FINAL DRAFT

31214

WESTERN ACADEMY OF MANAGEMENT

IN VINO, VERITAS

55TH ANNUAL MEETING OF THE WESTERN ACADEMY OF MANAGEMENT

March 19-22 2014 • Napa California • Silverado Resort & Spa

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THE WESTERN ACADEMY OF MANAGEMENT EXPRESSES ITS GRATTITUDE
TO THESE GENEROUS SPONSORS:

WESTERN ACADEMY OF MANAGEMENT
2014 ANNUAL CONFERENCE

WAM 2013-2014 OFFICERS

2013 – 2014 OFFICERS

President:	Bambi Douma, University of Montana
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DOCTORAL/JUNIOR FACULTY CONSORTIUM

Facilitator:	Paul Hirsch, Northwestern University
	Antoaneta Petkova, San Francisco State University

The aim of the consortium is the development of a supportive community of scholars. The consortium will include a mix of panels, presentations, and small group discussions about research, teaching, and other career-related issues. Participants include doctoral students, ABD (all but dissertation students), and new faculty members.

BEST PAPER NOMINEES

WAM 2014 PAST PRESIDENTS BEST PAPER NOMINEES

All traditional papers are eligible for the Past Presidents Best Paper award. Reviewers and track chairs nominate deserving papers. The Program Chair then reviews all nominated papers, and selects a shortlist of nominees. WAM's Executive Committee then ranks those papers, and the Best Paper award is based on the rankings of that Committee.

The Moderating Effect of Supervisor's Behavioral Integrity on the Relationship Between Regulatory Focus and Impression Management Usage

K. Michele Kacmar, The University of Alabama
Reginald Tucker, The University of Alabama

Organizational Problems as Antecedents of Goal Dimension Adoption and Abandonment

Peter Madsen, Brigham Young University

A Messy Inquiry into Some Causes of the Toyota Recall Crisis 2010

Nobuyuki Chikudate, Hiroshima University
Can Alpaslan, California State University, Northridge

Sleeping Dogs that Won't Lie: Logic Re-Emergence in the Dutch Beer Brewing Field

Jochem Kroezen, Erasmus Universiteit Rotterdam

WAM 2014 BEST DOCTORAL PAPER NOMINEES

Traditional papers that are sole-authored by doctoral students are eligible for the Best Doctoral Paper award. Authors are asked to self-identify for the award when submitting papers. Reviewers and track chairs then nominate deserving papers. The Program Chair then reviews all nominated papers, and selects a shortlist of nominees. WAM's Executive Committee then ranks those papers, and the Best Paper award is based on the rankings of that committee.

The Influence of Individual's Perception of Entrepreneurial Education, Start-up Barrier and Entrepreneurial Social Status on Individual Entrepreneurial Aptitude

Sakdipon Juasrikul, Washington State University
Zafrin Rahman, Washington State University

Sleeping Dogs that Won't Lie: Logic Re-Emergence in the Dutch Beer Brewing Field

Jochem Kroezen, Erasmus Universiteit Rotterdam

Revisiting the Contingency Approach to Leadership: A QCA Analysis

Tomas Thundiyil, Texas A&M

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2007: Candace Ybarra, Chapman University

2006: John Cullen, Washington State University

2005: Jim Spee, University of Redlands

2004: P. Devereaux Jennings, University of Alberta

2003: B. Thomas Mayes, California State University, Fullerton

2002: Joyce Osland, San Jose State University

2001: Gretchen Spreitzer, University of Michigan

2000: Steven M. Sommer, University of Nebraska

1999: Kimberly B. Boal, Texas Tech University

1998: Joan G. Dahl, California State Univ., Northridge

1997: Paul F. Buller, Gonzaga University

1996: Bruce H. Drake, University of Portland

1995: Jone L. Pearce, University of California, Irvine

1994: Craig C. Pinder, University of British Columbia

1993: Andre L. Delbecq, Santa Clara University

1992: John D. Bigelow, Boise State University

1991: Claudia Bird Schoonhoven, Dartmouth College

1990: Newton Margulies, University of California, Irvine

1989: Alan Glassman, California State Univ., Northridge

1988: John W. Seybolt, University of Utah

1987: Barry Z. Posner, Santa Clara University

1986: Patrick E. Connor, Willamette University

1985: Thomas G. Cummings, University of Southern California

1984: Roger Evered, Naval Postgraduate School

1983: Gordon A. Walker, University of British Columbia

1982: Margaret P. Fenn, University of Washington

1981: Thomas E. Hendrick, University of Colorado

1980: Joseph W. McGuire, University of California, Irvine

1979: Richard O. Mason, Southern Methodist University

1978: Craig C. Lundberg, Cornell University

1977: Anthony P. Raia, Univ. of California, Los Angeles

1976: Vance F. Mitchell, University of British Columbia

1975: Bernard Alpert, San Francisco State University

1974: Albert C. Pierson, San Diego State University

1973: Joseph M. Trickett, Santa Clara University

1972: Edward J. Morrison, University of Colorado

1971: Fremont Kast, University of Washington

1970: Earl Goddard, Oregon State University

1969: Stanley C. Vance, University of Oregon

1968: Lyman W. Porter, University of California, Irvine

1967: Dale A. Henning, University of Washington

1966: Wilmar F. Bernthal, University of Colorado

1965: William B. Wolf, Cornell University

1964: Dale Yoder, Stanford University

1963: Keith Davis, Arizona State University

1962: C. William Voris, American Graduate School of International Management

1961: Austin Grimshaw, University of Washington

1960: Harold Koontz, University of California, Los Angeles

JOAN G. DAHL PRESIDENT'S AWARD RECIPIENTS

2011: Cynthia Nalevanko, Sage Publications

2005: Paul Hirsch, Northwestern University
Kimberly B. Boal, Texas Tech University

2004: Richard W. Stackman, University of San Francisco

2003: Kay Devine, University of Alberta

2002: Joyce Osland, San Jose State University

2001: Paul Buller, Gonzaga University
Thomas G. Cummings USC

2000: John and Suzanne Bigelow, Boise State University

1999: Bruce H. Drake, University of Portland

1998: Andre L. Delbecq, Santa Clara University

1996: Joan G. Dahl, California State, Northridge

1995: Robert Wright, Pepperdine University

1994: Kimberly B. Boal, Texas Tech University

1992: Alan M. Glassman, California State Northridge

1992 John W. Seybolt, University of Utah

1991: Anthony P. Raia, University of California LA

1990: Craig C. Lundberg, Cornell University

JMI SCHOLARS

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

2014: Blake Ashforth, Arizona State University
Sandra Robinson, University of British Columbia

2013: Terence Mitchell, University of Washington
Gerry McNamara, Michigan State University

2012: Chuck Snow, Pennsylvania State University
Thomas Wright, Kansas State University

2011: Barry Posner, Santa Clara University
Gretchen Spreitzer, University of Michigan

2010: Joyce Osland, San Jose State University
William Torbert, Boston College

2009: William Starbuck, New York University
David Whetten, Brigham Young University

2008: Joan Winn, Denver University
Alan Glassman, California State University-Northridge

2007: Denise Rousseau, Carnegie Mellon University

2006: Tom Cummings, University of Southern California
Jone Pearce, University of California, Irvine

2005: Lyman Porter, University of California Irvine
Peter J. Frost, University of British Columbia (posthumous)

2004: Royston Greenwood, University of Alberta
Don Palmer, University of California, Davis

2003: C.R. (Bob) Hinings, University of Alberta
Joanne Martin, Stanford University

WAM 'STATE OF MIND' AWARD RECIPIENTS

2012: Paul Buller, Gonzaga University
Glenn McEvoy, Utah State University

2011: Asbjorn Osland, San Jose State University

2010: Fr. Brian Bainbridge (posthumous)
Kay Devine, Athabasca University

2009: Andre Delbecq, Santa Clara University

2008: Charles Vance, Loyola Marymount University

2007: Craig C. Lundberg, Cornell University

2006: B. Thomas Mayes, CSU Fullerton

ASCENDANT SCHOLARS

2014: Darren Good, Pepperdine University
Andrew Nelson, University of Oregon
Chris Barnes, University of Washington

2013: Chris Bingham, University of North Carolina, Chapel Hill
Arran Caza, Griffith University
Peter Madsen, Brigham Young University
Feng Zhu, University of Southern California

2012: John Bingham, Brigham Young University
Michael Johnson, University of Washington
Paul Leonardi, Northwestern University
Matthew McCarter, Chapman University

2011: Alison Cook, Utah State
Mark Kennedy, University of Southern California
Elizabeth Mullen, Stanford University
Antoaneta Petkova, San Francisco State University

2010: Kristin Behfar, University of California, Irvine
Peer Fiss, University of Southern California
Camille Johnson, San Jose State University
Anne Parmigiani, University of Oregon

2009: Teppo Felin, Brigham Young University
Kevin Groves, Pepperdine University
Mooweon Rhee, University of Hawaii

2008: Berrin Erdogan, Portland State University
David Hannah, Simon Fraser University
Mary Sully de Luque, Thunderbird School of Global Management
Chris Zatzick, Simon Fraser University

2007: Sally Baack, San Francisco State University
Marc Da Rond, Cambridge University
Ana Maria Paredo, University of Victoria
Roy Suddaby, University of Alberta

2006: Christine Beckman, University of California, Irvine
Michael Lounsbury, University of Alberta
Jeff Shay, University of Montana
Marvin Washington, Texas Tech University

2005: Brooks C. Holtom, Georgetown University
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K. Praveen Parboteeah, University of Wisconsin
Barry M. Goldman, University of Arizona

2004: Craig Pearce, Claremont Graduate University
Shawn Berman, Santa Clara University
Peter Kim, University of Southern California
Don Jung, San Diego State University

2003: Larissa Z. Tiedens, Stanford University
Gerardo Andrés Okhuysen, University of Utah
Gregory A. Bigley, University of Washington
Livia Markoczy, University of California, Riverside

2002: Marta Elvira, INSEAD and University of California, Irvine
Christina Gibson, University of Southern California
Tammy Madsen, Santa Clara University
Candace Ybarra, Chapman University

2001: Talya Bauer, Portland State University
Ellen Ensher, Loyola Marymount University

Thomas Lawrence, University of Victoria
Rajnandini Pillai, CSU- San Marcos

2000: Amy Hurley, Chapman University
Lisa Hope Pelled, University of Southern California
Daniel Skarlicki, University of British Columbia
Katherine Xin, Hong Kong University of Science & Technology

1999: Nick Argyres, University of Southern California
William Hesterly, University of Utah
Kathleen Montgomery, University of California, Riverside
Michael Morris, Stanford University

1998: Cliff Cheng, University of California,LA
Sandra Robinson, University of British Columbia
Steven M. Sommer, University of Nebraska
Stephen Tallman, Cranfield School of Management

1997: Joyce Osland, University of Portland
Gretchen Spreitzer, University of Southern California
Sully Taylor, Portland State University
Pushkala Prasad, University of Calgary

1996: Hal B. Gregersen, Brigham Young University
Pamela R. Haunschild, Stanford University
P. Devereaux Jennings, University of BC
Nandini Rajagopalan, University of Southern California

1995: J. Stewart Black, American Graduate School of International Management
Kay Devine, University of Alberta
Michael Vincent Russo, University of Oregon

1994: Nakiye Boyacigiller, San Jose State University
Jennifer A. Chatman, University of California, Berkeley
Margarethe Wiersema, University of California, Irvine

1993: Laurence Barton, University of Nevada
Raphael H. Amit, University of British Columbia
Sydney Finkelstein, University of Southern California

1992: Charles Hill, University of Washington
Robert Eder, Portland State University
Arvind Bhambri, University of Southern California

1991: Joan G. Dahl, CSU-Northridge
Gibb Dyer, Brigham Young University
Gerald Ledford, University of Southern California
Glenn McEvoy, Utah State University

1990: Connie Gersick, University of Southern California
Jay B. Barney, Texas A & M University
Kathleen M. Eisenhardt, Stanford University
Michael Lawless, University of Colorado, Boulder

1989: Anne Tsui, University of California, Irvine
Barbara Lawrence, University of California,LA
Marilyn Gist, University of Washington
Rod Kramer, Stanford University

1988: Thomas Lee, University of Washington
David Bowen, University of Southern California
Mary Barton, CSU-Northridge

1987: Douglas Howley, University of Arizona
Kimberly Boal, University of Nevada, Reno
Vandra Huber, University of Washington

1986: Alan Meyer, University of Oregon
Janet Fulk, University of Southern California
Manuel Velasquez, Santa Clara University

1985: Gerardo Ungson, University of Oregon
Jone L. Pearce, University of California, Irvine
Mary Ann Von Glinow, University of Southern California

1984: Craig C. Pinder, University of British Columbia
John W. Seybolt, University of Utah
Susan Mohrman, University of Southern California

1983: David Boje, University of Southern California
John Bigelow, Boise State University
Kurt Motamedi, Pepperdine University

1982: Dean Tjosvold, Simon Fraser University
Joanne Martin, Stanford University
Meryl Louis, Naval Post Graduate School

WEDNESDAY, MARCH 19TH, 2014

REGISTRATION: 3:00PM – 5:00PM, NAPA HALL

8:00am – 4:00pm

WESTERN CASEWRITERS ASSOCIATION CONFERENCE

ROOM: SEBASTIANI / BERINGER

2:00 – 6:30pm

DOCTORAL STUDENT & JUNIOR FACULTY CONSORTIUM

Sponsored by: PMI Project Management Institute

ROOM: MARTINI / TREFETHEN

7:00 – 9:00pm

DOCTORAL STUDENT & JUNIOR FACULTY CONSORTIUM DINNER

THURSDAY, MARCH 20TH, 2014

REGISTRATION: 11:00AM – 5:00PM, NAPA HALL

7:00 – 8:30am	WCA/Consortium Breakfast (Terrace)
12:30 – 1:30pm	WCA/Consortium Lunch (Fairway Deck)
2:30 - 3:45pm	Special Sessions
3:45 – 4:00pm	Break
4:00 – 5:15pm	Opening Session
5:15 – 5:30pm	Break
5:30 – 6:30pm	Fireside Chat
6:30 – 8:00pm	Opening Reception

7:30am – 12:30pm

DOCTORAL STUDENT & JUNIOR FACULTY CONSORTIUM

ROOM: SILVERADO WEST

2:30 – 3:45pm

2.1 BUSINESS POLICY & STRATEGY PANEL

THE WINE INDUSTRY IN TRANSITION: A SUBTLE BLEND OF STRATEGY VARIETALS

ROOM: BUENA VISTA

Lori Peterson, Cleveland State University
Susan Storrud-Barnes, Cleveland State University
Richard Reed, Cleveland State University
William Schulze, University of Utah
Katalin Takacs-Haynes, University of Delaware

This panel comprises an interesting blend of five strategic management scholars, who bring their research and expertise to the wine industry. The blend will have highlights of entrepreneurship and the family business, playing nicely across the palate with subtle interactions between ambiguous resources and industry complement power, and underscored nicely with a finish of an interesting case study of a local entrepreneur opening a vineyard in one of the poorest neighborhoods in Cleveland, Ohio, as part of the larger perspective of corporate social responsibility. It will leave the attendee with a refreshing, yet complex understanding of current strategy research as it relates to the wine industry.

