Eastern Academy of Management

52nd Annual Meeting

Theme: Authenticity for the Future

Philadelphia, PA | May 6 -9, 2015
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*Front Cover Photo by B. Krist for Visit Philadelphia™*
Welcome

To The 52nd Annual Meeting of the

Eastern Academy of Management

Authenticity for the Future

This year’s conference theme addresses the growing importance of authenticity as a means of responding to dynamic market forces. In the midst of rapidly-changing technology and an ever-changing culture, organizations are challenged to be authentic and competitive. Today’s leaders need to create conditions that support organizational and individual authenticity. How can organizations create the structure, culture and rewards that nurture individual and organizational authenticity and remain competitive? Are there best practices among innovative firms that can be adapted to promote greater authenticity in organizations? How can managers and educators utilize insights from the growing literature on authenticity to promote greater levels of effectiveness? Overall, how can firms develop authenticity strategies to compete in an increasingly challenging world? This year’s program includes a number of papers, panels and workshops addressing authenticity in both business and education.

Organizing this year’s conference is the result of 27 track chairs and co-chairs working diligently to assemble an interesting and scholarly program. The evaluation of submissions included the hard work of over 191 reviewers who volunteered their expertise to assess the quality of the submissions and provide constructive feedback to authors, and to make timely recommendations to track chairs. We received nearly 200 high quality submissions, and had to make some very difficult choices given our limited program space! As a result of all these efforts the conference includes a full schedule of networking events, over 150 paper/case presentations, dozens of professional development workshops, a journal editors’ panel, a Structural Equations Modeling session and 3 consortia for doctoral student, junior faculty and mid-career/senior faculty. The new AACSB track includes a number of additional presentations that address AACSB best practices and accreditation issues.

The conference will feature two management thought leaders:

• Richard Boyatzis, Case Western Reserve University Distinguished University Professor (recently selected as one of the top 10 international thinkers by *HR Magazine*)
  “Resonant Leadership Through Emotional Intelligence: Inspiring Us to be Our Best”
  Thu., May 7th 4:30p – 6:00p

• William George, Senior Fellow and Professor of Management Practice at Harvard Business School and former Chair and Chief Executive Officer of Medtronic
  “The New Global Leaders”
  Fri., May 8th 6:30p – 7:30p

In addition to recognizing our track chairs and reviewers, I want to extend a special thank you to our fundraising chair Filiz Tabak, EAM President Kristin Backhaus, and local arrangements chair Karen Druffel. This team has been diligently working to ensure that we have all we need for a successful conference and an enjoyable visit to Philadelphia!

Rahul Sawhney of Aquinex Services is stepping down as EAM’s conference manager after 12 years. Rahul has been a constant source of inspiration and information to ensure that EAM’s conferences operated smoothly and were able to deliver on EAM’s motto of “Where Scholarship and Collegiality Meet.” Thank you so much, Rahul!

Thank you for joining us in Philadelphia!

Kathleen J. Barnes
Vice President and Program Chair, 2015
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- Sheila Webber, Suffolk University

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- Yi Yang, University of Massachusetts Lowell

Entrepreneurship
- Golshan Javadian, University of New Haven
- Elizabeth A. McCrea, Seton Hall University

Ethics, Corporate Responsibility, and Sustainability
- George Smith, Albright College

Gender and Diversity
- Susan M. Bosco, Roger Williams University

Human Resource Management and Careers
- Khadija Al Arkoubi, University of New Haven
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- Mary Kate Naatus, Saint Peter's University

Leadership
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- JoDee A. LaCasse, University of St. Thomas

Management Education and Development
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- Craig Tunwall, Troy University

Organizational Behavior and Theory
- Susan D. Baker, Morgan State University
- Gwen Jones, Fairleigh Dickinson University

Technology and Emerging Research
- Isaac Y. Addae, Morgan State University
- Paul S. Szwed, Massachusetts Maritime Academy

Works in Progress
- Devi Akella, Albany State University
- Claudine SchWeber, University of Maryland University College

PDW/Discussion Symposia
- Karen Druffel, Framingham State University
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Jun Wu
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EAM Award Nominees

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<tr>
<th>Outstanding Theoretical Paper Award Nominee</th>
<th>Outstanding Empirical Paper Award Nominees</th>
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<td>VIEWING STRATEGY IN HIGHER EDUCATION THROUGH AN INSTITUTIONAL THEORY LENS: THE HIGHER EDUCATION BUBBLE</td>
<td>GENERATIONS OF WORKING FATHERS: CAREER, FAMILY, AND LIFE</td>
</tr>
<tr>
<td>Lauren A. Turner, University of Massachusetts Lowell</td>
<td>Nicholas J. Beutell, Iona College</td>
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<td>Scott Behson, Fairleigh Dickinson University</td>
</tr>
<tr>
<td>Friday, 10:15am - 11:45am in Concerto A</td>
<td>Friday, 1:00pm - 2:30pm in Maestro B</td>
</tr>
<tr>
<td>TOWARD AN INTEGRATIVE META MAP OF THE MANAGEMENT FIELD</td>
<td>TOO BIG TO ALE: A STUDY OF ORGANIZATIONAL AUTHENTICITY IN THE CRAFT BEER INDUSTRY</td>
</tr>
<tr>
<td>Eric H. Kessler, Pace University</td>
<td>Justin Frake, University of Maryland</td>
</tr>
<tr>
<td>Andrew A. Van de Ven, University of Minnesota</td>
<td>Thursday, 12:00pm - 1:30pm in Concerto B</td>
</tr>
<tr>
<td>Saturday, 8:30am - 9:45am in Concerto A</td>
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</tr>
</tbody>
</table>

CASE Association/Emerald Group Publishing Excellence in Case Writing Award Finalists

- The Fat Dilemma
  - Eric Yordy, Northern Arizona University
  - Nita Paden, Northern Arizona University
  - Katlin Bryant, Northern Arizona University

- Making the Business of Doing Good a Good Business
  - Miranda Lam, Salem State University
  - Edward Desmarais, Salem State University

- Groupon: Let’s Make a Deal
  - Susan White, University of Maryland

- Accelerating Collaboration to Find a Cure: A Nonprofit's Evolving Business Model
  - Colette Dumas, Suffolk University
  - Susan Foley, Suffolk University
  - Pat Hunt, Suffolk University
  - Miriam Weismann, Florida International University
  - Aimee Williamson, Suffolk University

Complimentary Wi-Fi Internet Access: We have arranged for complimentary Wi-Fi Internet access at the conference site for attendees. The Internet access code is **EAM2015**

EAM Plenary Speakers

Richard Boyatzis, Distinguished University Professor, Case Western Reserve University
Thursday, 4:30pm - 6:00pm in Symphony Ballroom

Richard E. Boyatzis is Distinguished University Professor, and a Professor in the Departments of Organizational Behavior, Psychology, and Cognitive Science at Case Western Reserve University and Human Resources at ESADE. Using his Intentional Change Theory (ICT) and complexity theory, he continues to research sustained, desired change at all levels of human endeavor from individuals, teams, organizations, communities, countries and global change. He was ranked #9 Most Influential International Thinkers by an 11,000 HR Director Survey in HR Magazine in 2012 and again in 2014. He is the author of more than 150 articles on leadership, competencies, emotional intelligence, competency development, coaching, and management education. Most recently, his MOOC, Inspiring Leadership Through Emotional Intelligence on Coursera had over 345,000 students enrolled from 213 countries. His articles on coaching, since 2000, have included longitudinal studies and now fMRI studies of coaching effectiveness. His books include: The Competent Manager; the international best-seller, Primal Leadership with Daniel Goleman and Annie McKee; Resonant Leadership, with Annie McKee; and Becoming a Resonant Leader, with Annie McKee and Fran Johnston. Professor Boyatzis has a BS in Aeronautics and Astronautics from MIT and a MS and Ph.D. in Social Psychology from Harvard University.

William George, Senior Fellow and Professor of Management Practice at Harvard Business School, Former Chair and Chief Executive Officer of Medtronic
Friday, 6:30pm - 7:30pm in Symphony Ballroom

Bill George is a Senior Fellow at Harvard Business School, where he has taught leadership since 2004, and is the former Chair and Chief Executive Officer of Medtronic. He is the author of four best-selling books: Authentic Leadership, True North, Finding Your True North, and 7 Lessons for Leading in Crisis. Professor George is faculty chair of HBS’s executive education program Authentic Leadership Development and co-chair of Leading Global Enterprises.

He joined Medtronic in 1989 as President and Chief Operating Officer, was Chief Executive Officer from 1991-2001, and Chairman of the Board from 1996 to 2002. Earlier in his career, he was an executive with Honeywell and Litton Industries and served in the U.S. Department of Defense. Mr. George currently serves as a director of ExxonMobil, Goldman Sachs, Mayo Clinic, and also recently served on the board of Novartis and Target. He is a director of Minnesota’s Destination Medical Center Corporation, World Economic Forum USA, and the Guthrie Theater.

In April 2014 the Franklin Institute awarded Bill the 2014 Bower Award for Business Leadership. He was elected to the National Academy of Engineering in 2012. He has been named one of "Top 25 Business Leaders of the Past 25 Years" by PBS; "Executive of the Year-2001" by the Academy of Management; and "Director of the Year-2001-02" by the National Association of Corporate Directors. Mr. George has made frequent appearances on television and radio and his articles have appeared in Wall Street Journal, New York Times, Fortune, Harvard Business Review, and numerous publications.

Mr. George received his BSIE with high honors from Georgia Tech, his MBA with high distinction from Harvard University, where he was a Baker Scholar. He has received honorary PhDs from Georgia Tech, Mayo Medical School, University of St. Thomas, Augsburg College, and Bryant University. During 2002-03 he was professor at IMD International and Ecole Polytechnique in Lausanne, Switzerland, and executive-in-residence at Yale School of Management in 2003.
### Wednesday, May 6

<table>
<thead>
<tr>
<th>Event</th>
<th>Time</th>
<th>Location</th>
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<tbody>
<tr>
<td>Registration</td>
<td>4:30pm - 6:30pm</td>
<td>Center Atrium Area (3rd Floor)</td>
</tr>
<tr>
<td>EAM Board of Governors Meeting</td>
<td>12:30pm - 5:00pm</td>
<td>Rhapsody</td>
</tr>
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</table>

**Wednesday, 6:00pm - 8:00pm in Aria**

**Networking Dinner**  
(pre-registration required)

Come join colleagues and friends as we kick off the conference!  
This event requires advance booking and payment of a separate fee.

**Wednesday, 8:00pm - 11:00pm in Standing O!**

**Conversation & Collegiality**

Please come join us in this informal gathering to chat with colleagues.  
A cash bar will be available.

