Narrow Streets, Open Minds
Constructive Conversations

Photo credit: Jack Parsons
The Western Academy of Management expresses its gratitude to these generous sponsors:
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WAM FUTURE SITES

2014 March 19-22 — Napa, California at the Silverado Resort
2015 Will be announced at the Presidential Luncheon on Friday, March 15
2016 (TBA) —

2012-2013 WAM OFFICERS

President: Jeffrey P. Shay, Washington & Lee University
Vice President/Program Chair 2013: Bambi Douma, University of Montana
Vice President/Program Chair 2014: David Hannah, Simon Fraser University
Secretary and Vice President: Scott Hammond, Utah Valley University
Treasurer: Kim Hinrichs, California State University, Chico
Representatives at Large: Karen Harlos, University of Winnipeg
Cristina M. Giannantonio, Chapman University
Chris Zatzick, Cal Poly San Luis Obispo
Past President: Sally Baack, San Francisco State University
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<tr>
<th>Event</th>
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<tr>
<td><strong>REGISTRATION – North Concourse</strong></td>
<td>Thursday, March 14: 11:00a-4:45p</td>
<td>Thursday, March 15: 8:00a-11:30a</td>
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<td>Friday, March 15: 8:00a-11:30a</td>
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<tr>
<td><em><em>DOCTORAL/JUNIOR FACULTY CONSORTIUM</em> – Anasazi North</em>*</td>
<td>Wednesday, March 13: 4:00p-5:30p</td>
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<td>Thursday, March 14: 8:15a-4:45p</td>
<td>Tuesday, March 14: 8:15a-4:45p</td>
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<td><strong>WESTERN CASEWRITERS ASSOCIATION – Zia B &amp; C</strong></td>
<td>Thursday, March 14: 8:00a-4:45p</td>
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<td><strong>MID CAREER WORKSHOP – Presidential Suite</strong></td>
<td>Thursday, March 14: 1:00p-4:30p</td>
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<td><strong>BREAKS – The Gallery (Eldorado Court and Lobby Lounge)</strong></td>
<td>Thursday, March 14: 10:00a and 2:15p</td>
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<td>Friday, March 15: 9:30a</td>
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<td>Saturday, March 16: 11:15a</td>
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<td><strong>OPENING SESSION AND FIRESIDE CHAT – Sunset</strong></td>
<td>Thursday, March 14: 5:00p-7:00p</td>
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<td><strong>OPENING RECEPTION – The Gallery (Eldorado Court and Lobby Lounge)</strong></td>
<td>Thursday, March 15: 7:15p-9:00p</td>
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<td><strong>WAM EXECUTIVE BOARD MEETING – Zia A</strong></td>
<td>Wednesday, March 13: 3:30p-5:30p</td>
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<tr>
<td><strong>NEWCOMERS’ BREAKFAST</strong> – The Gallery</td>
<td>Friday, March 15: 7:00a-8:00a</td>
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<tr>
<td><strong>PRESIDENTIAL LUNCHEON – Anasazi Ballroom</strong></td>
<td>Friday, March 15: 12:15p-1:30p</td>
<td>Friday, March 15: 12:15p-1:30p</td>
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<tr>
<td><strong>SESSIONS –</strong></td>
<td>Friday, March 15: 8:30a-11:45a;</td>
<td>Friday, March 15: 8:30a-11:45a;</td>
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<td>See program for times, rooms</td>
<td>1:45p-2:45p; 7:00p-9:00p</td>
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<td>Saturday, March 16: 8:30a-9:30a</td>
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<tr>
<td><strong>PIPELINE SESSIONS –</strong></td>
<td>Thursday, March 14: 8:30a-11:45a;</td>
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<tr>
<td>See program for times, rooms</td>
<td>3:00p-4:30p</td>
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<td><strong>LAST SESSION – Presidential Suite</strong></td>
<td>Thursday, March 14: 9:00p-11:00p</td>
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<td><strong>BUSINESS MEETING/CONTINENTAL BREAKFAST – Anasazi South</strong></td>
<td>Saturday, March 16: 7:30a-8:30a</td>
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<tr>
<td><strong>ASCENDANT SCHOLARS – Sunset</strong></td>
<td>Saturday, March 16: 9:30a-11:15a</td>
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<tr>
<td><strong>CLOSING SESSION – Anasazi South</strong></td>
<td>Saturday, March 16: 11:30a-12:30p</td>
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* Wednesday night dinner – Offsite.
**Anyone who has attended fewer than 53 WAM conferences qualifies as a Newcomer.
WAM 2013 PROGRAM

Program Chair: Bambi Douma, University of Montana

DOCTORAL/JUNIOR FACULTY CONSORTIUM

Facilitators: Cristina M. Giannantonio, Chapman University
Chris Zatzick, Cal Poly San Luis Obispo

Panelists/Mentors:
Gerry McNamara, Michigan State University
Terry Mitchell, University of Washington
Tom Wright, Kansas State University
Paul Hirsch, Northwestern University
Christine Quinn Trank, Vanderbilt University
Jeffrey P. Shay, Washington & Lee University
Chris Bingham, University of North Carolina, Chapel Hill
David Cavazos, University of New Mexico
Arran Caza, Griffith University
Ellen Ensher, Loyola Marymount University
Asbjorn Osland, San Jose State University
Joyce Osland, San Jose State University
Antoaneta Petkova, San Francisco State University
Richard Stackman, University of San Francisco
Mark Starik, San Francisco State University
Feng Zhu, University of Southern California

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.

MID CAREER WORKSHOP

Facilitators: Karen Harlos, University of Winnipeg
Scott Hammond, Utah Valley University

Sometimes mid-career faculty exhibit what psychologists call “lost person behavior.” They separate from colleagues, deviate from academic norms, and become isolated and deprived of the recognition, motivation and confidence they once enjoyed. For many in and out of academia, doing what brought early-career success does not bring the same external rewards or internal satisfaction in mid-career. This workshop will use personal stories, case descriptions and career-planning framed around Hammond’s “Lessons of the Lost” (Barrett-Kohler, June 2013) model to help guide people out of the wilderness of mediocrity and back to the work they love. Learn career-boosting lessons and strategies based on the psychology of wilderness survival to renew your energy for teaching and scholarship and joy for work.
WAM 2013 PAST PRESIDENTS BEST PAPER NOMINEES

Narcissism, Materialism, and Ecological Values: A Comparison of Business Students in the United States and the Netherlands
Jim Westerman, Appalachian State University, Eric van Beek, Appalachian State University, and Jennifer Westerman, Appalachian State University
Presented at: 10:25 am, Friday, in Zia C

Translating Turnover Intentions to Turnover Behavior: The Moderating Role of Network Centrality
James M. Vardaman, Mississippi State University, David Allen, University of Memphis, and Maria B. Gondo, University of New Mexico
Presented at: 7:20 pm, Friday, in Zia C

Elaborating Change: The (Re)Production of a Legitimate Practice
Maria B. Gondo, University of New Mexico, John Matthew Amis, University of Memphis, Brian Janz, University of Memphis, and James M. Vardaman, Mississippi State University
Presented at: 1:45 pm, Friday, in Zia A

Patent Signals and Post-IPO Performance
Palash Deb, California State University San Marcos
Presented at: 2:25 pm, Friday, in DeVargas

WAM 2013 BEST DOCTORAL PAPER NOMINEES

Presented at: 2:05 pm, Friday, in DeVargas

The Collaboration Between Sectors for Social Good: A Thematic Review and New Research Venue
Omar Al-Tabbaa, University of Leeds
Presented at: 11:05 am, Friday, in Zia C

Social-Category Network Salience and Social Capital
Alejandra Marin, Texas Tech University & Jae Hwan Lee, Texas Tech University
Presented at: 9:10 am, Saturday, in Zia C

Resource Acquisition, Deployment, and Development: The Impact of Dynamic Managerial Capabilities
Douglas Miller, Washington State University, Dustin Smith, Washington State University, & Tera Galloway, Washington State University
Presented at: 9:10 am, Friday, in Chaparral

Charismatic and Transformational Leaderships in Cultural Context: A Conceptual Exploration
Rakesh Mittal, New Mexico State University
Presented at: 10:05 am, Friday, in Zia B
PROGRAM SCHEDULE

BPS – Business Policy and Strategy
CAR – Organizational Development and Careers
ENT – Entrepreneurship
ETH – Ethics and Spirituality
IB – International Business and Management
OB/HRM – Organizational Behavior and Human Resource Management
OMT – Organization and Management Theory
ONE/SIM – Organizations and the Natural Environment / Social Issues in Management
RM – Research Methods
T&I – Technology and Innovation
PIPELINE – Developmental Papers

WEDNESDAY, MARCH 13

3:30p-5:30p   WAM EXECUTIVE BOARD MEETING – Zia A

4:00p-9:00p   DOCTORAL/JUNIOR FACULTY CONSORTIUM – Anasazi North
              Cristina Giannantonio and Chris Zatzick, Facilitators (see information on pg. 5)
              Dinner off-site

THURSDAY, MARCH 14

7:00a-8:00a   BREAKFAST – Gallery

8:15a-4:45p   DOCTORAL/JUNIOR FACULTY CONSORTIUM – Anasazi North

8:00a-4:45p   WESTERN CASEWRITERS ASSOCIATION – Zia B & C

Pipeline Session Instructions: If you are interested in attending and participating in the Pipeline Sessions, please read:
To ensure the best experience for those participating, we ask that you read/review the papers assigned to the session you attend. The Pipeline Papers are available at:
http://wamconf.boards.net
Everyone will use the common login and password:
login: wamconf
password: wam2013
These papers will only be available to the WAM community in this forum through the conference. Please do not share the site, login, and/or password with anyone outside of WAM.

8:30a-10:00a   PIPELINE SESSION 1 – Piñon

OB/HRM 1
8:30 - #163 – Shared Leadership in Virtual Teams: Boundary Conditions of Team Identification and Cohesiveness
         Jeewon Cho, Oregon State University & Insu Park, University of Memphis
Due to its different influence dynamics, virtual teams may entail the alteration of members’ expectations on effective leadership that has been identified from face-to-face settings (Avolio & Kahai, 2003). To serve the point above, this paper examines an important role of shared leadership and its positive impact on virtual team performance. In examining such a relationship, this study focuses on the potential moderating effect of team identification and team cohesiveness. The theoretical implications call for team managers’ attention to the importance of shared leadership development, selection and retention for virtual team members whose identification and cohesiveness with team in high.