2.2 ORGANIZATIONAL BEHAVIOR & HUMAN RESOURCE MANAGEMENT SYMPOSIUM

DEVELOPING VS. "TALKING ABOUT" INTERCULTURAL COMPETENCIES IN OUR OB, MANAGEMENT AND HRM COURSES: CUTTING EDGE PEDAGOGIES THAT CAN BRIDGE THE "KNOWING - DOING" GAP

ROOM: SUTTER HOME

Mark Mendenhall, University of Tennessee, Chattanooga

The purpose of our symposium will be to offer hard-won, concrete suggestions on how to develop intercultural competencies associated with global leadership effectiveness in business school students at both the undergraduate and graduate levels based on the experience of the panelists in their work in this area. The selected session panelists have been wrestling with this problem for years, and have been part of creative pedagogical innovations that have proven successful in "moving the needle" in developing intercultural competencies in their students. Those who attend the session will be able to leave the session with resource handouts, concrete actionable classroom innovations, and practical advice.

2.3 ORGANIZATIONS & THE NATURAL ENVIRONMENT / SOCIAL ISSUES IN MANAGEMENT WORKSHOP

THINGS YOU WISH YOU ALREADY KNEW ABOUT B CORPS AND BENEFIT CORPORATIONS

ROOM: TREFETHEN

Sally Baack, San Francisco State University
Tom E. Thomas, San Francisco State University

As of January 2013, over 650 companies have become certified B Corps, affirming their adherence to rigorous standards of social and environmental performance, accountability, and transparency. Twelve states have granted companies chartered as Benefit Corporations the legal right to pursue a higher purpose than profit: to place the interests of the general public ahead of their fiduciary obligation to shareholders. Participants attending this session should leave with (1) an understanding of what Benefit Corporations are, (2) ideas for how to engage in meaningful research on these companies, (3) examples of how to update business school curricula to incorporate these important changes in our society, and (4) first-hand introductions and connections to a newly-emerging "B-Corp Scholars Network" to provide ongoing support and collaboration opportunities.

2.4 ORGANIZATIONAL DEVELOPMENT & CAREERS PANEL

ACADEMIC ADMINISTRATION: THE GOOD, THE BAD, AND THE UGLY

ROOM: LOUIS M. MARTINI

Mark Mallinger, Pepperdine University
Gerard Rossy, California State University, Northridge
James Goodrich, California State University, Los Angeles
Barry Posner, Santa Clara University

As institutions struggle to maintain revenue streams and manage costs, the role of the administrator becomes more complex as the need for innovation both in curriculum and programs becomes more central to viability. Given the added pressure that administrators now face, why would faculty consider a move from a classroom/research career to take on administrative responsibilities? This panel session incorporates the theme of the conference – seeking truth in our profession – and addresses the issues of transitioning into and out of administration as a career. Panelists will reflect on their years of experience, examining topics related to faculty questions and concerns about moving to administration, operational issues, and strategic issues.

2.5 INTERNATIONAL BUSINESS PANEL

WHAT SHOULD MANAGEMENT EDUCATION BE DOING IN EMERGING ECONOMIES: REFLECTING BACK AND LOOKING FORWARD

ROOM: ROBERT MONDAVI

Richard Moore, California State University, Northridge
Ana Maria Peredo, University of Victoria, British Columbia
John Bruton, California State University, Northridge

WAM members who had lived and worked in poor countries have found ourselves squarely facing the question of what role management educators should play when confronted by the grim conditions of poverty and disadvantage they have seen first-hand. These WAM members are always eager to gather together, share their experiences and question the role of management education. Here again, we bring together WAM members with a passion for working in emerging economies to reflect on what has changed and what hasn't in the last decade and to propose new strategies and models for the future. Participants will reflect on their personal experiences in emerging economies and consider the role of management education in these areas, and together we will challenge conventional thinking and propose new models and ideas for management education.

4:00 – 5:15pm

3.1 OPENING SESSION

THE VERITAS ABOUT NAPA

ROOM: SILVERADO EAST BALLROOM

Organizer: David Hannah, Simon Fraser University
Moderator: Leyland Pitt, Simon Fraser University

In this opening session, we are delighted to welcome two prominent figures from the $7 billion Napa wine industry. They are here to share the stories of their companies, discuss what it's like to work in the wine industry, and talk about what they look for when they visit wineries. They will also take questions from the audience. We are delighted to welcome to WAM:

Amelia Morán Ceja – President of Ceja Vineyards

Amelia is the first Mexican-American woman to head a wine production company. In 2005, She was recognized as California's "Woman of the Year" by the California legislature.

Maggie Bernat – Certified Wine Contessa at Bell Wine Cellars

Maggie is a certified Sommelier who has run the operations of Bell Wine Cellars in Yountville for the past 2 years. She has been featured in publications such as the Wall Street Journal and Today's Chicago Woman.

Ceja VINEYARDS NAPA • SONOMA

BELL WINE CELLARS

5:30 – 6:30pm

FIRESIDE CHAT WITH BLAKE ASHFORTH AND SANDRA ROBINSON

Sponsored by: ICS International Conference Services

ROOM: SILVERADO EAST BALLROOM

6:30 – 8:00pm

OPENING RECEPTION

ROOM: FAIRWAY DECK

FRIDAY, MARCH 21st, 2014

REGISTRATION: 8:00am – 12:00pm, NAPA HALL

7:00 – 8:30am	Breakfast (Fairway Deck)
8:30 – 9:45am	Sessions Developmental Papers (see p. 43)
9:45 – 10:00am	Break
10:00 – 11:15am	Sessions Developmental Papers
11:15 – 12:00pm	Break
12:00 – 1:30pm	Presidential Luncheon
1:30 – 1:45pm	Break
1:45 – 2:45pm	Ascendant Scholars
2:45 – 3:00pm	Break
3:00 – 4:15pm	Sessions Developmental Papers
4:15 – 4:30pm	Break
4:30 – 5:45pm	Sessions Developmental Papers
8:00 – 10:00pm	Wine Education & Appreciation Evening

8:30 – 9:45am

4.1 ENTREPRENEURSHIP

ENTREPRENEURS: MEANS, APTITUDES, ATTITUDES

ROOM: CHAPPELLET

Chair/Discussant: Karen Thompson

Crafting a Bootstrapping Strategy: How an Entrepreneur's Initial Means Affect the Pathway to Bankability

Sam Holloway, University of Portland
Peter Whalen, University of Denver
Brian Adams, University of Portland
Helder Sebastiao, University of Portland

"Bootstrapping" has become synonymous with financial strategy before a venture is a viable candidate for traditional financing. Our study addresses a missing connection between bootstrapping and effectuation -- how an entrepreneur's initial means affects

their bootstrapping strategy. We examined how technical, social, and financial means influenced bootstrapping decisions made by entrepreneurs in the craft brewing industry, and how that affected the venture's growth strategy. Our findings suggest initial means significantly influence both the bootstrapping path and speed to achieving a bankable business model. We also found means-driven bootstrapping strategies can produce new non-financial means such as market structures and brands.

The Influence of Individual's Perception of Entrepreneurial Education, Start-up Barrier and Entrepreneurial Social Status on Individual Entrepreneurial Aptitude

Sakdipon Juasrikul, Washington State University
Zafrin Rahman, Washington State University

This paper investigates the antecedents of individual entrepreneurial aptitude (IEA). Since IEA is associated with the potential to gain entrepreneurial competencies and skills which play crucial roles in the economic development, we propose three antecedents relating to the individual's perceptions, including entrepreneurial education, start-up barrier and entrepreneurial social status. Using the data from the survey Flash Eurobarometer No.283, we conduct structural equation modeling to test the hypotheses. The result indicates that entrepreneurial education and social status are positively related to IEA and support the hypotheses.

Surfacing Tacit Knowledge and Implicit Attitudes of Micro-Business Owner-Entrepreneurs

Janice Black, Coastal Carolina University
Carol Megehee, Coastal Carolina University

Micro-business entrepreneurs engage their world both as an entrepreneurial individual and as an organization. What are the degrees to which these identities form a coherent whole? Are there patterns of identity associations triggered by using an animal metaphor that correspond to entrepreneurial characteristics or organizational characteristics? This study summarizes relevant literature and then presents the results of a pilot study addressing the coherence or dissonance of entrepreneurial identity and organizational identity for the micro-business entrepreneur. Sufficient patterns were found to provide encouragement for more research using this newer method.

4.2 ORGANIZATIONS & THE NATURAL ENVIRONMENT / SOCIAL ISSUES IN MANAGEMENT

OUTLIERS, CRISES & BEST PRACTICES

ROOM: ROBERT MONDAVI

Chair/Discussant: Bruce Paton

A Messy Inquiry into Some Causes of the Toyota Recall Crisis 2010

Nobuyuki Chikudate, Hiroshima University
Can Alpaslan, California State University, Northridge

Crises are messy situations best understood from multiple perspectives. We draw on Alpaslan and Mitroff's multi-perspective methodology to understand and make sense of some of the many causes of Toyota's recall of millions of cars in 2010 which has been one of the most widely discussed corporate crises in recent years. We utilize archival data from sources written and spoken both in English and Japanese. Finally, we conclude with several managerial implications.

Why Study Outliers? A Methodological Manifesto and Toolbox

Lakshmi Balachandran Nair, Institute of Marketing and Communication Management
Michael Gibbert, Institute of Marketing and Communication Management
Matthias Weiss, Institute for Leadership and Organization
Martin Hoegl, Institute for Leadership and Organization

Analysis of outliers, or 'deviant cases' off the regression line is central to scientific achievement. The outlier may signal the need to add variables to improve model correspondence with empirical observations. Using model misfit constructively, i.e. by in–depth analysis of deviant cases, results in improved internal and external validity. Nevertheless, outlier analysis has not yet

been identified and explicated as a research strategy in its own right. There is still a dearth of understanding on how to establish the significance of analyzing outliers in theorizing. Our article analyzes all articles published in five major journals over 12 years, finding that opportunities for learning from outliers are underutilized. For authors wishing to extend the link between data and theory more explicitly, we reveal three strategies for analyzing outliers and discuss their relative methodological sophistication when it comes to theory-building prowess.

4.3 ETHICS WORKSHOP

THE ROLE OF CHARACTER IN HEALTH, WELL-BEING, AND PERFORMANCE

ROOM: TREFETHEN

Thomas A. Wright, Fordham University
Arthur S. DeGroat, Kansas State University

We presented a workshop last year at the Western Academy of Management Meeting in Santa Fe focused on encouraging positive character development. The primary objective of the 2013 workshop was to establish the importance of the assessment of character in business education. Over the months subsequent to the session in Santa Fe, a number of WAM attendees have contacted the organizer/presenter to express interest in learning more about various techniques designed to more meaningfully bring the message of character to our business students, employees and ourselves. Of special interest to many attendees was the possible role of character in individual health and well-being and performance. To that end, three objectives are undertaken in this workshop follow-up and extension. First, a brief review of why character is relevant is introduced. Second, an examination of the role of character in individual health and well-being and performance is presented. Third, emphasizing the interactive nature of the workshop, we close with a number of techniques designed to more meaningfully bring the message of character to business students, employees, and ourselves.

4.4 ORGANIZATIONAL BEHAVIOR & HUMAN RESOURCE MANAGEMENT

LEADERSHIP MODELS & DYNAMICS

ROOM: BUENA VISTA

Chair/Discussant: Lori Peterson

Toward a Comprehensive Integrated Model of Leadership

J.Lee Whittington, University of Dallas

The social scientific approach to the study of leadership remains fragmented as researchers attempt to explain this complex phenomenon by examining a limited aspect of the process while holding important dimensions constant or ignoring them all together. This paper presents a comprehensive model of leadership, incorporating behavioral, situational and trait approaches in an effort to capture the complexity of the leadership process. Central to this model is the role of cognitions in the leadership process. Cognitive processes are not only antecedents to leader behavior, they are central to the follower's response to that behavior as interpretations of the leader's traits and behaviors are heavily influenced by the follower's implicit leadership theory.

Revisiting the Contingency Approach to Leadership: A QCA Analysis

Tomas Thundiyil, Texas A&M

The individual-situation debate of leadership has a long history in the organizational sciences. Although individual difference scholars have cited considerable meta-analytic evidence to support their approach, situational scholars have also shown the tendency for randomness and variance to be captured in individual approaches (Fitza, 2013). Despite continued debate, a majority of leadership scholars support a contingency approach (Vroom & Jago, 2007). This may be surprising given that contingency approaches to leadership have not found much empirical support (Yukl, 2009). We propose that one way to empirically examine the effectiveness of each approach is through a configurational analysis, an approach that assesses the necessity and sufficiency of different variables and configurations of variables. We used a sample of 558 leader-member dyads and examined the necessity and sufficiency of a people-orientation variable (i.e., empathy), a task-orientation variable (i.e., need for structure), and the

vocational environment (i.e., RIASEC environment) in causing leader effectiveness. The results provide empirical support for the contingency approach. Implications and future directions for research are discussed.

Dominant Logics and Socially Responsible Corporate Leadership

Peter L. Jennings, Santa Clara University
Sean Hannah, Wake Forest University

The financial crisis and the near continuous unfolding of accounting scandals that preceded it reveals that corporate leaders have failed to live up to certain economic, social and ethical responsibilities attached to their positions. This paper attempts a theoretical analysis of the dominant logics underlying how corporate CEOs understand their social responsibilities as leaders. The main thesis of this paper is that recent corporate leadership failure stems from a dominant logic or mindset influential among top corporate executives in which business is understood narrowly as an instrument for personal enrichment while neglecting the broader view of business as an institution with valued social purposes and attendant responsibilities. This paper seeks to contribute to the general understanding the effects of leadership on CSR and more specifically, the emerging literature attempting to define socially responsible leadership.

