Facing the Future with Heart and Mind

May 13-16, 2009
Hartford Hilton Hotel, Hartford, CT

Co-Hosts:
• Rowan University • University of Hartford
• Central Connecticut State University

Co-Sponsors & Supporters:
• University of Connecticut • Monmouth University • Western New England College
• Roger Williams University • William Patterson University • FDU Institute for Sustainable Enterprise • Beekley Corporation • Traveler’s Companies Inc • Palgrave Macmillan • Organization Management Journal • South-Western Cengage Learning
Facing the Future with Heart and Mind

The theme for this year’s conference comes, in part, from a text that I have used in my negotiations course. *The Mind and Heart of the Negotiator* by Leigh Thompson addresses both cognitive and emotion issues that are critical for effective negotiations. Extending that premise to a wider domain of management and organization behavior, there is also a growing recognition of the importance that emotions play in organizational and personal lives. One need not “split hairs” over which is most important. Both work together to influence actions and events.

Over the next few days, we will examine broadly both cognitive and emotion issues in organizations through papers, panels, symposia, cases, exercises, workshops, and more importantly interesting and lively discussions.

This year EAM received over 200 submissions. A number of sessions address the conference theme. The dedicated efforts of an excellent Program Committee and the constructive feedback of numerous reviewers has resulted in a stimulating and exciting program. In addition to our strong traditional sessions, please join us for our keynote session. On Friday, May 15 at 4:15pm, *Developing a Passion for Complexity Science: Exploration, Understanding, and Application*. A panel of two CEOs and two academics will discuss the science and applications of complexity science as well as their own views. J.P. van Rooy, former CEO of Otis Elevator, and John Tobin, CEO of Waterbury Hospital, will discuss how they came to see the importance of complexity science and how it has been useful in their careers. Benyamin Lichtenstein is the co-author of a new book on complexity science and will share some of the latest findings. Finally, Jane Horvath, Director of the van Rooy Center for Complexity and Conflict Analysis at the University of Hartford will discuss steps taken in the Center to generate and teach knowledge related to complexity science. Join us and ask some probing questions.

Our fellows have once again been hard at work to create wonderful consortia, and I encourage you to participate. Theo Peridis and Lucy Gilson have created enriching programs for doctoral students and for junior faculty. Joan Weiner, Sandy Morgan, Joe Seltzer, and Kate Suchon have put together another valuable program for mid-career and senior faculty. Every year members of EAM work together with their hearts and mind to create a caring community of scholars, and this year is no exception.

This conference would never be possible without the dedication of many. Thank you to all the Track Chairs for your hard work and your kind patience. Gene Baten and the members of the Local Arrangements Committee has worked diligently to create a wonderful conference for us all – you have my sincere gratitude. Our conference relies on the generosity of our sponsors and our exhibitors, and the people who bring them in to EAM: Madeline Crocitto, Kris Backhaus, Kathy Dechant and Dilip Mirchandani– thank you all!

I look forward to a great conference with all of you in Hartford!

John R. Ogilvie
VP of Program, 2009
OFFICERS

President
Dilip Mirchandani, Rowan University

Vice - President, Program
John Ogilvie, University of Hartford

Vice - President, Arrangements
Gene Baten, Central Connecticut State University

Vice - President, Membership
Craig Tunwall, Empire State College

Secretary
Frances Amatucci, University of Pittsburgh

Vice - President at Large
Don Gibson, Fairfield University

President - Elect
Laurel Goulet, U.S. Coast Guard Academy

Vice - President, Program-Elect
Liz Davis, George Washington University

Treasurer
Raza Mir, William Paterson University

Secretary - Elect
Sarah Stookey, Central Connecticut State University

Newsletter Editor
Joanne Scillitoe, Michigan Technological University

Web Manager
Jerzy Letkowski, Western New England College

DIRECTORS

Term Expires 2009:
Kristin Backhaus, SUNY New Paltz
Tim Golden, Rensselaer Polytechnic Institute

Term Expires 2010:
Susan Baker, Morgan State University
Ed Christensen, Monmouth University
Diana Stork, Emmanuel College

Term Expires 2011:
David Desplaces, College of Charleston
Diana Sharpe, Webster Graduate School/Regent's College London

EAM FELLOWS

Bonnie Betters-Reed  
Nick Beutell  
Tony Butterfield  
Carolyn R. Dexter  
William P. Ferris  
Martin J. Gannon  

Joel Harmon  
David H. Holt  
Mariani Jelinek  
Alison Konrad  
Michael J. Kavanagh  
Eric Kessler

D. Jeffrey Lenn  
Joseph Litterer  
Craig Lundberg  
Mzamo Mangaliso  
Steven I. Meisel  
Dilip Mirchandani

Judith A. Neal  
David D. Palmer  
Theodore Peridis  
Gary N. Powell  
Joseph Seltzer  
Henry P. Sims, Jr.

John F. Veiga  
Heidi Vernon  
Joan Weiner  
John N Yanouzas

PAST PRESIDENTS

John G. Hutchinson  
Dean F. Berry  
Charles E. Summer  
Walter A. Hill  
C Wickham Skinner  
Harold Lazarus  
Ogden Hall  
Stanley Young  

Rocco Carzo, Jr.  
M. William Frey  
John W. Slocum, Jr.  
John N. Yanouzas  
Martin J. Gannon  
Don Hellriegel  
Louis K. Bragaw  
Mahmoud A Wahba

Joseph A. Alutto  
M. William Frey  
Mariani Jelinek  
John F. Veiga  
Randall S. Schuler  
Gary N. Powell  
Carolyn R. Dexter  
Michael J. Kavanagh

Joseph A. Alutto  
John P. Sims Jr.  
Mariani Jelinek  
John F. Veiga  
Randall S. Schuler  
Gary N. Powell  
Carolyn R. Dexter  
Michael J. Kavanagh

D. Jeffrey Lenn  
Nicholas J. Beutell  
Eugene G. Gomolka  
Joseph Seltzer  
William P. Ferris  
Craig C. Lundberg  
D. Anthony  
Butterfield

David D. Palmer  
Joan Weiner  
Eileen Kaplan  
Alison M. Konrad  
Bonnie Betters-Reed  
Joel Harmon  
Steven I. Meisel  
Mzamo Mangaliso

John F. Veiga  
Heidi Vernon  
Joan Weiner  
John N Yanouzas

LIAISON OFFICERS

ABSEL: Sandra Morgan  
Bryant College: Ranjan Karri  
Central Connecticut State University: Henry T. Ulrich  
CUNY- Staten Island: Matveev Alexei  
Emmanuel College: Diana Stork  
George Mason University: Mahesh Joshi  
LaSalle University: Steven I. Meisel  
Manhattan College: Richard Fitzgerald  
Merrimack College: Deborah Litvin  
Morehead State University: Jim Turner  
Netanya College, Israel: Aharon Tziner  
N.J.I.T.: Marguerite Schneider  
Northeastern University: Kimberley Eddleston  
Ohio University: Amy Taylor-Bianco  
Pace U. (N.Y.C. Campus): Noushi Rahman  
Pace University (Westchester Campus): Corrine Post  
Pennsylvania State University, Great Valley: Elizabeth McCrea  
Pennsylvania State University, Harrisburg: Refik Culpan  
Rensselaer Polytechnic: Timothy Golden  
Rider University: Mark Sandberg  
Rhode Island College: John O'del  
Sacred Heart University: Jill Woodilla  
Shenandoah University: Miles Davis  
Siena College in Loudonville: Andrea Smith-Hunter  
Suffolk University: Laurie Levesque  
SUNY - Empire State: Craig Tunwall  
SUNY - Oneonta : Rich Insaing  
Texas A&M University: Lorraine Eden  
Towson University: Filiz Tabak  
Tecnológico de Monterrey (Mexico): Carolyn Buie Erdener  
UMass Dartmouth: Matt Roy  
University of Baltimore: Regina Bento  
University of W. Ontario: Alison Konrad  
Utrecht University, (Netherlands): Hetty van Emmerik  
William Alanson White Institute: Marc Maltz  
Worcester State College: Jay Mahoney
2009 Program Committee
Vice President of Program
John R. Ogilvie, University of Hartford

Track Chairs

Business Strategy
Joao S. Neves, The College of New Jersey

Careers
Carol Carnevale, Empire State College

CASE
Herbert Sherman, Long Island University

Critical Management Studies
Joel P. Rudin, Rowan University
Diana Sharpe, Regents College London and Webster Graduate School, St. Louis

Entrepreneurship
David Desplaces, College of Charleston

Ethics, Corporate Social Responsibility & Sustainability
Gina L.S. Pines, University of Hartford

Experiential Learning Association (ELA)
Catherine Giapponi, Fairfield University
Donald E. Gibson, Fairfield University

Gender and Diversity
Priscilla Elsass, Clark University

Human Resources Management
Theodore Peters, Hartwick College

International Management
Kathleen Dechant, University of Connecticut

Management Education & Development
Joy Beatty, University of Michigan, Dearborn

Organizational Behavior & Theory
Jeanie Forray, Western New England College
Debbie Noble, Empire State College

Potpourri/Edge/Knowledge Management
Iris Reychav, Holon Institute of Technology, Israel

Professional Development Workshops
Jennifer Leigh, Nazareth College

Works in Progress
Vicki Fairbanks Taylor, Shippensburg University

Local Arrangements Committee
Gene Baten, Central Connecticut State University
David Fearon, Central Connecticut State University
Chester Labedz, Central Connecticut State University
Steven Cavaleri, Central Connecticut State University

Special Thanks to all the Fellows and other members that contributed in a variety of ways throughout this year of planning but may have been omitted from the program.
Irfan Ahmed
Nirupama Akella
Pia A. Albinsson
Darlene Joy Alexander-Houle
Carla Antonini
Jay Alan Azriel
Elsie Omolara Babajide
Paul Bacdayan
Kristin Backhaus
Kathleen J. Barnes★
Joy Beatty★
Constant D. Beugre★
Jerry Biberman
Susan M. Bosco★
Marcia M. Bouchard
Paul C. Boyd
Gil Brookins
Judith G. Bulin
Jerry Anthony Carbo, II
Carol M. Carnevale
Sean M. Carroll
Rod Carveth
J. Michael Cavanaugh
Lisa Chandler
Abdulrahman Chikhouni
Mark Clark
David Gordon Cohen
Diego Maganhotto Coraiola
Linda Couch
Laurie A Dahlin
Elizabeth Bound Davis
Kathleen Dechant
Edward Desmarais
David E. Desplaces
Thomas Drape
David E. Dudek
Mohinder Dugal
Kenneth N. Ehrensal
Priscilla Elsass
Joseph P. Eshun, Jr.
Wayne John Fallon★
David S. Fearon, Sr.
João José Matos Ferreira
William P. Ferris★

Jason Fertig★
Mary Kuchta Foster★
Terry Frantz
Jonah Friedman★
Neri Ruiz Gantuangkan
Naomi A. Gardberg
Catherine Connelly Giapponi
Donald E. Gibson
Lindsey Adrian Gibson
Gregory T. Gifford★
Claudia Gomez
Laurel Goulet★
Lawrence Peter Grasso★
Tiffany Galvin Green★
Elaine Guertler
Andra Gumbus
Alka Gupta
Vishal K. Gupta
Timothy L. Harper
Shirley Harrell
Drew L. Harris
Randall Harris
David O. Hartman
Christopher Michael Hartt★
Patricia Raber Hedberg
Eileen Higgins
Diane Holtzman
Durim Hoxha
Richard Hull
Marcus J. Hurt
Stephanie Hurt
Lara Jelenc
Maheshkumar P Joshi
Maria Kakaria
Jeff Kappen
John D. Keiser★
Mary Kernan
Timothy Kiessling
Beate Klingenberger★
Leslie A Korb★
Cynthia L. Krom
Robert Krug
Jerome Kuperman
Eugene J Kutcher, III

Sambhavi Lakshminarayan
Theresa Lant
Thomas C. Leach★
Tony LeTrent-Jones★
Kenneth Levitt
Eric Liguori
Deborah Riese Litvin
Jeff Lowenthal
Granger Macy
Arun Madapusi
Tariq Mahmood
Karen Sue Markel
Carmen Leonor Martinez-Lopez
Stacy McCracken
Arlice P McKinney★
Maria Cecilia McMillen
C. J. McNair-Connolly
Cathleen McQuillen
Steven Meisel★
Mary Catherine Meisenhelter
John Peter Meyer
Raza A. Mir
David A. Morand
Amanda Moras
David Eric Morgan★
Pracheta Mukherjee
Angela Murphy
Sudhir Nair
Behnam Nakhai
David Noble
John R. Ogilvie
Afolakemi Olasumbo Oredin
Saurav Pathak
Yasanthi Perera
Kathleen M Premo
Daniel P. Purushotham
Shalini Rahul
Thierry Rakotobe-Joel
Sarbjee Singh Rayat
Louise Reynolds
Randy Rosenberger★
Sinéad G. Ruane
Joel P. Rudin★

Regina M. S. Rutter
Richa Saxena
Claudine SchWeber★
Michael Joseph Scrivens
Kesiaah Elizabeth Scully
Diana Sharpe
Timothy Shea
Rita J. Shea-Van Fossen
Herbert Sherman
Diane C. Shichtman
Yusuf Sidani
Irwin H. Siegel
Michaelene Skiba
Janice Witt Smith★
Sarah Sorenson
Robert Stephens
Lisa T. Stickney
James A. F. Stoner
Diana Stork
James Burke Stryker
Ram Subramanian
Paul S. Szwed★
Vicki Fairbanks Taylor
Moira Tolan
Patrice Torcivia
Susan W. Tranter
Cheryl Tromley★
Craig Tunwall
Barbara Marie Vallera
Gina Vega
John J. Voyer
Isaac Wanasika
Bruce W. Warren
Kathleen Hanold Watland
Allison D. Watts
Sheila Webber
David Weir
John B. White
Deloris Willis
Afolakemi Olasumbo Oredin
Saurav Pathak
Yasanthi Perera
Kathleen M Premo
Daniel P. Purushotham
Shalini Rahul
Thierry Rakotobe-Joel
Sarbjee Singh Rayat
Louise Reynolds
Randy Rosenberger★
Sinéad G. Ruane
Joel P. Rudin★