9:00 - #118 – Working Out-Loud: Communication Mechanisms for Distributed Collaboration
         Kathryn Aten, Naval Postgraduate School, Luciara Nar don, Carleton University, & Taryn Stanko, University of Oregon
Facing competition, globalization, and technological change, organizations are relying on distributed work arrangements. However, distributed work, and in particular distributed work involving collaboration, is challenging. We propose an ethnographic study of a distributed group, which met in a virtual world to develop a software tool. Our study will examine the communication mechanisms that allowed distributed workers to overcome the deficiencies inherent in computer-mediated communication to successful collaborate across geographic distance. A better understanding of the mechanisms used by such groups to communicate in a virtual world will contribute to our knowledge of collaborative work processes and communication among distributed workers.
9:30 - #20 – An Eight Part Typology of Organizational Members  
Richard Harold George Field, University of Alberta & Ryan T. Young, University of Alberta  
Three elements of leadership may be described as: 1. Vision – seeing what needs to be done; 2. Understanding the underlying forces at work in a situation; and 3. Initiating Action – Having the courage to create and inspire permanent change. Eight combinations of these three attributes may be used to create a typology of organizational members, each with particular strengths and weaknesses. The individual with all three of these elements is described as a leader. Other types are follower, dreamer, cowboy, analyst, dictator, academic, and manager. Leaders recognize and use each type based on their abilities and weaknesses.

8:30a-10:00a  PIPELINE SESSION 1 – Turquoise  
OB/HRM 2  
8:30 - #157 – On the Road to Mount Everest: Psychological Safety in Online Simulation Teams  
Jason Harris-Boudy, San Francisco State University  
How a team creates an environment that encourages its members to solicit and share information is critical for successful team performance and satisfaction. Previous research has found the degree of psychological safety to be a primary factor in team members' willingness to seek and share information. Communication barriers and team member diversity are other factors that can interfere with psychological safety and information sharing. This paper will include a review of the relevant research literature, counter hypotheses about the relative performance differences between face-to-face and instant-messaging virtual teams, and a summary of preliminary findings from a pilot study.

9:00 - #105 – The Importance of Managers’ Decisions in the Lives of Their Subordinates  
Kim T. Hinrichs, California State University, Chico & Kathleen Marie Dale, Minnesota State University, Mankato  
The purpose of this research is to add to that perspective by examining how the decisions made by managers' impacts the lives of the people he/she manages—from the perspective of the subordinates that they manage.

9:30 - #91 – Overqualification, Mismatched Qualification and Hiring Decisions: Perceptions of Employers  
Mukta Kulkami, Indian Institute of Management Bangalore, Patricia G. Martinez, Loyola Marymount University, & Mark L. Lengnick-Hall, University of Texas at San Antonio  
In the United States, both unemployment and underemployment remain in an elevated state, as individuals' skills do not match jobs currently available. This situation is very pervasive, yet very few researchers attempt to understand how those making hiring decisions define and view overqualification and mismatched qualification; how they view applicants who are overqualified and mismatched; and whether they are employers willing to hire overqualified and mismatched applicants? We interviewed twenty-four hiring managers and executives across a wide range of industries and sectors to better understand these perceptions and how they might affect their interview selection and hiring decisions.

8:30a-10:00a  PIPELINE SESSION 1 – Chaparral  
BPS 1  
8:30 - #109 – Pace-setting Strategies During a Recession: An Investigation into the Relationship Between Status, Innovation, and Financial Performance  
Armand Gilinsky, Sonoma State University, Sandra Newton, Sonoma State University, & Douglas Jordan, Sonoma State University  
We investigate how individual small-medium businesses in an industry differentiate and the impact on financial performance. Following a preliminary literature review, a 2x2 model for hypothesis testing is proposed to illustrate the status and innovation dimensions of a differentiation strategy, a proprietary database is des

9:00 - #44 – Are Business Schools Preparing Students for the Real World?  
Angelo A. Camillo, Woodbury University, Joan Marques, Woodbury University, & Satinder Dhiman, Woodbury University  
Anecdotal evidence suggests that business programs continue to fail to meet industry needs for skilled and competent employees. According to industry professionals there is lack of quality of students graduating from business programs. This suggests that business programs show slow response to change to meet industry needs. There is concern however that many of tomorrow’s jobs may become too industry specific and overly specialized in demand. Nevertheless career growth exists across all industries and sub-segments and, as the disciplines mature, more career choice will become available, therefore it becomes even more critical that gaps between industry and academia be narrowed.

9:30 - #19 – What, Exactly, is the Base of the Pyramid?  
Paul C. Godfrey, Brigham Young University  
This research proposal tackles the problem of the lack of a useful and workable definition of the Base of the Economic Pyramid. In order for research to proceed a definition of the context appears necessary.
ethnic tensions, nationalistic pride, and an explicit religious orientation. A few themes unique to the Indian context includ

In this study, we examine the nature of combat leadership in an Indian context. We employed an emic perspective through qualitative interviews and focus groups of Indian combat veterans. In the first phase of the study, analysis of five semi-structured interviews revealed salient themes that include concern for follower’s welfare, leading by example, courageous acts, camaraderie, and the importance of military discipline that have been similarly identified in prior Western studies of combat leadership. A few themes unique to the Indian context include ethnic tensions, nationalistic pride, and an explicit religious orientation.
10:45 - #34 – Dealing with Three Types of Dysfunctional Bosses: Recommendations for Subordinates
James L. Hall, Santa Clara University
The research on dysfunctional bosses is extensive, in both the popular and academic literature. However, the advice provided to the subordinates of such bosses is of limited usefulness because the labels used to describe dysfunctional bosses (abusive, bullies, tyrants, etc.) often overlap and because the advice given often is not type, or category-specific. This research addresses both limitations, first by using a three-category typology and, second, by providing category-specific recommendations.

11:15 - #64 – Janusian Leadership at the Crossroads
Kelly Fisher, Texas A&M University Kingsville
The competing and paradoxical demands and capabilities that emerged in a case study of military expatriates suggest that the most effective leaders are those capable of a Janusian-style of leadership. Data analysis of the case study highlighted the need for a shift from the traditional military command-and-control leadership approach to one that embraces a Janusian perspective that is adaptive to contradictory and dynamic circumstances. A model of leadership that is based on a Janusian perspective will provide traction for contemporary corporate expatriate leaders, in addition to leaders of extreme organizations, who must have an ability to ‘hold competing thoughts simultaneously’.

11:00a-4:45p REGISTRATION – North Concourse

11:45a-12:45p LUNCH – Gallery (Eldorado Court and Lobby Lounge)

11:45a-12:45p PAST PRESIDENTS MEETING – Piñon

12:45p-2:15p OMT PANEL – Sunset
#81 – Elaborating Upon Rhetorical History: A Multi-Lens Approach
William Milton Foster, University of Alberta & Christine Quinn-Trank, Vanderbilt University
This panel discussion will focus on history and how it can be used by organizations to create, leverage and maintain a competitive advantage. Defined as the “strategic use of the past as a persuasive strategy to manage key stakeholders of the firm” (Suddaby, Foster & Quinn-Trank, 2010: 157), rhetorical history builds on a long-standing view of history as a discursive practice rather than an objective account of past events. Our interest is in elaborating our understanding of rhetorical history as a competitive tool in organizations and understanding how these can be used to create value and meaning inside the firm.

1:00p-2:30p ONE/SIM PANEL – Chaparral
#127 – Multitasking and Gen-Z: The Impact Multitasking has on Gen-Z in Regards to Information Overflow
Linda Wright Reid, Adams State University, Don Richie, Adams State University, Patricia Robbins, Adams State University, & Zena Buser, Adams State University
As with the other challenges facing higher education classrooms, organizations are also faced with similar issues regarding multitasking due to the influx of technology devices among their employees. Gendreau (2007) stated that individuals can experience information overload as their mind wanders, they have changes in attitudes, and fail to accomplish assigned tasks. With behavioral changes and lack of focus, productivity may be severely impacted. The focus of the panel will provide various insights from various organizational behavior theories and the challenges organizations face regarding Gen-Z. Implications are the expected merging of Gen-Z into the current workplace.

1:15p-4:30p RM WORKSHOP – Anasazi South
#61 – Daring to Care: A Workshop
Hans Hansen, Texas Tech University, Nancy J. Adler, McGill University, & Kimberly Boal, Texas Tech University
Using the WAM theme, we plan to facilitate a constructive conversation about our aspirations as scholars. Building on current themes in management scholarship, including the focus on what matters most, we explore the passion and conviction needed for scholars to pursue research that matters. We invite scholars to join a constructive conversation about “daring to care” – about putting our passions and convictions into a productive, active research agenda.

1:00p-4:30p MID CAREER WORKSHOP – Presidential Suite
Karen Harlos and Scott Hammond, Facilitators (see information on pg. 5)

2:15p-2:30p – CONVERSATION BREAK
Light Refreshments in the Gallery (Eldorado Court and Lobby Lounge) – Sponsored by the University of Montana
counterparts. process conflict and occasionally relational conflict, and that over time heterogeneous entrepreneurial teams will outperform teams that have been working together from zero to eight years. To understand the underlying causes of driver turnover and will also evaluate the effectiveness of attempts, such as driver incentives, to reduce the rate of turnover.

The Truck Transportation Industry currently suffers from a great deal of driver turnover, due in part to the lifestyle of long-haul trucking which often requires drivers to be away from home for long periods of time. Additionally, the industry is seeing increased demand, regulation, and retirement which make recruitment and retention more necessary and cost-effective operations more difficult. This paper will seek to understand the underlying causes of driver turnover and will also evaluate the effectiveness of attempts, such as driver incentives, to reduce the rate of turnover.

While a large portion of entrepreneurial teams are created with multiple founders, little research is directed towards these valuable teams. Even less research addresses the advantages and disadvantages of conflict and the resulting performance of entrepreneurial teams. Embracing the intragroup conflict perspective, we explore the manner that task, process, and relationship conflict have on entrepreneurial teams that have been working together from zero to eight years. The expected results will demonstrate that firms can rebound intact after experiencing task and process conflict and occasionally relational conflict, and that over time heterogeneous entrepreneurial team will outperform their homogenous counterparts.