4.5 ORGANIZATIONAL DEVELOPMENT & CAREERS WORKSHOP

NAVIGATING THE ACADEMIC CAREER: CAREER OBSTACLES, SHOCKS AND FACILITATORS FACED BY ACADEMY OF MANAGEMENT MEMBERS

ROOM: LOUIS M. MARTINI

Maria Kraimer, University of Iowa
Scott Seibert, University of Iowa

As part of Academy of Management's Strategic Doing Initiative to better understand the professional challenges facing academics in the management field, Maria Kraimer, Scott Seibert and Leisa Sargent conducted a qualitative survey of a stratified random sample of 139 AOM members to identify career shocks, obstacles and facilitators among AOM members. This professional development workshop is designed to disseminate the key findings of this research through an interactive workshop. Specifically, the purpose of the workshop will be to discuss the qualitative findings from the survey and subsequently brainstorm approaches that individual faculty members, university departments, and the AOM can pursue to facilitate the professional success of AOM members. The panel consists of current and former Department Chairs (Bill Brown, Leisa Sargent, and Jeff Shay) and AOM leaders (Paul Adler and Jeff Shay).

4.6 ORGANIZATIONAL BEHAVIOR & HUMAN RESOURCE MANAGEMENT WORKSHOP

ENHANCING ORGANIZATIONAL EFFECTIVENESS THROUGH EMOTIONALLY INTELLIGENT MANAGEMENT

ROOM: SUTTER HOME

Svetlana Holt, Woodbury University
Angelo Camillo, Woodbury University
Joan Marques, Woodbury University

Emotions play an important role in the sphere of management, and skillful management of clients' and own emotional states toward shared goals enhances the performance and professional well-being of all types of organizations. Emotionally intelligent managers – those capable of recognizing and regulating emotional drivers in themselves and others – would be capable of helping their organizations amassing power and wealth given the opportunity to properly channel those tendencies into tangible products. Within management, emotions can be useful as well as harmful and therefore their role deserves serious consideration. We hope that by understanding the nature of the existing economic environment and changing perspective to recognize emotional underpinnings of management decisions, the individuals, business professionals and organizations overall will be able to better meet the needs of their customers, both internal and external.

ALSO IN SESSION:

DEVELOPMENTAL PAPERS

ROOM: SILVERADO EAST

10:00 – 11:15am

5.1 RESEARCH METHODS WORKSHOP

CASE STUDIES IN BUSINESS SCHOOLS: ON RESEARCH & PEDAGOGY IN THE DIGITAL AGE

ROOM: TREFETHEN

Jyoti Bachani, St. Mary's College of California
Vijaya Narapareddy, University of Denver
Deborah Ettington, Case Research Journal Editor
Barry Eckhouse, St. Mary's College of Business
Stephen McGuire, Cal State Los Angeles

Case studies are a preferred pedagogical tool in many business schools to simulate the real world of organizations in the classroom and have students engage critical thinking skills. There is a continuous need for updated cases, and only a handful of sources for these. There is a double standard in our field, where many want to use case studies but few give sufficient recognition to case-based research, and this workshop aims to address this dilemma. The workshop will provide a forum to surface and address concerns about the future of casewriting, particularly in relation to the impact of new technologies such as multimedia classrooms and online classes.

5.2 INTERNATIONAL BUSINESS PANEL

FOR GENUINE GLOBAL LEADERSHIP TALENT DEVELOPMENT, DON'T NEGLECT HOST COUNTRY NATIONALS

ROOM: LOUIS M. MARTINI

Charles Vance, Loyola Marymount University
Vlad Vaiman, California Lutheran University
Marian van Bakel, University of Southern Denmark
Torben Andersen, University of Southern Denmark

With the continuing growth and expansion of international operations as part of increasing globalization, the importance of effective global leadership talent development has never been greater. Many multinational corporations (MNCs) and the prevailing management literature have continued to focus primarily on MNC parent country national (PCN) expatriates at the relative inattention toward host country nationals (HCNs) and other employees at host country operations. We believe that MNCs that overlook or neglect the involvement of HCNs in their global talent and leadership development planning will limit knowledge management effectiveness and subsequent productivity at subsidiary operations and throughout the enterprise.

5.3 BUSINESS POLICY & STRATEGY PANEL

TEACHING SPORT STRATEGY CASE STUDIES IN STRATEGIC MANAGEMENT COURSES

ROOM: ROBERT MONDAVI

Nola Agha, University of San Francisco

Previous discussions of the case teaching method have recognized the usefulness of both the original inductive reasoning and the deductive instructor guided approach. The purpose of this panel is to explore the use of sport industry case studies in both sport and non-sport strategic management courses. After introducing and defining what we mean by sport industry cases and providing examples of published cases, the panel will explore how these cases might be used in a class to teach different strategic frameworks. This workshop will provide participants with a clear vision of how sport case studies can be a useful addition to their strategic management courses, examples of cases for specific topics, and different ways to integrate discussions of the sport industry into one's classroom and curriculum. Panelist members: Dr. Sally Baack (San Francisco State University), Dr. Jess C. Dixon (University of Windsor), Dr. Leslie Goldgehn (University of San Francisco) and Dr. Michael Goldman (University of San Francisco).

5.4 ORGANIZATIONAL BEHAVIOR & HUMAN RESOURCE MANAGEMENT

EMPLOYEE AFFECT & EQ

ROOM: BUENA VISTA

Chair/Discussant: Marion Eberly

Emotional Intelligence and Leadership Effectiveness: The Mediating Role of Influence Tactics

Cuneyt Gozu, Drexel University – Sacramento

The present research investigated mediating processes of influence tactics and emotional intelligence on leadership effectiveness. 73 managers, 243 subordinates, and 73 bosses were surveyed from Turkish companies in different industries. Leaders were seen effective when they used emotional intelligence or the core tactics to influence subordinates. Based on the findings, the core tactics partially mediated the relationship between emotional intelligence and leader effectiveness. Implications of the study and suggestions for future research are provided.

Do Pronouns Predict Work Attitudes? An Empirical Assessment of the Reich Test

Alexander Bolinger, Idaho State University
Robert Lion, Idaho State University
Hayli Worthington, Idaho State University

In a 1993 article in the Washington Post, former Secretary of Labor Robert Reich proposed that employees reveal their job attitudes through the pronouns they use to describe their organization. Specifically, he suggested that employees who describe their organization using the pronoun "we" are more engaged and committed, whereas the opposite is true for those who use the pronoun "they." Although Reich's prediction has intuitive appeal, it may not account for cognitive asymmetries in how individuals process negative and positive events. In two studies drawing on data from the lab and the field, we find that individuals who describe their organizations using the pronoun "they" have significantly lower affective commitment and work engagement than respondents who do not. The reverse, however, is not true for individuals who refer to their organization as "we."

The Role of Job Satisfaction and Job Embeddedness on Employee Turnover Intention: The Case of Vietnam

Vinh Nguyen, COE College
Steven Irlbeck, University of Kentucky

Researchers have proposed that both job satisfaction and job embeddedness are significant variables in an employee's decision to turnover. The findings from numerous studies conducted in the United States have supported these beliefs. However, studies

examining these relationships outside of the US are limited. This study examines the effect of satisfaction and embeddedness on voluntary turnover in Vietnam. This study modeled job embeddedness as a moderating variable in the job satisfaction-turnover relationship rather than conforming to the traditional model where both variables are solely direct antecedents of employee turnover. The results support the hypotheses that both job satisfaction and job embeddedness are negatively related to turnover intention and that job embeddedness moderates the job satisfaction-turnover intention relationship. Further understanding of these relationships can be beneficial in guiding managers to create more effective employee retention plans.

5.5 ORGANIZATIONAL BEHAVIOR & HUMAN RESOURCE MANAGEMENT

CRITICAL MANAGEMENT PRACTICES

ROOM: SUTTER HOME

Chair/Discussant: Joyce Osland

Millennials in Social Services: What Type of Involvement in Management Practices Matters?

Carol Flinchbaugh, New Mexico State University
Pingshu Li, University of Kansas

Addressing a need for understanding the contextual mechanisms that explain the relationship between generational differences and service quality in the non-profit workplace, this longitudinal study assessed different environmental factors which heighten Millennials service quality. Specifically, the presence of High-Involvement Work Practices (HIWPs), Leader-Member Exchange (LMX), and an affective culture of caring and compassion influences heightened levels of Millennials service quality over a three-month time period as compared to other generations (Baby Boomers and Gen X) in five non-profit social services organizations. This study provides a new understanding of generational differences in the workplace and how management can effectively incorporate HIWPs, LMX, and an affective culture of caring and compassion to heighten service quality for Millennials.

Understanding How Management Practices Transfers Across Countries: The Evolution of Downsizing in the U.S. and Italy

Chris Zatzick, Cal Poly SLO
Luca Solari, University of Milan

Scholars have argued that globalization results in isomorphic management practices across countries. We investigate this argument by examining the diffusion and transfer of downsizing from the U.S. to Italy. Using a case study approach, we trace the evolution of downsizing in the U.S. to shed light on how downsizing has (or has not) been adopted in Italy. Although some management practices appear isomorphic between the U.S. and Italy, downsizing differs in many ways. Notably, unlike the U.S., downsizing is not a legitimated management practice in Italy. Companies can restructure and conduct layoffs as a last effort to ensure survival and save remaining jobs, but they cannot downsize to increase profitability. Hence, the term 'downsizing' is rarely used in Italy, reflecting a hybridization of the management practice. Further, the mixed success of downsizing efforts in U.S. companies has begun to shift the schema of "downsizing is effective" in the U.S., which helps countries such as Italy to resist continued efforts to legitimate this controversial management practice. These findings contrast the oft-discussed globalized or isomorphic trends regarding management practices across cultures. Rather, researchers need to consider the institutional context for each management practice to understand how it will transfer across cultures.

To Be or Not To Be... At Work Sick? Path Models of Presenteeism

James MacGregor, University of Victoria
J. Barton Cunningham, University of Victoria

"Sickness presenteeism" refers to a phenomenon where an employee attends work while ill, instead of taking a sickness absence. The incidence of presenteeism is growing, and associated costs may exceed those of absenteeism. The present research translated three theories of presenteeism into path models and tested the models using existing survey data. In the first model, an initial negative health event was indirectly linked to subsequent health status by paths through sickness absenteeism and sickness presenteeism. This basic model was significantly improved by adding a direct path from the initial health event to subsequent health status. Overall, the results indicated that presenteeism played a more influential role than absenteeism.

5.6 ORGANIZATION & MANAGEMENT THEORY

FIELD-LEVEL DYNAMICS & EMERGENCE

ROOM: CHAPPELLET

Chair/Discussant: Mark Starik

Sleeping Dogs that Won't Lie: Logic Re-Emergence in the Dutch Beer Brewing Field

Jochem Kroezen, Erasmus Universiteit Rotterdam

Where traditional perspectives in organizational sociology have focused on the homogenizing forces that seemingly lock organizational fields into an iron cage, we show that the locks on such iron cages are not as tight as originally thought. In this paper, we examine how a mature and seemingly monistic organizational field—Dutch beer brewing—experienced increased pluralism through the re-emergence of alternative field logics. Specifically, the paper shows how the dormant logics of aesthetics, conservation, and perfection in Dutch beer brewing were re-awakened and re-manifested through the actions of a varied set of individual agents and organizational actors. We show how the introduction of a new practice attracted agents with different professional identities that performed institutional work in a distributive manner, ultimately contributing to field pluralism. Based on our findings, we advance a model of logic re-emergence, highlighting (1) the historical contingency of field structuration, (2) the complementarity between macro- and micro-social forces, and (3) between exogenous and endogenous sources of change.

The Homogeneity and Heterogeneity of Fields

Rachida Aïssaoui, Ohio University
John Amis, University of Edinburgh Business School
Thomas Lawrence, Simon Fraser University

This study examines the ways in which fields are structured, and explores the particular dynamics that foster homogeneity and heterogeneity in actors' behaviors. We found that actors' understanding of the field varied along six dimensions. These dimensions were interpreted based on the actor's perceived position in the field. As a result, actors' reactions to ongoing events varied too. Thus, this paper uncovers various factors shaping homogeneity or, conversely, heterogeneity in actors' understandings of, and subsequent reactions to ongoing events. In doing so, we contribute to our understanding of what fields are, and how their specific characteristics may affect actors' responses.

Liminality as Process: The Mortgage Lending Meltdown as Carnival, Not Tsunami

Paul Hirsch, Northwestern University
Razvan Lungeanu, Pennsylvania State University

The evolution of securitized mortgage loans provides a rich example of a process of change in organizational and institutional practices that occurred over a thirty year period. Instead of either practice replacing the other, the proportion of influence shifted, resulting in the "Main Street" practice - of carefully checking loan applicants' creditworthiness – becoming overshadowed by the "Wall Street" practice of providing mortgage loans with less careful checking on applicants. In this paper, we argue and provide evidence that the resultant combination of a continuing commitment to a societal norm (home ownership), with the relaxation of the operational rules and standards understood to administer it enabled a "liminal state" for the process of change from one practice toward the other. During this liminal period, the absence of clear enforcement of rules encouraged both the provision of mortgage loans to unqualified applicants and the sale of risky financial instruments backed by them. Implications for theorizing about the process of change and the potential for large-scale crises signaled by liminal states are addressed.

ALSO IN SESSION:

DEVELOPMENTAL PAPERS

ROOM: SILVERADO EAST

12:00 – 1:30pm

PRESIDENTIAL LUNCHEON

ROOM: FAIRWAY DECK

Sponsored by: Beedie School of Business, Simon Fraser University

1:45 – 2:45pm

6.1 SPECIAL SESSION

ASCENDANT SCHOLARS

ROOM: SILVERADO EAST

2014 Ascendant Scholars

Darren Good, Pepperdine University
Andrew Nelson, University of Oregon
Chris Barnes, University of Washington

3:00 – 4:15pm

7.1 ORGANIZATIONAL BEHAVIOR & HUMAN RESOURCE MANAGEMENT WORKSHOP

PUTTING THE ACT INTO ACTIVE LEARNING: ENGAGING STUDENTS WITH CONCEPT-BASED SKITS

ROOM: BUENA VISTA

Karen Thompson, Sonoma State University

This presentation offers a new teaching technique for boosting student engagement. Groups of students develop and present a skit that portrays a particular concept from the day's readings and lecture. After each skit, other students in the class must then say which concept they think is being displayed and support their choice with a reasoned explanation. The instructor leads a brief discussion after each skit to highlight the key aspects of each concept. The exercise is relatively brief, but it works to get students to think about concepts in some depth, it stimulates student interest, and it generates a nice level of energy and even laughter. During the presentation, workshop participants will be given an activity that will enable them to try out this technique from start to finish. In the last phase of the workshop, participants will develop the conceptual basis for using the skit technique in one of their current courses.