### Thursday, May 7

<table>
<thead>
<tr>
<th>Event</th>
<th>Time</th>
<th>Location</th>
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<tbody>
<tr>
<td>Registration</td>
<td>8:00am - 5:00pm</td>
<td>Center Atrium Area (3rd Floor)</td>
</tr>
<tr>
<td>EAM Board of Governors Meeting</td>
<td>8:30am - 11:45am</td>
<td>Rhapsody</td>
</tr>
<tr>
<td>CASE Association Board Meeting</td>
<td>1:45pm - 3:15pm</td>
<td>Chamber Boardroom</td>
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<tr>
<td>Conference Exhibits</td>
<td>12:00pm - 5:00pm</td>
<td>Overture Reception Area</td>
</tr>
<tr>
<td>Voting Station Open for EAM Elections</td>
<td>6:00pm - 7:30pm</td>
<td>Overture Reception Area</td>
</tr>
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**Thursday, 8:30am - 10:00am in Orchestra**

**PDW: Writing Compact Cases**

**Rebecca J. Morris**, *University of Nebraska Omaha*  
**Gina Vega**, *Salem State University*

Instructors are concerned that their undergraduate students are often unprepared when assigned a full length case, and it has been our experience in teaching that students do not prepare as thoroughly as we would have liked. Poor preparation limits discussion significantly and reduces the benefits normally derived from cases in the classroom. If we provide cases that are short, current, factual, and engaging, better learning will result and learning, after all, is the reason we are writing “teaching” cases as instructional materials. This session will walk you through the steps in writing a compact case and its related instructor's manual/teaching note so you will be ready both for possible publication in the special section for Compact Cases in The CASE Journal and for engaging your students in a lively learning experience.

**Thursday, 8:30am - 11:45am in Assembly E**

**Junior Faculty Consortium**

**Chairs:**  
**Devi Akella**, *Albany State University*  
**Kimberly K. Merriman**, *University of Massachusetts Lowell*

The path to successful negotiation of the early years of a career is often confusing and at times difficult. This workshop is designed to enhance the capacity of faculty members to not simply make it through these “junior years” but actually enjoy them. It will draw on the experience of senior faculty to explore issues and develop strategies for success. The workshop will focus on the three pillars of the academic profession -- teaching, research and service – with attention to how to excel in each.
### Thursday, 8:30am - 11:45am in Assembly F

**Doctoral Consortium**

**Chairs:**
Gail F. Latta, Xavier University  
Yi Yang, University of Massachusetts Lowell

The doctoral consortium is designed to provide doctoral students with the ideas, tools and strategies to successfully complete the many parts of the doctoral program, including writing their dissertation. In addition, it will attempt to offer a balanced perspective with a specific focus on teaching. It will draw on the experience of senior and junior faculty and guide doctoral students on how to get published, prepare for the job market and find the job that fits their career goals. It will stress an interactive format with a strong foundation on a diverse dialogue.

### Thursday, 10:00am - 10:15am in Overture Reception Area

**Refreshment Break**

### Thursday, 10:15am - 11:45am in Minuet

**ELA Design Studio: How to Create an Experiential Exercise From Scratch!**

**Presenters:**
David S. Fearon Sr., Central Connecticut State University  
Steve Meisel, La Salle University  
Joseph Seltzer, La Salle University  
Cheryl Tromley, Fairfield University  
Joan Weiner, Drexel University

Are you interested in creating engaging learning experiences for the management classroom? Join us in the ELA Design Studio where we will focus our attention on creating participative, interactive, and applied management exercises. Experienced designers will take you through the process of identifying learning objectives, crafting activities for participants, identifying the factors affecting student learning, and creating a scheme for implementation. Join us who love the art of designing experiential exercises and are eager to facilitate its use.

Come to our ELA Design Studio with a management topic and leave with a promising rough sketch of your first or next experiential learning exercise!

### Thursday, 10:15am - 11:45am in Orchestra

**PDW: How to Create Significant Learning Experiences Using Cases**

Mary Kuchta Foster, Morgan State University  
Rita J. Shea-van Fossen, Ramapo College of New Jersey

Looking for ways to engage and motivate your students? Want to facilitate deeper learning? Then come to this workshop and learn how to create significant learning experiences using cases. You will have the opportunity to learn about and apply best practices for creating authentic, effective, and engaging learning experiences using cases. Learn what to do before, during, and after class when using cases. The session is designed for those with a range of case teaching experiences, from new to case teaching as well as those with significant experience.

### Thursday, 12:00pm - 1:30pm in Aria A

**Ethics/CSR/Sust.: Responsible Behavior**

Facilitator: Rodney Andrew Carveth, Morgan State University

**“WEB OF AFFILIATION” SIZE AND DIVERSITY AND LIKELIHOOD OF GENERALIZED TRUST: THE ROLE OF SOCIAL CONTEXT**

Irina Stoyneva, Drexel University

In this paper I propose a model that explores the impact of individual’s involvement with voluntary organizations on the likelihood of generalized trust in terms of number of affiliations and diversity of the involvement type. I hypothesize a positive relationship between the number and diversity of the type of association and the likelihood of generalized trust. I test the suggested relationships with Social Capital Community Benchmark Survey 2000 data. Results from the survey support the positive effects of individual’s involvement with voluntary organizations on the likelihood of generalized trust. I then discuss implications and future research directions.

**CORPORATE GOVERNANCE & ORGANIZATIONAL ATTENTION TO ENVIRONMENTAL ISSUES: USING ATTENTION-BASED VIEW**

Jaemin Kim, Stockton University  
Clay Dibrell, University of Mississippi

The unique features of a technological disaster – identifiable causality and resulting environmental damages – arouses the attention of TMTs in the same industry with an accident firm. Particularly, when these attributes meet strategically long-term oriented groups in corporate governance, the attention is more allocated to natural environmental issues in a decision-making process. Using 10-year panel data from five most polluting industries, we found ownership dispersal and outside directors play critical roles in enhancing the impacts of technological disasters on the TMT attention.
The Ethics of Healthcare Reform: Coordinating Rights with Commoditization
Keith William Diener, Stockton University

This essay examines the traditional notions of healthcare as a right versus healthcare as a commodity. It suggests that the Affordable Care Act (ACA) moves beyond this dichotomy by recognizing healthcare as both a right and a commodity. Although the ACA makes progress toward the removal of barriers to healthcare within the United States, it does give rise to a variety of new legal and ethical obligations. This essay defines coordination and identifies five ethics situations that persist beyond ACA implementation. By exercising coordination, healthcare managers and executives will more effectively manage their stakeholders and navigate this ethically laden terrain.

Thursday, 12:00pm - 1:30pm in Aria B
AACSB: 2013 AACSB Standards

Presenters:
Hubert Glover, Drexel University
John G. Kooti, Shippensburg University
David Martin, Western Connecticut State University
Norman Solomon, Loyola University Maryland

Business schools have to juggle a number of responsibilities while working with various stakeholders—making the goal of accreditation seem challenging. The most recent set of AACSB Accreditation Standards adopted April 2013 presents new challenges as you strive to reach your business education goals of achieving quality, continuous improvement, and producing outstanding business and accounting graduates. This session will expose you to a broad view of the 2013 AACSB accreditation standards and an opportunity to learn best practices from the experts.

Thursday, 12:00pm - 1:30pm in Concerto A
OB&T: The Role of Organizational Support for Employee Well-being

Facilitator: Raymond F. Gibney Jr., Penn State Harrisburg

Organizational Implications of Maternity Leave: A Theoretical and Conceptual Discussion
Yemisi Freda Awotoye, Morgan State University
Robert Singh, Morgan State University

Following an introduction to maternity leave and a literature review of its impacts from an organizational behavior perspective, we develop three propositions related to the performance and commitment of employees who take maternity leave. Specifically, we propose that maternity leave of 6 months or more will allow new mothers recover both emotionally and physically and be more prepared to deal with their jobs when they return. We also present two propositions describing how colleagues of women who take maternity leave will respond based on equity and expectancy theories. We end with practical implications for supervisors/managers, and suggestions for future researchers.

Thursday, 12:00pm - 1:30pm in Concerto B
Strategy: Strategically Managing Customer Perception and Experience

Facilitator: Ed Christensen, Monmouth University

Perceived Quality of E-Commerce Platform and IT Performance Implications: A Managerial Perspective
Qian Xiao, Eastern Kentucky University

The purpose of this study is to investigate the joint impacts of both e-commerce platform and the performance of independent sellers on users’ experience – perceived online transaction value and the ensuing satisfaction. The results suggest that the multi-dimensional components e-service quality dimensions (i.e., efficiency, system availability, privacy, Web site service, fairness, fulfillment and seller service) in the context of e-commerce platforms as intermediaries have significant and positive impacts on perceived online transaction value, which is positively associated to satisfaction.
Too Big to Ale: A Study of Organizational Authenticity in the Craft Beer Industry

Justin Frake, University of Maryland

Why do audiences value organizational authenticity? There are several potential explanations. First, the correlation may be spurious if high-quality organizations are more likely to be considered authentic. Second, audiences may interpret an organization’s inauthentic identity as a signal that its products are low quality. Finally, audiences may value organizational authenticity as a positional good to express their own authenticity and sophistication. I exploit an exogenous information shock in the craft beer industry to show that organizational authenticity does not act as a signal of product quality. Rather, it acts as a positional good in this setting.

Leadership: Innovative Tools to Enhance Leadership Aspects

Facilitator: Robert R. Albright II, University of New Haven

Enhancing Collaboration Through Leadership: Design Thinking Based Innovation

James Andrew Muguira, University of Maryland University College

This study investigates how the business leader harnesses collaborative learning through design thinking to encourage innovative thinking within their organization. The paper contributes an innovation activity model for implementing design thinking in the organization. The model draws several implications for management. First, design thinking implementation is more complex than simply applying techniques from the design world. Second, implementation of design thinking depends on a foundation of learning and a culture of knowledge sharing throughout the organization. Design thinking is also predicated on an organization of collaborative behavior between leaders, teams and individual employees.

IT's Not Just Funny Anymore: Using Humor as a Tool in Leadership to Promote Organizational Authenticity

William G. Obenauer, Rensselaer Polytechnic Institute

Several decades ago, humor in leadership was a sparsely researched construct. Today, humor is recognized as a powerful tool when used effectively by leaders. It has been shown to impact productivity, employee satisfaction, perception of the leader and trust. Organizational authenticity is a construct that is currently seeing its research stream grow at a rapid rate. While at first glance, these two domains may seem unrelated, this paper conceptually explores the potential for utilizing different types of humor as tools to enhance organizational authenticity.

Leadership and Innovation: How Employee Empowerment Influences Innovative Work Behavior

Margaret Walthall, University of Maryland University College

The study explored the influence of empowerment on innovative work behaviors using an evidence-based rapid literature review. This research revealed that structural and psychological empowerment influence employee innovative work behaviors (greater empowerment yields greater innovative behavior). High quality leader-follower relationships had a positive influence on structural and psychological empowerment, whereby leaders demonstrate more empowering behaviors and followers perceive greater levels of empowerment in the presence of high quality leader-follower relationships. These relationships were collectively analyzed using leader-member exchange (LMX) theory and path-goal. The theoretical contributions of this study were supplemented by exploring the empowering leadership practices of Google and 3M.

