership). A first stage moderation model is proposed to account for the effects of ethical leadership on patient safety. Results showed that psychological safety mediated the relationship of ethical leadership on patient safety. Moderated analysis further suggests that safety leadership moderates the relationship between ethical leadership and psychological safety. These results highlight the importance of leadership factors in the medical setting. A discussion follows with implications for both researchers and practitioners.

**Biting the Hand that Helps: Patient Injustice and the Health and Well-being of Healthcare Workers**

Presenting Author(s):      Aysegul Karaeminogullari, Istanbul University [kaysegul@pdx.edu](mailto:kaysegul@pdx.edu)



Co-Author(s): Berrin Erdogan, Portland State University,  
Talya Bauer, Portland State University

We build upon and extend this work by examining how unfair treatment from individuals employees serve and care for relates to employee health outcomes. Specifically, we explored the relationship between patient injustice and well-being indicators (anxiety, depression, and behavioral stress indicators) in a sample of health care workers. Further, based on Job Demands-Resources Model (JD-R), we predicted that satisfaction with job resources would moderate the relationship between patient injustice and well-being indicators. We tested our hypotheses on 180 employees in a leading university hospital in Istanbul, Turkey. Results suggested that patient injustice was positively related to depression and stress indicators when satisfaction with job resources was high. We found no main or moderated effects on anxiety. The results illustrate that satisfaction with job resources have a sensitizing role on the relation between patient injustice, depression, and behavioral stress indicators.

**16:00 - 17:15 LDR Papers: Leadership & Style**

*Room: Broadway II*

**Chair/ Discussant: Lucas Monzani, Western University**

**Elevating Performance: Leveraging Emotional Intelligence, Leadership Style & Global Mindset in Emerging Markets**

Presenting Author(s): Emmanuel Dalavai, University of Dallas [edalavai@udallas.edu](mailto:edalavai@udallas.edu)  
Co-Author(s): Sri Beldona, University of Dallas

Management and leadership styles are not and should not be congruent when examined through the lens of a U.S.-based perspective versus an emerging market focus. Today’s global leaders must possess the knowledge, skills, and abilities to manage multi-generational workforces, and demonstrate the drive to deliver high-quality business results amidst the uncertainty and anxiety often associated with the surroundings of an emerging, non-established market. This conceptual paper investigates how leadership style, global mindset as indicated by the Global Competencies Inventory (GCI) and emotional intelligence influence managerial performance in an emerging market setting. The paper is unique because it explores the aviation industry, and examines key factors influencing managerial effectiveness in emerging markets, specifically Asian markets.

**Having two conflicting minds? Examining the link among leaders’ cognitive thinking style, employee creative self-efficacy and employee creative performance**

Presenting Author(s): Guohong Helen Han-Haas, Youngstown State University [ghan@ysu.edu](mailto:ghan@ysu.edu)  
Co-Author(s): Yuntao Bai, Xiamen University

In this study, we integrate a cognitive style variable — leader dialectical thinking, with an aim to explore its effects on employee creativity. Different cultures shape the way people think in different ways. Research has shown that Chinese are more likely to have a different thinking style --- dialectical thinking, which refers to the cognitive tendency to tolerate contradiction, expect change, and think holistically (Chen et al., 2013). Unlike Western minds, East Asians are more prone to view extremes or opposites as being perpetually in a state of flux and transforming into its opposite. This study utilizes ambivalence response amplification theory to explore the moderating role of employees’ creative self-efficacy. The study examines whether an individual’s high creative self-efficacy will be considered by his/her leaders as having the highest level of creativity. This study will have research and practical implications in the workplace.

**16:00 - 17:15 RM Workshop: Qualitative Research as an Alternative Mainstream: Recent Advances and Future Directions**

*Room: Broadway III*

Presenting Author(s): Roy Suddaby, University of Victoria,  
Thomas Greckhamer, Louisiana State University,  
Hans Hansen, Texas Tech University,



Blake Mathias, Louisiana State University,  
 Christine Quinn-Trank, Vanderbilt University [chris.quinn.trank@vanderbilt.edu](mailto:chris.quinn.trank@vanderbilt.edu)  
 Robert Gephart, University of Alberta,  
 Chahrazad Abdallah, University of Quebec at Montreal

Co-Author(s):

This workshop addresses qualitative research methods as an alternative mainstream in management and organization research. The goals are to discuss the current state of qualitative research, to showcase new and emerging methods, to introduce new scholars to qualitative research methods, to provide an opportunity for qualitative researchers to meet one another and share their interests during WAM 2016, to advance qualitative research and methods and encourage participants to submit qualitative research papers to key journals. Presenters will discuss "Using critical approaches and methods in strategy research", "Compassionate research methods", "Using business leader autobiographies to explore theoretical questions", "Deconstructing narratives with numbers", "The analysis dance: on doing qualitative data analysis", and "Creeping positivism and the loss of inference and interpretation in qualitative research" There are 6 panelists, each of whom will present on their method interests. Breakout groups will then be led by each presenter. A general discussion will be held.

**16:00 - 17:15** OB/HRM Papers: Personality & Work

*Room: Broadway IV*

**Chair/ Discussant: Rajnandini Pillai, California State University San Marcos**

**The Interactive Influence of Ambition and Sociability on Performance in a Behavior Description Interview**

Presenting Author(s): Satoris Culbertson, Kansas State University [satoris@ksu.edu](mailto:satoris@ksu.edu)  
 Co-Author(s): Allen Huffcutt, Bradley University,  
 Allen Goebel, University of Minnesota

The purpose of this study was to present and empirically test the potential influence on ratings in a behavior description interview (BDI) of the personality traits ambition and sociability, two facets of extraversion. Results suggest a relatively strong role for ambition in the administration and outcomes of BDIs in organizational selection, particularly when its interaction with sociability is taken into consideration. In a sample of 85 participants working in entry-level positions, the correlation with BDI ratings was .22 for ambition alone, which increased to .44 when sociability and its interaction with ambition were added. Adding sociability by itself to ambition without the interaction term resulted in a minimal increase in predictability of BDI ratings. Implications of these results include the possibility of a general BDI performance factor, one that may tend to capture maximal (rather than typical) behavior.

**Does Personality Play a Role in The Job Insecurity – Deviant Workplace Behavior Relationship? The Moderating Effect of Self-Esteem**

Presenting Author(s): Chet Barney, University of South Dakota [chet.barney@usd.edu](mailto:chet.barney@usd.edu)  
 Co-Author(s): Steven Elias, New Mexico State University

The anticipation of losing a job can affect the psychological and behavioral reactions of individuals in the workplace. As such, this article investigates whether self-esteem moderates the relationship between job insecurity and deviant workplace behavior. Data collected from 135 employed graduate students found that there were opposing reactions to job insecurity for employees who were high in self-esteem as compared with employees who were low in self-esteem. As self-esteem increased the relationship between job insecurity and deviant workplace behavior became stronger. Therefore it can be said that individuals high in self-esteem report committing more workplace deviance when faced with job insecurity and individuals low in self-esteem commit less workplace deviance when faced with job insecurity. Theoretical and practical implications are discussed.

**What we do to fit in: Personality, Coping, and Person-Environment Fit**



Presenting Author(s): Elizabeth Follmer, University of Iowa [elizabeth-follmer@uiowa.edu](mailto:elizabeth-follmer@uiowa.edu)

This paper develops a model of the individual differences that predict the use and efficacy of coping mechanisms in the pursuit of Person-Environment (PE) Fit. Achievement and anxiety motivations influence the choice of coping mechanisms used in pursuit of fit. The efficacy of these coping mechanisms to change the level of PE fit is determined by individuals' ability to respond to feedback from the environment, indicated by narcissism. The model is tested using a sample of student teams assessed over the course of 5 time periods. Analyses are conducted using Random Coefficient Modeling. Implications for PE fit theory are discussed.