EDUCATIONAL CONTEXT

ROOM: SUTTER HOME

Chair/Discussant: Jason Harris-Boundy

Name that Team: The Mediating Effects of Team Social Identity and Task Autonomy on Student Personal Skill Development

Gerard Beenen, California State University, Fullerton
Jenny Zhang, California State University, Fullerton

Although student team assignments have become a standard component of business education, there is a lack of research-based strategies to help instructors use team assignments to support students' personal skill development. In a quasi-experimental study of 602 business undergraduates, we tested a model for positively impacting students' personal skill development by enhancing both social identity and task autonomy in student teams. The focal strategies we tested were students' ability to form and name their own teams. Our results show that a stronger team identity was achieved when students were able to form their own teams and to develop meaningful names for their teams, and when students communicated more frequently (both face to face, and electronically). Team social identity and task autonomy mediated the relationship of team formation and communication to personal skill development. Implications for the design of student team assignments in business education are discussed.

Faculty Narcissism and Student Outcomes in Business Higher Education: A Student-Faculty Fit Analysis

Jim Westerman, Appalachian State University
Jacqui Bergman, Appalachian State University
Brian Whitaker, Appalachian State University
Shawn Bergman, Appalachian State University
Joseph Daly, Appalachian State University

We examine the impact of personality congruence between faculty and students on the dimension of narcissism on student perceptions of a professor's status, the perceived difficulty of the class, and student performance in the classroom. Data were collected from business students (n = 560) at an AACSB-accredited business school at a comprehensive state university. Results indicate that narcissism fit was significantly related to a student's final grade in the class such that less congruence was associated with lower course grades. Further, results indicate that this association was partially mediated by perceived professor status, and perceived class difficulty. Particularly concerning was the finding that more narcissistic faculty had detrimental effects on less narcissistic students. Considering the well-documented and profoundly negative implications of narcissism for workplace environments, this finding suggests a need for future research on the impact of narcissistic faculty on business students and on successful intervention strategies.

An Empirical Study of Emotional Intelligence, Stress and Gender in College Students

Scott Bryant, Montana State University
Timothy Lolatte, Montana State University
Timothy Malone, BNSF

There is a growing body of empirical research addressing the impacts of stress on individuals in work and educational settings and estimations suggest that workplace stress costs approximately $300 billion each year. College students are a group of individuals who are particularly prone to stress, and it is worth examining factors that might impact how students cope with stress. Recent studies have suggested that students' levels of emotional intelligence may impact their ability to effectively manage stress. This paper seeks to extend research on EI's influence on stress management by exploring the moderating roles of age and gender, such that female gender and higher age lead to higher levels of EI and lower levels of stress.

7.3 ETHICS SYMPOSIUM

ETHICAL DECISION-MAKING AND UNCONVENTIONAL PREDICTORS: EVIDENCE FROM A MULTI COUNTRY STUDY

ROOM: TREFETHEN

Veena Prabhu, California State University, Los Angeles
Stephen McGuire, California State University, Los Angeles
Kern Kwong, California State University, Los Angeles
Robert Tang, De La Salle College of Saint Benilde
Alexander Ilyinsky, University of Moscow
Minghao Shen, Guangdong University of Foreign Studies

The purpose of the present symposium is to discuss and present the results of five studies, which are a part of a larger cross-cultural study. Each study is aimed at providing insights into a comparatively unconventional predictor of ethical decision-making—persuasion techniques, decision-making styles, work-ethic frameworks, and ingratiation behavior. Truth is an integral part of ethical decision-making and hence we hope this symposium lives up to the theme of WAM 2014 "In Vino, Veritas".

7.4 ORGANIZATIONAL DEVELOPMENT & CAREERS WORKSHOP

DEVELOPING BEST PRACTICES FOR BRIDGING THE GAP BETWEEN EMPLOYER EXPECTATIONS AND MANAGEMENT STUDENTS' COMPETENCIES

ROOM: LOUIS M. MARTINI

Janice Black, Coastal Carolina University
J. Kay Keels, Coastal Carolina University
Lori Paris, California State University, Bakersfield
Yvonne Smith, University of La Verne

Higher education faces significant challenges with the heightened attention on both the quality of instruction and workforce readiness. Employers as external stakeholders have challenged institutions to address deficiencies that impact workforce readiness (i.e., demonstrated knowledge of content areas) and procedural knowledge (i.e., skillfulness; The Conference Board et al., 2006). AACSB has identified general skill areas that business graduates need but not management majors. This workshop reviews the observed deficiencies in the competencies for students in management programs that have implications for curriculum development and assessment. Teaching techniques and their appropriate use given different student gap profiles is discussed.

7.5 RESEARCH METHODS

RESEARCH METHODS AND PRACTICES

ROOM: ROBERT MONDAVI

Chair/Discussant: Arran Caza

"You Can't Handle the Truth": A Pedagogical Exercise

Paul Stepanovich, Southern Connecticut State University
Pamela Hopkins, Southern Connecticut State University
Ernest Stark, Southern Connecticut State University

Management scholars are familiar with the debates surrounding truth, but there is a question about how to engage students of management with the issues. This paper presents a pedagogical exercise designed to demonstrate how a change in perspective can lead to alternative views of 'truth.' It can be used to supplement courses in research design, to introduce students to issues in organizational learning, or as a critical thinking exercise in management.

A Demonstration of Testing for Moderated Mediation Effects across Cultures: A Multiple Group Structural Equation Approach

Ellen A. Drost, California State University, Los Angeles

A multiple group structural equation modeling approach to test for moderated mediation effects is applied to analyze entrepreneurial intentions of business students from US, Finland and China. A multivariate mediation model with latent variables is used to assess whether entrepreneurial self-efficacy mediates the relationship between education, experience and entrepreneurial intentions and whether these mediation effects vary by country. Results indicate that students' perceptions of entrepreneurship education were significantly related to entrepreneurial self-efficacy and had the largest indirect effect on entrepreneurial intentions among the independent variables in our model.

7.6 ENTREPRENEURSHIP

ENTREPRENEURIAL OUTCOMES

ROOM: CHAPPELLET

Chair/Discussant: Kevin Lowe

When & Why do Parent Companies Acquire Some CVC-backed New Firms while Passing Over Others?

Sangyoun Lee, Washington State University

A number of researchers have explored why established firms invest in start-ups. Amongst the reasons discovered, particularly prominent strategic motives include: 1) to gain a "window" in emerging technologies; 2) to facilitate the development of firms offering complementary products or services; and 3) to identify and monitor potential acquisition targets. Other studies suggest that the reasons are tied to financial motives on the basis of specialized knowledge of technology and markets. Drawing on prior literature related to real option, resource based view, this study attempts to explain: 1) Why are some of the CVC-backed companies acquired by parent companies, while others are not? and 2) What is the relationship between environmental factors and the acquisition of CVC-backed companies? This study fills a gap in the literature by exploring the reasons why corporate investors acquire new CVC-backed ventures. This paper also proposes that parent firms may choose not to acquire CVC-backed firms when environmental conditions are highly uncertain.

Entrepreneurial Failure as a Threshold Concept: The Effects of Student Experiences

Alexander Bolinger, Idaho State University
Kory Brown, Pacific Lutheran University

Many concepts in business education are threshold concepts because they are difficult for students to comprehend. However, other elements of business education constitute similarly "troublesome knowledge" not because they are difficult to comprehend in theory but because they are challenging to appreciate in context. In this paper, we suggest that entrepreneurial failure is a threshold concept in teaching entrepreneurship because students may have some understanding of what failure looks like (i.e., financial insolubility), but they may neither appreciate the full range of social and emotional costs of failure nor recognize its potential benefits to entrepreneurs. Through an inductive approach, we develop distinct categorizations of how students conceptualize entrepreneurial failure. We then examine the effects of even minimal entrepreneurial experiences on the complexity of students' descriptions of failure and the degree to which they recognize the positive aspects of failure. Our findings highlight the role of experiential learning in aiding students' understanding of threshold concepts and suggest that entrepreneurship educators address failure more directly and comprehensively to reduce the social stigma attached to this threshold concept.

The Truth, the Whole Truth, and Nothing but the Truth: Using Power Law Distributions and Complexity Science to Understand Entrepreneurial Outcomes from the Top-Down and Bottom-Up

Christopher Crawford, Ohio University

What is truth, and who defines it? In the study of entrepreneurship, true "success" has traditionally been defined and measured by the founding of a high-growth venture. However, any comprehensive theory of entrepreneurship also needs to include

explanations and predictions about venture founders who intend to start small and stay small. The inherent rarity of ventures like the former, coupled with an overabundance of the latter, leads to a highly skewed distribution of outcomes, and has stifled theory-building efforts for decades. Recent empirical findings identify that all revenue-, employee-, and growth-based outcome measures in entrepreneurship are power law distributed. Finding these distinct, highly skewed, fat-tailed distributions overwhelmingly supports the notion that extreme events in a population are much more prevalent than traditional statistics would lead us to believe, that outliers in the tail of the distribution disproportionately influence the behavioral and statistical dynamics of the entire system, and, most importantly, that outcomes are not random, but governed by a simple set of underlying components that apply to all systems in the population. Scholars have proposed that expectations, endowments, engagement, and environments all influence these distributions, with expectations driving outcomes in the domain. This paper uses a complexity science perspective and nonlinear techniques on a representative sample of nascent entrepreneurs to support the hypotheses that venture endowments and founding team engagement are power law distributed. This provides a foundation for truth in entrepreneurship, where success—for both scholars and practitioners—can be assessed in relation to: 1) the founder's subjective expectations for growth, and 2) the venture's objective outcomes in the power law distribution.

ALSO IN SESSION:

DEVELOPMENTAL PAPERS

ROOM: SILVERADO EAST

4:30 – 5:45pm

8.1 ORGANIZATIONAL BEHAVIOR & HUMAN RESOURCE MANAGEMENT WORKSHOP

USING THE ONLINE TEAMWORK ASSESSMENT TOOL CATME FOR TEAM-BASED LEARNING AND PEER-EVALUATION OF STUDENT PERFORMANCE

ROOM: SUTTER HOME

Antoaneta Petkova, San Francisco State University
Eric Lamm, San Francisco State University
Theresa Roeder, San Francisco State University

Evaluating student performance on team assignments has always been a challenge for instructors. Whenever students are expected to work on an assignment either partially or entirely outside of the class time, instructors face the problem of judging the extent of each individual student's contribution to team deliverables. Many instructors simply assume that each team member contributed equally and assign the same grade to all team members. While such an approach may be easiest for the instructor, it may decrease the motivation of hard-working students to make their best efforts and may even discourage these students from working in teams in the future. Therefore, using a reliable method for assessment of student contributions to team projects is critically important for being able to grade fairly and consistently all students. This workshop introduces the Comprehensive Assessment of Team Member Effectiveness (CATME), an online tool developed by an interdisciplinary team of researchers from several U.S. universities as a part of an NSF-sponsored multi-year research project. CATME is available free of charge for educational purposes and is administered and fully supported by the system developers at the Purdue University College of Engineering. Experiences using CATME at SFSU since 2008 will be shared, highlighting adoption practices, pedagogical rigor, ease of use, and the facilitation of trend assessment in student learning, as well as student perspectives of use, online feedback, and perceptions of fairness of treatment.

8.2 ORGANIZATIONAL BEHAVIOR & HUMAN RESOURCE MANAGEMENT SYMPOSIUM

FOLLOWERSHIP RESEARCH: UNDERSTANDING LEADERSHIP PROCESSES THROUGH A GLASS, LESS DARKLY

ROOM: BUENA VISTA

Kevin Lowe, University of North Carolina at Greensboro
Rajnandini (Raj) Pillai, California State University - San Marcos
Ronald Riggio, Claremount McKenna College
Mary Uhl-Bien, University of Nebraska

In the leadership equation followers are often constructed as leader centric, uni-directional, downward influence takers where "good" followers act on the received wisdom in leader directives. More recent research has treated followership as a dynamic co-constructed process that establishes important boundary conditions for the understanding of leadership processes. The purpose of this symposium is to provide a state of field overview on followership research. Ron Riggio will provide a historical perspective on the evolution of followership research. Mary Uhl-Bien will review recent literature on followership to offer a formal theory of followership. Kevin Lowe will discuss conceptual and methodological issues in the study of followership. Raj Pillai will integrate the preceding discussions by identifying emerging themes for leadership (and followership) scholars to pursue.

8.3 ENTREPRENEURSHIP WORKSHOP

MAKING ENTREPRENEURIAL MANAGEMENT WORK IN PRACTICE: BALANCING IMPROVISATIONAL AND RATIONAL THINKING AND DECISION-MAKING IN A NON-PREDICTABLE WORLD

ROOM: CHAPPELLET

Martin Senderovitz, University of Southern Denmark
Charles Vance, Loyola Marymount University
Torben Andersen, University of Southern Denmark
Kevin Groves, Pepperdine University

Chair/Discussant: Yongsun Paik

Our workshop will examine how improvisational and rational thinking and decision-making may be effectively balanced and managed in a predominantly non-predictable world. The objective of the workshop is to present various perspectives for making entrepreneurial management work in practice. As such the session contains both a research perspective (including resent theoretical and empirical contributions) and a practical perspective that will have direct relevance for guiding entrepreneurship education as well as immediate applications in entrepreneurial practice.

8.4 INTERNATIONAL BUSINESS

INTERNATIONAL BUSINESS

ROOM: ROBERT MONDAVI

Chair/Discussant: Yongsun Paik

Welcome to the Neighborhood: CSR Engagement from Emerging Market Firms within Developed Market Countries

Michael Nalick, Texas A&M University
Richard Scoresby, Texas A&M University

This study provides a theoretical framework for emerging market firms' (EMFs) corporate social responsibility (CSR) engagement in developed host countries. The framework is designed to answer the question why subsidiaries from emerging market firms,

where traditionally the home country institutional and stakeholders CSR expectations are lower, participate in CSR in developed market host countries. This framework of determinants of EMF CSR is composed of host and home country institutional profiles, parent-subsidiary relationships, stakeholder pressures, and local versus global CSR conformance.

Comparing Thinking Style and Ethical Decision-Making Between Chinese and American Undergraduate Business Students

Charles Vance, Loyola Marymount University
Yongsun Paik, Loyola Marymount University
Kevin Groves, Pepperdine University
Judith White, St. Mary's College of California

This study provides a comparison of thinking style and ethical decision-making patterns between 386 American and 506 Chinese students enrolled in undergraduate business education in their respective countries. Contrary to our expectations, the Chinese students demonstrated a significantly greater linear thinking style compared to American students. As hypothesized, both Chinese and American students possessing a balanced linear and nonlinear thinking style profile demonstrated greater ethical intent across a series of ethics vignettes. Chinese students also were more likely to adopt a utilitarian rationale, an ethical philosophy strongly related to unethical intent, for explaining their decisions across the vignettes. We conclude with a discussion of important theoretical as well as practical implications based on this comparative study.