ELA Design Studio: How to Develop Teaching Notes to Accompany an Experiential Exercise

(Bring Your Lunch)

Presenters:
Vicki Fairbanks Taylor, Shippensburg University
Mary Kuchta Foster, Morgan State University

Experiential learning occurs when carefully chosen experiences are supported by reflection, critical analysis and synthesis of knowledge. Teaching notes guide management educators through the process of facilitating and reflecting upon the experiential exercise to ensure students engage with the learning cycle and emerge with a deeper understanding of the concept, idea, or process being studied. In this workshop, participants will work together to create teaching notes to accompany an experiential exercise and reflect upon the experience.
An old agreement required the State of Maryland remedy mistreating HBCUs. A major point was to not authorize new programs conflicting with existing programs at HBCUs. MHEC was charged with implementing these regulations. One such violation was approving a new MBA program at Towson University. Alumni of Maryland HBCUs filed suit alleging that MHEC was systematically violating the agreement. The judge agreed, proposing that each create new centers of excellence, that would not face competition from other Maryland public universities. The student is to evaluate the various proposals, select those that should be sponsored and reword them appropriately.

THE GREAT PUMPKINFEST RIOTS: CRISIS MANAGEMENT AND ETHICAL RESPONSIBILITY IN A COLLEGE TOWN

Emily Porschitz, Keene State College
Christos Klardie, Keene State College

This case describes the “Pumpkinfest Riots” that took place just off campus at Keene State College in Keene, NH in October 2014 during a world-renowned small city festival. Pumpkinfest has come to be known as a party weekend for KSC students and visitors. In 2014, the “parties” escalated into riots that led to injuries and over eighty arrests the night of the event. To date, one hundred and seventy KSC students have been disciplined. This case will explore crisis management, ethical responsibilities, and how to repair the damage to individual and organizational reputations after this disaster.

TO TELL OR NOT TO TELL?

Bishakha Majumdar, Indian Institute of Management Indore

Roma, a research scholar in the University, is good friends with Rohit, Project Officer for a research programme in the department. Rohit is a person living with HIV. Though this fact is known to the employer and to Roma, the boss has kept it private to avoid discrimination against Rohit. A few days later, Roma comes to know that Rohit is dating a student from the department. Roma is at a fix – should she trust Rohit’s discretion in the matter (on disclosure to partner before and possible intimacy) or should she intervene before it is too late?

More and more researchers in the field of management and organizational research are using Structural Equations Modeling (SEM) to investigate their theories and test their data. Journal editors now require authors to test their hypotheses using SEM before their research can be considered publishable. If you want to use SEM but don’t know where to start, this workshop is for you. In this 3-hour workshop, you will learn how to analyze data using structural equations modeling with Mplus, a powerful and flexible software package for conducting structural Equations Modeling (SEM). The workshop will start with an introduction on how to use Mplus to perform a path analysis; Confirmatory Factor Analysis (CFA) and basic structural models. Following the lecture, there will be time for you to practice with Mplus at the end of the workshop. No prior knowledge of Mplus is required. A basic knowledge of regression analysis and exploratory factor analysis are helpful, but not required. You will need to bring your own laptops to the workshop and download a copy of the trial version of Mplus at www.statmodel.com. The trial version is good for 30 days and will allow you to analyze data with limited number of variables. There is a $150 fee for this workshop and conference registration is required.

The proposed Professional Development Workshop (PDW) intends to create an interactive exchange on the globalization of coaching as a leadership development practice that balances individual and organizational cultural authenticity. First, Ana Reyes will present a model that draws on existing educational approaches for accelerating achievement of cultural competency. Second, a panel of student/professionals representing views from five countries and four industries will showcase four global organizational coaching projects. Third, the five panelists will facilitate round-table discussions with the audience. To close, panelists will share key lessons learned and case examples derived and recorded at each round-table with the audience.
Raja Roy, Drexel University
Mazhar Islam, Drexel University

We study an emerging industry that faces a disruptive technological change and extend the theory of innovation. We focus on two types of entrants who entered the industry with the technology being disrupted – diversifying new entrants with prior experience and entrants that lacked such experience. We find that in the pre-sales take-off period the diversifying entrants with and without prior experience do not significantly differ in their product innovation. However, once the demand uncertainty is resolved, the diversifying new entrants with prior experience are more innovative than other entrants.

THE INTERACTION BETWEEN THE BUSINESS MODEL PARADIGM AND PUNCTUATED EQUILIBRIUM THEORY: A CASE STUDY OF THE HIGHER EDUCATION TEXTBOOK INDUSTRY
Jonathan S. Sales, Pace University

This paper examines interaction of the business model paradigm (Johnson, Christensen & Kagermann, 2008) and the theory of punctuated equilibrium (Tushman & Anderson, 1986) in context of the higher education textbook publishing industry. The study employs a comparative case study of a dominant incumbent higher education publisher and three relatively new entrants. This demonstrates the robust nature of both theories by extending them into new contexts and helps to understand and predict how other industries can be dominated by business models.

THE PURSUIT OF INNOVATION WITHIN AN IVY LEAGUE IT ORGANIZATION
James Rawlins Jr., Pace University
Alvin Hwang, Pace University

This paper seeks to present an innovation process and related routines that are used to foster an innovation culture within a higher education information technology (IT) organization as it transitions to a service management framework. The case study will be followed by a discussion of how the organization applied an innovation process through knowledge clarification and codification steps. The case study will demonstrate how contextual enablers such as innovation leadership, managerial levers, and business processes spur innovation adoption behavior through knowledge articulation, and the multi-lateral flow of information across the organization.
Entrepreneurship: Social Capital and Other Networks

Facilitator: Mary Kate Naatus, Saint Peter’s University

RELATIONAL TIES IN EMERGING MARKETS: WHAT IS THEIR CONTRIBUTION TO SME GROWTH?

Natayla Totskaya, Laurentian University

This paper provides more evidence regarding the importance of bonding and bridging relational ties for SME growth measured both as performance and geographical expansion. Building on the data from Russia, this study supports prior social capital research conducted in the Asian context. It also discusses the implications for future research, and practical recommendations for SMEs willing to go beyond their home region. This paper adds to our understanding of social connections and their outcomes for SMEs across different institutional settings.

THE EVOLUTION OF THE INTELLECTUAL STRUCTURE OF INNOVATION SPEED: A CITATION/CO-CITATION ANALYSIS

Xiaoming Yang, University of Missouri-Kansas City
Michael Song, University of Missouri-Kansas City
Peng Shan, Harbin Institute of Technology

The object of this paper is to identify the works that have had the greatest impact on innovation speed research and to analyze the changes that have taken place in the intellectual structure of this field. By using papers as the units of analysis and incorporating all the citations that are included in the Social Science Citation Index, the Science Citation Index, and Arts and Humanities Citation Index, the paper exhibited the evolution of the intellectual structure of innovation speed during the period 1985-2014.

THE USE OF SOCIAL CAPITAL IN IMMIGRANT ENTREPRENEURSHIP: MOTIVATIONS FOR THE USE OF CO-ETHNIC SOCIAL CAPITAL AND ITS IMPACT ON BUSINESS

Claudia Gomez, Kent State University at Stark
B. Yasanthi Perera, Brock University
Judith Weisinger, Mills College
David H. Tobey, Indiana University South Bend
Taylor Zinsmeister-Teeters, Kent State University

Immigrant entrepreneurship literature indicates that immigrant entrepreneurs reap numerous benefits from their co-ethnic community’s social capital. It has also been argued that this social capital may impose limitations on the entrepreneur. However, this literature lacks explanation of what motivates entrepreneurs to contribute to, and utilize, their communities’ social capital and the consequences these may have on their enterprises. We posit that immigrant entrepreneurs’ motivations influence their use of, and contributions to, co-ethnic community social capital, impacting, in turn, business success. We contribute to research through exploring how entrepreneurs’ motives with respect to their co-ethnic communities’ social capital influences business success.

WIP: Globalization and Cultural Issues

Facilitator: Devi Akella, Albany State University

IMAGES OF CULTURE: A SOCIAL CONSTRUCTION OF CULTURE FOR GLOBAL BUSINESS LEARNING

Elizabeth A. Tuleja, University of Notre Dame

When teaching international business it is essential to provide students with a solid grounding of the concept of culture, otherwise its intangible nature can get lost in translation. But defining culture can be a challenge, as there are hundreds of definitions based upon many theoretical orientations. The concept of the cultural metaphor is one way to achieve conceptual integration of culture and its relation to functional business practices. In this study the metaphor is used as a sense-making device to aid in business students’ development of their understanding of Chinese culture prior to a two-week cross-cultural immersion experience.

STUDENTS’ DEVELOPMENT OF INTERCULTURAL COMPETENCE IN INTERNATIONAL ACADEMIC SOJOURNS: AN EMPIRICAL ANALYSIS ABOUT THE ROLE OF CULTURAL DISTANCE AND THE DURATION OF STAYING ABROAD

Franziska Bergdolt, University of Bamberg

The goal of this paper is to examine the impact of cultural distance and duration of stay abroad on the development of Cultural Intelligence and a Global Mindset during international academic sojourns. This research adopts a quantitative approach, using multiple regression analysis. The sample consists of 162 business students that have spent an international academic sojourn abroad. Results indicate that the development of intercultural competence is not significantly influenced by cultural distance and the duration of stay abroad. Limitations of the paper are outlined and implications for research and practice are deduced.

PDW: Meet The Journal Editors

William P. Ferris, Western New England University
Jeanie M. Forray, Western New England University
Gina Vega, Salem State University
Vishal K. Gupta, SUNY Binghamton

The ‘Meet the Editors’ session will consist of a face-to-face session with editors from four quality journals - Organization Management Journal, CASE Journal, Journal of Management Education, and New England Journal of Entrepreneurship. The editors will explain each journal's mission, editorial process, recent submission trends, and other topics of interest for potential scholars looking to publish their work in the journal. This session aims to help prospective authors understand what it takes to get manuscripts published, why manuscripts may be rejected as well as ask questions to the journal editors.
**American Craft Beer in Germany?**

**Steven W. Congden, University of Hartford**

Stone Brewing was an American craft brewer known for innovative and quality beers with a "West Coast" style of bold, hoppy, "extreme" flavors. In 2014, they announced intentions to build a brewery in Germany, a country proud of its beers and disdainful of American beer. However, it appeared that a fragmented industry of small, conservative brewers limited by longstanding beer purity laws, produced low priced, unimaginative beers. With nascent signs that Germany might be ready for the variety and innovation of the craft beer movement, were they ready for American craft beer, especially the bold flavors of Stone Brewing Company?