★ - Outstanding Reviewers
### Outstanding Paper Nominees

#### Outstanding Theoretical Paper Award Nominees

**LEADERSHIP AS PRACTICE: USING TRANSFORMATIVE LEARNING TO DEVELOP AUTHENTIC LEADERS**

Granger Macy, Ithaca College  
Friday, 2:00pm - 3:30pm in Connecticut Ballroom Salon B

**TOWARDS UNDERSTANDING ‘ORGANIZATIONAL PHENOMENON’: A CONCEPTUAL FRAMEWORK**

Sarbjeet Singh Rayat, University of Massachusetts, Amherst  
Friday, 2:00pm - 3:30pm in Connecticut Ballroom Salon A

**RE-VIEW OF GUANXI: A POSTCOLONIAL PERSPECTIVE**

Chun Guo, University of Massachusetts, Amherst  
Friday, 8:30am - 10:00am in Connecticut Ballroom Salon C

#### Outstanding Empirical Paper Award Nominees

**SIMILARITY IN CROSS-BORDER MERGERS AND ACQUISITIONS: IMITATION, UNCERTAINTY AND EXPERIENCE AMONG CHINESE FIRMS, 1985-2006**

Monica Yang, Adelphi University  
Friday, 2:00pm - 3:30pm in Nathan Hale North

**CROSS-CULTURAL COMPARISONS OF RELIANCE ON LAWS AND BUSINESS CONTRACTS VERSUS THREE BASIC SOCIAL MECHANISMS AMONG U.S., CHINA, AND TAIWAN**

Chieh-Chen Bowen, Cleveland State University  
Yuann-Jun Liaw, National Taiwan University  
Aichia Chuang, National Taiwan University  
Yu-Cheng Su, Cleveland State University  
Saturday, 9:30am - 11:00am in Nathan Hale North

**DOES WORKING AWAY FROM THE OFFICE HELP? EXPLORING THE INTERACTION EFFECTS OF TELEWORK AND WORK-FAMILY CONFLICT ON EXHAUSTION**

Timothy Golden, Rensselaer Polytechnic Institute  
Thursday, Noon - 1:30pm in Connecticut Ballroom Salon A

#### Nominated for CASE Fellows Award

**CJ MCLAINE’S DELI & BAKERY, LLC**

Catherine C. Giapponi, Fairfield University  
Roselie McDevitt, Mount Olive College  
Friday, 10:15am - 11:45am in Mark Twain

**THE WIREMOLD COMPANY: ENSURING SHAREHOLDER COMMITMENT**

Lawrence P. Grasso, Central Connecticut State University  
M. L. “Bob” Emiliani, Central Connecticut State University  
Martha C. Fransson, Rensselaer Polytechnic Institute  
Friday, 10:15am - 11:45am in Mark Twain

**TEACHING CASE: NEW PRODUCT DEVELOPMENT AND PRE-LAUNCH PLANS FOR TICKET SALES, INC.**

Jean Lefebvre, Central Connecticut State University  
Michael Gendron, Central Connecticut State University  
Friday, 10:15am - 11:45am in Mark Twain

#### Nominated for CASE First Time Submission

**NORTHEAST UTILITIES’ STRATEGIC MELTDOWN**

Edward Desmarais, Salem State College  
Friday, 10:15am - 11:45am in Mark Twain

**MYTH OR REALITY: THE DYNAMICS OF CONTEMPORARY LEARNING ORGANIZATIONS**

Devi Akella, Albany State University  
Nirupama Akella, University of South Alabama  
Friday, 10:15am - 11:45am in Mark Twain

#### ELA Best Experiential Exercises of 2009 Nominees

**A PICTURE IS WORTH A THOUSAND WORDS**

Cynthia L. Krom, Marist College  
Thursday, 1:45pm - 3:15pm in Silas Dean

**INTERACTIONAL JUSTICE: CREATING THE DYNAMICS OF EVERYDAY FAIRNESS**

Kevin Farmer, California State Polytechnic University, Pomona  
Steven Meisel, La Salle University  
Thursday, 1:45pm - 3:15pm in Silas Dean
Wednesday, May 13

Board of Governors Meeting
Noon - 5:00pm in Barnum Room

Registration
3:00pm - 6:00pm in 3rd Floor Foyer

Wednesday, 5:00pm - 6:00pm in Connecticut Ballrm. B & C
Cocktail Hour with Cash Bar

Wednesday, 7:00pm - 8:00pm in Connecticut Ballrm. B & C
Welcome Buffet/Dinner (pre-registration required)

Wednesday, 9:00pm - 12:00am in Hospitality Suite, 6A (Saratoga Room) on 6th Floor
Conversation & Collegiality
Informal gathering to chat with colleagues.

Thursday, May 14

Registration
8:00am - 5:30pm in 3rd Floor Foyer

Board of Governors Meeting
8:30am - 11:45am in Barnum Room

Exhibits
Noon - 5:00pm in 3rd Floor Foyer

Thursday, 8:30am - 11:45am in Mark Twain
CASE: Pre-Conference Workshop on Case Writing
Margaret Naumes, Editor for The CASE Journal, University of New Hampshire
William Naumes, University of New Hampshire
Gina Vega, incoming Editor, The CASE Journal, Salem State University

Thursday, 8:30am - 11:45am in Nathan Hale North
Junior Faculty Consortium
Coordinators: Theo Peridis, York University and Lucy Gilson, University of Connecticut

The Doctoral and Junior Faculty Consortia are designed to involve and engage participants in a number of sessions with an impressive panel of presenters. We intend to create an opportunity for each group to dialogue with some senior and accomplished faculty on issues that pertain to the particular phase of their career development, while having time for constructive conversations about some of the common concerns and challenges both groups face, such as early publishing and making career choices. As part of the program, we have incorporated a distinguished editors’ panel to discuss and answer questions with all participants and help them navigate through the maze from research to writing and publication.

The Junior Faculty consortium will tackle topics facing young academics who are making a transition into scholarship and are challenged to establish a strong research record, juggle multiple demands on their time, build strong mentorship relationships and nurture a collegial network that will propel their careers.

Panelists:
William Ferris, Western New England College
Connie Gersick, Yale University
Lucy Gilson, University of Connecticut
Timothy Golden, Rensselaer Polytechnic Institute
Susan Jackson, Rutgers University and Academy of Management
Rowena Ortiz Walters, Quinnipiac
John Mathieu, University of Connecticut
Theo Peridis, York University
David Souder, University of Connecticut
Linda Cohen, University of Hartford
The Doctoral and Junior Faculty Consortia are designed to involve and engage participants in a number of sessions we an impressive panel of presenters. We intend to create an opportunity for each group to dialogue with some senior and accomplished faculty on issues that pertain to the particular phase of their career development, while having time for constructive conversations about some of the common concerns and challenges both groups face, such as early publishing and making career choices. As part of the program, we have incorporated a distinguished editors' panel to discuss and answer questions with all participants and help them navigate through the maze from research to writing and publication. The Doctoral consortium will address issues on dissertation strategies, landing a first job, and career path considerations.

Panelists:
William Ferris, Western New England College
Connie Gersick, Yale University
Lucy Gilson, University of Connecticut
Timothy Golden, Rensselaer Polytechnic Institute
Susan Jackson, Rutgers University and Academy of Management
Rowena Ortiz Walters, Quinnipiac
John Mathieu, University of Connecticut
Theo Peridis, York University
David Souder, University of Connecticut
Linda Cohen, University of Hartford

Thursday, 12:00pm - 1:30pm in Connecticut Ballroom A
OB&T + Eth./CSR/Sust.: Behavioral Aspects of Life & Work: Exhaustion, Politeness and Religiosity

Facilitator: Deborah Ann Noble, SUNY, Empire State College

★Nominee: Outstanding Empirical Paper Award★

DOES WORKING AWAY FROM THE OFFICE HELP?
EXPLORING THE INTERACTION EFFECTS OF
TELEWORK AND WORK-FAMILY CONFLICT ON EXHAUSTION

Timothy Golden, Rensselaer Polytechnic Institute

Telework remains poorly understood, despite its rapid growth and promise to help alleviate work exhaustion that stems from conflict between the work and family domains. This study therefore investigates telework’s contingent effects by exploring the multifaceted nature of telework in relieving the impact of work-family conflict on exhaustion. Results suggest work-family conflict interacts with the extent of standard telework, supplemental telework, and geographic distance. Additionally, results support a three-way interaction between standard telework, geographic distance, and work-family conflict. Findings from this research provide insight into how telework off-sets work-family conflict and illustrates the need for more detailed studies.

Thursday, 12:00pm - 1:30pm in Connecticut Ballroom B

MED: A "Novel" Approach to Teaching Heart and Mind

Frank M. Werner, Fordham University

Shareholder wealth maximization (SWM) has long been advocated by the finance discipline as the best goal for the for-profit firm. Yet, the singular monetary focus of SWM often leads businesses to act in ways that contribute to global lack of sustainability. In this session, the panel will discuss how a new business novel about the need for the SWM goal to evolve to include sustainability - written by the session leader, a finance professor - can be used in both management and finance courses and to promote further conversation among faculty and students about incorporating "heart" into the business goals.
**Thursday, 12:00pm - 1:30pm in Connecticut Ballroom C**

**Crit. Mgmt.: Change and Resistance**

Facilitator: Sarah Stookey, Central Connecticut State University

**A MARXIST CRITIQUE OF RECENT HRM INITIATIVES**

Jerry Anthony Carbo II, Shippensburg University
Kimberly Pellegrino, Florida Memorial University

The state of the American Economy is dire—particularly for working class Americans. Poverty rates, foreclosures and homelessness are growing epidemics. Much of the blame for this current state can be traced to an unquestioned belief in an extreme form of capitalism. HRM practices and research have contributed to this unfounded faith and thus the current economic crisis. It is time to reassess these beliefs and to look for a new broader way to define organizational success.

**A NEW VISION FOR MANAGEMENT: THE STRATEGY OF SATYAGRAHA**

Devi Akella, Albany State University

The concept of management in contemporary organizations has become devoid of aspects such as ethics, morals, transparency, justice and equality. Instead the focus has shifted towards profits, survival at any cost, control and exploitation of employees. This paper seeks to develop the Gandhian model of satyagraha to critically discuss and subsequently eradicate and fight against issues of discrimination, exploitation, racism and sexism existing in contemporary organizations.

**CASE: Embryo Session - Table 1**

Facilitator: Timothy W. Edlund, Morgan State University

**GEORGIA'S RESTAURANT BUSINESSES**

Sambhavi Lakshminarayan, CUNY

**SHOULD DAVID ACCEPT GOLIATH? ROCHE PHARMACEUTICAL BIDS FOR GENENTECH**

Gladys Marie Torres-Baungarten, Ramapo College of New Jersey
Elizabeth Ann McCrea, Seton Hall University

**THE WRATH OF FREEDOM BANK: A CLIENT -- IT CONSULTANT RELATIONSHIP GONE BAD**

Brian M. Iacaponi, University of Massachusetts, Dartmouth
Timothy Shea, University of Massachusetts, Dartmouth

**Thursday, 12:00pm - 1:30pm in Mark Twain**

**CASE: Embryo Session - Table 2**

Facilitator: Alan B. Eisner, Pace University

**ENERGY BY WASTE**

James R. Westfall, University of Southern Maine
John J. Voyer, University of Southern Maine

**HABCO, INC.**

Lawrence Peter Grasso, Central Connecticut State University

**SIX-SIGMA AT WORK: PROCESS IMPROVEMENT AT H.O. PENN**

Beate Klingenberg, Marist College
Rachel Timberlake, Marist College

**CASE: Embryo Session - Table 3**

Facilitator: Marc Gartenfeld, St. John's University

**THE CHINESE MILK SCANDAL**

Jiyun Wu, Hofstra University
Youli Ge, Fair Labor Association

**THE WORLD TURNED UPSIDE DOWN, BEN SLINEY AT THE FAA ON SEPTEMBER 11**

Shirley Harrell, Cambridge College

**CASE: Embryo Session - Table 4**

Facilitator: Stephanie Hurt, Meredith College

**A FAIR WAGE? CAPPING EXECUTIVE COMPENSATION**

Julian Friedland, University of Colorado, Boulder

**FURNISHING HOPE IN TIMES OF CRISIS**

Colette Dumas, Suffolk University

**JACK'S FURNITURE: COMPENSATION REDESIGN**

Karen Sue Markel, Oakland University
Chelsey Pallas, Oakland University
EXPLORATION OF FIRM STRATEGIC CONTROL IN AUSTRALIA AND THE UNITED STATES AND IMPLICATIONS FOR GLOBAL GOVERNANCE STRUCTURES

Timothy Kiessling, Bond University
Keith Duncan, Bond University
Michael Harvey, Bond University

Our empirical study of 246 Directors, financial executives, accountants and credit/security analysts explore the concept of firm corporate control and what theoretically developed attributes contribute to an entity having corporate control over another. We first develop and test a model of corporate control. We then delve into what combinations of direct ownership, indirect ownership, ownership dispersion, and board of director representation are required for dominant corporate control. Due to the use of conjoint analysis, we are able to make suggestions as to the relative importance of each in regard to corporate control.

THE KNOWLEDGE-BASED VIEW OF STRATEGIC ALLIANCES: DO WE HAVE A NEW THEORY OF STRATEGIC ALLIANCES?