**16:00 - 17:15 IB, OMT Papers: Stigma, Reputation & Corruption**

*Room: Forum Suite*

**Chair/ Discussant:** Stelios Zyglidopoulos, University of Glasgow

**How does 'knowing better' becomes 'not knowing any different?' A reference point theory of organizational corruption**

Presenting Author(s): Stelios Zyglidopoulos, University of Glasgow [szyglidopoulos@gmail.com](mailto:szyglidopoulos@gmail.com)  
Co-Author(s): Peter Fleming, Citi University London

This paper seeks to explain how organizational corruption can shift from a situation in which the individuals involved should have 'known better' to one in which they did not 'know any different'. We argue that in some cases the 'reference point' that actors use to gauge organizational wrongdoing can shift to such an extent that individuals no longer see their criminal behavior as ethically wrong. How does this reference point shift? We develop a theoretical framework that explains such a shift and suggest that answering this question is crucial for explaining corruption in organizations today and devising measures to curb it.

**The impact of status on the effect of director dissociation from misconduct firms**

Presenting Author(s): Jo-Ellen Pozner, Haas School of Business, UC Berkeley [pozner@haas.berkeley.edu](mailto:pozner@haas.berkeley.edu)

Although directors of organizations engaging in financial misconduct typically lose other board seats, this is not true for all. This paper explores two of the factors that impact individual outcomes following misconduct: departure from the misconduct firm and status. Departure is an ambiguous signal that can be seen as either pro-active distancing on the part of the director or scapegoating on the part of the firm; its interpretation by market is moderated by director and firm status. Using a sample firms restating earnings between 1997 and 2003, we find that high-status directors fare better than lower-status peers when they leave the restating firm. Directors departing high-status boards before their terms expire fare worse than others. Taken together, our results suggest that high-status firms may pass the stigma of accounting fraud onto their directors, whereas high-status individuals are buffered from stigma by dint of their social positions.

**Persistent yet Fragile: Corporate Reputation During and After an Economic Recession**

Presenting Author(s): Sylvia Flatt, San Francisco State University [sflatt@sfsu.edu](mailto:sflatt@sfsu.edu)  
Co-Author(s): Sharon Wagner, Linfield College

Corporate reputation is an intangible asset that contributes to a firm's sustainable competitive advantage and tends to persist over time. We argue, however, that reputation persistence is threatened under conditions of environmental uncertainty, such as an economic recession. Signals from the external environment during recession communicate uncertainty and information asymmetry, thereby altering stakeholders' perceptions about corporate reputation. Reputation change based on Fortune rankings was assessed in 149 companies in a variety of industries during a four-year period before, during, and after the economic decline. While our research confirms reputation persistence, we also find that firm reputation is less persistent during the recession, suggesting that a firm's reputation may not be as protective during a widespread economic decline. This is consistent with signaling theory, in which an economic recession is likely to generate negative signals about the weak economic environment to constituents, who then lower firm reputations.





### **A typology of organizational stigma, social exclusion, and coping strategies**

Presenting Author(s): Rachida Aissaoui, Ohio University [aissaoui@ohio.edu](mailto:aissaoui@ohio.edu)  
Co-Author(s): Frances Fabian, University of Memphis,  
Amy Taylor-Bianco, Ohio University

The aim of this study is to suggest that the sociology and psychology of social exclusion be expanded to acknowledge that 1) organizations, not just individuals or groups of individuals, are socially excluded when facing stigmatization, and 2) organizations, as individuals and groups, use specific coping strategies aimed at overcoming and ultimately surviving stigmatization. Building on a multidisciplinary approach, we offer a conceptual framework of organizational social exclusion that may be particularly useful to better understand the ramifications of organizational social exclusion for organizations' behaviors, strategies, and structures.

### **16:00 - 17:15 ODC Symposia: Living on the Bridge as a Scholar-Practitioner: A Growing Alternative Reality**

*Room: Council Suite*

Presenting Author(s): David Jamieson, Univ of St Thomas [djamieson@stthomas.edu](mailto:djamieson@stthomas.edu)  
Co-Author(s): Mike Horne, Brocade,  
Eric Sanders, Organization Development Economist,  
Richard Stackman, Univ of San Francisco

The scholar-practitioner role has grown in a number of arenas as more people in multiple fields require practical, actionable research and informed, evidence-based practice. There are upsides and downsides to "living on the bridge" between the worlds of theory and practice, which we will explore together. We will share our recent conceptual and research work helping to make sense of this role and bring greater legitimacy to the bridge-spanning work, as well as the practical results we have achieved over many years. Panelists will include scholar-practitioners presently representing different paths of their scholar-practitioner journeys.

### **16:00 - 17:15 DEVEL: Strategic Insights**

*Room: Pavilion Ballroom East: Table 1*

**Chair/ Discussant: Darcy Fudge Kamal, Chapman University**

### **Infiltrating the Craft: Using the "Beer Wars" to Better Understand Inter-Category Cooptation Attempts.**

Presenting Author(s): Matthew Metzger, University of Colorado Colorado Springs [mmetzger@uccs.edu](mailto:mmetzger@uccs.edu)

In this developmental paper, I lay the foundations for a future stream of research to explore the critical antecedents to organizational successes and failures in bridging, and competing in, categories that were historically oppositional to an organization's original category. Specifically, I use the recent prevalence of macrobreweries acquiring, or partnering with, microbreweries as a motivation for this research and a potential empirical setting to explore this phenomena. In doing so, I develop six testable propositions regarding the inter- and intra-category dynamics that influence how these events might alter perceptions of organizational compliance with category norms in ways that have serious financial implications for affected firms.

### **CEO Failure in Acquisition and Subsequent Acquisition Decision Making**

Presenting Author(s): Nara Jeong, Washington State University [nara.jeong@wsu.edu](mailto:nara.jeong@wsu.edu)  
Co-Author(s): Nari Kim, Washington State University,  
Sahrok Kim, Washington State University



This study is to examine how managerial cognition influences on firm strategy. Whereas previous research overlooked the cognitive side of explanation on acquisition decision making after failure, we focus on managerial bias on decision making to explain the firms' strategic behavior and provide propositions.

### **The Economic Foundations of Entrepreneurial Collaborations**

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

The strategy literature has been crafted for the pursuit of abnormal profits in large, oligopoly, manufacturing industries. The current U.S. economy has drifted towards smaller, fragmented, information-based industries while the strategy literature has provided little research to re-thinking the entrepreneurial strategies for participants in these industries. The more fragmented (many rivals) an industry should find participants acting as entrepreneurs to gain a competitive advantage. The theoretical contribution is to unpack the traditional strategies to understand how they hold up or are adapted in fragmented markets. The paper asks how do firms in unstructured markets obtain sustaining abnormal rents? Two topic areas within strategy research – industry structure and competitive advantage – are reviewed to motivate this study's consideration of strategies for cooperation in fragmented industries. The resulting contribution identifies appropriate entrepreneurial strategies in fragmented markets to obtain a competitive advantage.