This interactive session will share enneagram insights on leadership and spirituality. The enneagram is an ancient system that explains our personalities, leadership styles and spiritual growth needs. The enneagram helps us understand ourselves and others using nine common types and leadership patterns. The basic premise of the enneagram is that each of us have one dominant, but not exclusive, energy that drives us in everything we do. This dominant energy is our greatest gift, as well as our chief fault.

This proposal builds upon and extends prior strategic human resources management (SHRM) research in examining the potential discrepancies between intended strategies and actual practices. The proposed research attempts to address three questions: First, where do differences between intended strategies and actual practices arise in organizations? Second, under what conditions do these intended strategies differ from the realized ones? And finally, what is the impact of the variation between intended strategy and actual practices on organizational outcomes? A research agenda is proposed and potential implications are discussed.

The attitudes that in the aggregate result in a company’s reputation consist of a cognitive component (beliefs and judgments), an affective component (emotional reactions) and a behavioral component (behavioral intentions/buying behavior). The purpose of this research is to identify attitudes and perceptions associated with Oregon wines’ reputation. At minimum, the work will focus on three key aspects of reputation: quality, uniqueness, and sustainability. The scope of the work will cover all major Oregon wine varietals. Further, the research will assess awareness of the Oregon Certified Sustainable brand and its perceived impact on buying behavior.

This paper sets out the proposition and evidence that a significant and ever-increasing amount of connections have been made in the research, teaching, and practice, between the fields of Strategic Management and Sustainability Management over the past several decades. It posits that these two fields may actually be converging, and that one of the implications of such convergence is that the closer the fields approach convergence, the greater the benefits that both academic and practitioner stakeholders related to each field may accrue.

This paper looks at the impact of a lead founder to help launch a new venture. Using a sample of 120 new venture teams, this paper looks at the impact of a lead entrepreneur's leadership in style in attracting quality co-founders. Specifically, this study analyzes the effects of different leadership styles on new venture team formation and how these styles may lead to more or less human capital rent generation. Such findings will contribute to both fields of entrepreneurship as well as leadership.

This paper will seek to understand the underlying causes of driver turnover and will also evaluate the effectiveness of attempts, such as driver incentives, to reduce the rate of turnover.

While a large portion of entrepreneurial teams are created with multiple founders, little research is directed towards these valuable teams. Even less research addresses the advantages and disadvantages of conflict and the resulting performance of entrepreneurial teams. Embracing the intragroup conflict perspective, we explore the manner that task, process, and relationship conflict have on entrepreneurial teams that have been working together from zero to eight years. The expected results will demonstrate that firms can rebound intact after experiencing task and process conflict and occasionally relational conflict, and that over time heterogeneous entrepreneurial team will outperform their homogenous counterparts.
3:00p-4:30p  OMT WORKSHOP – Chaparral
#93 – Engaging Multiple Stakeholders to Create Collaborative Solutions
  Ann E. Feyerherm, Pepperdine University & Dale Ainsworth, Valley Vision
The focus of the workshop is to share both a framework and create a rich dialogue for teaching students about the challenges and opportunities for bringing multiple stakeholders together to find solutions to somewhat complex social or environmental problems that exist in a community. The facilitators have both academic and practical experience in facilitating collaborative solutions among divergent stakeholders.

3:30p-4:45p  OB/HRM WORKSHOP – Zia A
#97 – Teaching Students to Think Like Management Experts
  Joyce S. Osland, San Jose State University & Marlene Turner, San Jose State University
This workshop session is designed for anyone who is interested in teaching/training expertise as well as learning about how the cognitive task analysis (CTA) methodology can enhance both teaching and research. We will summarize expert cognition, provide a CTA demonstration, hand out several examples of activities and assignments that teach expertise, and walk participants through a writing assignment and a student team project that identifies and develops management expertise.

5:00p-7:00p  OPENING SESSION AND FIRESIDE CHAT – Sunset Room
Terence Mitchell and Gerry McNamara, JMI Scholars
Bambi Douma, Facilitator

7:15p-9:00p  OPENING RECEPTION AND CASH BAR – Gallery (Eldorado Court and Lobby Lounge)
Hors d’oeuvres sponsored by Project Management Institute

9:00p-11:00p  LAST SESSION – Presidential Suite

FRIDAY, MARCH 15

7:00a-8:00a  NEWCOMER’S BREAKFAST — Gallery (Eldorado Court and Lobby Lounge)
Anyone who has attended fewer than 53 WAM Meetings qualifies as a newcomer

8:00a-11:30a  REGISTRATION – North Concourse
8:00a-6:00p  EXHIBITS – North / South Concourse
8:00a-8:30a  PROJECT MANAGEMENT INSTITUTE Presentation: Jake Williams – Sunset
PMI® is one of the world’s largest not-for-profit membership associations for the project management profession, with more than 650,000 members and credential holders in more than 185 countries. The growing global market for trained managers of temporary organizations highlights the opportunities for teaching project, program and portfolio management and the need for research using the project as context. This presentation outlines the activities and programs of three departments within PMI® relevant to business schools and their faculty including: Academic Relations, Academic Resources, and Registered Education Provider Program (R.E.P.). In addition, student-related awards and grants available through the PMI Educational Foundation will also be highlighted.

The format will be an informal, interactive talk, using a short deck of Powerpoint slides for information on timelines and key facts about the programs offered. Participants will become familiar with:
• Eligibility criteria, timeline, and thematic areas for the annual Sponsored Research Program and for the PMIEF’s Doctoral Research Grant Program
• How to become a Registered Education Provider
• Available volunteer opportunities within the PMI Academic Resources Department
• The simple registration procedure for the PMI Academic Network
• Timeline and submission criteria for Call for Papers for the Research and Education Conference and opportunities to serve as session chairs and workshop leaders
• How to submit a paper or review for PMI’s Project Management Journal
This research examines the perceptions of doctoral students in order to determine what influences their academic experiences and emotional well-being, and to understand what factors may contribute to attrition. Emotional exhaustion is examined in light of perceived faculty support and leader-member exchange, with the result that supportive relationships reduce emotional exhaustion and the intention to leave doctoral studies. Suggestions are provided in terms of changes that universities and colleges could introduce in order to temper doctoral student quit rates.
8:30a-11:30a  OB/HRM SYMPOSIUM – Zia A
#159 – A Leadership Salon: Reframing Old Concepts for a New Age
Teri C. Tompkins, Pepperdine University, Linda Livingstone, Pepperdine University, Kevin Groves, Pepperdine University, Bernice Ledbetter, Pepperdine University, Mark Allen, Pepperdine University, Mark Mallinger, Pepperdine University, Miriam Lacey, Pepperdine University, Gary Mangiofico, Pepperdine University, & Ann E. Feyerherm, Pepperdine University
Pepperdine Faculty present their “Conversation Starters” focusing on the conference theme and the symposium theme. Includes a “discussion forum” where conference participants contribute their ideas on leadership for the future. Each Pepperdine faculty would moderate a small group. Focus question: “What is the future of leadership in the coming century? Small groups would report out their conversations with the focus of throwing out their “conversation starters.”

8:30a-9:30a  ONE/SIM WORKSHOP – Zia B
#144 – Integrating Gender into Management Education: Curriculum and Pedagogy
Maureen A. Kilgour, Université de St-Boniface
This teaching-oriented workshop will explore how gender issues are addressed in management education, specifically in the curriculum and pedagogy, and will facilitate the sharing of strategies, knowledge and challenges. The objective of this hands-on workshop is to encourage participants to share their experiences, knowledge, frustrations and expertise with others, and to leave the workshop with an increased awareness of the challenge of integrating gender into management education and with practical tools and strategies for doing so. This workshop will also introduce participants to the Gender Equality Working Group of the UN Principles for Responsible Management Education, and its Resource Repository.

8:30a-9:30a  IB AND CAR SESSION – Zia C
Session Facilitator: Teresa Martinelli-Lee, University of La Verne
8:30 - #112 – Understanding ‘Jugaad’: An Indian Way to Innovate, or Not?
Jyoti Bachani, St. Mary’s College of California
The Indian management practice of Jugaad is illustrated with data collected during field research in India to show the reader how Indians practice and interpret it in sharp contrast to the West writing about it. The two contrasting views of jugaad will always be incomplete, and understanding requires a pragmatic approach based on practice so that the common features can be used to recognize jugaad. Jugaad is neither innovation nor some esoteric Indian management practice. It is a quick problem solving approach that acts as a double edge sword, depending on the context elaborated here.

8:50 - #69 – Faculty Perception of International Students: The Challenges and Benefits
Cheng Lung Li, Kun Shan University
This study seeks to understand faculty’s view of international students through 62 interviews on faculty and international students at a university of Taiwan. The results show that the theories of cross cultural management and adaptation explain how and why faculty perceptions affect international students’ adaptation and academic performance. Faculty mentioned benefits that international students brought to the class, including cultural exchange, global knowledge sharing and English improvement. Challenges that faculty faced: personality issue, communication deficiency, language difficulties, cultural differences and insufficient knowledge of Taiwan education can be addressed by providing additional educational opportunities for international students and training for faculty.

Stephen J. Linenberger, Bellevue University, John Schmidt, Creighton University, & Jennifer Ann Moss Breen, Bellevue University
Given current trends in healthcare reform, which include protocol-driven outcomes, interdepartmental cooperation, and improved interdisciplinarity collaboration, we proffer the direction, alignment, commitment (DAC) ontology of leadership (Drath, et al., 2008) as a framework for selecting and educating future medical leaders. The DAC ontology reframes leadership outcomes in terms of collective direction, collective alignment, and collective commitment. Our conceptual model suggests DAC will act as a moderating variable between medical student leadership traits and desired healthcare performance outcomes such as higher clinical reasoning skills scores and higher patient satisfaction ratings.