Vishal K. Gupta, SUNY

The knowledge-based view (KBV) has emerged as a new approach to strategic management in recent years. A large body of KBV research has examined interorganizational issues in strategic alliances. This theoretical paper examines whether KBV offers a unique theory of strategic alliances. We compare KBV to three dominant theoretical approaches in the strategic alliance literature. We then discuss some limitations and shortcomings of a KBV approach to strategic alliances and offer suggestions on the further development of this new approach.

MANAGERIAL CAREER SUCCESS: A GENDER COMPARISON IN THE 21ST CENTURY

Joy A. Schneer, Rider University
Frieda Reitman, Pace University
Corinne Anne Post, Lehigh University
dt ogilvie, Rutgers University

As women have come closer than ever to achieving the top position in the US government, we ask whether, in business, women are also closer to reaching top leadership roles. This longitudinal study utilizes data collected in 2000 and 2007 from MBAs to determine whether women have been able to achieve success in their careers comparable to their male peers. The findings are mixed as the pay gap persists; however, there are no longer differences in managerial level attainment or authority. While women were more likely to have opted out of the workforce than men, this rate is not increasing.
THE “PATHS” AND “LADDERS” OF “SEA TURTLES:” HOW DO YOUNG CHINESE RETURNEES UNDERSTAND THEIR CAREERS?

Chun Guo, University of Massachusetts, Amherst
Emily Porschitz, University of Massachusetts, Amherst
Jose C. Alves, University of Massachusetts

Little management research has been devoted to the career paths of “sea turtles”, Chinese who have studied or worked abroad and then returned to their homeland. Given their potential influence on Chinese society, insight into this group’s own understandings of their careers is valuable. In this interpretive study of young Chinese sea turtles, we access metaphors used to describe their careers. These metaphors offer a notion of somewhat “rocky” careers. Our participants are attempting to balance career expectations with reality and move quickly and with purpose as they search for personal meaning and a means to contribute to their homeland.

WORK-FAMILY SYNERGY FOR ORGANIZATIONALLY-EMPLOYED MOTHERS AND FATHERS

Nicholas J. Beutell, Iona College

This paper examines predictors and satisfaction outcomes of work-to-family (W2F-S) and family-to-work (F2W-S) synergy for organizationally-employed mothers (n=690) and fathers (n=503) while controlling two types of work-family conflict: work interfering with family (WIF) and family interfering with work (FIW). Participants included 1193 respondents from the 2002 National Study of the Changing Workforce who had a child under the age of 18 years. Significant relationships were found for work-related variables, dependent care and family income, health, supervisor support, and satisfaction outcomes. Gender similarities and differences in work-family synergy were identified. Implications and directions for future research are discussed.

THE FACILITY RELOCATION EXERCISE: BUILDING ROBUST DECISION SUPPORT (USING THE BALANCED SCORECARD RUBRIC AS A MEANS TO GUIDE BUSINESS DECISION-MAKING)

Robert Reiter Albright II, Rensselaer Polytechnic Institute
John McDermott, Fairfield University

Kaplan and Norton developed their popular “Balanced Scorecard” system of measurement in the 1990s (Kaplan and Norton, 1993). By 2000 many Company’s had extended their use of the Balanced Scorecard System to include its use as a guide to short term strategic decision-making (Kaplan and Norton, 2000). This exercise, based upon an actual business decision faced by a Fortune 100 Company, allows students to practice using the framework to make a critical business decision. Students enhance their understanding of the Balanced Scorecard Strategic Management System when they actively generate and evaluate “balanced” decision criteria for a complex global business problem.

ELA: Decision Making from Multiple Perspectives

Facilitator: Kenneth Levitt, East Stroudsburg University

MULTIDIMENSIONAL DECISION-MAKING: AN EXERCISE FOR THE MANAGEMENT CLASSROOM

Donna Lee Crane, Northern Kentucky University

Multidimensional Decision-Making: an Exercise for the Management Classroom presents a simple technique for collaborative, multi-dimensional decision-making and the prioritization of post-decision activities. Students get hands-on experience with a decision-making technique that can be used in any team setting. The technique allows students to experience problem statement, stakeholder analysis, problem reframing, solution prioritization and the development of collaborative approaches to decision-making. Shared leadership—the highest-performing style used in team work—is the foundational experience gained from the exercise.

BUSINESS SCHOOLS: ETHICS, ASSURANCE OF LEARNING AND THE FUTURE

Bruce W. Warren, Simmons College
Susan D. Sampson, Simmons College
Erin McFee, Simmons College

The Conference theme this year is most appropriate in light of the current economic upheaval. A significant contributing factor to the current economic plight is the lack of ethical conduct which has propelled corporate and executive greed, organizational mismanagement and victimization of stakeholders. This paper reviews the teaching of business ethics at seventy of the top business schools in the United States and internationally. Interviews were conducted with Deans, Associate Deans, Assistant Deans, Directors and faculty with the utilization of an extensive survey instrument focusing upon ethics in the curriculum, modifications to the ethics curriculum, and assessment of learning.
IDEAL OUTCOMES OF A COLLEGE EDUCATION: SURVEY CONTRASTS PRIORITIES OF STUDENTS VS FACULTY/STAFF

Paul Bacdayan, University of Massachusetts, Dartmouth

A survey at a state university asked about the ideal outcomes of a college education. Several contrasts emerged between the priorities articulated by students versus faculty/staff. Students tended to emphasize developmental transitions relevant to emerging adults; these included the development of adult maturity, a sense of purpose/direction, interpersonal competencies, time management skills, and the ability to apply new knowledge in practical use. Faculty/staff tended to emphasize more traditional academic accomplishments. The paper concludes by exploring implications for how to boost student engagement, and suggests some pilot activities that might accommodate both sets of priorities.

INCREASING DOCTORAL STUDENT RETENTION: THE NEXT STEP

Isaac Wanasika, New Mexico State University
Carolyn I. Chavez, New Mexico State University

PhD graduates in business schools have decreased 20% over the last 10 years. This is a disturbing statistic considering AACSB predictions of a growing gap between supply and demand for business PhDs. We should do everything possible to help students complete their doctoral programs. We can find both the problem and the solution to attrition in socialization and integration strategies. We report efforts to improve PhD student retention through an organizational program-long and systematic approach. We hope that others will be motivated to redesign and improve PhD programs. Doctoral students are a valuable commodity worthy of our time and effort.

CASE: Publishing Your Case: From the Editors’ Desks

Margaret Naumes, University of New Hampshire (Editor, The CASE Journal)
William Naumes, University of New Hampshire (Former Editor, The CASE Journal)
Gina Vega, Salem State College (Associate Editor, Journal of Management Education)

A candid, open session with current and former editors answering the question “how do I get my case published and make sure that it does not end up on the ‘rewrite and resubmit pile’?” A must attend session for novice case writers and a great refresher for the more seasoned veteran.

REAL-TIME STRATEGY: THE EFFECT OF IMPROVISATION ON MARKET ORIENTATION

Peter Johnson, Pace University

As managers face pressure to deal with the speed at which strategic decisions need to be made, research in organizational strategy has begun to examine more flexible and innovative approaches, such as improvisation. Improvisation as a strategy was originally derived from analogous patterns in performance, music and athletics. It is now defined in management theory as the process of creation and execution in virtually real time.

This paper uses case studies to propose a model of how improvisation acts as a component of market orientation and how the level of improvisation may be affected by both temporal and informational factors.
STRATEGIC PLANNING IN PLURALISTIC SETTINGS
Ali Taleb, HEC Montreal

Strategy formation within distributed and pluralistic organizations is of particular interest because their sub-units are subject to conflicting priorities and expectations. This conceptual paper uses Multinational Corporations to illustrate the underlying challenges and opportunities. More specifically, we explore how strategizing practices emerge and institutionalize to become organizational capabilities and sustainable competitive advantages at the subsidiary level. Recognizing the link between strategy contents and processes, we discuss these practices as strategic capabilities that need to be dynamic and adaptable. We propose a dynamization framework that balances the need for stability to achieve performance and adaptation to fit the ever changing environments.

THE CORPORATE LAW OF FIDUCIARY DUTY: DOES IT STRATEGICALLY LIMIT THE ROLE OF THE HEART AND EMPHASIZE THE ROLE OF THE (ECONOMIC) MIND IN MANAGING THE CORPORATION?
David E. Dudek, University of Massachusetts, Amherst

This paper reviews the nature of fiduciary duty, a critically important set of laws governing corporations. Through an analysis of the major developments of fiduciary duty in the United States and by identifying three principles of fiduciary duties that increasingly allow corporate boards and officers to take non-shareholder interests into account, this paper provides hope that managing from the heart can achieve a better balance with economic interest. Additionally, this paper relates business strategy theories to these legal principles to illustrate that the decision making models are already developed within the management discipline to take advantage of this legal evolution.

Eth./CSR/Sust.: Ethics: The Heart and Mind of the Good Corporation
Facilitator: Gina Louise Pines, University of Hartford

DILEMMAS OF THE HEART OR CONFUSION FOR THE MIND? TOWARD AN EMPIRICALLY-BASED CONCEPTUAL FRAMEWORK FOR THE STUDY OF ETHICS
Andrea Hornett, Pennsylvania State University, Great Valley
Carla Masciocchi Messikomer, The Acadia Institute
Carol C. Cirka, Ursinus College
Susan M. Fredricks, Pennsylvania State University, Delaware County

Ethical discernment may be less about cognition than theorists and mainstream teaching practices suggest. Based on two separate and distinct multi-year research endeavors in ethical discernment, the authors develop a conceptual framework that models the relationship of the individual to the ethical decision context. This conceptual framework departs from extant theory and teach practices and includes a relationship to perceived leadership. Accordingly, the framework provides a basis for continued research in efficacious ethical discernment with implications for organizational leadership. The article concludes by indentifying the ways in which this empirically-based framework is congruent with social systems models.

ELA: Best Experiential Exercises of 2009
Facilitator: Donald E. Gibson, Fairfield University

DILEMMAS OF THE HEART OR CONFUSION FOR THE MIND? TOWARD AN EMPIRICALLY-BASED CONCEPTUAL FRAMEWORK FOR THE STUDY OF ETHICS
Andrea Hornett, Pennsylvania State University, Great Valley
Carla Masciocchi Messikomer, The Acadia Institute
Carol C. Cirka, Ursinus College
Susan M. Fredricks, Pennsylvania State University, Delaware County

Ethical discernment may be less about cognition than theorists and mainstream teaching practices suggest. Based on two separate and distinct multi-year research endeavors in ethical discernment, the authors develop a conceptual framework that models the relationship of the individual to the ethical decision context. This conceptual framework departs from extant theory and teach practices and includes a relationship to perceived leadership. Accordingly, the framework provides a basis for continued research in efficacious ethical discernment with implications for organizational leadership. The article concludes by indentifying the ways in which this empirically-based framework is congruent with social systems models.

PUBLIC POLICY FOR SUSTAINABLE CORPORATE BEHAVIOR: THERE IS NO HEART, MIND OR SOUL OF A CORPORATION
Drew L. Harris, Central Connecticut State University
Teresa M. Twomey, Central Connecticut State University
Daniel Twomey, Fairleigh Dickinson University

Western corporations operate in a system of rules, practices, beliefs, and theory that drive corporate leaders to maximize profits for executives and shareholders at the expense of value chain partners, society and the physical environment. We review proposals to alter that context – the elimination of legal personhood for corporations and charging corporations for privileges granted while eliminating all economically inefficient privileges. We find these proposals complimentary. They would likely lead to less transfer of costs to society and environment and lead to greater alignment of executive hearts and minds with the society's desire for a cleaner, more just world.
**Thursday, 3:00pm - 3:15pm in 3rd Floor Foyer**

**Refreshment Break**

Sponsored by Western New England College

Soda and light refreshments will be served

---

**Thursday, 3:30pm - 5:00pm in Connecticut Ballroom A**

**MED + HRM + OB&T: Transformational and Global Initiatives**

Facilitator: **Paul S. Szwed**, United States Coast Guard Academy

**A DISCUSSION ON VALIDATING THE TRANSFORMATIONAL LEADERSHIP MODEL AND ITS IMPLICATIONS IN THE CONTEXT OF GENDER**

Darcy Mitiko M. Hanashiro, Universidade Presbiteriana Mackenzie

Vânia Maria Jorge Nascimento, Universidade Mackenzie and Faculdade Campo Limpo Paulista

Fernanda Jorge Nascimento, Universidade Presbiteriana Mackenzie

Diógenes de Souza Bido, Universidade Presbiteriana Mackenzie

The composition of the work force has been becoming more heterogeneous, in race, ethnicity, gender and other cultural identity groups, historically under-represented in organizations. Of note is the participation of women, who are gradually taking on organizational roles at various hierarchical. This article identifies if there are differences in leadership style between male and female managers and verifies the relationship between the transformational style and some results indicators. The quantitative study surveyed 223 executives using the Bass and Avolio's Multifactor Leadership Questionnaire (1995). The outcome shows that transformational style is more related to results indicators than is the transactional.

---

**Thursday, 3:30pm - 5:00pm in Connecticut Ballroom B**

**Ent: Entrepreneurship from Emotional Intelligence to A Social Framework**

Facilitator: **Frances M. Amatucci**, Slippery Rock University

**EMOTIONAL INTELLIGENCE: A MICRO-MACRO LINK IN ENTREPRENEURSHIP RESEARCH**

Chun Guo, University of Massachusetts, Amherst

Previous approaches to entrepreneurship – individual-centered and process-centered approaches create an artificially fragmentized view of the entrepreneurial phenomenon. As an attempt to integrate these two, in the present study, I apply emotional intelligence theories in the entrepreneurial context and propose the model of entrepreneurial emotional intelligence. The model describes how components of emotional intelligence contribute to a personal competence that supports entrepreneur’s adaptive coping behavior in order to address unique challenges emerging in different stages of the entrepreneurial process. Theoretical implications and direction for future research are also discussed.