**16:00 - 17:15** **DEVEL: Qualitative Studies of Careers**

*Room: Pavilion Ballroom East: Table 2*

**Chair/ Discussant: Lakshmi Balachandran Nair, Universita della Svizzera italiana**

### **Mid-Career Faculty: A Qualitative Study of Re-crafting Careers**

Presenting Author(s): Elisa Grant-Vallone, CSU San Marcos, [evallone@csusm.edu](mailto:evallone@csusm.edu)  
Ellen Ensher, Loyola Marymount University

Mid-career faculty are a growing population within academia, and yet their career issues have been surprisingly under-researched. The purpose of this study was to conduct a rich exploration of the career experiences of mid-career faculty using the lens of job crafting theory. Interviews were conducted with tenured professors at a mid-size public university to gain an understanding of the experiences of mid-career faculty. Faculty reported high levels of job autonomy in their day to day jobs and work tasks as well as substantial flexibility in setting their long term teaching and research goals. For this reason, job crafting provided an excellent framework to understand how faculty are using task, relational, and cognitive strategies to shape their careers and continually create meaning in their work. Results from this project can be developed and translated into action steps for faculty and universities.

### **College Student-Athletes' Career Maturity as a Function of Positive Psychological Capacities**

Presenting Author(s): Rachel August, CSU Sacramento [raugust@csus.edu](mailto:raugust@csus.edu)

College student-athletes face the difficult task of maintaining high level athletic performance while simultaneously preparing for a post-college career that rarely involves professional sports. This study identifies some factors that are associated with college student-athletes' readiness to embark on careers after college. In-depth interviews were conducted with 18 college student-athletes (9 male; 9 female) at a university with a Division I sports program. The sample was composed of mostly juniors and seniors, and represented 12 different intercollegiate sports. The interviews were transcribed and analyzed using techniques partially based on grounded theory. Preliminary analyses demonstrate that athletes who show more of the positive psychological capacities of hope, optimism, and resilience are more likely to demonstrate career maturity.

**16:00 - 17:15** **DEVEL: Pedagogical Developments**

*Room: Pavilion Ballroom East: Table 3*

**Chair/ Discussant: Gerard Beenen, California State University, Fullerton**



## The Student Customer Phenomenon

Presenting Author(s): Paul Withey, Center for Workplace Diversity Research at University of Phoenix, [pwithey@email.phoenix.edu](mailto:pwithey@email.phoenix.edu)  
Pamela Allen, Center for Workplace Diversity Research at University of Phoenix,  
Carlos Tasso Aquino, University of Phoenix

Life on demand is the new normal in American culture. Accommodating non-traditional lifestyles is a trend that extends into the realms of higher education in the forms of learning on demand (Allen & Seaman, 2009), training on demand (Maliszewski, Nespola, & Rosa, 2013), and grades on demand (Baer & Cheryomukhin, 2011).

Traditional college business students continue to transform into non-traditional student workers insisting on advancing college degrees without significant student loan debt or long-term commitments. This presentation focuses on discussing the evolution of student experience in college, and the understanding of the “student customer phenomenon.” Degrees on demand are becoming the fourth wave in the evolution of higher education. The new millennium represents a new era of student customers, and measurement of student customer satisfaction. The higher education industry is no longer student learner centered but customer service driven. The student customer phenomenon is here!

## From Bench to Bedside: Developing a Leadership Education Program in Medical School

Presenting Author(s): Stephen Linenberger, Bellevue University [stephen.linenberger@bellevue.edu](mailto:stephen.linenberger@bellevue.edu)  
Co-Author(s): John Schmidt, Creighton Medical School,  
Jennifer Moss Breen, Creighton University,  
Lucy Franks, Bellevue University

This paper presents a qualitative study that was undertaken to conceptualize and develop a leadership curriculum in a U.S. medical school. An grounded theory methodology (Charmaz, 2006), was chosen to: 1) understand the lived experience and social process of medical school and , 2) examine ways to dovetail leadership curriculum with existing medical curriculum. This study represents an alternative approach to leadership curriculum development because it goes beyond the typical business management and professionalism training that passes for leadership education in many medical schools. We found that leadership is best taught by “teaching the student, not the subject”, meaning that it must be presented in a way that appeals to young, elite, science-minded medical students and helps them make the connection between their role as a leader and career choices, career satisfaction, and organizational outcomes.

## Minority is the New Mainstream: Factors of Readiness and Resistance in Addressing Changing Student-Faculty Demographics in Higher Education

Presenting Author(s): Krystal Miguel, University of California [kmiguel2@ucmerced.edu](mailto:kmiguel2@ucmerced.edu)

Research indicates that the demographic of students in public higher education institutions will shift, far before the demographic of faculty. This does not benefit students from first generation, ethnic minority, or lower socio economic brackets because research shows increased persistence and degree attainment with minority faculty mentoring. This work examines factors of change readiness and resistance to change by surveying students, staff, and faculty and interviewing administrators to assess levels of readiness or potential areas of resistance in an effort to manage the inevitable demographic shift. Administrators, policy makers, and educators will find the information useful as the academy navigates the need for alternative methods of engagement with its new constituency.

**16:00 - 17:15** **DEVEL: Gender at Work**

*Room: Pavilion Ballroom East: Table 4*

**Chair/ Discussant: Holly Slay-Ferraro, Seattle University**





### **You Get and You Give: Exchanging Telecommuting Flexibility for a Cut in Pay?**

Presenting Author(s): Patricia Martinez, Loyola Marymount University [patricia.martinez@lmu.edu](mailto:patricia.martinez@lmu.edu)  
Co-Author(s): Philip Padovan, Loyola Marymount University

Research suggests a complicated and often contradictory picture of the benefits and limitations of telecommuting. In this study we focus on two aspects yet to be examined or which remain largely unsettled: (1) the relationship between work location flexibility and work-family conflict and (2) how much of a “benefit” do employees perceive telecommuting to provide, as measured by the amount of a pay cut employees will accept in order to continue telecommuting. Finally, we contrast these relationships between men and women. This field study has been designed as an on-line survey with several measures of telecommuting work flexibility and frequency, key demographic data and percentage of pay willing to give up in order to continue (or to begin) telecommuting. We collected the initial round of data (N = 60) using a convenience sample. We report significant relationships within this data and our plan for future data collection and analyses.

### **Talk is Cheap, but Ratings are Real? The Mismatch Between Qualitative Performance Feedback and Quantitative Evaluation Ratings for Women**

Presenting Author(s): Kathleen Tomlin, University of Colorado [ktomlin@uccs.edu](mailto:ktomlin@uccs.edu)  
Co-Author(s): Jill Bradley-Geist, University of Colorado

Prior research suggests that performance evaluations of women can be either negatively biased or positively biased. The current study explores this contradiction by suggesting that different performance evaluation methods are prone to different gender biases. Participants evaluated the work of a fictitious photographer (“Jessica” or “Michael”) through open-ended developmental comments, quantitative ratings, and decisions about tangible outcomes like pay (mirroring a typical annual employee review). For Jessica, there was a mismatch between the qualitative feedback provided and the quantitative ratings, wherein she received significantly more positive comments relative to the quantitative ratings. Analysis of qualitative comments revealed that feedback to Jessica was significantly longer, more effusive, and more focused on “emotional” aspects of the photograph (whereas feedback to Michael emphasized technical details). The impact of performance quality and recommended pay varied across target gender: low performance by Jessica (but not Michael) resulted in significantly lower pay recommendations.