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**GOVERNANCE AT CARRIS REELS**

**Daphne Berry, University of Hartford**

In 1994, after researching methods of sharing his reel-manufacturing company with employees, Bill Carris documented plans for doing so in a vision statement called the Long Term Plan (Carris, 1994). The vision in the Long Term Plan was to change the ownership, structure, and the governance of the company such that it would include and benefit all of the people who had contributed to the company’s success. In 2008, the company became 100% employee owned. Though the years, the company has maintained an all-insider board of directors who understand the company's strong ownership culture. Is this best for the company?

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**IS A PROMOTION WHAT MARLEE REALLY WANTS?**

**Mark D. Promislo, Rider University**

Choosing between work and family is never easy. This case presents a situation in which the main character, Marlee Luzak, must make a very difficult decision: to accept a promotion at her company that will take her away from her family for extended periods of time, or decline the offer to keep her closer to home. This case will get students thinking about work-family issues, career management, and personal values.

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**FROM THE BALCONY: CONFLICT MANAGEMENT AND CANVAS GETTING PARTICIPANTS TO UNDERSTAND**

**Carrie Blair, College of Charleston**

**David E. Desplaces, College of Charleston**

This experiential exercise is designed to engage participants in a process of resolving conflict. Participants are encouraged to take an absorber role, or view a conflict situation “from the balcony”, removing themselves from the emotional and competitive components associated with conflict. During the course of the exercise, participants are given a tool kit and road map to help frame conflict situations. Instructors are provided with specific instructions, a handful of conflict vignettes to elicit strong discussion and reaction by participants, advice to help choose which of the conflicts to emphasize, and guidance for debriefing the exercise.

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**Stewardship Culture, Stearewdship Process, and Natural Environmental Policy Intention: Evidence from Small and Medium Sized Family Firms**

**Jaemin Kim, Stockton University**

**Clay Dibrell, University of Mississippi**

Drawing on a model of stewardship antecedents, we theorized and tested the role of family culture on managerial intention to take risks in family firms. The results of a causal step approach using 201 small and medium sized family firms indicate that family culture is positively related to managerial intention to adopt the natural environmental policy and the relationship between family culture and natural environmental intention is fully mediated by stewardship culture. It is anticipated that stewardship culture nurtured by family culture plays a critical role in influencing managerial intention to engage in environmental actions.
DO CAREER EXPECTANCY BELIEFS FOSTER STABILITY AS WELL AS MOBILITY IN ONE’S CAREER? A CONCEPTUAL MODEL
Bishakha Majumdar, Indian Institute of Management Indore
Ranjeet Nambudiri, Indian Institute of Management Indore
Optimism and self-efficacy are related to performance, commitment and engagement, but also are implicated in seeing opportunities outside the firm and switching jobs. There is absence of research capturing these opposing strands of findings in the same model and providing a holistic understanding of how the expectancy beliefs operate in case of the working professional. We attempt to bridge this gap by proposing that career-decision self-efficacy and career outcome expectations affect intention to quit through the competitive mediation pathways of internal and external marketability.

NATIONALIZATION OF LABOR MARKET IN THE HOSPITALITY AND TOURISM INDUSTRY: A SAUDI ARABIAN PERSPECTIVE
Muhammad Asad Sadi, King Fahd University of Petroleum & Minerals
For the past forty years, Saudi Arabia has tried to replace expatriates with local workforce. To solve this issue, the government decided to implement the “Saudization” policy with a scheme known as “Nitaqat” (in Arabic means “ranges”). The government tried to ensure that certain quotas are allocated in accordance with their performance, as well as the sizes of workforce. The implications for the hospitality and tourism industry are; First, expatriates will have to vacate all managerial and supervisory jobs. Secondly, expatriates would have to take positions that are lowly paid which local citizens have no desire to fill or occupy.

SOCIETAL NARCISSISM (1950-2013): MEASUREMENT, TRENDS, AND MANAGERIAL IMPLICATIONS
Janet Rovenpor, Manhattan College
Richard Kopelman, Baruch College, CUNY
Ann Brandwein, Baruch College, CUNY
Phillip Quach, Baruch College, CUNY
Marc Waldman, Manhattan College
Signs of narcissism in contemporary society abound (e.g., when “selfie” was proclaimed the “word of the year” in 2013 by Oxford Dictionaries). This paper extends the research of Mullins and Kopelman (1984), which used best-sellers as an unobtrusive indicator of societal narcissism for the period, 1950-1979. As hypothesized, the proportion of best-sellers increased approximately 100% over: a 60-year period for hard covers (from 19% to 35%); and over a 19-year period for Amazon sales (from 15% to 35%). Temporal trend analyses found R2 = 0.75 and 0.85, respectively. Practical implications pertinent to human resource management of narcissistic employees are discussed.
**USS PORTER COLLISION: A CASE STUDY IN ORGANIZATIONAL BEHAVIOR**

*Tyler Kelley, United States Coast Guard Academy*

On the morning of August 12th, 2012, the Navy’s guided missile destroyer USS PORTER collided with the Oil Tanker Otowasan resulting in $123 Million dollars in damage, the relief of PORTER’s Commanding Officer, and an international blemish on the reputation of the service. The team responsible for PORTER’s safe navigation succumbed to a complex collision avoidance situation hindered by poor organizational climate and the strain of the navigational mission. This case, designed for organizational behavior and leadership courses, gives students a framework to manage the decision making process. A supplemental interactive simulation is also available with audio from the collision.
This paper explores relationships between innovation strategies and post-IPO firms through a literature review. Post-IPO companies that develop the unique strategies have more opportunities to obtain innovative outcomes from input and implementing process. The research outcome are cultivated through: discouraging the exodus of key inventors and innovators, affecting positively the CEO’s job security and compensation by making him or her the chairman of the board, encouraging new ideas and methods, inspiration to employees and help them develop entrepreneurial intentions and mindset, giving advice, direction, and counseling to innovators, and possessing implicit knowledge to provide the best oversight of the company.

This study analyzes the digital and mobile commerce market from the perspective of consumers and small business owners in a particular geographic region. Two surveys were conducted, one from a consumer perspective and the second from the small business owners' perspective. The survey asked about use of and perceptions of Groupon and other mobile deals. Preliminary findings suggest that while consumers are likely to use mobile apps to make purchases and save money, small business owners consider Groupon deals risky and are less likely to use them to help drive sales and attract new customers.

To nurture entrepreneurial activity, evidence suggests the involvement of multiple stakeholders: 1) businesses and university systems that circulate significant financial, human, and social capital; 2) responsive government that provides supportive infrastructure, investment linkages, and a friendly regulatory environment; 3) supportive service resource providers (i.e. lawyers, accountants, consultants); and 4) an entrepreneurial culture that includes a critical mass of mentors and role models. Sometimes quality-of-life amenities are also mentioned as necessary, but what about small businesses (i.e. dry cleaners and delis) and the sometimes ethnically diverse unskilled labor pool? In developing a fertile economic garden, who might get left behind?
CRISIS MANAGEMENT WHEN YOUR “CRAY-CRAY” OWNER MAKES RACIST STATEMENTS
Rodney Andrew Carveth, Morgan State University

This paper reviews the events that led to owner Donald Sterling losing his National Basketball Association franchise, the Los Angeles Clippers. Employing William Benoit’s Image Restoration Discourse Theory, I argue that Sterling had at least a chance to keep his team had he handled his public relations properly. Instead, he ended up a disgraced, if somewhat financially better-off, public figure. Implications of the case for contemporary crisis management are discussed.

THE UNHOLY ALLIANCE
Rosemarie Twomey, Fairleigh Dickinson University
Daniel Twomey, Fairleigh Dickinson University
Gerard Farias, Fairleigh Dickinson University
Christine M. Farias, Strayer University
Teresa M. Twomey, Central Connecticut State University

We describe the close alliance between business/corporations on one hand and the government and the elected officials on the other. We discuss the mutually supportive dynamic between these two entities—politicians seek large sums of money to win elections and businesses and corporations seek laws and policies that work in their favor; the resulting quid pro quo works to the detriment of the majority of people who constitute our democracy. We discuss examples of the unholy alliance from the energy, pharmaceutical and food industries. Implications for the future are discussed in the context of business schools and their curricula.

RE-FRAMING THE PROCESS: A DISCIPLINE-SPECIFIC APPROACH FOR ENLISTING FACULTY IN ASSURANCE OF LEARNING ACTIVITIES
Pauline Assenza, Western Connecticut State University

Institutions of higher education must meet expectations of multiple stakeholders, but accrediting agencies are most important for continued legitimacy. Accreditors are asking for hard evidence that learning has occurred; administrators are asking faculty to offer up this evidence. Faculty involvement is critical yet hard to obtain. Resistance may come from lack of understanding of an arcane process based on unfamiliar vocabulary (i.e. Bloom’s taxonomy) and unwieldy mechanisms (i.e. rubrics). Proposed is an approach to assessment based on what the faculty is accustomed to from their disciplinary and professional training: acknowledging local “logics”, framing the vocabulary and process in familiar terms.

WHAT DID WE REALLY LEARN IN KINDERGARTEN?
Victoria Marie Grady, George Washington University
Noura Saad, George Washington University

“The kids smile, get a glazed look on their faces, pour Crayolas out, and just look at them.... The adults always get the most wonderful sheepish smile on their faces—a mixture of delight, nostalgia and silliness. They immediately start telling you about all their experiences with Crayolas” (Fulghum, 2003, p.51). With crayons triggering strong behavioral reactions in adults, imagine what else we bring from our childhood into adult interaction. Is bullying one of those behaviors? Is the schoolyard bully influencing behavior with leadership? Is that identical to deficient but highly influential manager who targets an employee through power?

CASE: Business Case Competitions: Direct and Indirect Impacts
Erin Bass, University of Nebraska Omaha
Leif Lundmark, University of Nebraska Omaha
Erin G. Pleggenkuhle-Miles, University of Nebraska Omaha
Rebecca J. Morris, University of Nebraska Omaha

The University of Nebraska Omaha (UNO) Case Study Competition (CSC) was designed to facilitate integrated learning and community engagement efforts. While the case method is utilized by strategy professors worldwide; this competition brings the case “to life” as students have a short time to digest a complex business situation, develop a creative and practical solution and communicate their analyses and recommendations to the judges. This symposium will discuss our motivations to introduce a Case Study Competition, how it was designed, implemented and the resulting teaching and student impacts. We will also discuss institutional challenges and approaches used to mitigate them.
Great leaders move us. They move us through a basic human process—our emotions. Although they talk of strategy and competition, the great leaders establish a deep emotional connection with others called resonance. They are literally, in tune with others around them. Their own levels of emotional intelligence allow them to create and nurture these resonant relationships. They use their EI as a path to resonant leadership through mindfulness, hope and compassion.

Unfortunately, most people in leadership positions lose their effectiveness over time. Because of the cumulative effect of the damage from chronic stress, effectiveness in leadership and maintaining resonant relationships is not sustainable. But, humans can revive themselves, neurologically, hormonally, and emotionally. This process of renewal can reverse the ravages of chronic stress. Through renewal experiences a person can become more cognitive, perceptually and emotionally open. They can innovate and learn. They can make informed, astute decisions. They can be open to motivating others.