Institutional Pillars that Contribute to High Transparency in Nordic Countries: A Multiple Case Study

Yongsun Paik, Loyola Marymount University

The Nordic countries continue to build a strong reputation as having the cleanest business environments. Using institutional theory, this paper explores main factors to which the high transparency in the Nordic countries might be attributed. Based on qualitative interviews with executive managers in the region, the paper identifies distinctive cultural characteristics embedded in the society that have influenced the advancement of transparent business environment. The Nordic countries also demonstrate their willingness to embrace cross-border norms and standards through active participation in international conventions and agreements on anti-corruption movement. These findings provide strong evidence that it is not regulative pillars but normative and cognitive pillars that have contributed to high transparency in the Nordic countries.

8.5 ORGANIZATION & MANAGEMENT THEORY

ORGANIZATIONS & ORGANIZING

ROOM: TREFETHEN

Chair/Discussant: Jennifer Kroeker-Hall

Organizational Problems as Antecedents of Goal Dimension Adoption and Abandonment

Peter Madsen, Brigham Young University

Early work in the Carnegie School tradition suggested two important characteristics of organizational goals: goal dimensions and the aspiration levels set on those dimensions. However, subsequent work in organizational decision making has focused almost exclusively on aspiration levels and has left the determinants of goal dimension use in organizations virtually unexplored. The purpose of this paper is to begin to fill this gap in the literature by theorizing and testing one set of possible antecedents of goal dimension use: the problems faced by organizations. Specifically, in this paper we hypothesize that two different types of organizational problems—environmental scanning problems and performance problems—may drive the adoption of new goal dimensions and the abandonment of in-use goal dimensions by organizational decision makers. We find support for these hypotheses in a sample of the goal dimensions employed by firms listed in the S&P 500 from 2006-2011.

Value in the Eye of the Beholder: The Dynamic Use of Vertical Categories in Valuation Processes

Mariam Krikorian, University of Southern California
Vern Glaser, University of Southern California
Peer Fiss, University of Southern California

Product categories facilitate transactions between buyers and sellers by defining and valuing the goods exchanged. While prior research has shown how the horizontal dimension of category membership influences value, scholars have yet to examine the role vertical category dynamics between buyers and sellers play in the market valuation process. We explore this issue of category dynamics in the context of the online advertising industry. We develop a theoretical model to show how market actors strategically adjust the vertical scope of their product categories to understand and create value. Specifically, we show that when expert pricing characterizes a market, buyers and sellers base their understandings of value on deductive models of value creation that rely on broad, aggregated, and averaged categories. In contrast, when auction pricing characterizes a market, buyers and sellers base their understandings of value on inductive experimentation and rapid feedback loops that rely on granular, de-aggregated, and de-averaged categories. We further find that ongoing market exchanges involve vertical category adjustment where buyers shift the level of abstraction of their categorical perspective to clarify uncertain value and sellers manipulate the level of abstraction of their categorical perspective to optimize their value. Our findings carry implications for the study of categories in markets by shifting attention towards vertical category dynamics as a key but neglected aspect in understanding how categories affect market exchange and shape valuation processes.

Everything is Relative: (Re-)Connecting RBV Theory and Method

Mario Krenn, Southern University at New Orleans

A fundamental question for RBV theorists is to understand how firms improve their performance relative to competitors. However, existing empirical RBV literature tends to operationalize the dependent variable in terms of absolute performance. This disconnect between RBV theory and its empirical test limits our ability to assess whether it is a valid theoretical framework in strategy research and our ability to make useful recommendations to strategy practitioners. This paper offers suggestions for strategy researchers on how to improve the empirical test of the RBV.

8.6 TECHNOLOGY & INNOVATION

TECHNOLOGY, INNOVATION & ENTREPRENEURSHIP

ROOM: LOUIS M. MARTINI

Chair/Discussant: Michael Parent

Social Media and the Effect on Consumers' Loyalty – Satisfaction of the Firms on Social Networks

Angelo Camillo, Woodbury University
Loredana Di Pietro, University of Molise

Due to the increasing number of users and powerful web-based tools available today on social networks such as Facebook, enterprises are strategically focusing on the marketing opportunities social media can provide. In fact, the presence on a social network such as Facebook can provide the firm with a mechanism for gathering consumer information quickly on a wider segment of the population. This preliminary study investigates strategically the effectiveness of the firm's presence on social network and the effect social networks have between the firm and the consumer. It attempts to identify a possible linkage between firm's presence on social network and consumer's loyalty by addressing critical elements useful for developing new and efficient strategies based on online channels. The data collected from 1520 surveyed participating Facebook users was analyzed using the Structural Equation Modelling (SEM) technique. The results suggest that there is a strong relationship between the firm's presence on the social network and consumer's loyalty, thus contributing to the sustained marketing strategies of "social commerce". Hence, a page rich in contents have a positive influence on consumer judgements and loyalty toward the firm, with benefits for the consumer centric oriented strategies.

Toward a Theory of Information Boundaries in Organizations

David Hannah, Simon Fraser University
Michael Parent, Simon Fraser University
Leyland Pitt, Simon Fraser University
Pierre Berthon, Bentley University

Information boundaries in organizations are designed to keep information inside an area defined by that boundary, usually by providing access to the information for those authorized to be inside the boundary and denying that access to those outside of it. In spite of their importance to organizational functioning, the management literature lacks a comprehensive exploration of the sources, characteristics and effects of information boundaries. We provide such an exploration in this paper. We present implications for theory and research in the form of testable propositions, and offer recommendations for practitioners.

Warrior Entrepreneur

Bryan Gallagher, Simon Fraser University
Mark Selman, Simon Fraser University

Entrepreneurship is an important yet underdeveloped aspect of Indigenous economic development. In this piece, we suggest the concerns of entrepreneurship for Indigenous peoples can be addressed and the advantages enhanced, enabling entrepreneurship to play a more prominent role in Indigenous economic development. We argue that on the frontline of these efforts are Indigenous entrepreneurs who are modern day Indigenous warriors operating in an economic context who blend Indigenous culture and traditions with business structures and tools. We term these individuals "warrior entrepreneurs" and focus on their role as anti-colonial actors, agents of self-determination and rebuilders of Indigenous economies. Although not every Indigenous entrepreneur wants to be a warrior entrepreneur, many are already, and could increasingly, adopt warrior mentalities and strategies in their business. This paper builds on relevant literature and practical examples to construct an aspiration role that Indigenous peoples and governments can utilize to promote and support Indigenous entrepreneurship.

ALSO IN SESSION:

DEVELOPMENTAL PAPERS

ROOM: SILVERADO EAST

9.1 WINE MANAGEMENT SPECIAL SESSION

AN EVENING OF WINE EDUCATION AND APPRECIATION

ROOM: SILVERADO EAST / FAIRWAY DECK

Join us for a night of wine scholarship and wine appreciation beginning at 8pm. There will be two academic presentations on the wine industry, and then an educational presentation by WAM's Wine Event Coordinator, Angelo Camillo. Then test your new wine knowledge at a wine and cheese reception beginning at 9pm. Bring your drink ticket to enjoy a complimentary glass of wine.

A Strategic Analysis of the Competing Factors in the Global Wine Trade and the Development of a Model to Facilitate Foreign Country Entry Mode

Angelo Camillo, Woodbury University
Svetlana Holt, Woodbury University
Joan Marques, Woodbury University
Jianli Hu, Woodbury University

This study investigates the crucial components that facilitate the export competitiveness in the global wine industry. These components can be described as "determining factors" considered central in the wine trade as they facilitate growth and sustainability of the wine industry on the global level. The study analyzes published literature, applies desk and field research and proposes a framework that includes a sample SWOT analysis as well as a model to determine potential competitive elements based on LONG PESTLE analysis, a sample competitive grid, and an industry analysis inventory.

Sustainability Strategies in the US and Italian Wine Industries: A Comparative Study

Armand Gilinsky, Sonoma State University

This exploratory research investigates activities that create competitive advantages for wine businesses by comparing the perceptions of competitive advantage with the practices of US and Italian wineries, i.e. those who have implemented a clear business case for an Environmental Management System (EMS) with those who have not. Benefits and challenges of sustainability practices are addressed. Of the respondents in each country sample, over 80% were family-owned, family-managed. Respondents with a clear business case for EMS perceive significant differences in cost leadership and differentiation advantages over those without a clear business case for EMS. Results of this study demonstrate a significantly higher level of commitment by those respondents with a clear EMS when addressing sustainability initiatives during a recent economic downturn over those that did not.

Wine as luxury and an investment, an insight for researchers, consumers and collectors

Angelo Camillo, Woodbury University

Wine has been classified among the most luxurious items in the world, both as consumer commodity and investment. Wine supply has time and capacity constraints as it depends on a multitude of factors: grapes can only be harvested once a year, production will fluctuate, and the supply of the final product is fixed. Therefore, the limited quantity of quality wine and the high demand causes the price for premium bottles to increase. Wine is a consumer good and a unique asset; therefore, one must understand the inventory of investment-grade wine available. In this government regulated industry, authorities and experts worldwide are concerned that increasing demand for quality wines may be catalyst for less quality control and the creation of an underground market for counterfeit wines. Unlike any alternative investments, supplies of past vintages invariably diminish. While it is in the bottle, the investment may improve; however, risk may increase as well due to the perishable nature of the product. This presentation illustrates the knowledge and expertise required to be part of a prestigious yet perilous luxury market.

SATURDAY, MARCH 22ND, 2014

7:00 – 8:15am	Breakfast & WAM Business Meeting (Fairway Deck)
8:30 – 9:45am	Sessions
9:45 – 10:00am	Break
10:00 – 11:15am	Sessions
11:15 – 11:30am	Break
11:30 – 12:30pm	Closing Session

8:30 – 9:45am

10.1 TECHNOLOGY & INNOVATION WORKSHOP

MOOCS: FRIEND, FOE, OR FOLLY?

ROOM: LOUIS M. MARTINI

Douglas Gilbert, University of the Rockies
George Love, University of Phoenix

Massive Open Online Courses (MOOCs) have been portrayed in academic circles as everything from the silver bullet to provide cheap and easy access to higher education knowledge to a cause célèbre of a technology assault on time-honored methods of teaching and learning. The workshop will provide an opportunity to discuss the variety of definitions of MOOCs, the range of uses for MOOCs and MOOC-like delivery models, and the advantages and disadvantages of various types of MOOC platforms. The workshop will provide case examples of the presenters' experiences in developing and delivering MOOCs and MOOC-like training in a variety of settings including courses, faculty meetings, and research.

10.2 ETHICS

ETHICS & SPIRITUALITY

ROOM: ROBERT MONDAVI

Chair/Discussant: Peter Jennings

The Moderating Effect of Supervisor's Behavioral Integrity on the Relationship Between Regulatory Focus and Impression Management Usage

K. Michele Kacmar, The University of Alabama
Reginald Tucker, The University of Alabama

Regulatory focus theory is used to shed light on subordinate-employee use of four impression management strategies used in the workplace. We hypothesized that prevention-focused employees will use ingratiation and exemplification strategies to avoid harm and maintain the status quo. We also hypothesized that promotion-focused employees will use self-promotion and supplication strategies to get ahead in the workplace. We introduced behavioral integrity theory as a moderator to test the

relationship between regulatory focus theory and impression management theory. Specifically, we tested the strength of the relationship between prevention-focused and promotion-focused employees and their use of impression management strategies when their managers exhibited low or high behavioral integrity. We collected data from 133 working adults. The findings support our hypotheses, extends impression management literature, and has practical implications for managers.

Images of Leadership: Using Biblical Metaphors to Understand the Complexity of Leadership

J.Lee Whittington, University of Dallas

Metaphors stimulate creativity and can assist us in perceiving previously unidentified similarities, patterns, and relationships. They sharpen our observations by highlighting certain features and diminishing the emphasis of others. In this paper I borrow Gareth Morgan's approach of using multiple metaphors to address the complexity of leadership. Specifically, metaphors and images are drawn from scripture in order to advance the understanding of leadership. The images of a leader as a parent, judge, king, priest, prophet, shepherd, servant, apostle, evangelist, teacher, stewards, masters, elder and deacon are explored. Despite inherent limitations, these metaphors provide a useful way to study the complexities of leadership. Each of these metaphors provides some insight into the nature of the leadership process, yet these "ways of seeing" can also prevent us from seeing other aspects of the leadership process.

The Impact of Big Five Personality Traits on the Effectiveness of Ethics Instruction in Students

Virginia Bratton, Montana State University & Connie Strittmatter, Montana State University

Though it is the most studied personality profile in management research (Perrewé & Spector, 2002), the relationship between the Big 5 Personality Profile and business ethics has been scarcely researched (Williams, Nathanson, & Paulhus, 2010). This study contributes to the business ethics literature by examining the effectiveness of ethics instruction on individuals possessing varying levels of Big 5 Personality traits. A total of 169 students completed surveys before and after receiving ethics instruction. Using Reidenbach and Robin's (1990) Multidimensional Ethics Scale, student perceptions of business ethics were assessed. Results indicate that ethics instruction positively impacted perceptions of business ethics across all levels of agreeableness and conscientiousness. While post-instruction perceptions of ethics increased from pre-instruction levels for extraversion, neuroticism and openness to experience, the improvements in scores were not statistically significant.

10.3 ENTREPRENEURSHIP WORKSHOP

SOCIAL ENTREPRENEURSHIP AND PEDAGOGY: DEVELOPMENT AND CHALLENGES

ROOM: TREFETHEN

Veena Prabhu, California State University, Los Angeles
Stephen McGuire, California State University, Los Angeles
Kern Kwong, California State University, Los Angeles

Although there is a burgeoning interest in the field of social entrepreneurship, the true nature of this field is still elusive, as this cross-disciplinary field varies considerably when seen from different perspectives. Several organizations, both profit and non-profit, have begun to appreciate and invest in the field of social entrepreneurship. Additionally, there is a growing interest in learning about this field in several Universities across the Globe. The present professional development workshop aims at providing more insight into the emergence of this field and a platform for discussing the challenges and opportunities it presents. More importantly, it aims at providing an answer to a basic question—What are the factors to be considered while teaching a course in social entrepreneurship? The main focus of the workshop is on the pedagogical aspects of social entrepreneurship (SE). The workshop will aim at answering basic questions such as how to effectively draft a SE syllabus to more complicated issues such as how does one teach in a class with students from varied disciplines; how do you bridge the gap between learning and application when it to comes to SE?