### **White Knighting: Exploring Manifestations of Benevolent Sexism**

Presenting Author(s): Alexander Ruiz, University of California: Irvine [agruiz@uci.edu](mailto:agruiz@uci.edu)

This article focuses on a particular manifestation of benevolent sexism, which I call ‘white knighting.’ White knighting is the act of protecting, defending, or supporting a woman. White knighting operates in such a way as to perpetuate status differences between men and women. Benevolent sexism is a set of stereotypical attitudes regarding women (e.g. that women are more nurturing than men) that are subjectively positive in tone and that tend to elicit behaviors typically categorized as prosocial. In this paper, I seek to understand what impact white knighting has on women in the workplace, and what factors might affect the severity of the impact of the white knight’s actions. I argue that white knighting is a form of sex-based harassment and that women who are “beneficiaries” of white knighting are perceived as being lower in status.



**Saturday March 12, 2016**

**SCHEDULE AT A GLANCE**

07:00 - 08:00	Breakfast/ Business Meeting
08:00 - 09:15	Sessions
09:15 - 09:30	Break
09:30 - 10:45	Sessions
10:45 - 11:00	Break
11:00 - 12:30	Closing Session

**Saturday March 12, 2016**

**07:00 - 08:00 Breakfast/ Business Meeting**

*Room: Pavilion Ballroom West*

**08:00 - 09:15 OB/HRM Paper Session: Strategic HR**

*Room: Broadway I*

**Chair/ Discussant: Tomas Thundiyil, Central Michigan University**

**Synergy in the Making: The Role of Strategic Human Resource Practices in the Creation of a Marketing Dynamic Capability**

Presenting Author(s): Kelly Hall, Stetson University [kelhall0107@yahoo.com](mailto:kelhall0107@yahoo.com)  
 Co-Author(s): Dana Harrison, East Tennessee State University,  
 Ryan Matthews, Kennesaw State University

Scholars have examined the ways in which high performance work systems (HPWS) support and develop human capital and enhance firm performance (Combs, Liu, Hall, & Ketchen, 2006). In recent studies (McClellan & Collins, 2011), a call has been issued to examine mediating variables in the HPWS-firm performance relationship. The proposed study responds to this call and explores the role of strategic human resource practices in the creation of a marketing dynamic capability, namely marketing orientation-innovativeness. To this point, we propose high performance work systems support the development of two complementary resources, market orientation and innovativeness which, together, create a dynamic capability that positively effects firm performance.

**Navigating the Talent War: Lessons from the Major League Baseball Free Agency Market**

Presenting Author(s): Ryan Terry, University of Texas at Arlington [ryan.terry@uta.edu](mailto:ryan.terry@uta.edu)  
 Co-Author(s) : Jeffrey McGee, University of Texas at Arlington

Sometimes referred to as a talent war, organizations beg, borrow, or steal to attract defectors from competitors in an attempt to gain competitive advantage. But are these tactics paying off? Using resource-based view arguments, we suggest that organizations may be overpaying for underperforming talent, and this overpayment is heavily influenced by non-performance factors. Focusing on the acquisition mode of employment and using data from Major League Baseball, we find that organizations are more likely to overpay an individual who was previously a member of a high-performing organization and who is being pursued by multiple organizations. We also find that organizations with greater financial resources are more likely to pay compensation premiums based on non-performance factors. We discuss the implications of our findings for organizations waging war for talent and suggest directions for future research on a matter that is far from over.

**The Evolution of Strategic Human Resource Management: Bridging the Public-Private Divide**



Presenting Author(s): Jennifer Kroeker-Hall, University of Victoria [jkhall@telus.net](mailto:jkhall@telus.net)  
Co-Author(s): Diana Campbell, University of Victoria,  
Bart Cunningham, University of Victoria

Implementation of strategies is a concern in any organization but is particularly relevant in public organizations where there is a need for a cooperative definition of strategies. In addition, the public sector, like the private sector, continues to look for new ways to meet human resource needs in an increasingly talent-competitive environment. In this article, we outline different frameworks of Human Resource Management (HRM) and explore a new framework articulated in the literature: sustainable HRM, and its implications for the public sector.

**08:00 - 09:15 LDR Panel: Leader Character Development: The Key to Organizational Success**

*Room: Broadway II*

Presenting Author(s): Lucas Monzani, Ivey Business School [lmonzani@ivey.ca](mailto:lmonzani@ivey.ca)  
Co-Author(s): Gerard Seijts, Ivey Business School,  
Mary Crossan, Ivey Business School,  
Thomas Wright, Fordham University,  
Arthur S. Degroat, Kansas State University

An increasing number of scholars and practitioners alike agree that alongside commitment and competence, leader character is deemed critical and essential to shape organizational excellence. However, although much is known about developing leader competence, a clear consensus on how to develop leader character is still missing. The proposed panel is a step forward in this pursuit.

**08:00 - 09:15 BPS, TIM, OMT Paper Session: Innovation Within an Industry**

*Room: Broadway III*

**Chair/ Discussant: Polly Rizova, Willamette University**

**Progressive Change In The US Wine Industry, 1999-2015**

Presenting Author(s): Armand Gilinsky, Sonoma State University [gilinsky@sonoma.edu](mailto:gilinsky@sonoma.edu)  
Co-Author(s): Robert Eyles, Sonoma State University

This investigation presents a preliminary analysis of results based on a data from a 2015 investigation into strategy and leadership in US wineries with comparative data from a 1999 survey. Meta-analysis of gaps in prior wine business research from 2000-2015 reveals a paucity of studies in leadership and strategy, and none involving longitudinal data. Datasets consist of 83 winery owner-manager respondents in 1999, and 338 in 2015. Firm demographics, financial indicators (growth in sales and profits) and strategic responses to challenges over the fifteen-year period are presented. Progressive change appears to be characteristic of this industry: economic cycles as well as laws and regulations remain critical challenges, though climate change has emerged as a major concern. Marketing, entrepreneurial thinking, strategic planning, and negotiation are desired skills for leaders. Propositions are presented to suggest that the firm size within this industry may or may not mitigate perceived challenges.

**Institutionalizing charter schools: The role of institutional logics in the diffusion of new organizational forms**

Presenting Author(s): Rachida Aissaoui, Ohio University [aissaoui@ohio.edu](mailto:aissaoui@ohio.edu)  
Co-Author(s): Frances Fabian, University of Memphis

We examine the growth of charter schools in American public education, a type of school that, in some districts, has almost entirely replaced the traditional public school. In addition, as the charter school is associated with a business logic, it provides a unique opportunity to examine our research question: What is the role of institutional logics in the



emergence of organizational forms? Building on both a case study and comparative approach, our study identifies generalizable patterns regarding the processes through which the charter school was institutionalized, and provides key insights into the relationship between organizations and their environment.

**08:00 - 09:15 ENT Paper Session: National & Team Culture & Entrepreneurship**

*Room: Forum Suite*

**Chair/ Discussant: Bonnie Persons, CSU Chico**

**Failing to plan but not planning to fail: A theory of business planning's influence on entrepreneur optimism bias**

Presenting Author(s): J. Jeffrey Gish, University of Oregon [jgish@uoregon.edu](mailto:jgish@uoregon.edu)

Entrepreneurs tend to be optimistically biased about their chances for success compared to other similarly situated entrepreneurs. Does their optimism persist when confronted with more realistic cues from reality? Business planning gives entrepreneurs an opportunity to seek out realistic cues from reality, but extant literature is unclear about how business planning affects entrepreneur optimism. Some recent studies indicate that optimism bias can actually increase when entrepreneurs plan, as a result of perceived insider knowledge. Other studies suggest that entrepreneurs may heed the realistic cues that planning provides. I posit that new venture business planning's effect on optimism bias will vary, depending on the industry context. Access to analogous venture information will influence the modification of entrepreneur optimism bias. If access to analogous information is scarce, entrepreneurs succumb to the 'planning fallacy' or 'inside view' and optimism bias increases. Theoretical contributions in the fields of entrepreneurship and psychology are discussed.