Based on decades of research into emotional intelligence competencies and longitudinal studies in their development, Professor Richard Boyatzis will lead the audience through examples of what resonance looks and feels like, as well as ideas as to develop someone's "resonant leadership" capability, their emotional intelligence, and the experiences of mindfulness, hope, and compassion. He will help the participants experience the Positive Emotional Attractor that is an essential beginning to sustained, desired change at all levels. The process of change examined will address how to help individuals and teams develop, organizations adapt and grow, and even communities and countries move closer to what they can be.

Richard E. Boyatzis is Distinguished University Professor, and a Professor in the Departments of Organizational Behavior, Psychology, and Cognitive Science at Case Western Reserve University and Human Resources at ESADE. Using his Intentional Change Theory (ICT) and complexity theory, he continues to research sustained, desired change at all levels of human endeavor from individuals, teams, organizations, communities, countries and global change. He was ranked #9 Most Influential International Thinkers by an 11,000 HR Director Survey in HR Magazine in 2012 and again in 2014. He is the author of more than 150 articles on leadership, competencies, emotional intelligence, competency development, coaching, and management education. Most recently, his MOOC, Inspiring Leadership Through Emotional Intelligence on Coursera had over 345,000 students enrolled from 213 countries. His articles on coaching, since 2000, have included longitudinal studies and now fMRI studies of coaching effectiveness. His books include: The Competent Manager; the international best-seller, Primal Leadership with Daniel Goleman and Annie McKee; Resonant Leadership, with Annie McKee; and Becoming a Resonant Leader, with Annie McKee and Fran Johnston. Professor Boyatzis has a BS in Aeronautics and Astronautics from MIT and a MS and Ph.D. in Social Psychology from Harvard University.
Friday, May 8

### Registration
8:00am - 5:00pm in Center Atrium Area (3rd Floor)

### CASE Journal Editorial Board Meeting
8:30am - 9:30am in Chamber Boardroom

### Conference Exhibits
8:00am - 5:00pm in Overture Reception Area

### Voting Station Open for EAM Elections
5:30pm - 6:30pm in Overture Reception Area

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**Friday, 7:30am - 8:30am in Orchestra**

**CASE Breakfast – Membership Meeting**

For CASE members only.

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**Friday, 7:30am - 8:30am in Overture Reception Area**

**Continental Breakfast**

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**Friday, 8:30am - 10:00am in Aria A**

**NVivo: A Brief Intensive**

Presenter: Cynthia Jacobs, QSR International

This session will offer a conceptual overview of NVivo’s functionality, interactive discussion of NVivo and research in organizational behavior and management, as well as the steps to get you started in your first project.

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**Friday, 8:30am - 10:00am in Aria B**

**Strategy: Strategic Alliances**

Facilitator: Robert Krug, St. Joseph’s College

**ALLIANCES: THEY DON’T JUST AFFECT RETURNS THEY CHANGE FIRMS RISK**

Patrizia Porrini, Long Island University

This study examines whether alliances decrease firms’ Beta or systematic risk. Alliances may reduce firms’ risk by decreasing firms’ susceptibility to environmental uncertainty, allowing for risk sharing, and allowing for reversibility of resource-commitments. The study finds alliances result in net value creation across matched alliance pairs when using abnormal returns. Looking more closely approximately 50% of matched pairs experience negative abnormal returns where alliances with higher than average returns create an illusion of positive net value creation. The study finds alliances decrease firms’ systematic risk, and weighted-average Beta for matched alliance pairs is lowered for almost 85% of alliance partners.

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**Friday, 8:30am - 10:00am in Concereto A**

**OB&T: Exploring Organizational Misconduct and Opportunism**

Facilitator: Jane Parent, Merrimack College

**DOES IT MATTER IF STOCKBROKERS GET CAUGHT CHEATING? CONSEQUENCES OF MISCONDUCT ON CAREERS IN THE SECURITIES INDUSTRY**

Pooria Assadi, University of Pennsylvania
Andrew von Nordenflycht, Simon Fraser University

We investigate the career consequences of one form of Wall Street misconduct where stockbrokers cheat their customers. We use the records of the Financial Industry Regulatory Authority which include stockbrokers’ employment history and any involvement in formal disputes with customers. Analyzing a random sample of 4,810 stockbrokers at 1,940 brokerage firms 1980-2013, we find that stockbrokers with recent misconduct suffer negative labor market consequences: they are 3.7% more likely to exit the industry and 15.4% less likely to be able to change employers over the next three years. We also find that higher tenure appears to weaken these negative consequences.

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**RUNNING TOWARDS OR RUNNING AWAY? THE PATTERNS OF REPEAT ORGANIZATIONAL MISCONDUCT IN THE U.S. SECURITIES INDUSTRY**

Pooria Assadi, University of Pennsylvania

I investigate the patterns of repeat organizational misconduct in the U.S. securities industry by analyzing the information on instances of misconduct, measured by firms’ arbitration losses to their clients, across 648 brokerage firms over the period of 1990-2004. Using panel negative binomial models, I find that misconduct increases with the number of past misconduct and decreases with the time that has elapsed since last misconduct. I also find that the positive relationship between past and future misconduct is weakened the longer the time it has elapsed since last misconduct. These findings contribute to our understanding of repeat organizational misconduct.

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**STRATEGIC ALLIANCE COMMITMENT AND THE IMPACT ON FIRM VALUATION: CAN THE MARKET DETECT THE “BLUFF”?**

James Rawlins Jr., Pace University
Alan B. Eisner, Pace University
Noushi Rahman, Pace University

This study analyzed 372 alliances announced during the period 2002-2011. Consistent with extant research, our results support that the stock market rewards alliances when announcements are made. More specifically, we observe that post-alliance announcements, regardless of whether they are committed or not, positively impact firm valuation. Among alliance announcements that eventually turn out to be non-committed, firms with technology alliances are more adversely affected by post-alliance announcements than firms with marketing alliances. Overall, our results offer compelling evidence that investors are unable to detect non-committed alliance announcements.
lent to a rapid growth its indigenous capability. The findings indicate that China's export-oriented growth strategy, instead of fostering the development of the high-tech sectors, led to the growth of low-tech and resource-based exports. The analysis reveals that the net domestic content in China's exports increased significantly.

Facilitator: Miao Liu, Jason Yin, Indian Institute of Management Calcutta

Friday, 8:30am - 10:00am in Maestro B

MED: Transforming the learning process into a "journey of discovery"

Shanthi Gopalakrishnan, New Jersey Institute of Technology
Vadake Kurupath Narayanan, Drexel University
Gwen Jones, Fairleigh Dickinson University
Eric H. Kessler, Pace University

Our thematic symposium looks at how we can change the classroom learning process from a traditional model where knowledge is delivered from "above and outside" to be a "journey of discovery." To that end, we look at the changing role of the teacher, and examine the varied tools that help create a more engaged, motivated student. We believe that new tools help students develop better analytical skills, which in turn will help them frame problems differently. We specifically focus on the Strategy and Innovation courses, and show how "active" learning, "team based" learning methods initiate the student's "journey of discovery".

Facilitator: Claudine SchWeber, University of Maryland University College

Friday, 8:30am - 10:00am in Maestro A

International: Foreign Direct Investment, Export and Technology in International Business

Facilitator: Huy Tran, Albright College

CAN EXPORT-LED GROWTH LEAD TO THE GROWTH OF INDIGENOUS TECHNOLOGICAL CAPABILITY? THE CASE OF CHINA

Jason Yin, Seton Hall University
Miao Liu, Columbia University

It remains a challenge to empirically verify whether a country’s export-led growth strategy will lead to the growth of its indigenous technological capability. This paper bridges the gap by employing a unique Input-Output model to derive the domestic contents from total exports and to analyze the nature of technological change. Our analysis reveals that the net domestic contents in China’s exports in high-tech sectors grew much faster than the other sectors. The findings indicate that China’s export-oriented growth strategy, instead of creating dependence on low-tech and resource-based exports, had led to a rapid growth its indigenous capability.

Facilitator: Camelia Fawzy, University of Maryland University College

Friday, 8:30am - 10:00am in Maestro B

WIP: Staff and Employee Issues

Facilitator: Muhammad Abdur Rahman Malik, Lahore University of Management Sciences

FOREIGN DIRECT INVESTMENT, SPILLOVER EFFECTS AND TECHNOLOGY GAP: A NEW CONCEPTUALIZATION

Foreign Direct Investment (FDI) is the largest source of capital flows to developing countries, however, the literature provides mixed and conflicting evidence regarding the effects of FDI to the developing economies. This paper proposes that the existing conceptualization and operationalization of some of the most important predictors of spillover effects (such as the technology gap and absorptive capacity) is one of the reasons of non-conclusive research findings. The paper suggests a new framework to explain the apparently conflicting research findings. This framework provides a starting point for the future research aiming to explore the predictors of spillover effects.

AUTHENTIC INCLUSION OR RISK OF DISCRIMINATION: ORGANIZATIONAL FACTORS AND SOCIAL MECHANISMS CONTRIBUTING TO EMPLOYEES’ ATTITUDES TOWARDS COLLEAGUES WITH NEURODIVERGENCE, OTHER DEVELOPMENTAL AND/OR MENTAL HEALTH RELATED DISABILITIES

Camelia Fawzy, University of Maryland University College

Although efforts have been made to encourage equal employment opportunities for persons with disabilities, the largest U.S. minority population remains the most underemployed and unemployed. Furthermore, despite managers’ increased commitment to developing inclusive organizations, the risk of discriminatory behavior remains high. This work in progress proposes a conceptual model which identifies the two extremes of inclusion as organizational factors-contexts-mechanisms-outcomes patterns of interaction leading to: Authentic Inclusion or Non-inclusion. The model also includes a particular pattern describing Inauthentic Inclusion. The hypotheses included in this theoretical framework will be tested using a systematic review with a realist synthesis methodological approach.
UNDER THE MICROSCOPE: DISCRIMINATION IN THE TEMPORARY STAFFING INDUSTRY

Ghadir Ishqaidef, University of Wisconsin - Green Bay
Carol C. Cirka, Ursinus College

The structure of the temporary staffing industry creates opportunities for discriminatory behavior due to the triangular employment relationship among temporary workers, temporary staffing agencies or TSAs, and client employers. Using 142 federal and state court cases drawn from the LexisNexis database for the period January 1, 2009 through August 31, 2014, analysis shows that alleged discrimination occurs across all protected categories. Plaintiffs often represent themselves in court where summary judgment in favor of defendant TSAs and/or client employers is frequently granted. When the EEOC represents plaintiff workers, cases are often settled in favor of the worker and out of court.

CASE: Cases Without Teaching Notes

Facilitator: Emily Porschitz, Keene State College

GETTING BACK ON TRACK: CHANGE MANAGEMENT AT BITCOM LTD.