---

**Thursday, 5:00pm - 5:15pm in 3rd Floor Foyer**

**A DISCUSSION ON THE RELATIONSHIP BETWEEN ENTREPRENEURSHIP AND EMOTIONAL INTELLIGENCE**

Jennifer S. A. Leigh, Gettysburg College

Joy Beatty, University of Michigan, Dearborn

This review of the United Nations’ Principles for Responsible Management Education (PRME) is intended to build awareness of this 2007 initiative. The PRME initiative provides an organizing framework for existing business and society related efforts, offers connections to an emerging community of practice, and gives a forum to discuss questions related to implementing a CSR curriculum. We review the evolution of business and society field, provide an overview of the PRME concepts, and assess the opportunities and challenges for the initiative. We encourage EAM members to share the information with their home institutions.

---

**TOWARDS JOB LOCALIZATION IN SAUDI ARABIA: IS THIS A COMPATIBLE POLICY??**

Muhammad Asad Sadi, King Fahd University of Petroleum & Minerals

The Kingdom of Saudi Arabia is seeking to reduce its dependence on oil and promote a new economic order which will be characterized by greater diversity. One important element of the policy, at a time of rising unemployment and reducing oil prices, is that of maximizing job opportunities for locals and reducing the size of the expatriate workforce. This study employs primary and secondary research methods. The survey questionnaire was distributed to a sample of respondents in the sector of Eastern Province. The secondary information came from published research, service sector experts and the authors' own observations.

---

**DEVELOPING MORE RESPONSIBLE MANAGEMENT EDUCATION: REVIEWING THE NEW “PRINCIPLES FOR RESPONSIBLE MANAGEMENT EDUCATION”**

Jennifer S. A. Leigh, Gettysburg College

Joy Beatty, University of Michigan, Dearborn

This review of the United Nations’ Principles for Responsible Management Education (PRME) is intended to build awareness of this 2007 initiative. The PRME initiative provides an organizing framework for existing business and society related efforts, offers connections to an emerging community of practice, and gives a forum to discuss questions related to implementing a CSR curriculum. We review the evolution of business and society field, provide an overview of the PRME concepts, and assess the opportunities and challenges for the initiative. We encourage EAM members to share the information with their home institutions.

---

**RELATIONSHIP MARKETING AND ENTREPRENEURIAL ACTIVITY**

Chris Meyer, University of Massachusetts, Amherst

Entrepreneurship is a process of creation and/or discovery. Discovery involves the firm scanning their environment for opportunities that they can successfully exploit. I suggest that relationship marketing, whereby firms adopt a strategic orientation towards long-term customer relationships, as opposed to specific transactions, is one mechanism for the discovery process. When utilizing relationship marketing, organizations, as open systems, can receive macro-level feedback in the form of market knowledge from their customers, improving both the extent and the effectiveness of their entrepreneurial activity.
**TOWARD A THEORETICAL PARADIGM FOR SOCIAL ENTREPRENEURSHIP RESEARCH: A NEW APPROACH TO SOCIAL ENTREPRENEURSHIP FROM THE RADICAL AUSTRIAN SCHOOL**

**Vishal K. Gupta, SUNY**  
**Alka Gupta, SUNY**

Even though social entrepreneurship has attracted a lot of scientific and popular attention in recent years, scholars are worried that the field lacks a coherent and consistent theoretical framework. In this paper, we present a new theoretical framework based on the work of Ludwig Lachmann, a central figure of the modern Austrian School. Using Low and Macmillan’s (1988) key specifications as an organizing framework, we identify the direction in which Lachmann’s approach would lead the field of social entrepreneurship. We acknowledge some research in social entrepreneurship that is consistent with a Lachmannian approach and provide guidance for future research.

---

**OF PAID DOMESTIC LABOR**

**Amanda Moras, University of Connecticut**

Through an analysis of thirty qualitative interviews with white women who employ domestic workers this research explores employers’ negotiation of paid and unpaid domestic work. Paid domestic work relationships challenge the dichotomy of public and private spaces and transform women’s traditional work within the family into wage labor. Overall employers had a difficult time assuming employer positions, explicated through their lack of direct and straightforward communication and supervision strategies. Many also emphasized the personal or emotional aspects of the work likening the role of domestic workers to one of a homemaker, reinforcing the gendered division of this labor.

---

**THE UNHOLY NEXUS BETWEEN THE REGIME OF GLOBAL TRADE AND EXPLOITATION: IMPLICATIONS FOR WORKER ACTION**

**Pracheta Mukherjee, Thapar University**  
**Raza A. Mir, William Paterson University**

In this paper, we make a case for the broadening of the concept of workplace rights to include macro phenomena such as international governance. We argue that the global regime of intellectual property rights (IPRs) now constitutes an “institution,” in its representation to the world as a “truth.” We uncover historical and theoretical ways in which such an institutional (and ideological) representation can be challenged. Mainstream organizational theory has become implicated in this institutionalization of IPRs. A counter-theory can help dispossessed workers make sense of IPRs, and legitimize their protests against them.

---

**Thursday, 3:30pm - 5:00pm in Connecticut Ballroom C**

**Crit. Mgmt.: Human Rights and the Global Workforce**

**Facilitator:** Diana Sharpe, Webster University

**AMERICAN IMMIGRATION POLICIES AND MEXICAN MIGRANT WORKERS: DENYING (SOCIAL) JUSTICE AND VIOLATING (HUMAN) RIGHTS**

**Jerry Anthony Carbo II, Shippensburg University**

There is much debate about what must be done to fix the U.S. system of immigration. Many are calling for a tightening of the borders and deportation of millions of illegal immigrants in the country today. However, with the open market and free movement of capital, even the current restrictions on the movement of labor across borders violate the human rights of workers across the world. A focus on social justice and human rights necessitates that the U.S. take further steps to protect migrant workers and their families and to allow greater and open access to the U.S. job market.

---

**PAYING FOR HOUSEWORK: EMPLOYERS NEGOTIATION OF PAID DOMESTIC LABOR**

**Alka Gupta, SUNY**  
**Amanda Moras, University of Connecticut**

---

**THE MONEY BEHIND THE TRACKS**

**Samantha Amy Morrison, Skidmore College**  
**Timothy L. Harper, Skidmore College**

This exploratory case study focuses on an array of issues that involve the interrelationship between the Saratoga Race Course, Saratoga Gaming and Raceway, and Saratoga Springs, New York. In addition, the case situation investigates the economic and social characteristics and interests of various stakeholders such as local businesses, the housing market, and tourism. They affect Saratoga Spring’s economy through their impact on local businesses, employment rates, and the housing market. While the gambling industry becomes increasingly competitive, both the Saratoga Race Course, Saratoga Gaming & Raceway and possibly Saratoga Springs must find ways to continue satisfying customer demands.
been avoided.

Cynthia V. L. Ward, Johnson & Wales University

The ability to distinguish between right and wrong is generally accepted as a basic requirement for higher education leaders. And when serious transgressions are committed and discovered, a leader often pays the high price of job loss, ruined reputation, and public humiliation. This case revolves around a situation in which one administrator is accused of committing fraudulent acts and others of ignoring or allowing these practices to occur. Other key elements in the case are the media for covering the alleged wrongdoing and the blogs for never letting the story die.

THE RIVERHAWK SHOPPE

Jeff Lowenthal, Northeastern State University

Rob has been the bookstore manager for only four months and already, he is wondering why he took the job. In his email inbox, there is a note from his boss. On Tuesday of next week (about six days away), he has to make a formal presentation to senior administration. They are asking for a plan-of-action how to turn the store around and make it profitable within twelve months! Rob calls his wife, “Sweetie, enjoy the dinner at the Porter House with Bill and Mary tonight. Let me know what I missed and how good it was!”

THE DILEMMA OF CHOOSING THE RIGHT COURSE TEXTBOOK

Devi Akella, Albany State University

Nina joined Morris University in Fall semester 2006 soon after the completion of her doctorate. Nina was given the responsibility of redesigning module MGMT 4000, organizational learning at the undergraduate level by the chair of the Business School. Her initial research efforts revealed a lack of “proper course book” with suitable discussion questions at the end of each chapter, illustrations, chapter summaries, extensive glossary etc. This resulted in harsh students’ criticism and comments from both the students and her departmental chair. She in dismay wonders how this could have been avoided.

CREATING A SPIRITUALLY FRIENDLY COMPANY – A

James A. F. Stoner, Fordham University

This case is intended as an introduction into the broad issue bringing spiritually-friendly practices into for-profit companies. It may be used as:

1. A stand-alone case that enables students to create and present their own approaches to bringing spirituality into companies.
2. The first in a series of cases that explores the evolution of the company leader’s efforts to bring spiritual practices into the company he leads.
3. An introductory case for a series of undisguised, publicly-available cases, written by other individuals, that explore the evolution of the leader’s efforts to bring spiritual practices into his companies.
SAS – SUSTAINING A COMPETITIVE ADVANTAGE AS A PRIVATE COMPANY

Pauline Assenza, Manhattanville College

SAS was a software company, developing, selling and servicing analytical data applications to clients in government, business, and education. SAS had had revenue growth every year, and was one of the top vendors of business intelligence software, along with Oracle, SAP, and Microsoft. In this group, SAS was the only privately-held firm. SAS had also been consistently voted one of the “100 Best Companies to Work For”, and its approach to employee benefits had been widely praised. SAS CEO Goodnight had consistently refused to seek outside investors. It is possible SAS could have lost its competitive advantage by going public?

Thursday, 3:30pm - 5:00pm in Nathan Hale North

Symposium: “Meet The Editors”

The editors of a number of prominent journals will discuss how get published.

Panelists:
Bill Ferris, OMJ, Editor
Gina Vega, JME Associate Editor and incoming Editor of The CASE Journal
Yehuda Baruch, G&OM Editor
Susan Jackson, former Editor of the Academy of Management Review and Academy of Management representative

Thursday, 3:30pm - 5:00pm in Nathan Hale South

HRM: Emotional Intelligence in Practice

Theodore D. Peters, Hartwick College
Joan M. Vitello-Ciccio, Consultant/Hallmark Health System
Kathleen Suchon, University of Massachusetts, Dartmouth

This symposium will focus on the role and application of Emotional Intelligence. What are the implications of EI in Organizational Behavior topics (e.g., leadership, communication, individual differences, culture) and in Human Resource Management topics (e.g., planning, recruiting, management succession and promotion, training)? Drawing on their own professional experience, the participants will explore these different applications of EI in different organizational sectors, including manufacturing, government, healthcare, and other non-profit and service organizations. The symposium will then be opened to discussions among participants and the audience to share their own experiences with applications of EI.

Thursday, 3:30pm - 5:00pm in Silas Dean

ELA: Developing the Self-Aware Leader

Facilitator: Lisa Chandler, Rensselaer Polytechnic Institute

Navigating the Looking Glass Mirror: A Tool for Self-Leadership Development

Carolyn I. Chavez, New Mexico State University
Claudia Gomez, New Mexico State University

Leaders must learn to lead themselves, to do so they must break away from mental models and embrace personal growth. Therefore, we developed an emerging leader exercise to teach potential leaders the process of self-leadership. We use a feedback process that requires learners to see own behaviors through the eyes of others. Each week students vote for classmates on traits taken from an implicit leadership theory model. Students vie for the chance to emerge as the class leader based on perceptions about leadership traits and perceptions of classmates. The exercise compels participants to challenge and reflect on their own assumptions.

Self-awareness and Reflection in Leadership Development, Leadership Action Plans Using the MBTI Provide a Focus for Heart and Mind

Kathleen Hanold Watland, Saint Xavier University

Leadership development is a process that begins from the inside out. As such, the purpose of this exercise is to engage students in activities and experiences to help them become more aware of themselves and to explore the differing perspectives of others. This experiential exercise takes place over several class sessions in an introductory MBA class. This exercise incorporates the Myers-Briggs Type Indicator for the foundation for students to create Leadership Actions Plans. Self-awareness, reflection, and discussion are centerpieces of the exercise and provide students with an opportunity to view and discuss leadership issues with both heart and mind.

Thursday, 5:15pm - 6:15pm in Barnum Room

CASE Board Meeting

Thursday, 5:15pm - 6:30pm in Hilton Commons Dining Room (2nd fl)

All Eastern Academy Reception with Light Hors d’oeuvres

Sponsored by the Barney School of Business, University of Hartford

Thursday, 9:00pm - 12:00am in Hospitality Suite, 6A (Saratoga Room) on 6th Floor

Conversation & Collegiality

Informal gathering to chat with colleagues.
respondents reported less surface acting as their experience of negative emotions was linked to an increase in surface acting and directly related to performance ratings. The positive emotions were inversely related to employee attitudes (commitment, turnover intentions, interactional justice, perceived organizational support) were moderated by organizational culture.

This proposed panel discussion emerges from discussions among members of the OBTS Teaching Society for Management Educators (OBTS). The OBTS focuses its activities around sharing innovative teaching and learning in the organizational and management sciences. Members include university and college faculty from around the world as well as educators and consultants in the profit and non-profit sectors. This panel discussion brings together five long-time members of OBTS and EAM to share their insights on how active participation in the network has helped their respective lifelong learning processes and development as educators and practitioners.

This study investigates emotions and emotional labor as predictors of the performance of firefighters during a memorable emergency call. Survey data were collected from 110 professional firefighters. Participants reported feeling positive emotions more strongly than negative emotions. Positive emotions were inversely related to surface acting and directly related to performance ratings. The experience of negative emotions was linked to an increase in surface acting, and display of fake emotions was associated with lower performance ratings. Respondents reported less surface acting as their years of experience increased, but experience was unrelated to performance ratings.
TRANSFERRING MANAGERIAL PRACTICES WITHIN MULTINATIONALS: CONTROL, RESISTANCE AND DEMOCRACY
Diana Sharpe, Webster University
Raza A. Mir, William Paterson University

There is an inevitable tension between productivity and autonomy, between efficiency and democracy, between the gaze with which top management fixes the lower echelons of the corporation in time and space, and its occasional attempts to embrace them in a web of common purpose. In this paper, we draw upon extensive empirical research conducted at multinational corporations, especially at the UK subsidiary of a Japanese multinational corporation, to foreground this tension. We use insights from labor process theory, institutional perspectives and postcolonial theory to illuminate different facets of this contested terrain.