**The Social Capital of Entrepreneurial Teams: Reexamining the pecking order hypothesis**

Presenting Author(s): Robert Randolph, University of Nevada Las Vegas [robert.randolph@unlv.edu](mailto:robert.randolph@unlv.edu)

Co-Author(s): Bart Debicki, Towson University

Building from extant research on the social capital of entrepreneurial teams, this study explores team affinity for external sources of startup capital. Our findings suggest that the pecking order hypothesis of startup capital acquisition strategies fails to take into account the distinct characteristics of entrepreneurial teams. By first replicating the pecking order hypothesis and then testing its limitations, our study contributes to ongoing discussions regarding new venture startup strategies. Analyses of 738,058 firms support our arguments that teams are significantly more likely to violate the pecking order hypothesis than lone founders and that this relationship is strengthened in the case of family firms which present a salient source of internal social capital. We discuss contributions to the study of entrepreneurial teams by providing evidence that their strategic idiosyncrasies manifest distinctly, particularly in the pre-founding stage of capital acquisition.

**International entrepreneurship and the theory of structuration: When is entrepreneurship truly transformative?**

Presenting Author(s): Wade Danis, University of Victoria [wdanis@uvic.ca](mailto:wdanis@uvic.ca)

Co-Author(s): Shazia Karmali, University of Victoria

This paper explores comparative entrepreneurship through Giddens' theory of structuration in order to provide an alternative approach to comparing entrepreneurship across national contexts. By introducing the notion of the transformative capacity of entrepreneurship, this study challenges and extends mainstream conceptions of international entrepreneurship to more explicitly encompass social change, thereby broadening the range of activities that may be compared across borders, yet still be considered 'entrepreneurship'.

**08:00 - 09:15 BPS Workshop: Implementing and Managing Live Cases: It's Not so Scary!**

*Room: Broadway IV*

Presenting Author(s): Sharyn Gardner, Sacramento State [gardner@csus.edu](mailto:gardner@csus.edu)



For many business schools, case studies in a course serve as a natural "test-bed" for theory and provide vivid examples that help students remember concepts. Even so, cases are not quite able to surpass first-hand personal industry and managerial experience as a basis for analysis and decision-making, and thus experiential learning tools are critical components for learning. Yet, selecting the "right" experiential learning tool can be difficult and also very scary to implement! This teaching workshop offers an experiential teaching tool for first-hand consulting experience for students. I focus on three objectives in this workshop: first, I will present a brief overview of the evolution of the live case project in my courses; second, participants will receive and review a model outline of the live case project; lastly, I will close with participant discussion regarding the components of the process and how it can be successful in their classroom.

**08:00 - 09:15**      **DEVEL: Stakeholder Relationships and Attitudes**

*Room: Pavilion Ballroom East: Table 1*

**Chair/ Discussant: Ryan Fehr, University of Washington, Seattle**

**Double-edged stigma diffusion: the spread of negative event to partner vs. rival**

Presenting Author(s):      Nara Jeong, Washington State University [nara.jeong@wsu.edu](mailto:nara.jeong@wsu.edu)  
Co-Author(s):              Nari Kim, Washington State University,  
Pyayt Oo, Washington State University,  
Seung Lok Son, Washington State University

In this paper, I will examine the reputation spillover effect. Considering there is no study about reputation spillover effect to both of partners and rivals, this paper will show the opposite effect of the spread of negative reputation. Further, I will examine the moderator effects that can inflate or mitigate of proposed relationships. By doing this, cognitive bias of stakeholders of interpreting information about organizational reputation can be suggested. Specifically, the role of analysts as intermediaries between a firm and public, a stricken firm's prior prominence, and the effect of simplicity of a stricken firm's form will be discussed.

**Exogenous shocks and relational contracts: An empirical analysis**

Presenting Author(s):      Darcy Fudge Kamal, Chapman University [kamal@chapman.edu](mailto:kamal@chapman.edu)  
Co-Author(s):              Cristina Nistor, Chapman University

We study how repeated buyer-supplier relationships in the Thoroughbred horse industry are affected by exogenous shocks to demand. Theory predicts that such shocks could either cause relationships to break down or, to the contrary, strengthen ties between existing partners. We analyze this problem empirically using a large longitudinal dataset containing details of relationships between Thoroughbred stud farms and nurseries that spans ten years of detailed transactions. Based on a large dataset spanning 2005 to 2014, we provide insights into how the exchange relationships were affected by the economic downturn in 2008 and how changes in demand for horses shaped existing relational contracts in the horse breeding industry.

**Company characteristics of Certified B Corporations: How do they influence consumer perceptions?**

Presenting Author(s):      Jeffrey English, Cleveland State University [j.a.english@csuohio.edu](mailto:j.a.english@csuohio.edu)  
Co-Author(s):              Lori Peterson, Louisiana State University

This study explores consumer perceptions of value and authenticity arising from the socially beneficial company characteristics of the offering company. It is proposed that consumers who perceive higher levels of value from the characteristics and believe the characteristics are authentic will have a more positive consumer attitude toward the company, and stronger levels of purchase intention for the company offerings. Using Certified B Corporations (B Corps) as a framework, this study examines consumer and vendor perceptions of the B Corp framework.





**08:00 - 09:15**      **DEVEL: Who Stays? Who Goes?**

*Room: Pavilion Ballroom East: Table 2*

**Chair/ Discussant: Kim Hinrichs, California State University, Chico**

**When colleagues leave: The role of team turnover rate and loss of ties for job embeddedness and turnover intention**

Presenting Author(s):      Marion Eberly, University of Washington Tacoma [marionb@uw.edu](mailto:marionb@uw.edu)  
Co-Author(s):              Anna Sender, University of Zurich,  
   Bruno Staffelbach, University of Zurich

The intent of this developmental paper is to examine the nature of the turnover contagion effect (Felps, Mitchell, Hekman, Lee, Holtom, & Harman, 2009). We present preliminary results from two studies conducted in China and Switzerland. In the first study, we find that team turnover rate is negatively related to stayer's on-the-job embeddedness. In the second study, we find that perceived loss of ties as a result of turnover within the team is positively related to stayers' turnover intentions. These results suggest that it is important to not just examine the impact of the number of team members who leave, but also the quality of the relationships these team members enjoyed with the stayers prior to leaving.

**The Moderated Relationship between organizational cynicism and turnover intention**

Presenting Author(s):      David Elloy, Gonzaga University [elloy@jepson.gonzaga.edu](mailto:elloy@jepson.gonzaga.edu)  
Co-Author(s):              Aditya Simha, University of Wisconsin – Whitewater,  
   Lazarina Topuzova, Gonzaga University

This research proposal outlines the rationale behind investigating the moderated relationship between organizational cynicism and turnover intention. The intended methodology section is provided, along with managerial and organizational implications.

**Thinking about Work and Family: Rumination, Guilt, and Gender Roles**

Presenting Author(s):      Ryan Johnson, Ohio University [johnsor4@ohio.edu](mailto:johnsor4@ohio.edu)  
Co-Author(s):              Ashley Nixon, Willamette University,  
   Erin Eatough, City University New York, Baruch College

Participation in multiple life roles (e.g., parent, employee) can result in conflict and a host of negative outcomes for both employees and organizations. Specifically, conflict between work and family, work-family conflict (WFC) is pervasive, and related to poorer performance at work, turnover, and ill-health. The underlying mechanisms through which many of these relationships operate has not been investigated. Negative affective responses have been proposed as a link between WFC and negative outcomes, and cognitive processes and gender-related beliefs may play an important role. The proposed study explores the mechanisms through which WFC leads to negative affective consequences, in the form of guilt, through ruminative thought. The roles of gender and traditional gender role ideology are also examined. By elucidating these processes, organizations may be better suited to curtail WFC, and in turn ameliorate negative outcomes for both the organization and employees.