8:30a-11:45  ONE-ON-ONE TIME WITH JMI SCHOLARS – Gallery (Eldorado Court and Lobby Lounge)
Sign up at the Registration Desk for a Time Slot

9:30a-9:45a – CONVERSATION BREAK
Light Refreshments in the Gallery (Eldorado Court and Lobby Lounge) – Sponsored by Sage
The Impact of Gender, Ethnicity, School Setting, and Experience on Student Leadership

Barry Z. Posner, Santa Clara University

This research examined how gender, ethnicity, school setting, and experience influenced students' leadership practices. Significant differences were found in how student leaders behaved on the basis of these variables. However, further analyses suggested that these differences did not significantly influence the effectiveness of student leaders. The most effective student leaders engaged in the five leadership practices more than the less effective leaders, regardless of gender, ethnicity, or school setting. The impact of these findings for both assessing student leaders as well as for developing their leadership capabilities is discussed, along with ideas for future studies.

Marketing thrives on secrets, yet marketing academics have given little attention to how the marketing of secrecy and the secrecy of marketing can play a significant role in contemporary organizations. We draw upon the fields of organizations, psychology, and marketing to develop a typology of secrets that reflects both their marketing value and their knowledge value. Our typology will enable scholars to formulate research questions with regard to secrecy in marketing, and can serve as a guide to managers in the construction of strategies that either exploit the value of secrecy or downplay the effects of the overzealous keeping thereof.

In their quest to attract and retain people, organisations need to recognise the attributes which potential and existing employees expect from their jobs and the organisation. Employer branding, attractiveness and employability are seen as vehicles for achieving this.

We examine the effect of demographic variables on risk tolerance. We find, contrary to most existing research, that males are markedly less risk tolerant than females. The significance of this study is that it challenges conventional stereotypes about gender and risk tolerance.

In this study, we propose the question of how different stakeholders experience and give meaning to an organizational project as a starting point to provide a review of risk literature in organization studies. We suggest that socio-cultural theories can inform organization studies to address the weaknesses of organizational risk literature and help understand the multi-faceted and complex nature of the process of giving meaning to risks produced and managed by organizations. Using socio-cultural theories, we develop research questions to show their potential points of contribution and to facilitate theorization of organizational risks in their complexity.

The purpose of this study was to assess whether generalized self-efficacy, as well as MBA self-efficacy, are related to MBA students' competencies deemed important by AACSB. In addition, the study assessed whether MBA self-efficacy mediated the relationship between generalized self-efficacy and competencies. Using a sample of 127 MBA students, MBA self-efficacy was shown to partially mediate the relationship between generalized self-efficacy and competencies.

Stakeholder theory has nominally included investors as primary stakeholders, but little research in management has been done on investors. We examine the effect of demographic variables on risk tolerance. We find, contrary to most existing research, that males are not more risk tolerant than females. Indeed, males with more education are markedly less risk tolerant than females. The significance of this study is that it brings investors more clearly into stakeholder theory, and it suggests that assumptions about risk tolerance should be critically examined. The results of the study challenge conventional stereotypes about gender and risk tolerance.

Given the immense increase in the pedagogical facet of entrepreneurship, few papers address the question: What aspects are fully or partially malleable by education in entrepreneurship, and what aspects are not? This symposium attempts at answering this question by providing some insight into not only entrepreneurial education but also factors that affect entrepreneurial education in three different countries—USA; China and Philippines. The symposium will consist of five presentations which will include sharing the results of four studies and an in-depth discussion of its impact on pedagogy and discuss other academic and practical implications to the field of entrepreneurship.
This article seeks to review current attention paid to the construct of devolvement in the human resources management literature. Based on the findings of this review, a critique of the current state of devolvement research is offered. Lastly, the authors propose objectives for future research to address gaps in the human resource management devolvement literature.

10:05 – #50 – Charismatic and Transformational Leadership in Cultural Context: A Conceptual Exploration
Rakesh Mittal, New Mexico State University (Student Paper) – Nominated for Best Student Paper Award
Culture’s influence on leadership processes is generally accepted. However, differing leadership styles will be differentially impacted by the cultural context in which they seek to operate. In this paper, we examine two seemingly similar but distinct leadership styles, charismatic leadership and transformational leadership in the context of cultural dimensions of individualism-collectivism and tightness-looseness. We present a conceptual framework to describe the interaction of these leadership styles and cultural dimensions. We posit that charismatic leadership would be the preferred leadership style in individualistic and loose societies, whereas transformational leadership style would be more acceptable in collectivistic and tight societies.

10:25 - #24 – Overqualification: An Asset or Liability in Securing an Employment Interview?
Patricia G. Martinez, Loyola Marymount University, Mukta Kulkami, Indian Institute of Management Bangalore, & Mark Lengnick-Hall, University of Texas at San Antonio
Despite widespread perceptions that overqualification negatively affects selection for an interview, no research has empirically tested this question. While the person-job fit literature supports this “liability” view, human capital theory predicts that overqualified applicants will be selected just as often. We simulated a selection process where 88 working individuals reviewed applicant resumes with differing levels and types of education and experience. Logistic regression analyses suggest that possessing excess related education or excess related experience does not lower the chances of obtaining an interview. In fact, overqualified education applicants are more likely to be selected than those who are exactly qualified.

9:45a-10:45a OB/HRM SESSION – Zia B
Session Facilitator: Charles Vance, Loyola Marymount University
9:45 - #135 – The Evolution of Devolution: Synthesis, Suggestions, and Implications
Melissa Cast, New Mexico State University, Judith Y. Weisinger, New Mexico State University, & Philip Benson, New Mexico State University
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9:45a-10:45a IB and ONE/SIM SESSION – Zia C
Session Facilitator: Yongsun Paik, Loyola Marymount University
9:45 - #49 – Foreign Subsidiary Staffing and its Performance: The Case of Japanese Firms
Naoki Ando, Hosei University & Yongsun Paik, Loyola Marymount University
This study examines the relationship between foreign subsidiary staffing and subsidiary performance, focusing on two staffing decisions: the ratio of parent country nationals to foreign subsidiary employees and the number of parent country nationals assigned to the foreign subsidiary. Hypotheses that predict different types of curvilinear relationships between foreign subsidiary staffing and subsidiary performance are tested using data consisting of 2,228 foreign subsidiaries of Japanese firms. The results show that while the ratio of parent country nationals has an inverted U-shaped relationship with subsidiary performance, the number of parent country nationals has a U-shaped relationship with subsidiary performance.

10:05 - #26 – Comparing Cross-Cultural Dimensions, Cultural Metaphors, and Cross-Cultural Paradoxes
Martin John Gannon, California State University, San Marcos & Palash Deb, California State University, San Marcos
In this paper 37 experts compare three distinctive approaches to studying cross-cultural understanding: dimensions, cultural metaphors, and paradoxes. We derive a working hypothesis driving the selection of 19 survey items, followed by a description of the methodology used. Each of the 19 features is assessed by 37 cross-cultural experts in terms of a 5-point scale. Statistics used to test the hypotheses were intra-class correlations and Kendall’s coefficients of concordance. These 19 features heuristically fit into six general categories in which the three approaches are tested using ICC and W values.

10:25 - #83 – Narcissism, Materialism, and Ecological Values: A Comparison of Business Students in the United States and the Netherlands
Jim Westerman, Appalachian State University, Erik van Beek, Appalachian State University, & Jennifer Westerman, Appalachian State University – Nominated for Best Paper Award
This study examines the relationships between narcissism, materialism, and environmental values among higher education business students in the United States and the Netherlands. Data was collected from business students in the U.S. and the Netherlands. Results indicate that business student narcissism was significantly associated with higher levels of materialism, and higher levels of materialism were associated with lower environmental values in both the United States and the Netherlands. Results point to a pressing need for higher education to engage in more aggressive interventions to educate and produce future business leaders with a greater concern for environmental stewardship.
disengagement. No relationships emerged among moderate moral disengagement. Results also showed significant relationships between agreeableness, value/identity based motivation and evidence has emerged. This study surveyed 552 working adults and found that high levels of morality were negatively related to moral disengagement. Results also showed significant relationships between agreeableness, value/identity based motivation and moral disengagement. No relationships emerged among moderating hypotheses. Implications for followership research are discussed.

10:45a-11:25a  ENT SESSION – Chaparral

Session Facilitator: Aru Wadhwa, Ecole Polytechnique Federale de Lausanne

10:45 - #149 – The Rise and (Mostly) Fall of Hopeful Monsters: Separating Viable Options from Fads

Walter Scott Sherman, Texas A&M University – Corpus Christi

Managers face the challenge of separating viable firm strategy options from fads that will not survive long-term. This paper illustrates that firms such as the Pony Express created in reaction to drastic market shifts probably will not survive long term. This paper borrows the term hopeful monsters from paleobiology as a label for these firms. The paper suggests that hopeful monsters are less likely to succeed than firms based on entrepreneurial models developed over time along the market periphery prior to the drastic market change. The paper examines how the concept of hopeful monsters can be applied to business strategy.

11:05 - #28 – On the Effort to Shed Light on the Performance of Family-Owned Enterprises

Jose Castillo, Truman State University & Michael Blum, Truman State University

Family-owned enterprises (FOEs) in the United States account for approximately 50% of yearly GDP and 60% of employment. FOEs to be successful must contend with the interplay of three key factors: the business’ owners, management, and family dynamics. This paper examines these factors and their effect on firm performance. In addition the question bears asking; are there key indicators beyond financial, that may demonstrate firm success? We take an exploratory look at HRM variables as proxies for financial indicators. We find a connection between typical performance indicators (i.e., firm size, education levels, age, etc.) and HR functions inside FOEs.

10:45a-11:45a  OB/HRM SESSION – Sunset

Session Facilitator: Torben Andersen, University of Southern Denmark

10:45 - #43 – Let’s Talk About Us: An Empirical Examination of Relational Attributions and Employee Reactions to Performance-Related Events

Marion B. Eberly, University of Washington Tacoma, Erica Holley, Central Washington University, Michael D. Johnson, University of Washington, & Terence Mitchell, University of Washington

Relational attributions viewing the cause of an event as originating within a relationship have recently been added as a third locus of causality to complement internal and external attributions (Eberly, Holley, Johnson, & Mitchell, 2011). In this paper, we test existing theory on relational attributions and advance it by proposing that relational attributions can lead to both adaptive and maladaptive responses. Across two studies, we develop a locus of causality scale, find empirical support for the distinctiveness of relational attributions, and demonstrate that relational attributions are related to both relational change and behavioral uncertainty.