10.4 ORGANIZATIONAL BEHAVIOR & HUMAN RESOURCE MANAGEMENT

ORGANIZATIONAL ENTRY

ROOM: BUENA VISTA

Chair/Discussant: Dan Moshavi

How Social Dominance Orientation and Workforce Composition Influence Support for Word-of-Mouth Referrals

Angélica S. Gutiérrez, Loyola Marymount University

This paper examines the effect of social dominance orientation (SDO; the degree to which individuals support group-based hierarchies; Pratto & Sidanius, 1999) on support for the use of Word-of-Mouth referrals in hiring. In two studies, participants were exposed to a company that was composed of either predominantly White or racial minority employees and subsequently asked to indicate their support for the use of Word-of-Mouth referrals. Consistent with social dominance theory, the two studies demonstrated that individuals high in SDO support the use of referrals when these are perceived to provide a hiring advantage to the dominant group (i.e., Whites) but not when these are perceived to advantage subordinate groups (i.e., racial minorities). Moreover, differential support was justified on the basis that dominant group members merit the position they are granted through referrals and subordinate group members do not. Theoretical and practical implications are discussed.

Selection as Socialization: A Theory of the Influence of Selection Process Intensity on Employees' Pre-Entry and Initial Attitudes and Cognitions

Marion Eberly, University of Washington Tacoma
Pauline Schilpzand, Oregon State University

A new theory of "selection process intensity" is introduced. It captures the time, effort and skills necessary for applicants to successfully complete the selection process and encompasses the quantity and variety of selection activities and the people involved in the process. Conceptualizing the selection process as instrumental in facilitating newcomer socialization, we provide theoretical arguments for how selection process intensity influences applicants' pre-entry and initial attitudes and cognitions, which ultimately aid organizations in retaining talent.

Gender Differences in the Language of Executive Hiring

James Stryker, Holy Names University
Susan Stryker, University of San Francisco

The selection and hiring of senior executives is key to the success of every organization. This paper addresses a question not previously considered in leadership and linguistic studies: Are there gender differences in the language of senior executives when interviewing new hires? This is an important question because the language of the hiring interview offers a unique window into the values of senior executives. Previous studies have found significant differences in the way women and men use language in the general population, however, there has not been a study analyzing the gender differences in language usage at the senior executive level. Using computerized text analysis software, we analyze recorded interviews of successful female and male senior executives when asked to describe their approach to the interviewing and selection of new hires. Theoretical and practical implications, limitations, and recommendations for future research are discussed.

10.5 ORGANIZATIONAL BEHAVIOR & HUMAN RESOURCE MANAGEMENT WORKSHOP

BRINGING OB AND LEADERSHIP CONCEPTS TO LIFE USING EXPERIENTIAL EXERCISES

ROOM: SUTTER HOME

Stephen Duarte, Concordia University, Irvine
Frank Schultz, University of California, Berkeley
Atul Teckchandani, California State University, Fullerton

Experiential learning theory posits that the best way to improve learning in higher education is to engage students in a process that consists of four stages: experiencing, reflecting, thinking and acting. Experiential classroom exercises that leverage this theory have become increasingly popular in management education and an important part of leadership development programs. We propose that for experiential exercises to affect future behavior, activities must be presented that are enjoyable, process-focused, and that do not have a specific measurable outcomes. The focus of this workshop is to present three experiential exercises that meet these criteria that can be used to engage students and help them grasp a wide-range of leadership and organizational behavior concepts. All three exercises have received positive feedback from students and we believe educators who teach leadership and organizational behavior classes at the undergraduate and graduate levels will benefit from this workshop.

10.6 BUSINESS POLICY & STRATEGY

INTERNAL ACTIVITIES & FIRM PERFORMANCE

ROOM: CHAPPELLET

Chair/Discussant: Cuneyt Gozu

Differentiating Human Capital Measures for Strategy

Paul Poppler, Bellevue University
Ernest Stark, Southern Connecticut State University
Greg Ashley, Bellevue University

Firms often declare human capital as a valuable contributor to strategic success in business social responsibility reports and other public non-financial statements. However, such claims are often non-binding, non-measureable, idiosyncratic, and therefore nearly impossible to use for any comparative market valuation. This paper argues the necessity of differentiated human capital measures that may require paradigmatic changes in strategic management and the management of human capital. A model and a case are presented for talentship management integrated into strategic planning and evaluation.

The Direct and Complementary Effects of Internal and External Absorptive Capacity on the Renewal of Capabilities

Mika Kusar, Fort Lewis College

Absorptive capacity is fundamental to a firm's ability to integrate and utilize external knowledge to revitalize its products, strategies, operations, and management techniques. Recent research, largely related to R&D settings, highlights the various dimensions and underlying processes of absorptive capacity as comprising two fundamental concepts – internal and external absorptive capacity capabilities. This research seeks to examine the unique and complementary role of internal and external absorptive capacity in a firm's ability to renew its resources and capabilities in a non-R&D context, acquisition. Results indicate that firms experiencing a positive change in the effectiveness of their capabilities following acquisitions had high levels of both internal and external absorptive capacity. Additionally, counter to the prevailing logic that external absorptive capacity is not beneficial to the firm without the presence of internal absorptive capacity, findings reveal a positive, direct effect between external absorptive capacity and the change in capabilities following acquisition.

Non Mission Critical Activities and Firm Performance: Examining the Relationship between Athletic Success and University Outcome Variables

Neil Tocher, Idaho State University
Greggory Murphy, Idaho State University
Bryant Ward, Idaho State University

For many years, university stakeholders have debated the appropriateness of intercollegiate athletic programs. Proponents typically argue that sporting events create an important window for the university to the outside world, while detractors point to low athlete graduation rates, high athletic expenditures, and the lack of a relationship between athletics and the university's education mission as solid reasons why intercollegiate athletics programs should be scaled back or eliminated. Surprisingly however, research which comprehensively examines the relationship between athletic success and university outcome variables

is limited. Given this, the present study used five years of time series data to examine the influence of athletic success in football and men's basketball on the important university outcome variables of applications, enrollments, applicant standardized test scores, and endowment size. Results showed that winning, national television appearances, and the combined effect of winning on national television positively influence university outcome variables. Study implications suggest that universities and all organizations may see important performance benefits from engaging in non-mission critical activities.

10:00 – 11:15am

11.1 ENTREPRENEURSHIP

PERSPECTIVES ON ENTREPRENEURSHIP

ROOM: CHAPPELLET

Chair/Discussant: Keisha Liggett-Nichols

Blooming Where They're Planted or Seeking Greener Pastures: The Migration Patterns of University-Backed Startups

David Benson, Marriott School of Management
Paul Godfrey, Marriott School of Management

Can technology transfers from university-sponsored research fuel local and regional economic development? To answer yes assumes that successful technology licensees operate locally, near the university or in the region. We question that assumption and investigate the following question: Do start-up firms based on University-licensed technology that remain local enjoy greater success than those that relocate? We test this question on a sample of 2,051 firms from 37 of the top 50 U. S. patent producing universities. Results from a set of logistic regressions indicate that the population size of the community has no impact on funding; however, the presence of strong state economic development objectives adversely impacts the receipt of venture capital. University-licensed start-up firms that locate in another state become more likely to receive funding. We identify implications of our findings for theory development, public policy, and managerial decision-making.

Building a Collaborative Network of Entrepreneur Support Organizations: Diffusion of Innovation and Leadership

Gary Renz, Webster University

Entrepreneur Support Organizations (ESOs) are autonomous organizations that assist entrepreneurial ventures, often by mentoring or providing resources. Each ESO has its own unique combination of expertise, resources, interests, and stakeholders. Although this diversity of interests, resources, and expertise results in a multifaceted entrepreneurial ecosystem, the ESOs' autonomy can also result in disorganization and fragmentation at the system level. Without some mechanism for stimulating and facilitating coordination and collaboration, ESOs will often act independently, with little or no coordination or collaboration with other ESOs. An informal network of ESOs committed to coordination and collaboration is a more efficient and effective system for assisting entrepreneurs. This type of collaborative network better leverages individual ESO's resources to create a greater collective impact. A collaborative network may arise serendipitously. More likely, community leaders will need to build the collaborative network by persuading ESOs that they can more efficiently and effectively achieve their overarching, shared goal of improving entrepreneurship through coordination and collaboration. This conceptual paper describes how social networks, diffusion of innovation, and leadership theories relate to building a network of ESOs committed coordination and collaboration to achieve greater collective impact.

A Unifying Conceptual Model of Entrepreneurial Management - A Discussion and Elaboration of Stevenson's Understanding of Entrepreneurial Management

Martin Senderovitz, University of Southern Denmark

This article offers a systematic analysis and synthesis of the area of entrepreneurial management. Through a presentation of two perspectives on entrepreneurial management and a newly developed unifying conceptual model, the paper discusses a number of theoretical disagreements, managerial dilemmas and paradoxes. On the basis of the findings and conclusions of the study, the article contributes with an overview of the entrepreneurial management field, and offers an answer to the overall research question: What constitutes the most essential areas and challenges of entrepreneurial management? The paper builds on the seminal work by Stevenson (1983, 1990) and proposes a discussion and elaboration of the understanding and definition of entrepreneurial management in terms of the relationship between entrepreneurial opportunities and firm resources.

11.2 ORGANIZATIONAL BEHAVIOR & HUMAN RESOURCE MANAGEMENT

SOCIAL RESPONSIVENESS & TRUST

ROOM: BUENA VISTA

Chair/Discussant: Jason Kanov

Growing Together: Evidence of Convergence in American and Singaporean Sources of Satisfaction with Leaders

Arran Caza, Griffith University
Barry Posner, Santa Clara University

Some studies suggest the importance of national culture in leadership; followers from different cultures expect different behaviors from leaders. Other studies suggest a culturally homogenizing effect from global business practices, raising the question of whether culture matters to leadership. We examine this question using survey responses from 900 followers in Singapore and America. The data show that followers under the age of 24 have different expectations of leaders, in line with their cultural background. However, from the age of 28, those differences are no longer apparent; Singaporean and American followers expect the same behaviors from leaders. The data suggest that with sufficient work experience, global forces cause varying national expectations to converge.

Benefit Corporations: An Analysis of Progress on Meeting Social Benefit

Kathleen Wilburn, St. Edward's University
Ralph Wilburn, St. Edward's University

A Benefit Corporation is a class of corporation in state law that must have a positive impact on society and the environment, consider nonfinancial interests when making decision, and report on its overall social and environmental performance using recognized third party standards. Twenty-one states and the District of Columbia now have Benefit Corporation legislation, or a similar corporate structure, that allows profit to be used for social benefit. Benefit corporations are contributing to a new and emerging sector called the 'Impact Economy' that is bridging the gap between for-profit corporations and nonprofits that promotes social welfare and pursues a blend of financial, social, and environmental goals. This paper investigates the type of companies that have become benefit corporations and describes a sample of their impact assessment reports. Small start-ups can have resource issues with producing assessment reports that large companies do not have, even though small companies represent a young entrepreneurial class that is committed to 'doing good' even if only in the descriptions of mission and goals. The benefit corporations are bridging the gap between for-profit corporations and nonprofits to pursue a blend of financial, social, and environmental goals.

Making Sense of Contract Violations: How an Agreement is Originally Achieved Affects the Likelihood of Trust Repair

Derek Harmon, University of Southern California
Peter H. Kim, University of Southern California

In this paper, we contend that the manner in which a person believes an agreement was originally reached can significantly affect both the interpretation of an identical contract violation as well as subsequent attempts to repair trust with an apology. We draw on Macaulay's (1963) four inductively derived categories of contractual planning, which details how parties reach an agreement by either explicitly documenting their expectations (Category 1) or implicitly developing expectations for one

another (Categories 2 – 4). Our findings indicate that it is harder to repair trust when the violated expectation had originally been explicitly documented as opposed to implicitly held. Yet the likelihood of trust repair also depended on the type of implicit agreement that had been violated. Specifically, as the violated party became less certain that a mutual agreement had indeed been reached, the ability to repair trust increasingly depended on the presence of an ulterior motive.

11.3 BUSINESS POLICY & STRATEGY

STRATEGY, MERGERS, ACQUISITIONS, AND FIRM PERFORMANCE

ROOM: ROBERT MONDAVI

Chair/Discussant: Kory Brown

Alliance Portfolio Diversity and Firm Performance: Examining Moderators

Jamie Collins, Sam Houston State University
Jason Riley, Sam Houston State University

The issue of the appropriate level of diversity in portfolio of alliances has emerged as a critical issue for managers and scholars. This study provides insight into how network characteristics moderate the relationship between alliance portfolio diversity and firm performance. Firms should be able to best take advantage of diverse alliance portfolios when they have network characteristics that place them in favorable positions within their alliance networks. The effects of reciprocity and status similarity on the alliance portfolio diversity-firm performance relationship were examined. The findings of this study support the hypothesized inverted-U relationship between alliance portfolio diversity and firm performance. Findings also show that network characteristics are significant moderators of the alliance portfolio diversity—performance relationship. As predicted, reciprocity positively moderated this relationship while status similarity was unexpectedly found to negatively moderate this focal relationship.

Strategy and Innovation Financial Outcomes: A Critique of Current Conventional Wisdom

Harold Harlow, Wingate University

Developing intellectual capital at companies often results in large numbers of patents filed with little results other than protection of firm historical patents against intellectual property intrusion by current competitors or future competitors. This paper presents exploratory empirical research to classify patents filed in past years by several major technology companies which shows the need for the new strategic conceptual model presented in this paper. A new approach to align corporate intellectual property strategies, management capability and process with strategic intent is presented which enables firms to assure that all needed considerations are present in a comprehensive strategy of intellectual capital property development, especially at technology firms.

11.4 ORGANIZATIONS & THE NATURAL ENVIRONMENT / SOCIAL ISSUES IN MANAGEMENT WORKSHOP

FOSTERING RECIPROCAL COLLABORATION BETWEEN BUSINESS SCHOOL FACULTY AND FACULTY OF ARTS AND SCIENCES

ROOM: LOUIS M. MARTINI

James Spee, University of Redlands
Steven Morics, University of Redlands

Business schools often come under fire for being too instrumental, while our colleagues in the liberal arts and sciences have been criticized for not being practical enough. The liberal arts merit investment and attention when viewed as a collaborative effort between professional schools and faculty teaching in liberal arts programs. The presenters are exploring ways that collaboration can be deliberately reciprocal so that professionals schools in general and the business schools in particular have opportunities to support the work of the liberal arts and sciences as well as using the liberal arts and sciences to support their own programs. This session will be used to engage in conversations with participants to highlight the benefits of reciprocal collaboration, to find ways to facilitate it on their own campuses, and to discuss how to assess and advertise the success of these efforts.