**08:00 - 09:15**      **DEVEL: Transformational Leadership**

*Room: Pavilion Ballroom East: Table 3*

**Chair/ Discussant: Arran Caza, University of Manitoba**

**Transformational Leadership Capacity: A Consideration and Comparison of the Extent and Determinants Among Human Resource and Not-For-Profit Leader/Managers**





Presenting Author(s): F. William Brown, Montana State University [billbrown@montana.edu](mailto:billbrown@montana.edu)  
Co-Author(s): Scott Bryant, Montana State University,  
Terry Profota, Montana State University,  
Robyn Chupka, Montana State University

This is a developmental project which seeks to illuminate the understanding of the antecedents of Transformational Leadership behaviors. Approximately 100 working leader-managers have accepted an invitation to participate in a leadership research project. Approximately half of the participants, hold human resource management (HRM) leadership positions and the others are manager-leaders in not-for-profit (NFP) organizations. Participants agreed to complete the Wong and Law Emotional Intelligence Scale and the Multi-factor Leadership Questionnaire (MLQ). They also agreed to identify three or more colleagues who would complete the Rater version of the MLQ. Hypotheses regarding: 1) contextual differences which impact TL scores; 2) correlation of EI scores with TL; 3) differential CR augmentation effect on overall TL; and 4) the impact of differences in the MLQ scores between Self and Rater assessments on dependent variables, are proposed. Preliminary data and correlations are provided along with assessments of potential contributions to the field.

### **The Effect of National Culture on the Transformational Leadership – Entrepreneurial Orientation Relationship: A Study of the Cultures of the U.S. and Russia**

Presenting Author(s): Ray Pasko, University of Dallas [rpasko@udallas.edu](mailto:rpasko@udallas.edu)  
Co-Author(s): Sri Beldona, University of Dallas

Entrepreneurial Orientation has been well researched and there is a general consensus that such orientation is positively linked to firm performance. Studies have also shown that the transformational leadership style of the top management team of a firm has been positively linked to firms exhibiting entrepreneurial orientation. While these studies have typically looked at such relationships in developed countries, very few have looked at emerging economies, specifically Russia.

This paper argues that the positive impact of transformational leadership on entrepreneurial orientation may not be universal but might be contingent on culture.

Implications for managers are discussed.

### **Vision Formulation in Nascent Entrepreneurial Firms**

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

Entrepreneurial vision has been explored by numerous researchers in the past few decades. However, little attention to founders of nascent entrepreneurial ventures. This paper examines the relevant literature in the field and develops a set of propositions on how vision is developed by proto-entrepreneurs.

**08:00 - 09:15** **DEVEL: Fresh Insights for Old Problems**

*Room: Pavilion Ballroom East: Table 4*

**Chair/ Discussant: Paul Olk, University of Portland**

### **The Dark Side of CEO Career Horizon: Evidence from R&D Spending**

Presenting Author(s): Pyayt Oo, Washington State University, [pyayt.oo@wsu.edu](mailto:pyayt.oo@wsu.edu)  
Nara Jeong, Washington State University  
Co-Author(s): Nari Kim, Washington State University

In this study, we examine the dark side of CEO career horizon on firm long-term strategy. Specifically, based on prospect theory, we empirically tested the negative effect of CEO career horizon in R&D spending using longitudinal sample from



2009 to 2012. Our finding supports that the closer CEO retirement, the lesser firm’s spending on R&D. In addition, we also examine the contingency effects of CEO duality and CEO ownership in firm.

**Undocumented Immigrants: Anticipated and Realized Impacts and Differentiation Drivers**

Presenting Author(s): Greg Hardt, Georgia State University [ghardt1@gsu.edu](mailto:ghardt1@gsu.edu)  
 Co-Author(s): Jeffrey Reed, Marian University

Undocumented immigrants account for an estimated 11.5 million people in the U.S. Although most have positive agendas for immigrating, their realized situation and impact on the social, economic, and political state of the organization and country is uncertain. This study seeks to identify differences in what drives decisions of undocumented immigration, impacts of becoming an undocumented immigrant, and identify variance for impacts. Qualitative analysis identified themes for common drivers and impacts. Of the twelve drivers identified, only opportunity, work and education were shared by several categories and only opportunity was identified as a driver by 14 out of 15 categories. Results suggest some key anticipated and realized drivers and a wide range of unique drivers suggesting a need for a more nuanced approach.

**Actions and Consequences: Understanding the Role of Legitimizing Agents in the Legitimacy Process**

Presenting Author(s): Amy Minto, University of Oregon [minto@uoregon.edu](mailto:minto@uoregon.edu)

Legitimizing agents act as filters and proxies between the organizations seeking legitimacy and the social audience whose underlying values found the basis their legitimacy. Viewing legitimacy as an intangible resource, legitimating agents are the bodies external to an organization that control access to and determine the potential value of this important organizational resource. Through their various actions, legitimating agents interpret shifting societal perspectives and provide valuable information on whether firms conform to these perspectives, all while ensuring their own legitimacy. I propose a conceptual framework of four categories of actions of legitimating agents including Legitimacy Creation, Legitimacy Alteration, Legitimacy Assessment, and Legitimacy Conferment.

**09:30 - 10:45 OB/ HRM Symposia: Teaching About Global Cultural Differences: Supporting and Challenging the Mainstream**

Room: Broadway I

Presenting Author(s): Rajnandini Pillai, California State University San Marcos, [rpillai@csusm.edu](mailto:rpillai@csusm.edu)  
 Martin Gannon, California State University San Marcos and University of Maryland,  
 Anne Randerson, California State University San Marcos,  
 Palash Deb, California State University San Marcos

This teaching oriented session revolves around the concept of the cultural metaphor, which is any activity, phenomenon or institution with which all or most members of a national culture identify emotionally and/or intellectually as described in Understanding Global Cultures: Gannon and Pillai, 6<sup>th</sup> edition, 2016. The presenters will highlight traditional and alternative approaches including a module on cross-cultural leadership, flipping the classroom with hybrid-style activities, including quizzes, video clips, and online forums, and reflective activities, such as journal writing, in-class contemplative activities using pictures representing cultural metaphors, and introspective self-assessment exercises. In the final part, we describe how to provide an integrative perspective on national and ethnic cultures through a feedback model emphasizing three approaches: The dimensional, the cultural metaphoric, and the cross-cultural paradoxical. This session promises to be innovative and interactive.

**09:30 - 10:45 ENT, OMT Paper Session: Identification and Startups**

Room: Broadway II

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



### **Organizational Re-membering: A conceptual model**

Presenting Author(s): William Foster, University of Alberta [wfooster@ualberta.ca](mailto:wfooster@ualberta.ca)  
Co-Author(s): Roy Suddaby, University of Alberta,  
Christine Quinn-Trank, Vanderbilt University

There is an understanding that organizational identification is a deeply historical process. Yet, until recently, the historical connection between people and organizations has been ignored. Organizational re-membering is the explicit connection between rhetorical history and organizational identification. Nevertheless, we know little about how this process works. In this paper, we propose a theoretical model that explicates and identifies the components of organizational re-membering. Furthermore, we discuss the different boundary conditions that we feel lead to the successful initiation of the process.