11:05 - #128 – Avoiding the Narrowing of Streets Resulting From Negative Conversations on Intentional Organization Change Efforts

Sharon Borowicz, Benedictine University

A significant amount of literature has been devoted to the dynamics of communication and its effect on change. This paper suggests that there is an aspect of communication in the change process that is virtually overlooked. Practitioners view this aspect of communication as the ‘rumor mill’ or in today’s age of social media, a ‘rant’ on a Facebook wall. This paper is an exploratory examination of the impact of positive and negative communication on the change effort, and offers leadership a potential framework to reverse the negative communication into constructive conversations.

11:25 - #141 – Following Orders: The Relationship Between Romance of Leadership Beliefs and Moral Disengagement

Andrew Timothy Hinrichs, University of New Mexico & Kim T. Hinrichs, California State University, Chico

We examine the influence of dispositional romance of leadership on the propensity to morally disengage from a followership perspective. Ethical repercussions for romanticizing leadership have been proposed in previous literature (Felfe & Petersen, 2007) but little empirical evidence has emerged. This study surveyed 552 working adults and found that a high level of romance of leadership was negatively related to moral disengagement. Results also showed significant relationships between agreeableness, value/identity based motivation and moral disengagement. No relationships emerged among moderating hypotheses. Implications for followership research are discussed.
10:45a-11:45a_OB/HRM SESSION – Zia B
Session Facilitator: Patricia Martinez, Loyola Marymount University
10:45 - #47 – The Effects of Perceived External Prestige of the Organization on the Employee Deviance Behavior: The Moderator Role of Job Satisfaction
Muharrem Tuna, Gazi University, Issam Ghazzawi, University of La Verne, Murat Yeşiltas, Cumhuriyet University, Ayşen Akbaş Tuna, Gazi University, & Siddik Arslan, Gazi University
Ensuring employees’ citizenship behavior is very crucial for organization’s sustainability and success. The question of how the status of the organization impacts its employees’ behavior has been a subject of a stream of research that mostly focused on the subject of social identity to explain such behavior. This study used data drawn from 401 employees of five-star hotels located in Turkey and suggests that identification with one's organization as an explanation of his or her behavior is based not only on the individual's perception of the status of the organization but also on the individual’s degree of job satisfaction.

11:05 - #22 – Interactive Effects of Abusive Supervision, Coworker Support, and Emotion Regulation Self-Efficacy on Work Engagement
June M. L. Poon, Universiti Kebangsaan Malaysia
This study examined the moderating effects of coworker support and emotion regulation self-efficacy on the relationship between abusive supervision and work engagement. Moderated multiple regression analysis of survey data from 102 employees showed that the negative relationship between abusive supervision and work engagement was not moderated by coworker support. There was, however, a 3-way interaction between abusive supervision, coworker support, and emotion regulation self-efficacy. Specifically, the negative effect of abusive supervision on work engagement was attenuated among employees reporting high coworker support and emotion regulation self-efficacy indicating that these two resources worked jointly to moderate the abusive supervision-work engagement link.

11:25 - #129 – Role Stressors as a Consequence of Horizontal Workplace Bullying
Karen Harlos, University of Winnipeg, Sheila Yvonne Blackstock, University of Northern British Columbia, Martha MacLeod, University of Northern British Columbia, & Cindy L. Hardy, University of Northern British Columbia
This study focused on the relationship between role stressors and horizontal (i.e., coworker-to-coworker) workplace bullying. Contrary to traditional models, we addressed whether role stress may be better understood as a consequence rather than cause of bullying. We examined effects of exposure to workplace bullying on three interrelated stressors: role ambiguity, role conflict and role overload. In addition, we examined effects of prior exposure to stressors on bullying. Negative affectivity and organizational tenure were used as control variables. Results show that workplace bullying accounts for changes in role stressors after adjusting for control variables. Theoretical and practical implications are discussed.

10:45a-11:45a_ONE/SIM SESSION – Zia C
Session Facilitator: Mark Stank, San Francisco State University
10:45 - #108 – The Legitimate Truth About Sustainable Development
Olivia Marguente Aronson, Texas Tech University (Student Paper)
In this paper we explore the literature in order to clarify the existing logic behind sustainability. According to Bansal and Roth (2000), there are three motivators for businesses to engage in ecologically sustainable development (SD): competitiveness, legitimation, and environmental responsibility. We further analyzed these three motivators and found little support for the relationship between participation in SD and financial performance, significant support for the relationship between SD and legitimacy, and support for the environmental responsibility motivator. Our conclusion is that there is little motivation for firm’s to engage in SD other than legitimacy from an institutional theory perspective.

Omar Al-Tabbaa, University of Leeds (Student Paper) – Nominated for Best Student Paper Award
Although significant progress has been made to investigate the Nonprofit Organization-Business Collaboration (NBC) as one approach to tackle social and environmental issues, it is evident that this rising body of knowledge has been criticized as scattered and fragmented. In light of this challenge, we used thematic analysis to categorise this literature and suggest a generic framework that integrates the NBC research into four principle themes: process, internalization, instrumental, and classification. We contend that research on NBC can start at any of these themes. Finally, we provide critical reflections on the analysis and suggest avenues for future investigation.

Omar Al-Tabbaa, University of Leeds (Student Paper)
Collaboration between the nonprofit and business sectors has become an important value creation process for both society and businesses. This value creation process, however, has been rarely considered from the nonprofit perspective, in particular how they plan strategically to attract prospective business partners. In this paper, we propose a framework to facilitate NPOs’ NBC strategy development and assess its relevance empirically using qualitative. In general, findings support the framework to act as a foundation of developing NBC strategy in terms of the number and quality of collaborations.

12:15p-1:30p PRESIDENTIAL LUNCHEON – Anasazi Ballroom
Awards Presentation
This paper focuses on the following questions: (a) How do newly selected CEOs change the strategic direction of their organizations when their firms are market leaders? (b) How do the reactions of market followers change, in terms of competition, during the period of a market leader's CEO-succe$$tion? and (c) How do the competitive behaviors of both market leaders and followers relate to performance? The study predicts that a market follower's first mover strategy is more effective when its leading competitor is not in a period of CEO-succe$$tion. 

This study reviews and critiques the event study methodology within the management discipline. In doing so, we review, categorize and dissect 46 empirical event studies published in top-tier management journals since 1997. A past literature review summarized the theoretical and research design issues regarding the event study methodology, we clearly recognize that an attention towards reinvestigating these issues is required. While we made numerous discoveries, some were extremely surprising. Finally, we acknowledge that future research is required towards not only concerning the theoretical issues but also in extending the study by combining research streams and switching interesting variables and constructs. 

The objective of this article is to explore the intersection between the concepts of strategic entrepreneurship and the stakeholder approach to encourage the creation of new businesses. Such a model can establish a foundation for further research of how entrepreneurs can strategically develop their enterprises through capitalizing their relationships with market actors. The article presents a perspective from strategic entrepreneurship, discusses stakeholder approach as strategic management theory, and integrates the concept of strategy for entrepreneurship with the stakeholder approach. 

This paper aims to summarize the main theories from socio-cultural or institutional approach to encourage the creation of new businesses. Given this context, it raised the importance of theoretical study of the factors that influence decision making in the development of new businesses and how it affects the environment in which they operate the same business. The research method used is to review the existing literature by analyzing the major theories involved in the creation of companies emphasizing the socio-cultural approach. Analysis concludes the activity of entrepreneurship to encouraging the creation of companies, being an important factor in economic development. 

This study uses real options perspective to examine the effects of exogenous and endogenous uncertainties on venture capital (VC) firms' investment trajectories into an emerging sector. Using longitudinal data on 172 U.S. VC firms that invested in the emerging clean energy sector during the period 1990-2008, we find that exogenous uncertainty increases VC diversification and that this relationship is weakened when VCs experience low levels of endogenous uncertainty. Our study offers to entrepreneurship theory new insights into the interplay between exogenous and endogenous uncertainty, the conditions under which uncertainty facilitates action, and the dynamics underlying the emergence of new sectors.
As customer service becomes central to the value proposition of many organizations, there has been an increased interest in how interactions with front-line employees affect customers’ perceptions of service interactions. Although there is a strong connection between customers’ perceptions of how fairly they are treated and their satisfaction with services, limited research has examined what service employees can do to facilitate customers’ perceptions of fairness. Drawing on face theory, we propose a model describing how specific linguistic cues (i.e., types of words and phrases) that employees use may affect customers’ perceptions of how fairly they are treated in service encounters.
2:05 - #68 – Mindfulness At Work: Employee Impacts and Organizational Attitudes

Suzanne Zivnuska, California State University, Chico, K. Michele Kacmar, University of Alabama, Merideth Ferguson, & Dawn S. Carlson

We define mindfulness at work as the proactive steps employees take to be present at work by intentionally paying full attention to the present moment while executing their jobs. Our model, grounded in COR theory, depicts how the skill of mindfulness at work develops resources (work-family balance and job engagement) which lead to greater well-being (psychological distress and job satisfaction) and organizational attitudes (intent to turnover and affective commitment). Using a sample of 503 full time employees, we test our model with structural equation modeling, finding that mindfulness at work decreases the likelihood of turnover intentions and enhances affective commitment.


Yuntao Bai, Xiamen University & Gouhong Han, Youngstown State University

LMX differentiation or variability influences an employee’s attitude and behavior. From organizational justice perspective, the current research examines whether LMX variability could influence an individual’s attitudes (job satisfaction, organizational commitment, and turnover intention) and behavior (organizational citizenship behavior) via individual’s justice perception. Using a sample of 187 employees, the authors found different mediating roles of three justices (i.e., procedural justice, distributive justice, and interactional justice) in the links of LMX variability and employee’s outcomes. The results highlight the importance of investigating LMX at team level and organizational justice perception in the specific team context of LMX variability.

1:45p-2:45p BPS and RM SESSION – Zia C

Session Facilitator:

1:45 - #160 – The Impact and Implementation of Learning Intervention on Management and Organizational Practice in a Non-Profit Setting

Keisha Liggett-Nichols, Drexel University & Edward D. Arnheiter, Drexel University (Student Paper)

The intent of this research is to explore the concepts of organizational learning as it relates to “double loop” learning. Specifically, this research will test the concepts of double loop theory proposed by (Argyris, 1976) in a seminal piece, and the paradigm of Evidence Based Management (EBM) in the context of a non-profit organization. The paper will review the transition from a single loop learning organization to a double loop learning organization utilizing EBM as a learning intervention for change. The non-profit organization used in this research is significant as it is a monitoring agency.