WHOM WE INVITE TO DANCE: (RE) INTERPRETING GLOBALIZATION
Jeff Kappen, University of Massachusetts, Amherst

Under globalization, a common assumption is that relations between the multinational enterprise (MNE) and governments are characterized governments competing to create the most favorable, low-risk business environment to win MNE foreign investment due to the flexibility of global capital. International business research often ignores the often contested, discursive micro-processes that create these macroeconomic factors. Through the critical discourse analysis of political speeches and local reactions, this paper demonstrates that globalization can be mobilized in a way that reaffirms the agency of the state and calls for more complex conceptualizations of globalization and business-state relations in management research.

CASE Role Play as an Alternative to Traditional Case Analysis – Where CASE Meets ELA
Catherine Giapponi, Fairfield University
Donald E. Gibson, Fairfield University

There is more to a cast than merely teaching the case method and Catherine and Don will show us how to convert a traditional case into a wonderful experiential exercise. More importantly, participants will be given an opportunity to ‘play in the sandbox’ and work with a team to develop their own experiential exercise.

PERFORMANCE IMPLICATIONS OF THE CORPORATE DOWNSIZING STRATEGY
Mzamo P. Mangaliso, University of Massachusetts, Amherst
Jann-Marie Culhane, The Culhane Group

As U.S. corporations have sought remedies to the ills of the 1980s era of diversification through conglomeration, “restructuring” or “reengineering” has become a management buzzword. Equally significant has been the exponential growth of the extant literature on the subject. The objective of this paper is to explore the antecedents to the restructuring phenomenon, review current thought and interpretation of the process, and propose often-unanticipated organizational consequences profoundly impacting the productivity of the firm. A set of five propositions is suggested and the implications for management are discussed.

THE MARKETING OF CHANGE MANAGEMENT: DOES A MARKET ORIENTATION CULTURE SUPPORT SUCCESSFUL CHANGE MANAGEMENT
Dawn Mrozak, Pace University

While certain business functions are precise in their areas of responsibility, such as finance or information technology, marketing and management are areas that seem to operate across multiple functional areas. The primary motivation behind a market orientation is improvement of market performance, according to the literature. Narver and Slater developed a valid measure of market orientation, analyzed its effect on business profitability, and demonstrated that a market orientation is the business culture that most effectively and efficiently creates superior value for customers. There may be additional incentive to being market oriented, which is being better able to adapt to change.
Coffee and light refreshments

Friday, 8:30am - 10:00am in Nathan Hale South

**Eth./CSR/Sust.: Restoring Corporate Images: Case Studies in the Application of Benoit’s Theory of Image Restoration Discourse**

Rod Carveth, Central Connecticut State University
Claire Ferraris, Western Oregon University
Linda Normand, Alstom Power Inc.
Lisa Rinaldi, Alstom Power Inc.
Michelle Keeley, Bay Path College
Sarah Meredith, Bay Path College
Joanne Paradis, Bay Path College

Analysis of crisis communication often focuses on the content of external communications such as apologies and speeches of self-defense. William Benoit’s Theory of Image Restoration Discourse comprises a detailed typology of image restoration strategies for organizations. This panel examines three recent corporate crises and how Benoit’s Theory of Image Restoration Discourse applied to the companies’ attempts to restore or maintain their reputations in the marketplace.

---

Friday, 8:30am - 10:00am in Silas Dean

**ELA: Conflict Resolution on the Playground and the High Seas**

Facilitator: Susan M. Bosco, Roger Williams University

**FINDERS KEEPERS**

Randy Rosenberger, Juniata College
Jeffrey Lau, Juniata College

Finders Keepers in an international conflict resolution exercise based around a private salvage company's effort to salvage and claim the wrecked Spanish galleon. The exercise provides a vehicle to introduce students to negotiation analysis and asks them to render an arbitration decision in the face of some very thorny moral and ethical concerns. The exercise can also be used as an international bargaining simulation where the focus is on Spain.

**IMAGINE A PLAYGROUND**

Randy Rosenberger, Juniata College

Imagine a Playground invites students to engage in a bargaining simulation. The simulation is based on the authors experience and is interesting, in part, because it shows how even a simple situation can produce a very complicated bargaining context. The simulation invites students to explore what is fair and ethical in this situation and lets them hone their negotiating skills, with fairness and ethics as part of the backdrop. In addition, the simulation can be a vehicle for examining how local culture can play a significant role in a bargaining situation.

---

Friday, 10:15am - 11:45am in Connecticut Ballroom B

**OB&T: Globalization’s Consequences**

Pushkala Prasad, Skidmore College
Christina Reis, University of New Haven
J. Michael Cavanaugh, Fairfield University
Anshuman Prasad, University of New Haven
Matthew Eriksen, Providence College

This symposium examines the implications of certain non-economic aspects of globalization. The first paper analyzes the ‘discourse of the veil’ in Scandinavia with a view to understanding the adoption of discriminatory practices directed against immigrant workers in organizations. The second paper utilizes the results of a qualitative study to discuss the gendered nature of globalization’s effects. The third paper examines the complex challenges thrown up for organizations by the changing nature of intellectual property rights under conditions of intensifying globalization. Finally, the last paper explores the implications of globalization for epistemology and knowledge production in management and organization studies.

---

Friday, 10:15am - 11:45am in Connecticut Ballroom C

**G&D + Crit. Mgmt.: Race and Stigma in Organizations**

Facilitator: Priscilla Elsass, Clark University

**A CONCEPTUAL MODEL FOR TESTING WORKPLACE STIGMA**

Gregory T. Gifford, University of Nebraska, Lincoln
John E. Barbuto Jr., University of Nebraska, Lincoln

This article proposes a framework for understanding stigma in the workplace. Three types of stigma are discussed—enacted (expression of stigma through behaviors and policies), felt (individual awareness of stigma and its consequences) and internalized (acceptance of the legitimacy of stigma). Prejudicial attitudes (racial, gender and sexual) are proposed antecedents of this typology of stigma. In addition, relationships are proposed between stigma and individual outcomes including state self-esteem, state hope, leader-member exchange relationship quality and organizational commitment. The article discusses the impact of the proposed relationships and states directions for future research.

---

Friday, 10:00am - 10:15am in 3rd Floor Foyer

**Refreshment Break**

Coffee and light refreshments
ASIAN-AMERICANS: SOCIAL CATEGORIZATION IN AN OCCUPATIONAL CONTEXT

Timothy L. Harper, Skidmore College
Maurice W. Green
Pamela Harper, Rensselaer Polytechnic Institute

This study investigated racial stereotypes of occupations concerning Asian Americans. It was hypothesized that the stereotypes of Asian Americans would be similar to those of certain occupations and dissimilar to other occupations. A five-group MANOVA analysis was conducted to determine the similarities and differences that exist in the stereotype profiles of Asian Americans and four occupations. The findings of the study support notions concerning Asian Americans as both a model and favored minority and alternatively, as a minority group that is likely to face discrimination. The results have implications for occupational selection, career advisement, and human resource development.

DIVERSITY THAT EMBRACES WHILE CONTINUING TO EXCLUDE: RE-CENTERING RACE IN ORGANIZATION STUDIES

Tiffany Galvin Green, University of Massachusetts
Daphne Perkins Berry, University of Massachusetts, Amherst

In this paper, we build upon previous work calling for race to be re-centered within our research agendas as organizational scholars. We argue that broad conceptualizations focusing on “diversity” and “difference” while avoiding the context-specific salience of certain categories of power have led to a premature abandonment of race as a separate subject of inquiry. We investigate some sources of this stagnation in our research. We then draw from alternative arguments and methodologies employed in the areas of “Standpoint Theory and Whiteness Studies” and “Critical Race Theory” to investigate substantive possibilities of how we might broaden our perspectives on race.

LOBSTER ROLL: NEW YORK STYLE

Case offers students the opportunity to develop an understanding of the issues associated with intellectual property (IP) law and the ways to protect the business from its employees and potential competition. Using a restaurant setting students can learn to apply IP concepts as well as develop a legal IP check list.

KEURIG®, A WHOLLY-OWNED SUBSIDIARY OF GREEN MOUNTAIN COFFEE ROASTERS

Keith F. Moody, Pace University
Alan B. Eisner, Pace University

Michelle Stacey joined Keurig with more than twenty years experience as a senior executive in marketing and global business management with Gillette, and recently as the VP and GM of Global Professional Oral Care with P&G. Her depth of experience with and understanding of, consumer package goods and technology-oriented products with a razor/razorblade business model were well suited to the growth platform at Keurig. But Stacey faced potential challenges at Keurig including; transitioning Keurig from a technology driven to a marketing driven company, maintaining the entrepreneurial and innovative culture, expanding the distribution network, and dealing with potential elasticity of demand concerns.

THE WIREMOLD COMPANY: ENSURING SHAREHOLDER COMMITMENT

Lawrence Peter Grasso, Central Connecticut State University
M. L. "Bob" Emiliani, Central Connecticut State University
Martha Caroline Fransson, Rensselaer Polytechnic Institute

After enduring a slide in financial performance The Wiremold Company hired Art Byrne as the new President and CEO to turn the company around. Art Byrne introduced lean management to execute a time-based competitive strategy. Significant operational gains have occurred one year into the lean transformation. There has been some financial improvement and family shareholders may want to sell. Financing a buyout for shareholders would cripple Wiremold's ability to grow through selective acquisition, a key element in Art Byrne's strategy. Sale of the company could shut down the transformation if new ownership opted to bring in their own management team.
and how she might improve her predicament.

When the bully is your boss, it’s especially hard to know how to deal
preventing and surviving this traumatic situation conclude the case.

Strategy for
attacks and violence. Unfortunately it seems to be increasingly a part
of our overstressed and understaffed workplaces. This case portrays a

Marilyn Puder-York
Christopher C. York
Andra Gumbus

WORKPLACE
JUDY’S DEFENSE: SURVIVING BULLYING IN THE

Facilitator: William Naumes, University of New Hampshire

Edward Desmarais, Salem State College

In 1987, with assistance from McKinsey and Co., Northeast Utilities
formulated a low cost strategy in anticipation of the electric utility
industry deregulation. The need to focus on other critical functional
strategies was lost in the pursuit of lowering costs and NU’s
performance resulted in numerous failures. Were these failures due to
the business environment for utilities, the regulatory environment, the
company’s strategy or its implementation, management’s values and
capabilities, or the organization’s culture? Was there a single root
cause or some combination of these factors, that if known, future
managers could learn to avoid?

Facilitator: Timothy W. Edlund, Morgan State University

JUDY’S DEFENSE: SURVIVING BULLYING IN THE

Andra Gumbus, Sacred Heart University
Christopher C. York, Sacred Heart University
Marilyn Puder-York, Organizational Consultant

Workplace bullying can range from mild incivilities to physical
attacks and violence. Unfortunately it seems to be increasingly a part
of our overstressed and understaffed workplaces. This case portrays a
woman Judy (a pseudonym) who was victimized by her boss and the
events that lead up to the situation and the aftermath. Strategies for
preventing and surviving this traumatic situation conclude the case.

When the bully is your boss, it’s especially hard to know how to deal
with the abuse. Here is one woman’s story—what she experienced
and how she might improve her predicament.

Devi Akella, Albany State University
Nirupama Akella, University of South Alabama

This case critically examines the power structure of contemporary
learning organizations highlighting the dichotomy existing between
the myth and reality of these organizations. Anu Singh is an
ambitious journalist in her late twenties. She is recruited by the ABC
Systems in New Delhi, India, as a business editor. At the interview,
she is given the company’s policy guide. She is informed by the
management that the company believes in democracy and open
communication. Anu joins the company and soon finds out that things
are different in reality. This case maps out Anu’s situation in the
organization.

“...the seismic shifts now remaking the financial world are sending
tremors through the corridors of business schools.” (WSJ, 3/26/09).
This quote from an article titled “B-Schools rethink curricula during
crisis,” suggests that the primary impact on business schools of the
current recession created by the near collapse of financial institutions
around the world is the demand for an explanation. What are we
Teaching? How might the emphasis on risk and reward in the B-
School curriculum have prompted this crisis?

While this is one aspect of what deans are struggling with, they have
also been confronted with budget cutbacks imposed by both public
and private university administrations in conjunction with revenue
losses from multiple sources. Then there are the students and faculty,
waiting and worrying. How is a dean to manage in such times?

The Dean’s Panel will address the challenges of leading in this crisis
period as well as relate it to the theme of the EAM conference this
year is Managing with Heart and Mind, an apt consideration in a
period where finances seem to be at the center of most issues. How
does a dean create a positive emotional climate within academe?
What turning points do we face? Will we need to change our way of
knowing and being in the post-recession environment?

Facilitator and Panelist:
Tony Butterfield, Acting Dean, University of Massachusetts,
Amherst

Panelists:
Christopher Early, Dean, University of Connecticut
Julie Siciliano, Dean, Western New England College
Siamack Shojai, Dean, Central Connecticut State University
Facilitator: **Jeffrey Nesteruk**, Franklin and Marshall College

**A SERVICE QUALITY FRAMEWORK FOR SIX SIGMA IMPLEMENTATION IN SERVICES**

**Joao Neves, The College of New Jersey**

Behnam Nakhai, Millersville University of Pennsylvania

In this paper, based on a review of service of applications, we argue that there is a general paucity of service concepts in the implementation and advice that is available in the literature. We then discuss the contributions of service quality concepts to the understanding and measurement of service quality. The paper provides an integrative framework for the adaptation of the Six Sigma methodology to services by proposing new concepts and tools. We call for a rejuvenated training program for black belts and green belts if Six Sigma is to be successfully applied to a broader range of service processes.