Olugbenga Adeyinka, Morgan State University
Mary Kuchta Foster, Morgan State University

This is a case study of strategic change management at Bitcom Ltd. In 2004, Bitcom decided to diversify its business to include provision of telecommunications services. This led to a period of rapid growth and expansion. However, as Bitcom grew rapidly, things got out of control. Poor hiring practices, too wide a span of control/lack of delegation, low accountability, low staff motivation, and poor customer service led the company on a downward spiral of financial losses. External consultants were hired but their efforts yielded little results. Ken, who had just earned an MBA degree from University of Maryland, joined the company as vice president Administration and must decide how to get things back under control.

MAARKETING TRENDS AND FUTURE CHALLENGES: A REVIEW OF DAIRY INDUSTRY IN SAUDI ARABIA

Muhammad Asad Sadi, King Fahd University of Petroleum & Minerals

This paper reviews the challenges facing the Saudi Arabian dairy industry dominated by a few companies engaged in aggressive price war strategies. The key players and the main drivers for milk production and consumption are discussed. The latest developments in the Saudization policy have also affected the quality of the labor force in the industry. The paper concludes that though the future prospects are promising, smaller milk producing companies might not survive unless they adopt alternate strategies. The latest push for job replacement with the domestic labor will also create difficulties for dairy firms to produce high quality products.

TAKE-OFF OR ABORT? CHIEF SMITH AND FLIGHT LINE IN NAS SIGONELLA

Kelly Fisher, West Chester University of Pennsylvania
Christina Sue-Chan, City University of Hong Kong

Newly promoted Aviation Technician (AT) Chief, Amanda Smith was excited to be put in charge of the Flight Line. The assignment would be a test of her leadership because the work center had experienced a spate of misconduct by personnel and had failed important maintenance inspections. She was also the first woman assigned to manage the Flight Line. Chief Smith wondered how she could turn around the Flight Line and ensure that the work center passed important maintenance inspections while dealing with subordinates, rank peers, and senior officers who had never previously worked with a woman in her role.

Friday, 8:30am - 10:00am in Orchestra

Friday, 10:00am - 10:15am in Overture Reception Area

Refreshment Break

Friday, 10:15am - 11:45am in Aria A

G&D: En(Dis)abling Women in Ownership/Leadership Roles

Facilitator: Susan M. Bosco, Roger Williams University

PREDICTORS OF FEMALE REPRESENTATION ON CORPORATE BOARDS: AN ANALYSIS AT BOARD LEVEL FROM A SOCIALIZED PERSPECTIVE

Rey Dang, La Rochelle Business School
Lin Chi Vo, Normandy Business School

The literature explaining the representation of women on corporate boards (WOCB) has relied mainly on a rational economic perspective for director selection. Consequently, analysis has primarily focused on the firm level, leaving other levels of analysis (board and individual) underexamined. Our study differs by relying on a socialized perspective, which is based on Schneider’s (1987) attraction-selection-attrition (ASA) model and Pfeffer’s (1983) organizational demography framework. We conducted our study using a sample of French companies listed in the SBF 120 index in 2010.

THE ROLE OF NATIONAL ECONOMY AND INSTITUTIONAL ENVIRONMENT ON THE ENACTMENT OF SOCIAL AND COMMERCIAL ENTREPRENEURSHIP AMONG WOMEN

Golshan Javadian, University of New Haven
Isaac Y. Addae, Morgan State University
Diana Hechavarria, University of South Florida

The purpose of this study is to examine the impact of national economy and different aspects of institutional environment on the enactment of social and commercial entrepreneurship among women. While previous studies have found that national economy impacts individual’s engagement in commercial entrepreneurship, the results of this study showed that national economy does not impact women’s engagement in commercial or social entrepreneurship. Moreover, while time required to start a business is viewed as a barrier to starting a commercial venture, the study found that time required to start a business enables women social entrepreneurs deal unfavorable economic effects.

Friday, 10:15am - 11:45am in Aria A

G&D: En(Dis)abling Women in Ownership/Leadership Roles
The present research introduces three studies that examine antecedents of job engagement (JE). Our findings indicate that: 1) Personality traits (neuroticism and extraversion) are indirectly related to JE by mediation of burnout (Study 1); 2) A perception of organizational justice relates positively to JE, and contrary to our hypothesis – we found no significant relationship between organizational politics and JE (Study 2); 3) Leadership style moderates the relationship between LMX and JE, so that a positive relationship between the variables exists when the manager is perceived to have a high transformational leadership style (Study 3).
LAUNCHING AN AUTHENTIC STARTUP - THE DIFFERING IMPACT OF FINANCIAL CONSTRAINTS ON FIRM EMERGENCE BY HETEROGENEOUS STARTUP CONFIGURATION

Enrique Nunez, Montclair State University

The pursuit of authenticity in launching a startup may be impeded by financial constraints. We examine the role that household income plays in the emergence of Solo, Family-based, and non-family based Team start-ups. Our results indicate that household income does have a significant impact on average firm emergence, as well as on some emergence growth rates, playing an especially significant role for Family firms. Furthermore, we found that household income is not a significant predictor of startup activity completion for Teams, and suggest that these enterprise types may provide a more stable platform on which to launch a startup.

QUID PRO QUO AGREEMENTS BETWEEN UNDERWRITERS AND VENTURE CAPITALISTS

Douglas Miller, Virginia Commonwealth University
Tera Lynn Galloway, Illinois State University

We examine repeat interactions between VCs and underwriters. Past research has suggested that such interactions build trust and may contribute to more equitable treatment of issuing firms. We adopt an alternative perspective and suggest that these repeat interactions are characterized by reciprocal exchanges which create quid pro quo agreements between underwriters and VCs. Our analysis demonstrates that VCs and underwriters interact in order to appropriate greater value from the IPO. We provide a more complete understanding of repeat interactions between the VC and the underwriter by identifying characteristics of the relationship which impact the value of the IPO.

PRESERVING HRM AUTHENTICITY IN SUBSIDIARIES OF MNCS: PRACTICE AND CHALLENGES IN DEVELOPING COUNTRIES

Maja Vidovic, Pennsylvania State University

The main focus of this paper is the exploration of authenticity of HRM practice in subsidiaries of MNCs, the autonomy HR managers in subsidiaries have in shaping this practice, and the strategies they could use as a leverage for higher influence in keeping or regaining their autonomy, and freedom to preserve authenticity. The paper uses both theoretical and empirical angle to assess those topics. The results of the qualitative empirical study from one of the developing countries – Croatia, are analyzed and potential strategies to allow HR managers in MNCs’ subsidiaries a higher influence in preserving their authenticity are discussed.

CRISIS LEADERSHIP COMMUNICATIONS: AN EXPERIENTIAL EXERCISE

Robert R. Albright II, University of New Haven

Perkins(2000) and others have developed crisis leadership strategies that can be used to guide corporate leaders’ actions, and communications, during a time of crisis (e.g. George, 2009). This experiential exercise is designed to provide another effective pedagogical tool to be used in the teaching of crisis leadership. The exercise places participants in the role of having to motivate and direct their work team when the team’s very existence is threatened. Based upon an actual business situation, the exercise allows students to practice developing appropriate messages, and communicating them during the most challenging of times.

DON'T MOVE THE BALL. MOVE THE GOAL POSTS.

Joao Neves, College of New Jersey

The importance of framing in negotiations cannot be understated. Framing and reframing are essential for negotiators to process information, create socially constructed meanings, and help them reach agreement. This exercise examines cost/benefit frames. Negotiators advance different frames in order to evaluate the offer on the table, while the actual proposal is not changed; only late in the case there is a counter-offer and, after additional re-framing, an agreement is reached. Both parties seem to be fighting more about finding an “appropriate frame” that will justify a possible agreement to their constituencies than about the actual level of funding.
**CASE: Cases With Teaching Notes: Strategic Issues**

Facilitator: Chien-Chi Tseng, Morgan State University

**SOARING AMBITIONS AND HARD REALITIES: THE BOEING 787 DREAMLINER AND FLIGHT SAFETY**

David O. Hartman, Quinnipiac University  
Farid Sadrieh, Quinnipiac University

The case follows the situation encountered by several commercial airline companies in which fires occurred in the electrical systems aboard their Boeing 787 Dreamliner aircraft and the difficulties encountered by Boeing and its supply chain in determining the cause(s) as well as devising solutions. The case illustrates Boeing's inability to fully diagnose and correct a serious safety problem in spite of a large expenditure of talent and time. The case also illustrates the difficulties experienced by the FAA in providing meaningful safety oversight in light of a new approach to building aircraft pioneered in this model by Boeing.

**Networking Lunch with Research Table Topics**

Come join colleagues and friends for EAM's Networking Lunch. Discuss research topics, meet up with old friends or make new friends!

**AACSB: Current Issues in AACSB Accreditation**

Facilitator: Stephanie Thomason, University of Tampa

**“INNOVATION, IMPACT, AND ENGAGEMENT” FROM A FACULTY’S PERSPECTIVE: AN EXPLORATORY STUDY**

Bella L. Galperin, University of Tampa  
Farhad Frank Ghannadian, University of Tampa

One of the most notable changes in the new 2013 AACSB standards is the emphasis on three major thematic dimensions in the areas of innovation, impact, and engagement. This paper discusses the findings of an exploratory study that surveyed business faculty on their views of these three areas and provide concrete examples with respect to scholarship, teaching, and service/student involvement. Our preliminary results provide insight into what faculty members are currently doing with respect to the new standards and can assist in the development of a list of criteria to recognize faculty for their achievements.

**Leadership: Leadership Studies in Institutional Settings**

Facilitator: JoDee A. LaCasse, University of St. Thomas

**LEADERSHIP IN BENEDICTINE MONASTERIES: LESSONS FROM AUSTRIA**

Ksenia Keplinger, Johannes Kepler University Linz  
Birgit Feldbauer-Durstmüller, Johannes Kepler University Linz

Benedictine monasteries are represented in many countries and regarded as economically successful, highly stable organizations that have existed for almost 1,500 years. Wise leadership based on the Rule of St. Benedict plays a critical role in the stability of Benedictine organizations. First, this paper describes a new theoretical model of monastic leadership developed on the basis of Schlenker’s accountability theory. Secondly, we conduct a single case study of a Benedictine monastery in Austria to empirically test this model. Finally, we develop some recommendations for the leaders of the monastery to improve the accountability of the members of the community.
EMOTIONAL LABOUR AND BURNOUT: A STUDY OF KOLKATA POLICE

Sumagna Bhownick, Tata Institute of Social Sciences
Zubin R. Mulla, Tata Institute of Social Sciences

Emotional labour means managing emotions in a way which lead to the accomplishment of organizational goals. Unlike, earlier studies, this study predominantly focused on the management of negative emotions. This paper explores the mechanism by which different strategies of emotional labour lead to positive or negative outcomes for individuals. By studying 152 police officers in Kolkata, India, we show that the emotional regulation strategy of deep acting leads to personal accomplishment while surface acting leads to emotional exhaustion and depersonalization. Moreover, we show that negative outcomes of emotional labour can be minimized by enhancing organizational identification and job control.