2:05 - #71 – Too Many Missing People? A Simulation of Survey-Level Missingness

Thomas Thundiyil, Texas A&M University (Student Paper)

Missing data can be a major problem in management research. This article examines the effects of survey level missingness with data missing completely at random on the generalizability of the bivariate relationships. This is accomplished by generating datasets with a Monte Carlo design. Parameter estimates and standard errors for different amounts of missingness (50%, 60%, 70%, 80%) are contrasted with true score estimates and standard errors. A discussion of the results and future directions are suggested.


Patrick Albert Palmieri, Universidad San Ignacio de Loyola

The Hospital Survey on Patient Safety Culture (HSOPSC) is used in many countries; however, studies do not report instrument translation validation. This study tested a mixed method approach to produce a valid target-language translation. Using survey and cognitive interviews, translation issues were the most common across 3 rounds. Overall, round 1 had 33 problems but this number decreased to 4 problems by round 3. Most translational and cultural issues were attributed to negatively worded items. This is the first target-language HSOPSC translation study reported in the literature and the first to validate the recommended process as an effective methodology.

3:00p-6:30p EXPLORE SANTA FE – DINNER ON OWN

Light appetizers and wine will be provided during the evening sessions

6:30p-8:00p ETH SYMPOSIUM – Zia A

#63 – The Occupy Movement: On Campus and Wall Street

Paul Hirsch, Northwestern University, Ana Maria Peredo, University of Victoria, James Miller, New School for Social Research, Asbjorn Osland, San Jose State University, & Shawn Berman, University of New Mexico

The Occupy Wall Street movement, which began in New York in 2011, was the first large-scale challenge to corporate misbehavior in many years. It captured and reflected widespread discontent over the role of investment banks in the housing/mortgage crisis. Occupy movement demonstrations quickly spread to cities around the world, and to many college campuses. This symposium will review Occupy’s impact, ripple effects, and debates in our classrooms over business ethics, and business-government relationships. The panelists on the proposed symposium have been actively involved in examining these issues and addressing them with movement participants, students, and their colleges’ administrators.
This paper draws on the resource stressor and individual-level forces that influence these processes. I use the context of the solar energy industry to frame a discussion about industry conditions that may influence effectual approaches to opportunity production.

Matthew L. Metzger, University of Oregon (Student Paper)

This article applies effectuation theory to a conceptual model of entrepreneurial opportunity production. Constructivist models posit that entrepreneurs objectify or abandon perceived opportunities shortly after their conceptualization. Findings from effectuation research, however, illuminate a less direct pathway to the enactment or abandonment of entrepreneurial opportunities. I develop testable propositions about variables that influence experienced entrepreneurs’ decisions to objectify opportunities, the behavioral and cognitive processes that accompany effectual logics, and the macro-level forces that influence these processes. I use the context of the solar energy industry to frame a discussion about industry conditions that may influence effectual approaches to opportunity production.

The stress literature has identified certain stressors affecting performance of teams with innovative tasks. Their influence on individual team member’s contribution to team performance and thus on how team members are actually able to leverage their full potential in team work, however, remains largely unexplored. By using a multi-informant cross-level research design on 121 innovation projects in the electronics industry, this study discloses significant negative moderation effects of the contingency variable cross-functionality on the relationships between three resource stressors, i.e., refrenchment of personnel, budget, and equipment, and the individual-level outcome skill utilization. Implications for research and practice are discussed.

Matthew L. Metzger, University of Oregon (Student Paper)

CEOs fail just like employees holding other organizational roles. Yet communicating failure is often avoided despite research showing the positive impact it can have on corporate culture. The chief disincentive held by CEOs is fear that communicating failure will damage credibility. A meta-synthesis of academic literature results in a working model for communicating failure while maintaining credibility: (1) Accept failure; (2) Make your ethical code known; (3) Be vulnerable; (4) Put employees first; (5) Persuade; (6) Learn collectively; and (7) Communicate achievement. This model must then be tested so CEOs can communicate failure, maintain credibility to positively reframe failure.

Kelly Marie Walker, Royal Roads University (Student Paper)

This analysis seeks to fill a research gap examining women’s access to top positions. We test three institutional level theories and find that diversity among decision makers—not firm performance (glass cliff)—significantly increases women’s likelihood of being promoted to top leadership positions. We also find, contrary to the predictions of the savior effect, that diversity among decision makers increases women leaders’ tenure as CEOs regardless of firm performance. By identifying contextual factors that increase women’s mobility, the paper makes an important contribution to the processes that shape and reproduce gender inequality in work organizations.

Alison Cook, Utah State University & Christy Glass, Utah State University

This paper draws on the resource-based view of the firm to examine the conditions under which firms recognize and act on potential industrial symbiosis opportunities. We explore the formation and development of 1344 potential industrial symbiosis projects in the UK between 2005 and 2007. We empirically test two commonly held, yet largely untested, assertions that: (1) firms from diverse industries are more likely to develop IS projects together, and (2) firms are more likely to develop additional industrial symbiosis once they have developed a successful project. Our analysis disputes the first assertion while supporting the second assertion.

Suzanne Tillman, University of Montana, Raymond L. Paquin, Concordia University, & Jennifer Howard-Grenville, University of Oregon
7:20 - #139 – Creating a Portfolio of Strategic Alliance Formation Process: Replication, Adaptation, or Flexibility
James C. Hayton, University of Warwick & Paul Olk, University of Denver
This study examines replication, adaptation and flexibility in the portfolios of strategic alliance formation processes. Our study draws insights from the related areas of process, learning and path dependence research to hypotheses on the patterns of R&D consortia formation processes. This study explores the patterns of emergent and engineered formation processes for 1063 companies entering into alliances with 737 consortia in the period 1984-2005, resulting in 3767 independent consortium joining events. Our results suggest that companies build portfolio of alliance formations through a combination of replication, adaptability and flexibility.

7:40 - #6 – Profiling the Strategic Management Journal: A Look Back to Move Forward
Chet E. Barney, University of New Mexico (Student Paper)
Strategic management research is growing rapidly, and deciding upon a topic that is publishable can be daunting. If researchers know what topics are being published in certain areas of study, scholars will be able to focus upon those areas. This study investigates the publications of the Strategic Management Journal by looking at five years’ worth of publications of the SMJ in order to realize three things: 1) who are the authors that are publishing frequently in SMJ, 2) what are the research topics that are being published most often, and 3) how have research streams within SMJ shifted over time?

7:00p-8:00p OB/HRM and BPS Session – Zia C
Session Facilitator:
7:00 - #42 – Finding Meaning in Social Networks: A Theory of How Strong and Weak Ties Can Lead to Meaningful Work
Kirsten M. Robertson, Simon Fraser University & David R. Hannah, Simon Fraser University
This paper draws on network theory and relational job design to develop a process theory of how relationships between people at work can be a source of meaning. We suggest that both strong and weak ties can create the experience of meaningful work, but they do so through different mechanisms. Specifically, strong ties create meaning through the mechanism of unification, whereas weak ties do so through the mechanism of individualization. Further, both types of ties can have an impact through a third type of process when individuals feel they are contributing to the work of others.

7:20 - #123 – Translating Turnover Intentions to Turnover Behavior: The Moderating Role of Network Centrality
James M. Vardaman, Mississippi State University, David Allen, University of Memphis, & Maria B. Gondo, Univ. of New Mexico – Nominated for Best Paper Award
This article integrates psychological and sociological perspectives on turnover to provide a fuller explanation for the poor translation of turnover intentions into turnover behavior. Findings from two studies suggest that intentions to leave one’s job trigger a consideration of the social support, relationships, and obligations one feels to those in his/her social network. Specifically, centrality in social networks hinders the translation of turnover intentions into quit behavior, while lower centrality accentuates this linkage. Our findings suggest the interplay of psychological and sociological factors impacts the translation of turnover intentions into turnover behavior.

7:40 - #86 – Extent of Centralization in Multibusiness Health Care Firms
Syeda Noorein Inamdar, San Jose State University
This paper examines how executives of multibusiness firms use the extent of centralization to compete in the healthcare industry. Results suggest executives take a decentralized approach due to the dynamic nature of health care and strong institutional stakeholders. Also, two strategic groups are observed. One group provides health plans and emphasizes its ambulatory care services, while the other group does not provide health plans and focuses on its hospital and long-term care businesses. Finally, executives are exploring new ways of competing by purchasing different types of non patient care businesses and engaging in multiple collaborations in order to increase profitability.

8:00p-9:00p CAR WORKSHOP – DeVargas
Stephen Belding, University of Phoenix
We are seeing the Millennial generation (birth years 1983-2004) taking an increasingly active role in terms of the world social engagement, the global environment, sustainability, politics, and transformational change on a global scale. The Millennial Generation, still in their coming of age years, will begin moving in unique ways into organizations; the older Boomer and Gen X generations will help facilitate this transformation; the ways that Millennials will be motivated to succeed and how senior leaders will help mentor and guide the Millennials as they embark on transformational change on a worldwide basis.

7:40p-9:00p ENT PANEL – Anasazi North
#41 – Academic Entrepreneurship Ten Years Down the Road
Richard W. Moore, California State University, Northridge, Alan Glassman, California State University, Northridge, Gerard Rossy, California State University, Northridge, Barry Z. Posner, Santa Clara University, & James Goodrich, California State University, Los Angeles
At the Sun Valley WAM Meeting a Panel brought together administrators and faculty to explore faculty entrepreneurship. The standing room audience contributed their ideas, experiences and frustrations. The conversation eventually appeared as a lengthy Reflections on Experience Piece in JMI titled “Academic Entrepreneurship: Views on Balancing the Acropolis and the Agora” with seven authors in 2003. This panel brings together some of the original panel members and some new voices to address faculty entrepreneurship in 2013. The panel includes administrators and faculty, as well as public and private institutions, to look at faculty entrepreneurship in business schools.
CAR SYMPOSIUM – Sunset

#31 – An Exploratory Conversation Between Adjunct and Tenured Faculty: “How Can We Collaborate on Research Connected to Professional Practice?”
Andre L Delbecq, Santa Clara University & Michael John Levenhagen, Santa Clara University

Business schools increasingly rely on adjunct faculty representing a larger percent of appointments for academic reasons (e.g., bringing specific application skills and industry insights) and economic reasons (lower salaries and increased institutional flexibility). Unfortunately, what often emerges is two differentiated faculty cohorts rather than an integrated faculty community. Further, both local institutional resources and those of professional associations remain largely focused on tenure track faculty. This symposium provides an opportunity for tenure track and adjunct faculty to engage an exploratory conversation concerned with career development, research synergies and the role WAM might play.