**THE POSITIVE ASPECTS OF WORKAHOLISM IN CROSS CULTURAL BUSINESS ENVIRONMENT**

**Yehuda Baruch, University of East Anglia**

I offer a counter-intuitive conceptual framework to study workaholism and its impact. Building on argument for positive impact of workaholism, I suggest a set of propositions, arguing that workaholism can be a constructive phenomenon, generating welcoming outcomes for individuals, organizations and societies. The propositions build on work, stress and cross-cultural theories, and explicate the anticipated association between the characteristics of societies and the conditions under which workaholism may be considered positive, and in different cultures. Using chocoholism metaphor, it is an original contribution to the literature, with the major added value stemming from the provision of testable set of propositions.

**THE ROLE OF MACRO ECONOMICS AND HISTORY IN INTERNATIONAL BUSINESS: A SOCIAL NETWORK ANALYSIS OF THE GLOBAL TRADE IN TEA**

**Sudhir Nair, University of Massachusetts, Amherst**

Scholars have examined the impact of historical relationships and current trading blocks on trade. In this paper, we examine how trade is specifically impacted by colonial backgrounds and membership in trading blocks. We use gravity models from economics and use social network tools to analyze these impacts on the global trade in tea and find that there is substantial impact and that the role of history needs more fine grained analysis to understand current trading patterns. This exploratory study is primarily aimed at providing some descriptive insights into the tea trade which can help further research in international business.
**OB&T: Upsetting the Apple Cart: Challenging Assumptions in OB&T Theorizing**

Facilitator: **Theresa Lant**, Pace University

**GREED: VICE OR VIRTUE?**

Joy A. Schneer, Rider University  
Hazel-Anne Johnson, Rider University  
Eugene J Kutcher III, Rider University

It is generally accepted that greed is a vice. However, the acquisition of resources and materials is also fundamental to success in our business culture. In this conceptual paper, we explore the question, “How can greed be good?” Through a series of propositions and an exploration of motivational and decision-making criteria, we discuss how moderate levels of greed, accompanied by generosity and ethical consideration, can indeed be a virtue. Implications are offered for research and education.

**TOWARD A CONCEPTUALIZATION OF ORGANIZATIONAL IMMUNE SYSTEMS**

Monika Parise, Pace University  
Eric H. Kessler, Pace University

Many important advances in management have resulted from cross-fertilization with related yet seemingly dissimilar fields. The remarkably efficient human immune system (HIS) has particular potential as a metaphor for understanding and addressing the challenges that modern organizations face. In this paper we propose an original theoretical model which postulates how human factors might facilitate what we term organizational immune systems (OIS) by focusing on communication, identity, and integrative dynamics. Discussed are means of strengthening immunal processes as well asremedying potential dangers which we conceptualize as organizational allergies, cancer, and AIDS. Case studies are analyzed and leadership implications are explored.

**PREACHING MANAGEMENT: TOWARDS A LINGUISTIC ANTHROPOLOGICAL ANALYSIS OF UNDERGRADUATE BUSINESS CLASSROOMS**

Kenneth N. Ehrensai, Kutztown University

Based upon an academic year’s length ethnographic study of undergraduate “Introduction to Management” classrooms at ‘Mid-Atlantic University’ (a pseudonym), this paper explores the production and reception of lectures in this course required of all business majors. It concludes that the ‘management lecture’ actually shares its form with the sermon – reading, exegesis, and witness. It then examines the students’ perspective on the classroom. It argues that as students use their agency to chose to what degree they will engage with classroom activity. It then looks at the relationship of classroom activity to students’ socialization into the language of business.

**IM: Organizational Forms and Performance in Global Markets**

Facilitator: **Kathleen Dechant**, University of Connecticut

**SIMILARITY IN CROSS-BORDER MERGERS AND ACQUISITIONS: IMITATION, UNCERTAINTY AND EXPERIENCE AMONG CHINESE FIRMS, 1985-2006**

Monica Yang, Adelphi University

This study draws on mimetic isomorphism to examine (1) whether firms imitate each other on multiple decisions of CBMA; and (2) factors that affect the strength of mimetic isomorphism. We tested a sample of 1,580 CBMAs initiated by 937 Chinese firms from 1985 to 2006. The results show that not all CBMA decisions react to forces of imitation in the same way. The degree of similarity increases with the number of incomplete deals at prior time but decreases with the number of completed deals. Moreover, the strength of imitation is positively moderated by environmental instability but negatively by firm resource.
THE INFLUENCE OF ORGANIZATIONAL FORM ON INTERNATIONALIZATION PATTERNS IN INDIA'S SOFTWARE AND INFORMATION TECHNOLOGY INDUSTRY

Sumit Majumdar, University of Texas, Dallas
Davina Vora, SUNY, New Paltz
Ashok Nag, Reserve Bank of India/Riskraft Consulting Limited

We hypothesize that differences in organizational form, based on their association with various governance characteristics, influence internationalization patterns. Our results from the Indian software and information technology (IT) industry provide some support for our hypotheses, as variations in organizational form were found to significantly influence regional sales in the U.S. and Canada, Europe, Latin America, and the Middle East. The control variables of organizational size and business type also significantly related to sales in a number of regions.

THE ORGANIZATIONAL JUSTICE IMPLICATIONS OF OFFSHORING: A QUALITATIVE ANALYSIS

Constant D. Beugre, Delaware State University

Using a meta-case analysis methodology, the present study assessed corrective actions taken by multinational corporations to redress injustices. Violations of organizational justice occurred at three levels: 1) distributive, 2) procedural, and 3) interactional. Examples of violations of organizational justice included worker abuse, child labor, poor working conditions, and failure to pay above the existing minimum wage. Although the multinational corporations themselves were not directly involved in violations of fairness, they were compelled to take corrective actions including auditing, self-policing, and establishment of corporate social responsibility programs. Implications for future research and management practice are discussed.

EXPERIENCING GROUPS: A FIGHT FOR OBS

Facilitator: David E. Desplaces, College of Charleston

A CROSS – CULTURAL COMPARISON OF IMPPLICIT LEADERSHIP ABOUT ENTREPRENEURIAL LEADERS

Alka Gupta, SUNY

This study examines implicit leadership theory about entrepreneurial leaders. Cultural implicit leadership theory suggests that people in different culture will hold different theories about leadership roles. I limit the domain of investigation to two countries, US and Turkey, two very different countries. Using Hofstede’s four cultural dimensions, I hypothesize that people in Turkey view entrepreneurial leaders as relationship-oriented, and people in the U.S. view entrepreneurial leaders as task-oriented. Research implications and future directions are discussed.

CONSEQUENCES OF FAMILY RELATIONSHIP: THE MANAGEMENT OF CONFLICT WITHIN FAMILY BUSINESSES DURING MOMENTS OF CRISES AND CHANGE

Richard N LaRocca, Pace University

Since small businesses play an important role within the U.S. economy, it is important to identify issues which are specific to family businesses so as to further ensure their success. The objective of this study was to examine how family relationships affect the family firm when a conflict arises due to crises occurring within the firm. This paper uses Olson’s (1987) two specific family variables - family cohesion and family adaptability- to study the effects that these constructs have on the level of conflict within the family firm during moments of change.

UNDERSTANDING THE BRAZILIAN ENTREPRENEUR THROUGH SOCIAL REPRESENTATION

Vânia Maria Jorge Nassif, Universidade Mackenzie and Faculdade Campo Limpo Paulista
Derly Jardim Amaral, Universidade Presbiteriana Mackenzie
Clovis Cerretto Pinto, Universidade Presbiteriana Mackenzie
Maria Thereza Rubim C. Soares, Universidade Presbiteriana Mackenzie

This study aims to understand, through an analysis of social representation, the Brazilian entrepreneur concept, utilizing the opinions of academics, entrepreneurs and electronic and print media. This is a qualitative exploration that adopts the methodological precepts outlined by Spink (1999). Considering the reflections of Danjou (2002), a proposition on social representation of the entrepreneur concept was developed. Although the relevant cognitive aspects are representative, the affective aspects are also present in the responses from participants concerning understanding what it is to be an entrepreneur in Brazilian reality.

ELA: OB in Jeopardy?

Facilitator: Steven Meisel, La Salle University

The 'Fight for OBs' is an experiential learning sequence of activities designed to help students study the topic of groups by experiencing group dynamics. During the course of the experience, large groups (7-15) compete in a variety of activities, including a trivia game, group debates, a group decision-making activity, and an exam (optional). During each activity, the groups have an opportunity to earn OBs (group points). The series concludes with a debriefing that allows the students to reflect back on the experience and apply relevant group concepts, terms, and theories (which may be covered in the text/class).
INFLUENCE - EASIER SAID THAN DONE: AN EXERCISE IN APPLICATION AND INTERPRETATION
Carolyn I. Chavez, New Mexico State University
Lindsey Adrian Gibson, New Mexico State University

Effective managers/leaders must be able to elicit desired changes through one-on-one dialogues, in small groups, and through speeches and other communication channels directed at broader exercises. Knowledge about the influence strategies does not necessarily translate into the effective use of the tactics. Therefore, we developed an exercise that provides participants, as influence agents, practice using 11 proactive influence tactics. It also provides participants, as targets, practice in identifying uses of the tactics in various real life situations. Please join us in this fun interactive session that provides trainers with another exercise for their teaching/consulting “bag of tricks.”

Friday, 3:30pm - 4:00pm in 3rd Floor Foyer
Refreshment Break
Soda and light refreshments

Friday, 4:00pm - 5:30pm in Hilton Commons Dining Room
(2nd fl)
Plenary Session (MED + OB&T): Developing a Passion for Complexity Science: Exploration, Understanding and Application

Jane Horvath, University of Hartford
Benyamin B. Lichtenstein, University of Massachusetts, Boston
John R. Ogilvie, University of Hartford
J. P. van Rooy, University of Hartford
John H. Tobin, Waterbury Hospital

Complexity science offers powerful approaches for explaining non-linearity, dynamic change and emergent organizational processes. While many have found benefit in its metaphors and systemic concepts, organizational researchers have gained surprisingly little traction in the application of complexity perspectives to organizational settings. This symposium will address the promise and application of complexity science. First, recent theoretical and empirical developments will be reviewed. Next, a former CEO will share his vision for complexity theory in corporations and universities. Next, a hospital CEO will share his perspectives and finally the director of a university center will share efforts to launch a complexity center.

Friday, 5:30pm - 6:30pm in Element 315 (off the lobby)
Case only Social Event

Friday, 5:30pm - 6:30pm in Silas Dean
ELA Business Meeting

Friday, 6:00pm - 7:30pm in Nathan Hale South
Senior and Mid-Career Consortium
What's Next? Planning for mid-career and senior faculty transitions
Facilitators:
Joan Weiner, Drexel University
Sandra Morgan, University of Hartford
Joe Seltzer, LaSalle University
Kate Suchon, University of Massachusetts, Dartmouth

Please join us for this year's EAM session designed for mid-career and senior faculty to explore the many issues and challenges we face as we juggle multiple demands and a changing educational and academic environment. This session builds on the dialogue begun at EAM 2008 and seeks to help faculty develop our own "six year plans" for the future just as our more junior colleagues plan for tenure and beyond. Whether it is effectively continuing streams of research, taking on new roles, assessing opportunities for different paths in academic life, or making transitions to do other things perhaps outside of academia, the challenges and also the decision points are many. We want to build a community of support as we ask and perhaps decide "what's next?"
### Saturday, May 16

#### Saturday, 7:00am - 9:00am in 3rd Floor Foyer
**Continental Breakfast Buffet**

---

#### Saturday, 8:00am - 9:30am in Connecticut Ballroom B
**MED:** Learning in Discussions in Online, Asynchronous HRM Courses

**Carol M. Carnevale**, SUNY, Empire State College  
**Craig Tunwall**, SUNY, Empire State College

The authors will focus on their current research that examines the degree of student learning in online discussion. The research focuses on the analysis of student postings to class discussion space to assess cognitive learning. We will present our analysis of data generated by such discussions in online, asynchronous HRM courses. The presentation will conclude with a question and answer period about the implications for designing and facilitating of online discussions in this and other business disciplines.

---

#### Saturday, 8:00am - 9:30am in Mark Twain
**WIP:** Organizational Learning

**Facilitator:** Sarah Stookey, Central Connecticut State University

**A PROSPECTIVE & COMPARATIVE STUDY OF INTRA-ORGANIZATIONAL LEARNING NETWORKS FOR PREVENTING HOSPITAL-ACQUIRED INFECTIONS**

**Pavani Rangachari III**, Medical College of Georgia

Some hospitals have suggested that the Positive Deviance ("PD") approach may be more effective than the Toyota Production System ("TPS") approach for preventing infections. "PD" has been distinguished from "TPS" as being a “bottom-up” approach to improvement (rather than “top-down”). However, knowledge networks theory suggests that networks rich in brokerage and hierarchy (i.e., “TPS”-like structures) may be more effective for collective learning and improvement in healthcare organizations, compared to networks rich in density (i.e., “PD”-like structures). This “work-in-progress” research proposal uses network theory to assess evidence related to organizational learning (in the hospital infection prevention context), and develop research questions.