THE DARK SIDE OF LEADERSHIP: EXPLORATIONS INTO ADDITIONAL ASPECTS OF NEGATIVE LEADERSHIP

Joanne Martinez, Pace University

Despite wide-spread acceptance that negative leadership does exist, understanding and measuring negative leadership behavior and its effects on actors and organizations is limited. This paper explores the effects of negative leadership behavior on the behavior’s target, other subordinate actors and other organizational actors and ultimately the organization. A proposed model of the effects of negative leadership in accordance with the severity of negative leadership behavior and actor proximity to the negative behavior is proposed. This proposal extends existing models and understanding of negative leadership behavior and its effects and suggests further areas for research on the topic.

EMOTIONAL LABOR MATTERS: THE ROLE OF EMOTIONAL LABOR AS A MEDIATOR IN THE RELATIONSHIP BETWEEN EMOTIONAL INTELLIGENCE AND EMPLOYEE ENGAGEMENT.

Mary Pisnar, Baldwin Wallace University
Michelle Foust, Lorain County Community College

A research model investigating emotional labor as a mediator in the relationship between emotional intelligence and employee engagement is developed and tested. The model incorporates the mediating effect of emotional labor defined as deep acting and surface acting, with deep acting positively affecting employee engagement while surface acting negatively effecting employee engagement. The results indicate that emotional labor functions as a partial mediator of the relationship between emotional intelligence and employee engagement.

STAKEHOLDER CONSIDERATIONS AND ACTION ORIENTATION AMONG MANAGERS IN THE MILITARY

Ravi Chinta, Penn State Harrisburg
Melvin F. Hagan Jr., University of Phoenix
Fiona Sussan, University of Phoenix

Regimented experience in the military is believed to train internal managers in the military to focus their attention on internal hierarchical orders with relatively lesser attention given to considerations of outside stakeholders. Data from 102 managers working in U.S. military were used to empirical test the impact of stakeholder considerations on action orientation. Findings show military managers’ perceptions of stakeholders impact their intentions to act. The study also found the perceived strength of the stakeholder attributes had a direct relationship to both intention to take action and timeliness of intended response. The paper concludes with implications for future research.

DOES NATIONAL CULTURE EFFECT ON INTERNATIONAL ENTREPRENEURIAL ORIENTATION BEHAVIOUR- A RESEARCH ON SMES

Bekir Emre Kurtulmus, Istanbul Aydin University
Alev Katrini, Dokuz Eylul University

This paper identifies the role of national culture on the international entrepreneurial orientation behavior of small and medium sized enterprises, operating within volatile business environments. To this end, we conducted regression analysis on the 167 SMEs operating in Turkey. Construct validity is tested in the qualitative phase of the research. The study enhances understanding of the relationship between national culture and international entrepreneurial orientation in turbulent business environments. The findings show that there is a strong relationship between culture of the country and international entrepreneurial orientation of SMEs.

OB&T: Managing Emotions in the Workplace

Facilitator: Pauline Assenza, Western Connecticut State University

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LEVERAGING UNIVERSITY EO TO ENHANCE TECHNOLOGY COMMERCIALIZATION AND REGIONAL GROWTH: DOES PRESENCE IN A VENTURE CAPITAL HUB ENHANCE OUTCOMES?

Sandyha Balasubramanian, University of Massachusetts Lowell
Yi Yang, University of Massachusetts Lowell
Steven Tello, University of Massachusetts Lowell

Entrepreneurial orientation (EO) and its beneficial relationship to firm performance have been examined through a growing stream of research in the entrepreneurship and strategic management literature. But, EO’s implications in other organizational settings including universities remain rather underexplored. We use computer aided text analysis to measure EO as manifested in university president letters and establish its relationship to both university technology commercialization and regional development in top ranking VC investment hubs. These findings have significant managerial implications for higher education administrators and policy makers as universities are emerging as key institutions in generating new knowledge and facilitating regional economic growth.

GENERATIONS OF WORKING FATHERS: CAREER, FAMILY, AND LIFE

Nicholas J. Beutell, Iona College
Scott Behson, Fairleigh Dickinson University

This study addresses a critical gap in the literature since very few management studies on working fathers have been published. Using a cross-sectional design, we investigated work-family variables (conflict and synergy) among working fathers with a child 18 years old or younger for different generational groups: GenY, GenX, and Baby Boomers. Using the theory of generations, we examined levels of work-family conflict, work-family synergy, job pressure, time spent on self, stress, depression, health, and satisfaction. We found generational similarities and differences in the variables under investigation. Implications and directions for future research on working fathers were discussed.

Friday, 1:00pm - 2:30pm in Maestro B

HRM/Careers: Career Issues in the 21st Century

Facilitator: Bishakha Majumdar, Indian Institute of Management Indore

A STUDY ON MENTOR-PROTEGE ASSESSMENTS IN HEALTHCARE INDUSTRY

Sandra Washington, Albany State University
Devi Akella, Albany State University

Mentoring provides ongoing career development, acceleration of leadership development, facilitation of organizational learning and improved retention (Perrone, 2003). There needs to be a good fit between the mentor and mentee to ensure that obstacles are overcome and mentoring is successful. Mentors and mentee protégés must be compatible (Oliver and Aggleton, 2002). This paper examines if there are specific differences between mentor and protégé assessments of the overall effectiveness of the mentoring relationship. The authors adopted the online version of the Management Effectiveness Profile System (MEPS) questionnaire to study a sample of 65 matched mentor and protégé dyads within the United States.

GENDERED CAREER PATTERNS AT MIDLIFE: AN EMPIRICAL STUDY OF THE PARAMETERS OF AUTHENTICITY, BALANCE AND CHALLENGE IN THE KALEIDOSCOPE CAREER MODEL (THE KCM) AMONG WORKERS IN TRANSITION

Lisa A. Mainiero, Fairfield University
Donald E. Gibson, Fairfield University

This study examines variance in the parameters of Authenticity, Balance and Challenge in the Kaleidoscope Career Model (Mainiero & Sullivan, 2005, 2006) by career stage concerning gender differences in midcareer. 744 unemployed individuals in career transition were surveyed to determine gender differences across career stages. The results showed variance in the ABC parameters across career stages, with Balance becoming increasingly important in midcareer, Authenticity rising across all three career stages, and Challenge remaining strong at all times. Women prioritized the Balance parameter more than men, providing support for the KCM’s original tenets that suggested differential Alpha and Beta Kaleidoscope career patterns.

Friday, 1:00pm - 2:30pm in Minuet

ELA: Exercise Design & Organizational Structure

Facilitator: Michael London, Muhlenberg College

FUNCTIONAL VS. DIVISIONAL ORGANIZATIONAL STRUCTURE

Kent D. Fairfield, Fairleigh Dickinson University

Most students new to management and organizational behavior are unfamiliar with issues of organizational structure, and most have little work experience by which to understand it. This engaging exercise gives students a brief experience of what is the difference between a functional and divisional organizational structure. By role-playing as a member of each structure, they can appreciate their virtues and limitations. They also acquire background for related issues, such as inter-group communication, organizational responsiveness, and innovation.

ZITNER'S EGGS: CREATING AN EXPERIENTIAL EXERCISE FROM A STORY IN THE NEWSPAPER

Joseph Seltzer, La Salle University

One can find raw material from which to create experiential activities in a wide range of places. The Zitner Egg Exercise is based on several stories in the local newspaper. Groups have to decide among five alternatives for the future direction of Zitner Chocolate Company. Debriefing includes discussion of the alternatives, issues of leadership and influence, the group process, etc. An interesting feature of this exercise is that it is based on real events, there is an actual outcome. A primary goal of presenting this exercise is to encourage people to create their own experiential activities.
CASE: Cases With Teaching Notes: Entrepreneurial Firms

Facilitator: Jeff Mello, Siena College

GREEN CROSS AND THE GONZALO CO IT STORY
Andrea Santiago, De La Salle University
Fernando Martin Yan Roxas, Asian Institute of Management

This case is a story of Gonzalo Colt, founder of Gonzalo Laboratories. The eldest of five siblings, he welcomed his siblings to work in the business that he established. As fate would have it, he was not only eased out of the business, his contributions to the company were wiped out when he acceded to change the form of ownership from single proprietorship into a corporation. In a situation of “he says”, “they say”, the published conflict leaves the public to wonder how the family will resolve their disagreements even if both parties insist that their respective stories are true.

PARSONSFIELD
Priscilla Elsass, Clark University

This case describes the evolution of an Americana folk/rock band that began when the band members met in college. It is based upon secondary sources such as press coverage and the band’s website, but draws primarily upon an interview conducted with three of the band members in the fall of 2013. It is designed for undergraduate students interested in following an entrepreneurial career, particularly in the arts, but addresses more generally the issues of following one’s passion and the risks and trade-offs that are inherent in all career decision making.

THE LITTLE MARKET THAT DID
Susan M. Bosco, Roger Williams University
Diane M. Harvey, Roger Williams University
Fabio Bicho, Roger Williams University
Holly Mitton, Roger Williams University

The saga of the Little Market took place over a period of months during which there was significant upheaval in the privately owned long-successful business. The problems which drew in a broad range of stakeholders: employees, customers, government officials, and suppliers. In an unheard of chain of events, non-unionized workers and managers engineered a change in the top management of the company. This case draws upon secondary sources and personal knowledge. It addresses a broad panoply of management issues. For this reason, it would be appropriate for use in Introduction to Business, Management Principles, and Organizational Behavior.
RETHINKING STRATEGY IN HIGHER EDUCATION: LIBERAL ARTS COLLEGES AND THE SEARCH FOR SUSTAINABLE COMPETITIVE ADVANTAGE IN THE DIGITAL AGE

Stephen G. Bragaw, Sweet Briar College

American higher education is in crisis, as divergent fiscal, financial, social, and technological forces put increasing pressure on the basic business models of liberal arts colleges. Costs and student indebtedness have dramatically increased. Technology raises concerns over disruption and unbundling. How should colleges react? This article focuses on the challenges facing liberal arts colleges, analyzing from the perspective of Michael Porter’s “five forces” and “What is Strategy?” Liberal arts colleges need to rethink the fundamental assumptions of their strategic thinking, placing their strategic concerns within the hard choices of defining and acting on the advantages their individual institution faces.