11.5 ORGANIZATIONAL DEVELOPMENT & CAREERS WORKSHOP

CAREER SERVICES IN COLLEGES OF BUSINESS: THE STATE OF THE ART, NEW DIRECTIONS, AND RESEARCH OPPORTUNITIES

ROOM: TREFETHEN

Timothy Clark, Northern Arizona University
Mark Starik, San Francisco State University

Career Services Offices are common on university campuses, and decentralized offices are now a part of most business schools, as job placement of graduates is measured with more sophistication and grows in importance. But little research has been applied to this locus of increasing investment. This workshop will engage participants with three sections: a survey of the state of the art of career services in our business schools, roundtable exploration of directions for the field, and consideration of research questions, methodologies, and potential outlets for related research. Attendees will derive value from increased understanding of this growing function within their colleges, stirring ideas for new initiatives and possibly from initiating research collaborations.

11.6 ORGANIZATIONAL BEHAVIOR & HUMAN RESOURCE MANAGEMENT WORKSHOP

THE POWER OF SHARED VALUES

ROOM: SUTTER HOME

Jon Wallace, Lake Michigan College
Carol Sawyer, University of LaVerne
Teresa Martinelli-Lee, Univsersity of LaVerne

This workshop is an opportunity to explore the deeply held values for life, work and leadership foundational to communities of learners in many settings. Often, such values are not openly expressed or brought forward. If not shared or expressed, incongruent values within a personal or professional community can minimize the potential for growth, learning and goal attainment. When values are shared and aligned within the community, however, commitment and enthusiasm rise, resulting in power, energy, excitement and goal attainment. The workshop is an engaging, interactive activity that provides value in both academic and practitioner-focused settings, and that has been used in a variety of settings with participants such as university students and faculty, boards of nonprofit organizations, government executives and business leaders. This workshop is a cross-disciplinary activity, grounded in learning theory, that provides a hands-on opportunity to look thoughtfully and deeply into both the individual values that guide our daily decisions and actions and the collective values in a specific community/organization of which we are members. The workshop time will be short and focused, but is designed to enable participants to carry the conversation on to other organizations and settings and to continue the reflection, sharing and action.

11:30am – 12:30pm

CLOSING SESSION

THE VERITAS ABOUT WAM

ROOM: SILVERADO EAST

Organizers: David Hannah, Antoaneta Petkova, Paul Hirsch

WAM exists to serve its members. It is therefore essential to understand how our members see WAM, and the role WAM plays in their professional and personal lives. Over the course of these meetings, the participants in our doctoral/junior faculty consortium have been conducting a study about WAM's values and identity. In our closing session, we will learn about their findings. Participants will join our WAM researchers at round tables, discussing and extending the findings, and periodically reporting out to the larger group. WAM's Executive Committee will record these findings, share them with its membership, and use them to guide the organization over the coming years.

DEVELOPMENTAL PAPERS

Date & Time:

All Sessions to take place in Silverado East, Friday March 21st

Format:

Each author will have 5 minutes to informally present their ideas to the others seated at the table, and will then listen silently for 10 minutes as the other participants discuss the work. There will be 5 minutes at the end for follow-up questions or discussions. Authors will be expected to review each other's work and come prepared to participate in these discussions.

8:30 – 9:45am

TABLE 1: CEOS (BPS)

Chair/Discussant: Gerard Beenen

CEO-Board Power Balance In Declining Firm Performance: Moderating Effect Of R&D Intensity

Nara Jeong, Washington State University (nara.jeong@wsu.edu)

CEO Ownership And Strategic Choices On Alliance vs. M&A

Nari Kim, Washington State University (nari.kim@wsu.edu)

CEO Tenure And Risk: The Effects Of Important Individual Factors On The Relationship Between Tenure And Risk-Taking Among CEO's

Konstantin Zaharov, Washington State University (kosta.zaharov@wsu.edu)
Nathan Neale, Washington State University

TABLE 2: ETHICS

Champagne or Table Wine? The Perceptions of Ethics by French Business Coaches

Pauline Fatien, Menlo College (pauline.fatien@menlo.edu)
Jean Nizet, Catholic University of Louvain

Spiritual Stigma: IT Manager Perceptions of the Meaning of Workplace Spirituality

Emily Rosado-Solomon, Cleveland State University (e.rosado@csuohio.edu)
Tracy Porter, Cleveland State University

Monkey See, Monkey Don't: An Exploratory Study of Moral Awareness

Nathan Neale, Washington State University (nathan.neale@wsu.edu)
Konstantin Zaharov, Washington State University
Lu Lu, Washington State University

TABLE 3: SUSTAINABILITY IN SUPPLY CHAIN MANAGEMENT (ONE/SIM)

Chair/Discussant: Darcy Kamal

Best Practices in Sustainable Supply Chain Management: A Literature Review

Natalia Vidal, University of Mexico (nvidal@unm.edu)
Simon Croom, University of San Diego
Wellington Spetic, University of New Mexico, Anderson School of Management

The Emergence of Organic Food Supply Chains in the United States: No Country for Old Tomatoes

Suzanne Tilleman, University of Montana (suzanne.tilleman@business.umt.edu)
Emily Plant, University of Montana

An Exploratory Study to Understand the Capacity Needs of Social Economy Practitioners: A Case Study of British Columbia

Sarah Easter, University of Victoria (seaster@uvic.ca)
Ana Maria Peredo, University of Victoria

TABLE 4: CAREERS (OB/HRM)

Chair/Discussant: Tony Vrba

Career Discernment Theory: Measurement of Discernment Style and Its Impact on Vocational Decisions and Satisfaction

Ellen Ensher, Loyola Marymount University (eensher@lmu.edu)
Susan Murphy, University of Edinburgh Business School

The "Truth" About Aging and Work: Exploring the Lived Experience of Working at 55+

Holly Ferraro, Seattle University (ferraroh@seattleu.edu)

Viewing Career Transitions through the Lens of Age

Holly Ferraro, Seattle University (ferraroh@seattleu.edu)

TABLE 5: TEAMS (OB/HRM)

How Will We Work Together? Synthesizing a Cross-Cultural Collaboration Grid from the Dual Concern Model and Acculturation Framework

Kevin Lo, University of San Francisco (kdlo@usfca.edu)

Teams, Technology and Negotiation: A Test of Media Synchronicity Theory

Rebekah Dibble, University of San Francisco (rdibble@usfca.edu)
Jennifer Parlamis, University of San Francisco

Enter Team Resilience: A Proposed Theoretical Model of Team Boundary Spanning, Team Resilience, and Outcomes

Jennifer Marrone, Seattle University (marronej@seattleu.edu)

TABLE 1: GOVERNANCE AND MARKET ENTRY (BPS)

Chair/Discussant: Antoaneta Patkova

The Role of Banks in the Governance of R&D Investments: Evidence From Germany

Mario Krenn, Southern University at New Orleans (mkrenn@suno.edu)

Market Entry and Managing Risks in Emerging Markets

Anne Koch, San Francisco State University (koch@sfsu.edu)
Gerardo Ungson, San Francisco State University

Becoming an Executive Strategist: Does Military Experience Count?

William Villaneuva, Alliance International University (wvillaneuva@alliant.edu)
Louise Kelly, Alliance International University

TABLE 2: ENTREPRENEURSHIP

Chair/Discussant: Bryan Gallagher

Entrepreneurial Innovation in India

Jamie Collins,Sam Houston State University (collins@shsu.edu)

Competitive Advantage in Professional Services: An Entrepreneurial Market-Making Perspective

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

Social Entrepreneurship's Second Invisible Hand

Denise Kleinrichert, San Francisco State University (dk@sfsu.edu)

TABLE 3: INTERNATIONAL BUSINESS

Chair/Discussant: Michael Goldman

Cross-National Differences in the Types of Fraud Committed and Types of Fraudsters: An Application of Institutional Anomie Theory

Diane Nelson, Washington State University (diane.nelson@wsu.edu)
Aaron Wilson, Washington State University

Jugaad as Janus: India's Problem West's Solution

Jyoti Bachani, St. Mary's College of California (Bachani.Jyoti@gmail.com)

TABLE 4: HIGHER EDUCATION (OB/HRM)

Chair/Discussant: Craig Seal

Personal-Interpersonal Competence Assessment: A Self-Report Instrument for Student Development

Craig Seal, California State University, San Bernardino (cseal@csusb.edu)

The Changing Faculty Role in the 21st Century: Analyzing Contextual Factors

Tony Vrba, Regis University (avrba@regis.edu)
Peter Bemski, ITESO University, Guadalajara Mexico
Stephen Berkshire, Central Michigan University

Workload Allocation in Higher Education

Tony Vrba, Regis University (avrba@regis.edu)
Eugene Wilkerson, Regis University

TABLE 5: HUMAN RESOURCES MANAGEMENT (OB/HRM)

Chair/Discussant: Kim Hinrichs

Branding, Scripts and HR

Lizabeth Barclay, Oakland University (barclay@oakland.edu)
Karen Markel, Oakland University

Why Did They Hire Me? Examining the Underlying Process of Employee Referrals on Post-hire Outcome

John Kim, Oakland University (kim@oakland.edu)
Lizabeth A. Barclay, Oakland University

Testing a Model of Training Transfer

Michael Rehg, California State University, Chico (mrehg@csuchico.edu)

TABLE 6: COMPASSION, SUFFERING, BULLYING (OB/HRM)

Chair/Discussant: Sarah Kovoor

Examining the Work Experiences of Employed Adolescents: The Need for a Conceptual Approach

Lizabeth Barclay, Oakland University (barclay@oakland.edu)
Karen Markel, Oakland University

Compassion and the Noticing of Suffering

Jason Kanov, Western Washington University (jason.kanov@wwu.edu)

When Compassion Creates Suffering: Insights and Implications from Viewing Compassion Organizing as a Social Dilemma

Darcy Fudge, Kamal Chapman University (kamal@chapman.edu)
Matthew McCarter, The University of Texas at San Antonio

TABLE 1: BUSINESS POLICY & STRATEGY

Chair/Discussant: Rachida Aissaoui

Negative Firm Events: The Moderating Effects of Impression Management and Communication Type on Shareholder and Stakeholder Reactions

Vivien Jancenelle, Cleveland State University (v.jancenelle@vikes.csuohio.edu)
Susan Storrud-Barnes, Cleveland State University

Collective and Competitive Aspects of Corporate Political Strategy

Amy Minto, University of Oregon (minto@uoregon.edu)

Smoke and Mirrors: Tobacco Companies Use of the Past to Show Good Citizenship

Charles Keim, MacEwan University (ckeim@ualberta.ca)
Elden Wiebe, Kings University

TABLE 2: SUSTAINABILITY (ONE/SIM)

Chair/Discussant: Chalmers Labig

Reducing the Risk of Sustainability for Business: A Group Identity Approach

Natalia Vidal, University of New Mexico, Anderson School of Management (nvidal@unm.edu)

About Vino, Veritas? Communicating Sustainability Initiatives by California and Chile Wineries

Anne Reilly, Loyola University Chicago (areilly@luc.edu)
Naznin Larya, Loyola University Chicago

Value Co-Creation: A Strategy for Sustainability Under Resource Scarcity

Vijaya Narapareddy, University of Denver (vnarapar@du.edu)
Melissa Akaka, University of Denver

TABLE 3: ORGANIZATIONAL MANAGEMENT THEORY

Rising From Ashes: The Role of Detritus in Organizational Field Evolution

Jochem Kroezen, Erasmus University (jkroezen@rsm.nl)

The Mediating Influence of Absorptive Capacity on the Relationship between Evidence-Based Management and Organization Performance

Keisha Nichols, Drexel University (kl644@drexel.edu)
Mark Tribbitt, Pepperdine University

Motivation is Not Enough: The Dimensions of Physical Environment in Job Design Theory

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

TABLE 4: TECHNOLOGY & INNOVATION

Sustainable Finance and Impact Investing: Two Sides of the Same Resilient Management Coin?

Mark Starik, San Francisco State University (mark.starik@gmail.com)
Kim Kastorff, Kimpacto
Timothy Clark, Northern Arizona University
Girija Natarajan, Barclays Bank

The Evolution of A Technology Frame: Nanotechnology in the New York Times

Kathryn Aten, Naval Postgraduate School (kjaten@gmail.com)

Who is the Customer for the Business School?

James Spee, University of Redlands (james_spee@redlands.edu)

TABLE 5: LEADERSHIP (OB/HRM)

Chair/Discussant: Teresa Martinelli-Lee

A Preliminary Examination: Advice for Coaching Dysfunctional (Bad) Bosses

Jim Hall, Santa Clara University (jhall@scu.edu)

Leadership Behavior Selection when Training Leaders to Get the Most out of Virtual Teams

Louise Kelly, Alliant International University
Joseph Higgins, Alliant International University (jhiggins@alliant.edu)

The Effect of Authentic Leadership on Organizational Climate in Non-Profit Organizations: Evidence from Microfinance Organizations in Bangladesh

Zafrin Rahman, Washington State University (zafrin.rahman@wsu.edu)
Sakdipon Juasrikul, Washington State University

TABLE 6: GENDER (OB/HRM)

Chair/Discussant: Bambi Douma

You've Come a Long Way…Maybe? The Effect of Traditional and Egalitarian Gender Role Attitudes on Career Decisions

Patricia Martinez, Loyola Marymount University (patricia.martinez@lmu.edu)
Natalie Sanchez, Stanford University

Redefining Diversity in the Workplace: A Concept of Inclusion

William Villanueva, Alliant International University (wvillanueva@alliant.edu)
Louise Kelly, Alliant International University

Helping Women Succeed: Examining the Effects of an Organizational Intervention on Employee Engagement

Nicole Gullekson, University of Wisconsin (ngullekson@uwlax.edu)
Samantha Morris, University of Wisconsin

TABLE 1: ONE/SIM/OMT

The interesting case of David Siegel: Where's the Theory?

Shawn Berman, University of New Mexico (sberman@unm.edu)
Sarah Williams, University of New Mexico

Existentialism as a Metaphor for Theorizing Business & Society

Sébastien Mena, Cass Business School (sebastien.mena.1@city.ac.uk)

Reflexivity in Management Research: What Does it Mean?