---

#### Saturday, 8:00am - 9:30am in Mark Twain
**WIP:** Management Education and Learning

**Facilitator:** William P. Ferris, Western New England College

**SOCIAL CAPITAL, KNOWLEDGE ACQUISITION AND KNOWLEDGE EXPLOITATION IN GLOBALLY DISTRIBUTED TEAMS**

**Johnine Puzio McCartney**, IBM

This paper examines the unique challenges of knowledge transfer within globally distributed teams. Employing a sample of 180 IBM global team members engaged in collaborative software development, the study will examine the critical success factors for knowledge transfer. Global teams are emerging as a new norm, working to develop products customized to local markets yet standardized on technical expertise. They have unique dimensions of distance: cultural, economic, administrative, and their social networks are still evolving. The purpose of this paper is to contribute to a more complete understanding of the critical success factors for knowledge transfer within globally distributed teams.

---

**WHAT DOES THAT PIECE OF PAPER REALLY MEAN? A SELF-DETERMINATION THEORY PERSPECTIVE OF THE MOTIVATION TO OBTAIN HR CERTIFICATION: MODEL DEVELOPMENT AND TESTING**

**Jason Fertig**, Temple University

Though not extensively researched, third-party employee competency certifications are increasingly important to organizations. Certifications are double-edged: they may serve to reduce transaction costs, enhance performance, and foster employee development; but they can also be used as “credentials” to gain prestige, rewards or influence. I suggest that excessive use for this latter purpose can undermine their contribution to performance. In this study of HR practitioners using Self-Determination Theory, I found that individuals that seek HR certification for self-directed reasons exhibit greater occupational commitment and greater perceived competence than individuals who feel forced to obtain certification.
THE IMPACT OF WORKPLACE LEARNING ON WORKERS COMMITMENT IN SELECTED WORK ORGANIZATIONS IN SOUTHWEST NIGERIA

Elsie Omolara Babajide, Olabisi Onabanjo University

The study sets out to consider the impact of work place organizational commitment in selected industries in South West Nigeria. This was for the purpose of ascertaining if work place learning will have any significant impact on workers commitment to duties in industrial organisations. A well structured and validated questionnaire was used for this study. A total of 192 respondents were used as samples. Data was analyzed using Standard deviation. The findings revealed among others that workplace learning affects workers positively. It was recommended among others that work place learning must be given serious consideration in work organizations.

WIP: Potpourri I: A collection of developmental papers

Facilitator: Kathleen J. Barnes, East Stroudsburg University

ESTABLISHING AN ORGANIZATION LEARNING MODEL FOR ENTREPRENEURSHIP EDUCATION

Meryl Rosenblatt, Pace University

This paper presents a case study that demonstrates the application of an organizational learning model in a higher education setting. Colleges and universities must continually review and revise course curriculum to ensure that it is timely, relevant, and meets the needs and wants of the student population. The case presented here illustrates how the implementation of a learning model that draws on the competencies of faculty, students and other stakeholders helped improve the design, execution and management of the entrepreneurship curricula in the business division of a small liberal arts college.

PERCEPTIONS OF THE PSYCHOLOGICAL CONTRACT AND ORGANIZATIONAL COMMITMENT

Susan Emens, TUI University

Organizational commitment and the psychological contract are two types of attachments that individuals can form with an organization. Studies on organizational relationships and the resultant behaviors of both the individual and the organization have been widely studied. Most studies treat organizational commitment and psychological contracts as independent constructs. Their focus, therefore, has been independent explorations of the correlates associated with each and the organizational outcomes. The purpose of this article is to explore the relationship between organizational commitment and the psychological contract to determine how changes to an employee’s psychological contract affects an individual’s level of commitment to an organization.

Testing a Resources Depletion-Recovery Model of Emotional Labour: A Comparison Between Spain and the UK

Cristina Quiñones-García, University of Southampton
Raquel Rodríguez-Carvajal, Autonoma University of Madrid
Nicholas Clarke, University of Southampton

Emotional Labour (EL) and employees' turnover are both central features of the customer service role within the Entertainment industry. Since a strong association has been found between them, achieving organizational gains whilst maintaining staff health and reducing turnover costs is vital. The present study explains the impact of EL with a resources-depletion model. Here the psychological effort leads to exhaustion and turnover unless resources are recovered (rewarding interactions and recovery ability). The moderating role of personal and cultural resources will be examined. This model improves on existing limitations in the literature by offering a comprehensive explanation of the EL impact.

ASSESSING THE EFFECTS OF COACHING ON ORGANIZATIONAL LEARNING

David O. Hartman, Central Connecticut State University

This paper considers the question, what sorts of effects does coaching have on organizational learning. Jerez, Cespedes and Valle (2004)'s model of organizational learning shall be used along with Heslin, Vandewelde and Latham (2005)'s model of coaching to consider this question. The paper proposes that the three coaching behaviors as proposed by Heslin et al. (2005) will have a positive effect on the four organizational learning dimensions proposed by Jerez et al. (2004) although the effects will be different depending on which coaching behaviors or which learning dimensions are considered.

THE IDENTITY SALIENCE AND SELF-DETERMINATION OF PROFESSIONALS: IMPLICATIONS FOR THE ORGANIZATIONAL CITIZENSHIP BEHAVIOR OF FACULTY IN INSTITUTIONS OF HIGHER EDUCATION

Pauline Assenza, Manhattanville College

The purpose of this study is to develop a model of how identity salience, the relative degree of identification with profession, organization, department or work group, is related to a faculty member’s organizational citizenship behavior. The degree of identification the subject has with his or her profession is expected to relate to the willingness to engage in organizationally supportive behaviors, however the degree of identification with the organization may override professional identification under certain circumstances, and as a result of some personal characteristics. The focus is faculty in higher education. Implications exist for the management of change in institutional environments.
We examine organizational change within a university department through the lens of the Restorying Model. This model maps the dominant story of the department and allows for the creation of an alternate story that better meets the needs of the department and stakeholders. Our findings indicate that restorying, dependent upon trust and workplace climate, result in disparate outcomes for different sub-divisions thus spawning new marginalized voices. We propose a revision to the linear Restorying Model by situating it in the form a circular loop that allows for the acknowledgement and incorporation of marginalized voices that create a new organizational story.

Decision making is at the core of life. This experiential exercise reveals the value of using guided meditation as a tool in decision making. It illustrates how one can fully integrate the rational, the intuitive and the emotional aspects of one’s self. The exercise can also be used for other purposes, such as developing successful leaders and managers.

WHERE TO MAKE THE CHARITABLE DONATIONS? A RESEARCH, DECISION-MAKING, AND COMMUNICATION EXERCISE

Students work in groups to solve a complex, multifaceted problem: they must make a $1,000,000 charity donation recommendation to their company’s Board of Directors. The exercise is presented in a problem-based learning format, whereby the group decides how to structure and solve the problem. The instructor acts as a facilitator, providing resources and instruction when asked, and guiding student reflection on their learning process and the generalizability of what they have learned. The exercise can be used with undergraduates or graduate students. It is structured across several weeks, although it will not need all of every class period.

Facilitator: Carmen Leonor Martinez-Lopez, CUNY/BMCC

ALIGNING REWARDS TO MANUFACTURING STRATEGY: THE TRANSITION FROM INCENTIVE TO NON-INCENTIVE COMPENSATION

Michael H. Schuster, United States Coast Guard Academy

This paper reports the findings from the first phase of a long-term study investigating the realignment of compensation and human resource policy and practices to support strategic business goals. A three-plant case study highlighting the experience of one organization that was implementing Lean manufacturing and removing individual incentives was conducted. An action research approach, utilizing a quasi-experimental research design was utilized. Reported are the processes, analytical data, goals, risk assessment, and human resource policies to support the transition.

FACEBOOK AND RECRUITMENT: A MATCH MADE IN CYBERSPACE

Kristin Backhaus, SUNY, New Paltz
Kimberly Lukaszewski, SUNY, New Paltz

This study examined the use of online social network sites as a recruitment tool. Specifically, we looked at the use of Facebook, and examined what types of organizations are using it for recruitment purposes. We also examined whether there are certain industries that are more likely to utilize Facebook. We analyzed the content of corporate career Facebook pages and the message being conveyed to potential applicants. Results suggested that companies do not utilize Facebook to its fullest capacity, companies have not yet differentiated their Facebook identities, and that there is little two-way communication between job seekers and companies on Facebook.

HUMAN CAPITAL AND EMPLOYMENT-AT-WILL

Maria Cecilia McMillen, University of Massachusetts, Amherst
Lewis M. Rambo, Hult International Business School

In the United States, there are two conflicting philosophies of human resource management. One is the human capital approach, holding that people and their contributions are the fundamental source of sustainable competitive advantage for organizations. The other is the employment-at-will philosophy, holding that employers must have maximum flexibility to enlarge or shrink their workforces to achieve and maintain competitive advantage. There is a fundamental conflict inherent in trying to espouse both of these philosophies at the same time. The result is mistrust and disengagement on the part of the employees, and damage to the organization’s efforts to develop human capital.
EMOTION IN MOTION: TRACING THE PATH OF THE ‘EMOTIONAL SUBJECT’ IN MANAGEMENT STUDIES

Sinéad G. Ruane, University of Massachusetts, Amherst

In this paper, I contend that while emotion research may appear to be fully accepted by organizational scholars, considerable modification was required in order to make ‘emotion’ a more appealing and ‘workable’ concept within the management discipline. Using a poststructuralist approach, I perform a textual analysis, tracing the gradual shifts in ‘emotion’ over time, from Hochschild’s work on emotional labor, to the more fashionable concept of emotional intelligence. In closing, I discuss the theoretical and practical implications of such conceptual changes, as well as whose interests are served and whose are neglected in the transformation process.

HOW A SUBJECT OF STUDY TRANSFORMS METATHEORETICALLY: FOUR RESEARCH PERSPECTIVES ON ORGANIZATIONAL INNOVATION

Rafael Burgos-Mirabal, University of Massachusetts, Amherst

The intervention of Burrell and Morgan (1979) in the community of OS scholars needs to be revisited. I use the case of organizational innovation as represented in four research accounts illustrative of each paradigm distinguished by Burrell and Morgan: the functionalist, the interpretive, the radical humanist, and the radical structuralist. Analyzing the root assumptions of the individual research representations renders diverse the empirical realm of structures, processes, practices, or activities that ‘organizational innovation’ designates. A professional conversation admitting/requiring the analysis of metatheoretical root assumptions reveals the polysemous condition of organizational analysis and enriches the limiting traditional perspectives of functionalism.

link between Technology and Business Strategy: An Empirical Study of One Large Multi-National Firm and Suggestions for Future Study

Nielsen Lisa, Pace University

The purpose of this research is to investigate how corporate strategy influences the selection of large scale technology projects and how the technology project selection succeeds or fails at achieving said strategic goals. This paper documents the technology project investment relationship to business strategy to give a measure of the alignment between technology decision and business decision. There is a limitation to this in verifying the link between strategy and project selection ex-ante as an organization can meld the data to fit the strategy but the empirical design of this study has mitigated this concern.

THE US OIL INDUSTRY IN A TURBULENT ENVIRONMENT: ALLIANCES IN RENEWABLE ENERGY AND DYNAMIC CAPABILITIES

Cathleen McQuillen, Pace University

The US oil industry is experiencing pressure from many sources to invest in renewable energy. Renewable energy is in direct competition with the nonrenewable natural resource of the US oil companies. Schumpeterian theory of creative destruction would indicate US oil companies would be prudent to invest in renewable energy as a long-term strategy. Alliances are a strategic choice for investment in similar but different new products within an industry. Oil companies have had long tenure in strategic alliances and would have developed dynamic capabilities in alliance formations. This past success leads to success in the development of renewable energy.

WHEN ONE + ONE = THREE; EXAMINING HYBRID PRODUCT INNOVATIONS WITHIN THE CYCLE OF TECHNOLOGICAL CHANGE

Laura Blake, Pace University

In evolutionary theory, the natural selection process separates winners from losers. Traits that perpetuate reproductive ability become dominant. In biological competition, a species requires the proper traits in order to survive environmental changes. Similarly, when firms develop hybrid products, they require the proper combination of features, user applications and technology to increase odds for survival.

This paper investigates hybrid designs and their influence on the variation and selection processes of dominant design emergence. Due to the added complexity of hybrid designs, with multiple technologies and modifying actors, dominant design emergence will become stalled, potentially threatening survival odds for market entrants.
WIP: Potpourri II: A collection of developmental papers

Facilitators:
Papers 1 & 2: Vicki Fairbanks Taylor, Shippensburg University
Papers 3 & 4: Theodore D. Peters, Hartwick College

GENERATIONAL DIFFERENCES AND ORGANIZATIONAL CULTURE

Rachel Rawlings, Towson University

It is important for organizations to understand generational differences among employees. Generational differences have been reported as a major source of organizational conflict, but little research has focused specifically on the differences between Baby Boomers, Generation X, and Generation Y. This study proposes a test of the organizational culture preferences between these generational groups and how these preferences are related to personality. Implications and potential limitations of this study are discussed.

GENERATIVITY AND HOPE AS MODERATORS OF ORGANIZATIONAL CYNICISM

Mark Promislo, Temple University

Organizational cynicism is widespread in the U.S. workplace today. I argue that the causes of organizational cynicism are multifaceted, resulting not only from situational factors, but also from personality variables. The effect of individual differences on cynicism has not been thoroughly studied. Organizational cynicism left unchecked can have harmful consequences, especially for cynical individuals themselves. In this paper I propose a model in which cynicism is moderated by generativity and hope – two dispositions within the realm of positive psychology. I propose that organizations have the ability to proactively impact these dispositions in employees.