### **The role of government on various aspects of entrepreneurial activity**

Presenting Author(s): Nara Jeong, Washington State University [nara.jeong@wsu.edu](mailto:nara.jeong@wsu.edu)

The purpose of this article is to investigate the role of government on entrepreneurial activity among countries by gauging the existence of a relationship between government-related variables and the motivation to create new business. The role of government received increasing attention from entrepreneurship scholars. However, the role of government on entrepreneurial activity is yet determined whether its influence is good or bad for entrepreneurship. Based on Dutz et al. (2000), I suggest hypotheses to support government role in fostering entrepreneurial activity and found empirical evidence for my theory.

### **Adjusting Attention Under Time Pressure and CEO Succession: the Moderating Role of Strategic Alliances**

Presenting Author(s): Violetta Gerasymenko, OSU College of Business [violetta.gerasymenko@oregonstate.edu](mailto:violetta.gerasymenko@oregonstate.edu)  
Co-Author(s): Jonathan Arthurs, OSU College of Business

Understanding how organizations manage the focus of their attention is the key to understanding organizational behavior and its subsequent impact on performance. By combining the attention based view and cognitive psychology literature, we examine the board of directors' focus of attention when responding to CEO succession and a performance deadline and how participation in a strategic alliance (venture syndicate) distinctly moderates directors' focus. By examining these questions on a unique sample of 23 venture capital firms and their attention among their portfolio companies (with a total sample of 151 portfolio companies), our study brings new insights both to organizational theory and the venture capital literature.

### **Workshop: Publishing while Teaching: Sustaining Research Productivity in a "Teaching" School**

*Room: Broadway III*

Presenting Author(s): Jennifer Woolley, Santa Clara University [jwoolley@scu.edu](mailto:jwoolley@scu.edu)  
Co-Author(s): Antoaneta Petkova, SFSU, Holly Slay-Ferraro, Seattle University

The goal of this workshop is two-fold: First, to offer an open forum where fellow-academics can share and discuss the challenges of staying research productive in a "teaching" (or "balanced") school; and second, to inspire and enable the workshop participants to pursue a sustainable research agenda while also being excellent teachers. This workshop will combine short presentations, small-group brain-storming, and organizer-facilitated discussions to accomplish the above stated goals.

### **09:30 - 10:45 OB/ HRM Paper Session: Motivated to do Well**

*Room: Forum Suite*

**Chair/ Discussant: Dan Moshavi, Dominican University of California**



### **Being a Good Citizen to Your Peer: Investigating the Antecedents of Task-focused Interpersonal Citizenship Behavior**

Presenting Author(s): Eunkyung Lee, University of San Francisco [eklee4@usfca.edu](mailto:eklee4@usfca.edu)  
Woonki Hong, Ulsan National Institute of Science and Technology, Jooyeon Son, University of Illinois at Urbana-Champaign

Drawing on the ability-motivation-opportunity framework, we explore various antecedents of task-focused interpersonal citizenship behavior in project teams. In our model, ability is level of expertise, motivation is level of team identification, and opportunity is relationship quality (i.e., degree of relationship conflict and gender similarity), which are used to predict a member's provision of task-related help in a dyad. Further, we use our theoretical model to examine the effects of ability and opportunity factors under varying levels of team identification. Social relations analyses based on 432 dyadic observations of helping in 31 project teams provide empirical support.

### **Examining the Motivational Megatheory: Integrating Equity Sensitivity, Goal Setting, and Equity**

Presenting Author(s): Satoris Culbertson, Kansas State University [satoris@ksu.edu](mailto:satoris@ksu.edu)  
Co-Author(s): Christopher Waples, University of Nebraska Kearney

This study attempts to integrate goal setting theory, equity theory, and equity sensitivity. In particular, the moderating influence of equity sensitivity on traditional goal effects and on the positive correlation between inputs and desired outcomes per equity theory were examined. A total of 102 undergraduate students completed a task for which they were assigned either an explicit, moderately challenging goal or a do-your-best goal. Participants' intensity and persistence of effort as well as their equity sensitivity were measured. In addition, participants specified an appropriate amount of compensation for a non-student participant (a prescribed reward). Results revealed that the presence of a goal was associated with greater persistence, and in turn, that greater persistence was associated with greater prescribed compensation. No such relationships surfaced for intensity of effort. Similarly, contrary to predictions, equity sensitivity moderated neither the relationships between goals and motivation, nor the relationship between motivation and prescribed compensation.

### **Flipping Class: A Comparison of Conventional and Flipped Instruction Outcomes for Students in an Organizational Behavior Course**

Presenting Author(s): Gerard Beenen, California State University, Fullerton [gbeenen@fullerton.edu](mailto:gbeenen@fullerton.edu)

The flipped class model, which combines online and face to face instruction, has gained a lot of positive and negative attention lately. This paper explores the pros and cons of flipped instruction using a natural experiment that compared student outcomes for conventional and flipped versions of an otherwise identical organizational behavior course. Results suggest students unintentionally enrolled in a flipped course format were less likely to intend to take such a course in the future and this relationship was partially mediated by lower satisfaction. They also were more likely to show in-class effort. Consistent with a matching perspective, however, students who were autonomously motivated were more likely to intend to take a flipped course in the future and this relationship was mediated by higher satisfaction. Autonomous motivation also predicted outside-of-class effort and self-regulated learning strategies. Implications for flipped instruction in college courses are discussed.

### **09:30 - 10:45 ETH Panel: Leading Classroom Transfer of Knowledge: Does the Emphasis on Faculty Research Create an Ethical Dilemma?**

*Room: Broadway IV*

Presenting Author(s): Jim Francis, Colorado State University [jim.francis@colostate.edu](mailto:jim.francis@colostate.edu)



A panel discussion on the advantages and disadvantages of the primacy given faculty research and the impact upon students and the transfer of knowledge. An ethical component recognizes the dilemma of balancing the demands of maintaining a stream of research and publishing against the commitment to serve as a catalyst to the learning process of students.

**11:00 - 12:30      Closing Session – JMI & Generative Curiosity Workshop**

*Room: Pavilion Ballroom East*

Organized by Richard Stackman and David Hannah

**Human-Animal Work: Prevalent, fascinating, and understudied.**

Presenting Author(s):      David Hannah, Beedie School of Business, Simon Fraser University  
Kirsten Robertson, University of the Fraser Valley.

**Living Your Passion; To love what you do and feel that it matters, how can anything be more fun?**

Presenting Author(s):      Richard Wolfe, Peter B. Gustavson School of Business, University of Victoria  
Mike Szymanski, Peter B. Gustavson School of Business, University of Victoria.