Tomas Thundiyil, Texas A&M (tomasthundiyil@gmail.com)
Rohny Saylors, New Mexico State University

TABLE 2: WINE

Courage in a Bottle: The Effects of Wine Consumption on Ethical Decision-Making

Matthew Luth, Pacific Lutheran University (luthmt@plu.edu)
Carol Flinchbaugh, New Mexico State University

In Parker Veritas? Wine-Rankings, Market-Creation and Regimes of Truth

Yoann Bazin, Istec (y.bazin@istec.fr)

Innovating at the Fringe: Tradition as Enabler and Constraint in the Global Wine Industry

Maureen Benson-Rea, University of Auckland (m.benson-rea@auckland.ac.nz)
Paul Hibbert, University of St Andrews
Frank Siedlok, University of Auckland

TABLE 3: CULTURE, CLIMATE, AND STRATEGIC ALLIANCES (OB/HRM/BPS)

Chair/Discussant: Christopher Zatzick

Shareholder Value and Risk Effects of Strategic Alliances

Candace Ybarra, Chapman University
Thomas Turk, Chapman University

When Organizational Culture and an Inclusiveness Strategy Clash: Seeking Employee Perceptions of Psychological Contract Breach

Patricia Martinez, Loyola Marymount University (patricia.martinez@lmu.edu)
Alexander Ruiz, Loyola Marymount University

Should I Leave or Not? The Role of LMX and Organizational Climate in Organizational Citizenship Behavior and Turnover Relationship

Ankur Nandedkar, Cameron University (anandedk@cameron.edu)

TABLE 4: INFLUENCE, NETWORKING, AND KNOWLEDGE SHARING (OB/HRM)

Chair/Discussant: Neil Tocher

Freedom, Discretion and Ambiguity: A Research Proposal

Arran Caza, Griffith University (a.caza@griffith.edu.au)
Thao Nguyen, Griffith University

A New Typolgy of Influence Behaviors

Leanna Lawter, Sacred Heart University (lawterl@sacredheart.edu)
Richard Kopelman, Baruch College

The Truth About Knowledge Sharing – How Do Our Motivations Impact the Knowledge Sharing Event?

Bret Richards, Richards Bellevue University (brichards@ksoil.com)
Jennifer Moss, Breen Bellevue University

TABLE 5: OB/HRM

An Improved Method for Teaching Statistical Sampling to Business Students

Edward Arnheiter, Drexel University Sacramento (eda28@drexel.edu)

Professional Networking in the Digital Age

Marco DiRenzo, Naval Postgraduate School (msdirenz@nps.edu)
Dina Shatnawi, Naval Postgraduate School
Kathryn Aten, Naval Postgraduate School

Personality Antecedents to Motivation to Lead

Andrew Hinrichs, California State University, Chico (andy.hinrichs@gmail.com)
Kim Hinrichs, California State University, Chico
Tomas Thundiyil, Texas A&M

TRACK CHAIRS & REVIEWERS

ORGANIZATIONAL BEHAVIOR & HUMAN RESOURCE MANAGEMENT

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ORGANIZATION & MANAGEMENT THEORY

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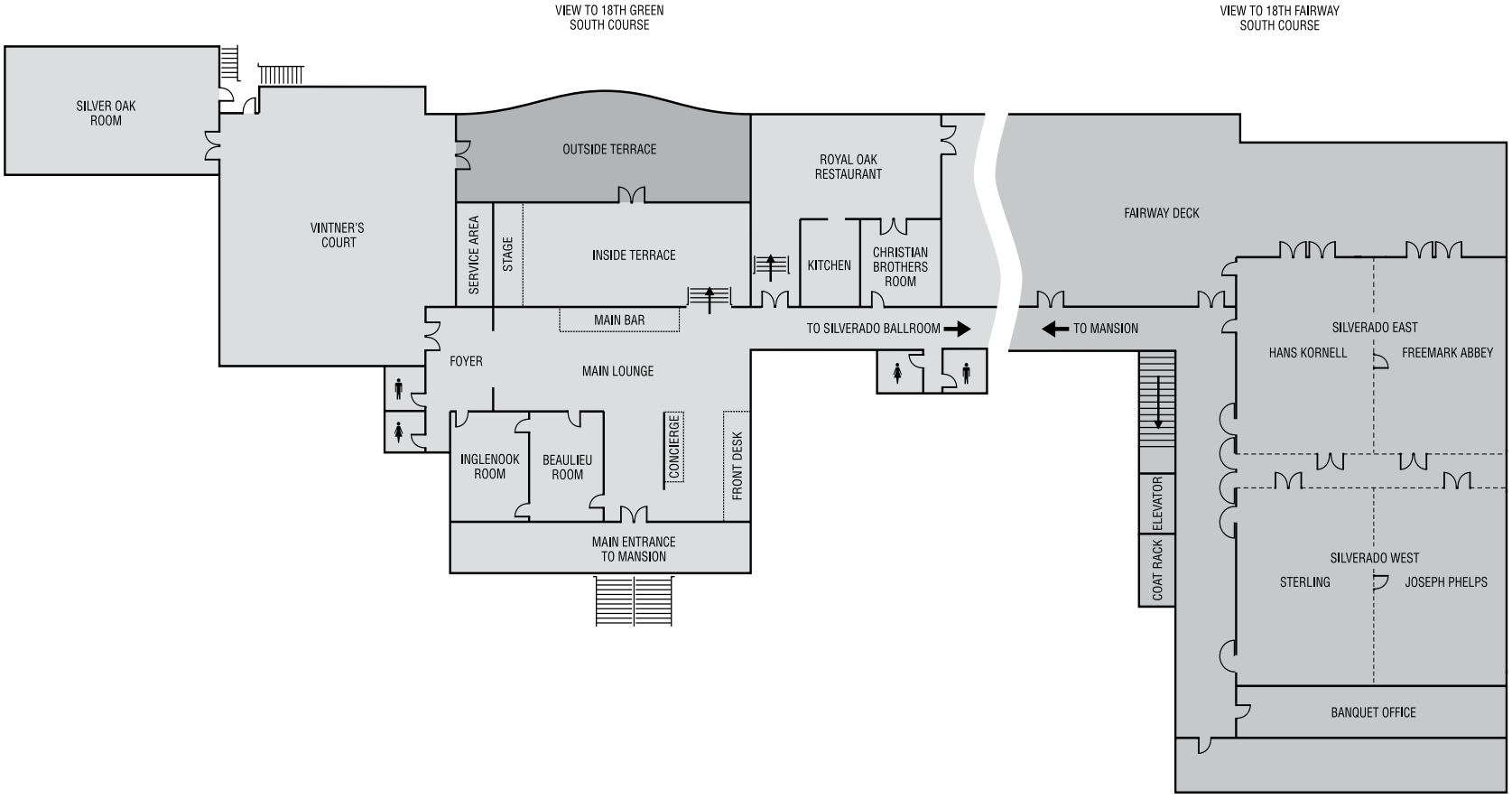
Chair: Chris Zatzick



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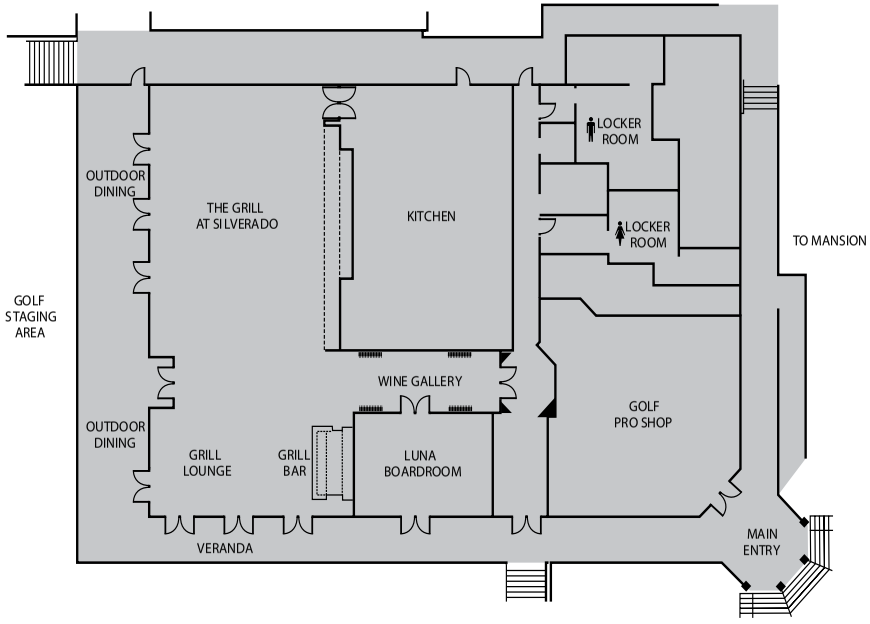
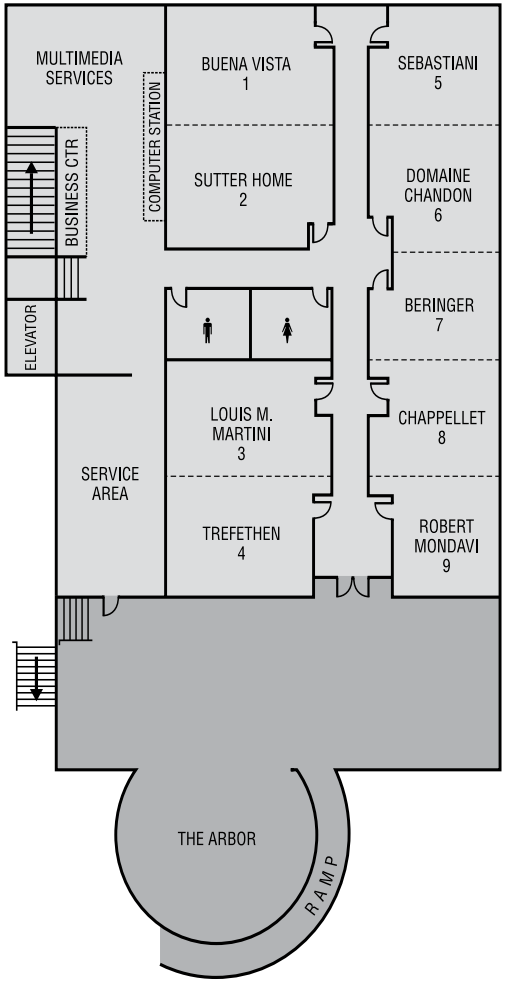


CONFERENCE ROOMS



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NOTES & CONTACTS

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Simon Fraser University's Beedie School of Business has emerged as a dynamic teaching and learning setting. Today, we enjoy our reputation as producers of world-class research for the knowledge economy.

The Beedie School of Business is ranked in the top 10 business schools in Canada, and accredited in the top 1% worldwide. We live in Vancouver, British Columbia, poised on the Pacific Rim – Canada's Asia Pacific Gateway. Just as important, The Economist Intelligence Unit ranked Vancouver as the world's most livable city.

Proud to sponsor the 2014 Western Academy of Management Conference, we wish all our delegates and friends a productive and happy year, and look forward to seeing them again at the 2015 Annual Conference in Hawaii.

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WAM 2015 CONFERENCE

MARCH 11 - 14

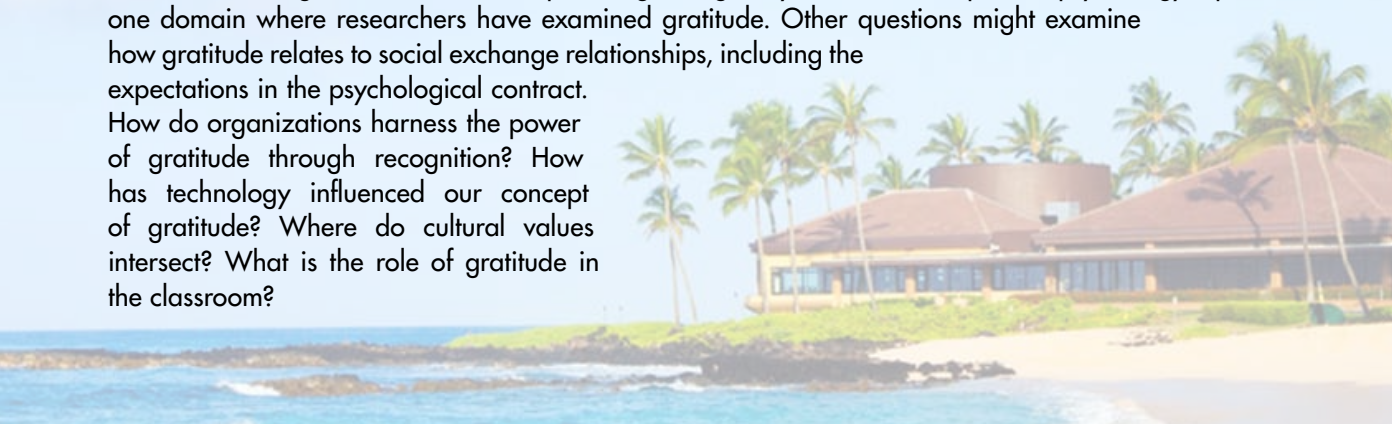
KAUAI, HAWAII

THEME: MAHALO!

Program Chair: Chris Zatzick
Cal Poly San Luis Obispo and Simon Fraser University
(czatzick@calpoly.edu/czatzick@sfu.ca)

"Mahalo" is a Hawaiian word meaning thanks or gratitude. As the theme for our 2015 conference, Mahalo encompasses a fundamental focus on finding the good and positive in our lives, family, and work. As a community of scholars (teachers, researchers, and practitioners), we have many things to be grateful for, including WAM, which allows us to congregate and explore interesting and important ideas in beautiful and inspiring settings. In 2015, we invite everyone to gather in Kauai, Hawaii to continue our conversations about what gratitude means for individuals and organizations.

In keeping with the theme, we encourage submissions that reflect the concept of gratitude and what it looks like in modern organizations. For example, the growing body of research on positive psychology represents one domain where researchers have examined gratitude. Other questions might examine how gratitude relates to social exchange relationships, including the expectations in the psychological contract. How do organizations harness the power of gratitude through recognition? How has technology influenced our concept of gratitude? Where do cultural values intersect? What is the role of gratitude in the classroom?



We are privileged to have Wayne Cascio and Tom Lawrence joining us in Kauai as our Journal of Management Inquiry Scholars. Our program will include the Fireside Chat with Wayne and Tom, who will also be mentors in our Doctoral/Junior Faculty Consortium. We will continue to feature full and developmental paper sessions, workshops, symposia, panels, and other signature WAM events such as the Ascendant Scholars session.

The Sheraton-Kauai is a located on the beautiful South Shore beaches of Poipu on the island of Kauai (www.sheraton-kauai.com). The accommodations are set at a reasonable rate and are inclusive of the resort fee.

We hope you can join us in Kauai in 2015!

More information will be posted at http://wamconf.org

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