THE IMPACT OF CULTURAL DIVERSITY ON SMALL BUSINESS STRATEGY

Alexandra Lorena Galli, University of Massachusetts

Academic literature is rich with studies of small firms and of cultural diversity—but very few academic studies have researched the intersection of the two. This paper explores several hypotheses at their intersection: (1) Managerial skill level at diversity management has a disproportionately large impact on small business capability to develop competitive advantage out of diversity; (2) Niche-based cultural competitive advantage is stronger in small business than in large organizations; and (3) There is an inverse correlation between number of cultures and strength of diversity in small firms—while the correlation is positive in larger firms that can handle more complex interactions.
LEADER SELF-EFFICACY AND RESOURCE ALLOCATION DECISIONS: A STUDY OF SMALL BUSINESS CONTRACTORS IN THE FEDERAL MARKETSPACE

Robert S. Frey, University of Maryland, University College

Entrepreneurs and their small business contracting firms are critical to the sustainment of services to the U.S. Government. Factors that may determine how small business entrepreneurs make decisions about the allocation of scarce organizational resources in their firms is investigated. The question examined is whether small business entrepreneurs tend to invest in resources that either favor their own strengths or compensate for their perceived weaknesses. Self-efficacy is the concept used to predict entrepreneurial intentions and actions. A relationship between self-efficacy and resource allocation is proposed. Annual revenues are used as key indicators of appropriate resource allocation.

MIDDLE MANAGERS AND SHRM IMPLEMENTATION

Jeffrey Muldoon, Louisiana State University

This is a paper proposal that focuses on the role that middle managers make when implementing Strategic Human Resource Management programs. This paper argues that middle managers may be the difference between implemented human resource programs and intended. Therefore, this paper may make a contribution to the field that implementation is something that may be firm specific. If this is firm specific, it suggests that SHRM programs maybe best practices, but their implementation is context specific.

CULTURAL INTELLIGENCE AND ITS IMPACT ON INDIVIDUAL PERFORMANCE: MODERATING ROLE OF ORGANIZATIONAL STRUCTURE, ORGANIZATIONAL CULTURE, AND TOP MANAGEMENT TEAM - A CASE OF TWO FRENCH BANKS

Sophie Revillard Kaufman, Pace University

The market globalization and increased mobility and diversity of the workforce have created the need to attract, train, and retain individuals who can work effectively with others of different cultural or ethnic backgrounds. The construct of cultural intelligence or “CQ” (Earley and Ang, 2003) has contributed to our understanding of the skills and personality traits that determine success in a cross-cultural setting. This paper examines the possible moderating influences of organizational structure, organizational culture, and top management team on the CQ-performance relationship in a global work assignment, as illustrated through a case study of two French banks’ New York branches.

TOWARD A RECONCILATION OF THE EMERGENT MANAGEMENT CULTURES IN AFRICA AND THE ISLAMIC WORLD WITH TRADITIONAL MANAGEMENT CULTURES

Mzano P. Mangaliso, University of Massachusetts, Amherst
Nomazengele A. Mangaliso, Westfield State College
David Weir, Liverpool Hope University

The globalizing world economy brings several opportunities for the emergence of newer models of management styles and business values, rooted partly in indigenous traditions of the developing world. In this paper we enlarge the discourse by drawing attention to the opportunities for mutual learning between Southern Africa and the largely Islamic countries of Northern Africa and the Middle East. We compare and contrast the Ubuntu and Fourth Paradigm models and conclude with some positioning points for the emerging dialogue on what systems of management best fit the fast-evolving patterns in South Africa, with possible implications for the Western world.

OB&T + G&D: Performance Issues for Individuals & Teams

Facilitator: Robert Krug, St. Joseph's College

CO-PRODUCTION ENGAGEMENTS AND DUAL ORGANIZATIONAL IDENTITIES IMPACTING CLIENT SATISFACTION AND LOYALTY

Sheila Webber, Suffolk University

This research applies social identity theory and co-production research to project manager-client co-production relationship in the service sector. I examine the impact of dual identities and client co-location on client satisfaction and loyalty. The results show that project managers that identify with their own organization and the client organization have significantly more loyal clients compared to project managers that do not identify with their organization or the client organization. Project managers that identify only with their client organization and not with their service organization have significantly more client loyalty compared to project managers that only identify with their service organization.
DEMOGRAPHIC FAULTLINES AND GROUP PERFORMANCE: THE ROLE OF COMMUNICATION

Davina Vora, SUNY, New Paltz
Livia Markocz, University of Texas, Dallas

Drawing upon the diversity construct of group faultlines, we posit that communication frequency and content moderate the relationship between group faultlines and group performance. As hypothesized, performance communication and personal communication mitigate the negative relationship between faultlines and performance. Unexpectedly, communication frequency, task communication, and communication responsiveness do not moderate the relationship between faultlines and group performance.

PREDICTING PARTICIPATION IN EXPERIMENTAL INTERDISCIPLINARY TEAM STRUCTURES FOR KNOWLEDGE CREATION

Maritza Renee Salazar, New York University
Theresa Lant, Pace University
Aimée A. Kane, New York University

This study investigates factors likely to influence knowledge workers’ decision to participate in an organizational intervention to foster innovation: interdisciplinary, cross-departmental research teams. We investigate these factors in an organization where cross-boundary collaboration has tended to be uncommon and counter-normative. We find that a knowledge workers’ decision to participate in interdisciplinary teams is shaped by the following: 1) organizational rank, 2) type of work experience, 3) type of organizational imprint, and 4) experience collaborating with others. We discuss the implications of these findings for knowledge-intensive organizations that seek to successfully implement interventions that create conditions conducive to knowledge creation.

EXPERIENTIAL LEARNING AND STUDENT DISABILITY

Gerald D. Klein, Rider University

Students with disabilities can encounter obstacles when experiential instructional methods are implemented assuming that learners are disability-free. This article illustrates how experiential instruction can place students with disabilities in situations where they may not do well. The article evaluates Universal Design, an approach to course design and management that attempts to address different student disabilities and learning styles. Finding that this approach does not fully address the problems of the experiential classroom, I propose three strategies that increase the likelihood that all students, including those with disabilities, will have satisfying and successful experiences in courses using experiential methods.
The Rohrer College of Business at Rowan University is proud to support the 2009 EAM conference.

Best wishes for a successful conference.
Career-Focused Business Education

Welcome to Hartford, Conn.

The Barney School of Business is pleased to support the EAM and wishes all EAM colleagues an enjoyable conference.

200 Bloomfield Avenue, West Hartford, CT 06117
Real world. Real learning. Real impact.

The UConn School of Business is committed to academic excellence, experiential learning and globalization. We are committed to providing the highest possible quality in teaching, research and outreach in order to attain these goals. We believe that academic excellence in a modern business education requires an international perspective that strives to identify and address business challenges.

The UConn School of Business is identified with excellent research-oriented faculty, talented students, successful alumni and close partnerships with major corporations locally and globally. Please visit our website for more information.

University of Connecticut School of Business | www.business.uconn.edu

Individual Focus.
Global Perspectives.

www.wnec.edu  Envisioning tomorrow—educating today.
The van Rooy Center is pleased to support the 2009 EAM Conference.
<table>
<thead>
<tr>
<th>Time</th>
<th>Barnum</th>
<th>Nathan Hale</th>
<th>Connecticut Ballroom</th>
<th>Silas Dean</th>
<th>Mark Twain</th>
</tr>
</thead>
<tbody>
<tr>
<td>12:00pm -</td>
<td>Board of Governors Mtg</td>
<td>North</td>
<td>A</td>
<td>B</td>
<td>C</td>
</tr>
<tr>
<td>5:00pm -</td>
<td></td>
<td></td>
<td>Cash Bar Cocktail Hour</td>
<td>Cash Bar Cocktail Hour</td>
<td></td>
</tr>
<tr>
<td>6:00pm -</td>
<td></td>
<td></td>
<td>Welcome Buffet (pre-reg required)</td>
<td>Welcome Buffet (pre-reg required)</td>
<td></td>
</tr>
<tr>
<td>9:00pm -</td>
<td></td>
<td></td>
<td>Conversation &amp; Collegiality</td>
<td>Hospitality Suite, 6A (Saratoga Room) on 6th Floor</td>
<td></td>
</tr>
<tr>
<td>12:00pm - 5:00pm</td>
<td>Board of Governors Mtg</td>
<td>North</td>
<td>A</td>
<td>B</td>
<td>C</td>
</tr>
<tr>
<td>6:00pm - 8:00pm</td>
<td></td>
<td></td>
<td>Welcome Buffet (pre-reg required)</td>
<td>Welcome Buffet (pre-reg required)</td>
<td></td>
</tr>
</tbody>
</table>

**EAM 2009 SCHEDULE AT A GLANCE**

**Wednesday, 13 May 2009**

**Continental Breakfast**  
3rd Floor Foyer

**Refreshment Break - 3rd Floor Foyer**

**Meeting The Editors:**  
Case, G&OM, JME, & OMJ

**HRM: Emotional Intelligence in Practice**

**MED + HRM + OB&T:**  
Transformational and Global Initiatives

**ENT:**  
Entrepreneurship From Emotional Intelligence to Social Framework

**CMS:**  
Human Rights and the Global Workforce

**ELA:**  
Developing the Self-Aware Leader

**CASE:**  
Cases In Progress Session

**5:15pm - 6:15pm**  
CASE Board Meeting

**All EAM Light Hors D’oeuvres Reception in Hilton Commons Dining (2nd Floor)**

**Thursday, 14 May 2009**

**Continental Breakfast**  
3rd Floor Foyer

**Refreshment Break - 3rd Floor Foyer**

**Board of Governors Mtg**

**Jr. Faculty Consortium**

**Doctoral Consortium**

**Strategy:**  
Governance and the Strategic Control of Alliances

**Career:**  
Sea Turtles, Gender Comparisons and Work/Family Career Issues

**OB&T + Eth./CSR/Sust.: Behavioral Aspects of Life & Work:**  
Exhaustion, Politeness and Religiosity

**MED:**  
A Novel Approach to Teaching Heart and Mind

**CMS:**  
Change and Resistance

**ELA:**  
Decision Making from Multiple Perspectives

**CASE:**  
Embryo Session

**1:00pm - 1:15pm**  
Board of Governors Mtg  
Jr. Faculty Consortium  
Doctoral Consortium

**Strategy:**  
The Role and Process of Strategic Management

**E/CSR/S: Ethics:**  
The Heart and Mind of the Good Corporation

**PDW:**  
Getting to Heart of Student Motivation & Learning Using Self-Determination

**MED:**  
Improving Mgt Education Outcomes

**CMS:**  
Democracy, Power and the Liberal Arts

**ELA:**  
Best Experiential Exercises of 2009

**CASE:**  
Publishing Your Case: From the Editors’ Desks

**5:15pm - 6:15pm**  
CASE Board Meeting

**9:00pm - 12:00pm**  
All EAM Light Hors D’oeuvres Reception in Hilton Commons Dining (2nd Floor)

Registration: 3:00pm - 6:00pm 3rd Floor Foyer

Exhibits: 12:00pm - 5:00 pm in 3rd Floor Foyer
<table>
<thead>
<tr>
<th>Time</th>
<th>Barnum</th>
<th>Nathan Hale</th>
<th>Connecticut Ballroom</th>
<th>Silas Dean</th>
<th>Mark Twain</th>
</tr>
</thead>
<tbody>
<tr>
<td>7:30am - 8:30am</td>
<td>EAM Fellows Breakfast</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>12:00pm - 2:00pm</td>
<td>Plenary: Developing a Passion for Complexity Science in Hilton Commons Dining (2nd Floor)</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>3:30pm - 4:00pm</td>
<td>Refreshment Break - 3rd Floor Foyer</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>4:00pm - 5:30pm</td>
<td>Plenary: Developing a Passion for Complexity Science in Hilton Commons Dining (2nd Floor)</td>
<td></td>
<td></td>
<td></td>
<td>ELA Business Mtg.</td>
</tr>
<tr>
<td>9:00pm - 12:00pm</td>
<td>Conversation &amp; Collegiality, Hospitality Room (Saratoga - 6A), 6th Floor</td>
<td>Registration: 8:00am - 5:00pm in 3rd Floor Foyer</td>
<td>Case Membership (Breakfast) Meeting: 7:30 - 8:30 in Mark Twain; Members Only</td>
<td>Exhibits: 8:00am - 6:00pm in 3rd Floor Foyer</td>
<td>Case Social in Element 315; 5:30 - 6:30 p.m.; Members only</td>
</tr>
<tr>
<td>Saturday, 16 May 2009</td>
<td>Breakfast - 3rd Floor Foyer</td>
<td>OBT: Organizational Learning &amp; Change</td>
<td>MED: Learning in Discussion on Online, Asynchronous HRM Courses</td>
<td>ELA: Holistic and Problem-Based Decision Making</td>
<td>Works in Progress1</td>
</tr>
<tr>
<td>7:30am - 8:30am</td>
<td></td>
<td>OB&amp;T + G&amp;D: Performance Issues for Individuals &amp; Teams</td>
<td>HRM: Recruitment, Employment, and Rewards</td>
<td>CMS: Critical Perspectives on Management Research</td>
<td>ELA: Disabilities and Experiential Learning</td>
</tr>
<tr>
<td>8:00am - 9:30am</td>
<td>IM: Implications of Diverse Perspectives on Mgt Theories &amp; Practice</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>9:30am - 11:00am</td>
<td></td>
<td>OB&amp;T + G&amp;D: Performance Issues for Individuals &amp; Teams</td>
<td>HRM: Recruitment, Employment, and Rewards</td>
<td>CMS: Critical Perspectives on Management Research</td>
<td>ELA: Disabilities and Experiential Learning</td>
</tr>
<tr>
<td>11:00am - 11:15am</td>
<td>Refreshment Break - 3rd Floor Foyer</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>11:15am - 12:00pm</td>
<td>EAM Business Meeting - Hilton Ballroom West</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
Hartford Hilton Hotel – Floor Plans

Second Floor

Third Floor

SILAS DEANE  NATHAN HALE  MARK TWAIN
North  South  Coat Room

ETHAN ALLEN

1. COLT
2. WADSWORTH
3. P.T. BARNUM
4. BUSINESS CENTER
5. BANQUET OFFICE