OMT WORKSHOP – Zia A

#65 – Enhancing Creativity Within a Business School Curriculum Through Design Thinking
Carol H. Sawyer, University of La Verne, Jon R. Wallace, Siena Heights University, & Michael Courchaine, University of La Verne

Persistent critiques of the quality and relevance of graduate business school curricula and pedagogies include what a recent publication (Datar, Garvin & Cullen, 2010) terms the “unmet need . . . of acting creatively and innovatively”. One approach to ensuring student development in this area is to be attentive to the theory and practice of design thinking. The focus of this proposed workshop on design thinking is teaching and curriculum development.

ETH WORKSHOP – Zia B

#36 – Encouraging the Development of Positive Character Strength Profiles
Thomas Wright, Fordham University & Arthur De Groat, Kansas State University

While widely acknowledged by practitioner and academic alike as being instrumental to student development, the assessment of business student strengths of character has received minimal attention. Four objectives are undertaken in this teaching workshop on the importance of the assessment of character in business ethics education. First, why is character relevant. Second, a conceptualization of what is character is provided. Third, an overview of how character can be assessed is introduced. Fourth, emphasizing the interactive nature of the workshop, we close with techniques for meaningfully bringing the message of character to both students and workplace employees.

OB/HRM WORKSHOP – Zia C

#16 – Constructive Conversations with Yourself: Your Inner Committee
Ann E. Feyerherm, Pepperdine University

The workshop will introduce and experience the positive use of accessing various facets of one’s personality to increase awareness of behaviors and thoughts. There is increasing evidence of the importance of mindfulness (Siegel, 2010) applied to leadership; teachers will benefit by finding ways to help their students develop awareness of their own thinking and behavior. This workshop is intended for teachers in organization behavior, organization development, leadership, and conflict management. Some fundamental theories and frameworks regarding accessing various facets of self will be covered and then an experiential exercise will be introduced that will illustrate the power of awareness.

SATURDAY, MARCH 16

WAM BUSINESS MEETING AND BREAKFAST — Anasazi South

OB/HRM & ETH SESSION – Zia A

Session Facilitator: Lon Peterson, Cleveland State University
8:30 - #104 – To Cheat or Not to Cheat?: The Role of Personality in Academic and Business Ethics
Virginia Bratton, Montana State University & Connie Strittmatter, Montana State University

Past research (Lawson, 2004; Nonis & Swift, 2001) has revealed a correlation between academic and business ethics. Using a sample survey, this study extends this inquiry by examining the role of dispositional variables (neuroticism, extraversion, and conscientiousness) and academic honesty on business ethics perceptions. Results indicate that (1) neuroticism and conscientiousness were positively related to more ethical perceptions in a work context, and (2) academic honesty partially mediated the relationship between conscientiousness and business ethics. Implications to business practitioners and educators are discussed as well as directions for future research.
8:50 - #72 – Using Snapshots of Leadership to Generate Critical Multiplism in Leadership
J. Lee Whittington, University of Dallas
The landscape of leadership studies is fragmented by the use of multiple theoretical paradigms. While each of these paradigms provides useful insights, they also represent a particular way of seeing the leadership process that prevents seeing other dimensions of this complex phenomenon. Overcoming this perspectivism requires the development of a critical multiplism approach that examines leadership through multiple theoretical lenses. A step in this direction is Jon Howell’s (2012) recent book, Snapshots of Great Leadership. In this paper, Howell’s approach will be applied to evaluate the leadership of the apostle Paul through a variety of leadership models.

8:30a-9:30a  T&I SESSION – Zia B
Session Facilitator:

8:30 - #59 – Cultural Distance in International Supply Chain Innovation Alliances: The Role of Complementary Knowledge and Constructive Discussions
Robin Pesch, University of Bayreuth, Ricardo B. Bouncken, University of Bayreuth, & Torben Bruder, University of Bayreuth
This paper researches how cultural distance determines the innovation performance of international supply chain innovation alliances and their use of complementary knowledge. Supply chain innovation alliances are increasingly international and as such confronted with cultural distance. Advantages of the supply chain by complementary knowledge, information advantages, and greater markets are objects to risks of misunderstanding and constructive discussions. Results derived from a survey of 290 firms show that perceived cultural distance increases constructive discussions, which in turn enhance the combination of complementary knowledge, an important driver of new product superiority and speed to market.

8:50 - #87 – New Product Performance Through Channeling in Supply Chain Innovation Alliances: The Nexus of Collaboration Intensity, Divergent Communication Schemes, and Alliance Duration
Ricarda B. Bouncken, University of Bayreuth & Robin Pesch, University of Bayreuth
This paper researches how supply chain alliances can achieve greater speed to market and new product superiority. Our study of 253 engineering firms shows that greater collaboration intensity advances performance in terms of new product superiority and speed to market. Growing divergence of communication schemes decreases new product development performance. Interestingly, extended alliance duration is able to compensate the negative effects by divergent communication schemes on performance even though it alone does not advance the positive effect of collaboration intensity. It can even turn negative ones into positive for new product superiority.

9:10 - #78 – How Original Ideas Earn Pre-Commercial Recognition: The Role of Contextual Positioning
Denis Trapido, University of California, Irvine
High originality of technological ideas has a puzzling dual implication. Original, radically new ideas are subject to a higher risk of rejection by their evaluating audiences. Yet audiences may also highly appreciate a contribution because it is original. This study suggests a mechanism that facilitates the appreciation of original ideas, particularly in pre-commercial science and technology. It argues that new original contributions are more likely to gain recognition when the audience views them in a context of pre-existing successful original contributions. An analysis of productivity, career histories, and mentoring relations of academic electrical engineers supports this argument.

8:30a-9:30a  BPS SESSION – Anasazi North
Session Facilitator: Suzanne Tilleman, University of Montana
8:30 - #142 – Using a Thermal Conduction Model to Improve our Thinking About Transaction Cost Economics
Suzanne Tilleman, University of Montana & Kathryn Aten, Naval Postgraduate School
Oliver Williamson likened transaction costs economics to physical systems, equating costs to frictions in the system. We refine his analogy, comparing contracting to the physical process of thermal conduction in order to develop and explain a mathematical model for transaction costs. To add dimensions to this model, we integrate perceived trustworthiness, risk preference, and contract complexity into the ex ante transaction decision. The model is then applied to the difficult contractual decisions facing entrepreneurs entering foreign markets where they lack ex ante information.

8:50 - #30 – A New Business Model: For-Benefit Corporations
Kathleen Wilburn, St. Edward’s University & Ralph Wilburn, St. Edward’s University
As customers and citizens demand more of companies than making profits, and as social entrepreneurs realize they cannot grow if they rely on donations and grants using a nonprofit structure, there is a need for a new kind of corporation or business structure. The for-benefit business structure harkens back to a time when states approved corporations to build infrastructure projects, and mirrors Yunus’ (2010) definition of a social business. This paper will explain the Benefit Corporation, and the Certified B Corporation, explain the difference between the two, and provide information on B Lab, which provides the foundational support for both.

9:10 - #82 – Valuation Ratios within Industry Groups: Evidence of Shareholder Value from Sustainability Leadership
Timothy Clark, Northern Arizona University, David Allen, Northern Arizona University, & Daniel Rogers, Portland State University
This study focuses on relative valuation, where valuation ratios across relevant peer groups of firms reveal relative shareholder value per unit of each financial metric, and expands upon Clark & Allen’s (2012) focus on a subset of firms included in the Dow Jones Sustainability Index. Sustainability leaders are hypothesized to have significantly higher multiples in key valuation ratios, suggesting that positive returns on investments incurred to attain sustainability leadership are realized in higher valuations. Such clear evidence of shareholder wealth maximization being associated with sustainability leadership would significantly advance academic understanding and influence strategy-in-practice.
8:30–9:30a OMT SESSION – Zia C
Session Facilitator:
8:30 - #140 – A Heideggerian Critique of General Systems Theory
Rohny G. Sylors, New Mexico State University (Student Paper)
I review General systems theory and consider the limitations of the theory. I then try to explicate spiral causality. After this I go into a deep analysis of the first session of Heidegger’s four sessions in order to offer an exemplification of, and a series of considerations using, Heideggerian ontology. During this time I try to integrate argumentation for a spiral-causality as a reformation of general systems theory (GST). One potential graphic model is shown for the re-conceptualization of GST along with an addition of a suggestion of fractal consideration of the Beta, Upsilon and Alpha (BYA) Heideggerian methodology.

8:50 - #111 – Platforms or Prisons: Engineered Collaborative Networks, Idiocultures, and the Development of Collaborative Momentum in the Non-Profit Sector
Franz Wohlgezogen, Northwestern University (Student Paper)
Based on in-depth case studies of three collaborative networks of non-profit organizations initiated and supported by philanthropic foundations, I examine the development of network idiocultures and their role for network evolution. I find that strong influence and control by foundations over the network impede network members’ ability and motivation to identify and respond to collaborative opportunities – and thus jeopardize the development of collaborative momentum. I articulate a theoretical model that explains this outcome, and highlight in particular the importance of network members’ role conceptions, collaborative aspirations, and proven practices - key elements of a network’s collaborative idoculture.

9:10 - #90 – Social-Category Network Salience and Social Capital
Alejandra Marin, Texas Tech University & Jae Hwan Lee, Texas Tech University (Student Paper) – Nominated for Best Student Paper
Drawing upon social identity and self-categorization theories, we develop a systematic understanding of the relationship between social groups and social capital. In particular, we introduce the new concept of social-category network salience that captures actors’ motivations to develop social ties with certain social groups. We posit that both contextual and individual aspects will influence the salience level of a social-category. Furthermore, we theorize a negative relationship between social category network salience and developing bridging ties, which has implications for social capital an actor can obtain. We provide a theoretical discussion of future research directions.