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

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 Pauline Schilpzand, *Oregon State University*
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 Elizabeth Mullen, *Stanford University*  
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 Chris Zatzick, *Simon Fraser Univ.*
- 2007: Sally Baack, *San Francisco State Univ.*  
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 Marvin Washington, *Texas Tech Univ.*
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- K. Praveen Parboteeah, *Univ. of Wisconsin-Whitewater*  
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- 2004: Craig Pearce, *Claremont Graduate Univ.*  
 Shawn Berman, *Santa Clara Univ.*  
 Peter Kim, *USC*  
 Don Jung, *San Diego State Univ.*
- 2003: Larissa Z. Tiedens, *Stanford Univ.*  
 Gerardo Andrés Okhuysen, *Univ. of Utah*  
 Gregory A. Bigley, *Univ. of Washington*  
 Livia Markoczy, *UC Riverside*
- 2002: Marta Elvira, *INSEAD and UC, Irvine*  
 Christina Gibson, *USC*  
 Tammy Madsen, *Santa Clara Univ.*  
 Candace Ybarra, *Chapman Univ.*
- 2001: Talya Bauer, *Portland State Univ.*  
 Ellen Ensher, *Loyola Marymount Univ.*  
 Thomas Lawrence, *Univ. of Victoria*  
 Rajnandini Pillai, *CSU-San Marcos*
- 2000: Amy Hurley, *Chapman Univ.*  
 Lisa Hope Pelled, *USC*  
 Daniel Skarlicki, *Univ. of British Columbia*  
 Katherine Xin, *Hong Kong Univ. of Science & Technology*
- 1999: Nick Argyres, *Univ. of Southern California*  
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 Kathleen Montgomery, *UC Riverside*  
 Michael Morris, *Stanford Univ.*
- 1998: Cliff Cheng, *UCLA*  
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 Stephen Tallman, *Cranfield School of Management*
- 1997: Joyce Osland, *Univ. of Portland*  
 Gretchen Spreitzer, *USC*  
 Sully Taylor, *Portland State Univ.*  
 Pushkala Prasad, *Univ. of Calgary*
- 1996: Hal B. Gregersen, *Brigham Young Univ.*  
 Pamela R. Haunschild, *Stanford Univ.*  
 P. Devereaux Jennings, *Univ. of British Columbia*  
 Nandini Rajagopalan, *USC*
- 1995: J. Stewart Black, *American Graduate School of International Management*  
 Kay Devine, *Univ. of Alberta*



- |       |   |       |  |
|-------|---|-------|--|
| 1994: | Michael Vincent Russo, <i>Univ. of Oregon</i><br>Nakiye Boyacigiller, <i>San Jose State Univ.</i><br>Jennifer A. Chatman, <i>UC Berkeley</i><br>Margarethe Wiersema, <i>UC Irvine</i> | 1988: | Thomas Lee, <i>Univ. of Washington</i><br>David Bowen, <i>USC</i><br>Mary Barton, <i>CSU-Northridge</i>                            |
| 1993: | Laurence Barton, <i>Univ. of Nevada</i><br>Raphael H. Amit, <i>Univ. of British Columbia</i><br>Sydney Finkelstein, <i>USC</i>  | 1987: | Douglas Howley, <i>Univ. of Arizona</i><br>Kimberly Boal, <i>Univ. of Nevada, Reno</i><br>Vandra Huber, <i>Univ. of Washington</i> |
| 1992: | Charles Hill, <i>Univ. of Washington</i><br>Robert Eder, <i>Portland State Univ.</i><br>Arvind Bhambri, <i>USC</i>  | 1986: | Alan Meyer, <i>Univ. of Oregon</i><br>Janet Fulk, <i>USC</i><br>Manuel Velasquez, <i>Santa Clara Univ.</i>                         |
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| 1989: | Anne Tsui, <i>UC Irvine</i><br>Barbara Lawrence, <i>UCLA</i><br>Marilyn Gist, <i>Univ. of Washington</i><br>Rod Kramer, <i>Stanford Univ.</i>   | 1983: | David Boje, <i>USC</i><br>John Bigelow, <i>Boise State Univ.</i><br>Kurt Motamedi, <i>Pepperdine Univ.</i>                         |
|       |   | 1982: | Dean Tjosvold, <i>Simon Fraser Univ.</i><br>Joanne Martin, <i>Stanford Univ.</i><br>Meryl Louis, <i>Naval Post Graduate School</i> |

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| 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><br>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>    |
| 1999: | Bruce H. Drake, <i>University of Portland</i>  | 1990: | Craig C. Lundberg, <i>Cornell University</i>                     |

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 2008: Charles Vance, *Loyola Marymount University*  
 2007: Craig C. Lundberg, *Cornell University*  
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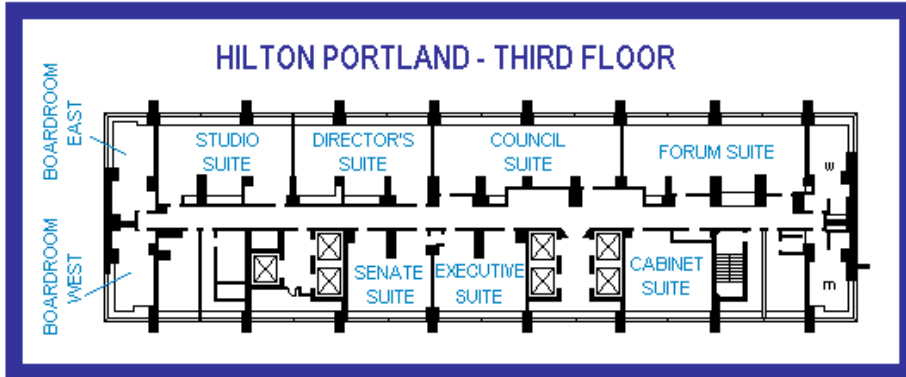
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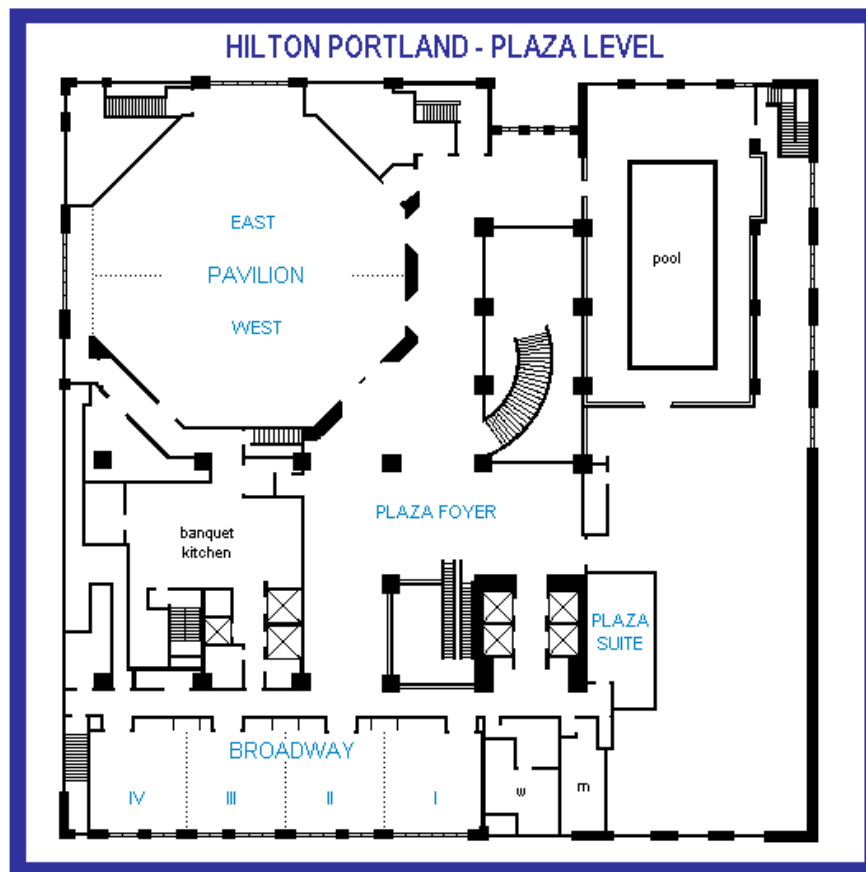




## Hilton Portland & Executive Tower - THIRD FLOOR FLOOR PLAN



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