8:30a-11:00a – OB/HRM WORKSHOP – DeVargas
#73 – Aesthetic Reflection: Going Beyond the Dehydrated Language of Management
Nancy J. Adler, McGill University
Responding to the challenges and yearnings of the twenty-first century demands creativity. Designing options worthy of implementation calls for levels of inspiration, creativity, and a passionate commitment to beauty that, until recently, have been more the province of artists than the domain of most managers. The time is right for our artistic imagination to co-create the leadership that the world most needs and deserves. This workshop will introduce aesthetic reflection, through the use of a film, paintings, reflective questions and dialogue to support participants in clarifying what and how they pay attention to themselves, their leadership, and the world.

9:30a-11:15a ASCENDANT SCHOLARS — Sunset Room

11:15a-11:30a CONVERSATION BREAK – The Gallery (Eldorado Court and Lobby Lounge)
Light Refreshments

11:30a-12:30p CLOSING SESSION – Sunset Room
WAM PRESIDENTS

2012—Jeffrey P. Shay, Washington & Lee University
2011—Sally Baack, San Francisco State University
2010—Richard W. Stackman, University of San Francisco
2009—Paul Hirsch, Northwestern University
2008—Phil Gorman, California State University, Northridge
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 Univ., 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—Jane 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 University
1990—Newton Margolies, 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, Univ. 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 Baptist 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—Wimmar 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 California
1960—Harold Koontz, University of California, Los Angeles

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.

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 and University of Oregon
       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
<table>
<thead>
<tr>
<th>Year</th>
<th>ASCENDANT SCHOLARS</th>
</tr>
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| 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, BYU  
      Michael Johnson, Univ. of Washington  
      Paul Leonard, Northwestern Univ.  
      Matthew McCarter, Chapman Univ. |
| 2011 | Alison Cook, Utah State  
      Mark Kennedy, USC  
      Elizabeth Mullen, Stanford University  
      Antoaneta Petkova, San Francisco State Univ. |
| 2010 | Kristin Behfar, UC Irvine  
      Peer Fiss, USC  
      Camille Johnson, San Jose State Univ.  
      Anne Parmigiani, Univ. of Oregon |
| 2009 | Teppo Felin, Brigham Young Univ.  
      Kevin Groves, Pepperdine Univ.  
      Mooewon Rhee, Univ. of Hawai’i |
| 2008 | Berrin Erdogan, Portland State Univ.  
      David Hannah, Simon Fraser Univ.  
      Mary Sully de Luque, Thunderbird School of Global Management  
      Chris Zatzick, Simon Fraser Univ. |
| 2007 | Sally Baack, San Francisco State Univ.  
      Marc Da Rond, Cambridge Univ.  
      Ana Maria Paredo, Univ. of Victoria  
      Roy Suddaby, Univ. of Alberta |
| 2006 | Christine Beckman, UC Irvine  
      Michael Lounsbury, Univ. of Alberta  
      Jeff Shay, Univ. of Montana  
      Marvin Washington, Texas Tech Univ. |
| 2005 | Brooks C. Holtom, Georgetown Univ.  
      Sally Maitlis, Univ. of British Columbia  
      K. Praveen Parboteeah, Univ. of Wisconsin-Whitewater  
      Barry M. Goldman, Univ. of Arizona |
| 2004 | Craig Pearce, Claremont Graduate Univ.  
      Shawn Berman, Santa Clara Univ.  
      Peter Kim, USC  
      Don Jung, San Diego State Univ. |
| 2003 | Larissa Z. Tiedens, Stanford Univ.  
      Gerardo Andrés Okhuysen, Univ. of Utah  
      Gregory A. Bigley, Univ. of Washington  
      Livia Markoczy, UC Riverside |
| 2002 | Marta Elvira, INSEAD and UC, Irvine  
      Christina Gibson, USC  
      Tammy Madsen, Santa Clara Univ.  
      Candace Ybarra, Chapman Univ. |
| 2001 | Talya Bauer, Portland State Univ.  
      Ellen Ensher, Loyola Marymount Univ.  
      Thomas Lawrence, Univ. of Victoria  
      Rajnandini Pillai, CSU- San Marcos |
| 2000 | Amy Hurley, Chapman Univ.  
      Lisa Hope Pelled, USC  
      Daniel Skarlicki, Univ. of British Columbia  
      Katherine Xin, Hong Kong Univ. of Science & Technology |
| 1999 | Nick Argyres, Univ. of Southern California  
      William Hesterly, Univ. of Utah  
      Kathleen Montgomery, UC Riverside  
      Michael Morris, Stanford Univ. |
| 1998 | Cliff Cheng, UCLA  
      Sandra Robinson, Univ. of British Columbia  
      Steven M. Sommer, Univ. of Nebraska  
      Stephen Tallman, Cranfield School of Management |
| 1997 | Joyce Osland, Univ. of Portland  
      Gretchen Spreitzer, USC  
      Sully Taylor, Portland State Univ.  
      Pushkala Prasad, Univ. of Calgary |
| 1996 | Hal B. Gregersen, Brigham Young Univ.  
      Pamela R. Haunschild, Stanford Univ.  
      P. Devereaux Jennings, Univ. of British Columbia  
      Nandini Rajagopalan, USC |
| 1995 | J. Stewart Black, American Graduate School of International Management  
      Kay Devine, Univ. of Alberta  
      Michael Vincent Russo, Univ. of Oregon |
| 1994 | Nakiye Boyacigiller, San Jose State Univ.  
      Jennifer A. Chatman, UC Berkeley  
      Margarethe Wiersema, UC Irvine |
| 1993 | Laurence Barton, Univ. of Nevada  
      Raphael H. Amit, Univ. of British Columbia  
      Sydney Finkelstein, USC |
| 1992 | Charles Hill, Univ. of Washington  
      Robert Eder, Portland State Univ.  
      Arvind Bhamri, USC |
| 1991 | Joan G. Dahl, CSU-Northridge  
      Gibb Dyer, Brigham Young Univ.  
      Gerald Ledford, USC  
      Glenn McEvoy, Utah State Univ. |
1990: Connie Gersick, USC
   Jay B. Barney, Texas A & M Univ.
   Kathleen M. Eisenhardt, Stanford Univ.
   Michael Lawless, Univ. of Colorado, Boulder

1989: Anne Tsui, UC Irvine
   Barbara Lawrence, UCLA
   Marilyn Gist, Univ. of Washington
   Rod Kramer, Stanford Univ.

1988: Thomas Lee, Univ. of Washington
   David Bowen, USC
   Mary Barton, CSU-Northridge

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

1986: Alan Meyer, Univ. of Oregon
   Janet Fulk, USC
   Manuel Velasquez, Santa Clara Univ.

1985: Gerardo Ungson, Univ. of Oregon
   Jone L. Pearce, UC Irvine
   Mary Ann Von Glinow, USC

1984: Craig C. Pinder, Univ. of British Columbia
   John W. Seybolt, Univ. of Utah
   Susan Mohrman, USC

1983: David Boje, USC
   John Bigelow, Boise State Univ.
   Kurt Motamedi, Pepperdine Univ.

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

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 University of Southern California

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 University,
      Northridge

1995: Robert Wright, Pepperdine University

1994: Kimberly B. Boal, Texas Tech University

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

1992: John W. Seybolt, University of Utah

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

1990: Craig C. Lundberg, Cornell University

WAM ‘STATE OF MIND’ AWARD RECIPIENTS

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

2011: Asbjorn Osland, San Jose State University

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

2009: Andre Delbecq, Santa Clara University

2008: Charles Vance, Loyola Marymount University

2007: Craig C. Lundberg, Cornell University

2006: B. Thomas Mayes, CSU Fullerton
# THANKS! – WAM 2013 TRACK CHAIRS AND REVIEWERS

<table>
<thead>
<tr>
<th>OB/HRM–36 submissions</th>
<th>ONE/SIM–8 submissions</th>
<th>Pipeline–32 submissions</th>
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<tbody>
<tr>
<td><strong>Chair:</strong> Charlie Vance</td>
<td><strong>Chair:</strong> Mark Starik</td>
<td><strong>Chair:</strong> Bambi Douma</td>
</tr>
<tr>
<td>Chet E. Barney</td>
<td>Timothy Clark</td>
<td>Reviewers</td>
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<tr>
<td>John B. Bingham</td>
<td>Andrew Ferguson</td>
<td>Kathryn Atlen</td>
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<tr>
<td>Alexander Bolinger</td>
<td>Cheryl E. Labig</td>
<td>Sally Baack</td>
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** - Star Reviewers
The phrase “In Vino, Veritas,” originally attributed to Roman philosopher Pliny the Elder, reflects the belief that people are more likely to tell the truth while drinking wine. As the theme for our 2014 conference, it encompasses a fundamental focus of academic work—truth—and the $7 billion wine industry of our conference location in the Napa Valley. As academics we strive to uncover truth in our research, and to share it with others when we write and when we teach. We invite everyone to gather at Napa’s Silverado Resort to continue our conversations about what we believe to be true.

In keeping with the theme, we encourage submissions that reflect on the concept of truth in our profession. For example, do we as management scholars uncover the truth in our work, or are we creators and purveyors of socially constructed truths? How do our epistemological perspectives influence what we perceive to be true? How do our research methods influence our decisions about truth? What role does the truth have in our teaching? When communicating to managers, how do we ensure that they listen to what we think is true?

We also encourage submissions from wine scholars. We will be spending time in a part of the world that is dominated by wine, and we welcome the company of experts who can teach us about topics such as the science of winemaking, the marketing of wine, and the psychology of wine tasting.

We are privileged to have Blake Ashforth and Sandra Robinson joining us in Napa as our Journal of Management Inquiry scholars. Our program will include the Fireside Chat with Blake and Sandra, 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. Our social program will involve visits to some of the hundreds of wineries within a short drive of the conference location.

The Silverado Resort is a unique venue (http://www.silveradoresort.com). The accommodations are privately owned cottage suites, each with their own separate entrance and balcony or patio. Conference sessions will take place in a refurbished manor house located on the championship golf course. Just across the street is the resort’s brand new spa, with an outdoor swimming pool and bocce courts. Napa is also home to some of the finest restaurants in North America: the nearby town of Yountville boasts six Michelin stars in six blocks, including the famous French Laundry.

We hope you can join us in Napa in 2014! More information will be posted at http://wamconf.org.
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