OB&T: Effects of Personality and Mood on Positive Outcomes

Facilitator: Paul Vincent Martorana, Hofstra University

DIFFERENTIATING ENTITLEDS AND BENEVOLENTS IN SUPPORT FOR NEED-BASED DISTRIBUTIONS

Kimberly K. Merriman, University of Massachusetts Lowell
Steven M. Farmer, Wichita State University
John Maslyn, Belmont University

We extend application of the equity sensitivity construct beyond the workplace to examine its predictive usefulness within a need-based distributive domain. Tendency to socially compare is conceived as a moderator of the characteristic responses to inequity associated with the Benevolent and Entitled regions of the equity sensitivity continuum. We contend that social comparison in the context of need-based distributions reduces perceptions of overreward derived from ostensibly receiving something for nothing. Conversely, focusing more squarely on oneself increases perceptions of overreward by directing attention to absolute rather than marginal value. Implications for research and communication of need-based policies are discussed.

TO BE OR NOT TO BE AUTHENTIC - WHAT SHOULD NARCISSISTS DISCLOSE TO A VIRTUAL TEAM?

Jeffrey Paul Wehrung Sr., Black Hills State University

Virtual teamwork is becoming increasingly common, with coworkers often building their initial relationships through online interactions such as social media. This paper examines whether authentic disclosure of narcissistic tendencies, inflated self-views and perceived entitlement, positively or negatively affect coworker perceptions of an employee’s warmth and competence. I find that disclosure of an employee’s inflated self-views and entitlement not only influence perceptions of the employee, but have an indirect effect on the extent of discretionary benefits that an employee receives from their coworkers. This research suggests that narcissistic employees should be judicious in what information they disclose through social media.

MED: Core Issues in Modern Teaching

Facilitator: Stephen C. Betts, William Paterson University

AUTHENTICITY MATTERS MORE THAN INTELLIGENCE AND PERSONALITY IN PREDICTING METACOGNITION

Dan S. Chiaburu, Texas A&M University
Inchul Cho, Texas A&M University
Richard Gardner, Brigham Young University

Metacognition – or learning how to learn – is an important competence in business and academic settings. We tested a model connecting (a) general mental ability (GMA) and (b) five-factor model (FFM) personality traits with individuals’ metacognition. Based on a sample of 174 individuals, we found that while metacognition is not predicted by general mental ability (GMA), it is positively predicted by two of the five-factor model personality traits, conscientiousness and extraversion. More importantly, we posited that (c) individuals’ authenticity – in the form of (low) self-alienation – will enhance metacognition, over-and-above the previously-mentioned predictors.

DROP OUT RATE IN ONLINE AND CAMPUS EDUCATION: AN EMPIRICAL STUDY IN UNIVERSITY CAMPUS

Weichu Xu, East Stroudsburg University of Pennsylvania
Mary T. Rogers, Framingham State University

Here we explore how student factors impact on dropout and how this effect is different between online and campus education. Comparing online education and its students with traditional campus education, we present several hypotheses on the relationship among different student factors impact on dropout rate in general and the differences between the effect of student factor on online and campus education. The results show that GPA, time management skills and motivation are negatively associated with dropout and students dropped out of online class have higher GPA, better time management skills and higher motivation than students dropped out of campus education.

UNINTENTIONAL EXCLUSION: TEACHING ACROSS SOCIAL CLASS BOUNDARIES

Miriam Plavin-Masterman, Worcester State University
Elizabeth Siler, Worcester State University

To be successful in college, students must demonstrate academic ability, understand instructors’ expectations, and apply skills to those expectations. This article uses empirical data from student and faculty surveys and student information sheets/questionnaires to examine the gaps between faculty members’ expectations and students’ expectations. We find disconnects between faculty and student perspectives, and explore the contributions of cultural capital and habits to classroom expectations. We argue that our students may hold a different habitus from traditional college students, since many are first-generation college students and/or of low socio-economic status, and that faculty teaching across class boundaries may be unintentionally exclusionary.
Facilitator: Joe Sprangel Jr., Mary Baldwin College

HOW EFFECTIVELY DO TRADING PARTNERS PREDICT A COUNTRY’S CPI? AN EXPLORATORY ANALYSIS
John D. Keiser, SUNY, Brockport

Using Social Comparison Theory (Festinger, 1954) as a framework, this research addresses whether one can predict a country’s ethical culture (as measured by Transparency International’s Corruption Perceptions Index score, {CPI}) by comparing its CPI score to those of its primary trading partners. Results supported the hypotheses finding a correlation between the ethical climates of countries with the ethical climates of their trading partners. More interestingly, import trading partner countries were found to be a better predictor of CPI scores than that of export trading partner countries. However, modest R-square values temper the findings of this research.

MAKING SUSTAINABILITY SUSTAINABLE
Gerard Farias, Fairleigh Dickinson University
Christine M. Farias, Strayer University

We challenge the idea of framing sustainability as an opportunity for business. We take the position that sustainability is a moral imperative. The sustainability as opportunity frame implies that it is a choice. We argue that the traditional approaches to sustainability manifested in the triple bottom line and the business case are deeply flawed. They provide the opportunity to managers to opt out of sustainability initiatives if the business case is not proven. We advocate a values, commitment and responsibility driven approach to sustainability as a means to making sustainability sustainable. We propose self-imposed constraint based approach to sustainability.

MODELING, ASSESSING AND BENCHMARKING ECO-EFFICIENCY OF FRENCH FIRMS: A NON-PARAMETRIC APPROACH
Nathalie Phoebe Montargot, Sup de Co La Rochelle
Bechir Ben Lahouel, ESSEC Chaire Of Change
David Autissier, IAE Eiffel - IRG

This paper addresses the issue of assessing eco-efficiency when good and undesirable outputs are jointly produced. We propose that eco-efficiency can be decomposed into two parts: resource efficiency and ecological efficiency. We provide a conceptual framework based on Data Envelopment Analysis (DEA) approach in order to measure and benchmark eco-efficiency. The study is conducted between 2011 and 2012 using real data from 17 French firms.
We find that eco-efficiency is closely related to environmental efficiency and that company size, expressed in terms of turnover and number of employees, is inversely related to eco-efficiency scores.
Outside Magazine.

news reports of AZ Central.com, Wildfire Today, Fox News and Commission Report (December 4, 2013), and data from investigative Report (September 23, 2013), The State of Arizona's Industrial case is based on State of Arizona's Serious Accident Investigation perspective of the Vroom-Yetton (1973) decision making model. The time information. The decision making process is examined from the changing environment and the availability/nonavailability of real-the team decided to adjust their role within the context of a rapidly land firefighting and structural firefighting. The case examines how This is a teaching case about a firefighting team with dual roles: wild

Drew S. Debrey, St. Ambrose University

This is a teaching case about a firefighting team with dual roles: wild land firefighting and structural firefighting. The case examines how the team decided to adjust their role within the context of a rapidly changing environment and the availability/nonavailability of real-time information. The decision making process is examined from the perspective of the Vroom-Yetton (1973) decision making model. The case is based on State of Arizona’s Serious Accident Investigation Report (September 23, 2013), The State of Arizona’s Industrial Commission Report (December 4, 2013), and data from investigative news reports of AZ Central.com, Wildfire Today, Fox News and Outside Magazine.
**INCREMENTAL AND RADICAL CREATIVITY: DRIVERS, MEDIATORS AND MODERATORS**

Muhammad Abdur Rahman Malik, Lahore University of Management Sciences  
Arif N. Butt, Lahore University of Management Sciences

This paper challenges three assumptions currently prevailing in reward - creativity research, i.e. conceptualizing creativity as unidimensional construct, considering reward - creativity relationship as a black box, and studying only the direct effects of rewards on creativity. Results achieved through a study of 260 employee supervisor dyads, show that intrinsic rewards produce radical creativity, whereas extrinsic rewards trigger incremental creativity. Results further show that rewards – creativity relationship is mediated through enjoyment in activity, and is moderated by organizational climate. The study guides managers about how to use extrinsic and intrinsic rewards to trigger specific types of creative behaviors.

**VIRTUAL WORK: ADDRESSING CHALLENGES WITH FIELD-BASED SOLUTIONS**

Aparna Krishnan, Georgia State University  
Julia Eisenberg, Pace University

In this paper, we first review existing literature to identify the challenges of virtual work. We then proceed to examine the ways in which Fortune’s ‘Best Places to Work-2014’ have addressed these challenges. We do so by synthesizing publicly available employee testimonials and qualitative comments from the Fortune survey. This, in turn, helps inform our research question and forms the basis of our next proposed study and hypotheses. Our study advances the field of research related to virtual work by analyzing challenges, solutions, and proposing hypotheses to be tested in our follow up study as well as highlighting research opportunities.

**INTEGRATING ELDERCARE & WORK: THE LIVED EXPERIENCE OF EMPLOYED CAREGIVERS**

Lisa Calvano, West Chester University of Pennsylvania  
Nicole Whitaker, West Chester University of Pennsylvania

Due to demographic and public policy trends, eldercare is emerging as an important human resource management issue. Yet, research on the relationship between eldercare and work is limited and the results are inconclusive. This study aims to broaden our understanding of how employed caregivers integrate the two roles by using a phenomenological research approach and grounded theory methods. By exploring and interpreting the day-to-day experience of employed caregivers, we hope to make a case for why organizations should respond to the eldercare needs of their employees in an authentic and caring way that goes beyond compliance with the law.

**EFFECT OF SELF-EFFICACY ON USAGE INTENTION OF MOBILE ERP: A STRUCTURAL EQUATION ANALYSIS OF TRADITIONAL-ERP ORGANIZATIONS**

Mousa Albashrawi, University of Massachusetts Lowell  
Lauren A. Turner, University of Massachusetts Lowell  
Atthaphon Mumi, University of Massachusetts Lowell

Mobile ERP is a new phenomenon emerging in the realm of Enterprise Resource Planning (ERP). ERP is business software that integrates core business functions into a single system. Hence, mobile ERP can carry out these functions on the move to increase operational efficiency. The updated IS success model, employed in this study as a theoretical framework, encompasses system quality, information quality and service quality. These factors are examined to provide a deeper understanding of mobile ERP among regular-ERP firms. However, the objective of this paper is to investigate firms’ intention to use mobile ERP under the effect of self-efficacy.

**ANTECEDENTS OF CAREER DISRUPTION FOR PERSONS WITH DISABILITIES: MODERATING EFFECTS OF GENDER AND CHILDDHOOD DISABILITY ONSET**

Dongkyu Brian Kim, Ivey Business School  
Alison M. Konrad

This study examines antecedents of career disruption in a national sample of workers with disabilities (n = 5,331). Findings indicated that perceived career disruption is positively associated with barriers, specifically disability severity and physical barriers outside of the workplace. Career disruption is negatively associated with receipt of support, specifically, number of family members. Career disruption is also negatively associated with skills utilization on the job. Female gender and childhood disability onset were significant moderators, supporting the hypothesis that women and workers with childhood disability onset are more vulnerable to career detachment in the face of barriers and lack of support.
CLARIFYING THE FORMS OF SOCIAL CLASS: ARE WE MISSING SOMETHING?
Nicole C. Jones Young, University of Connecticut

Social class is a multidimensional construct that describes individuals’ possession of three forms of capital: economic, social, and cultural, and their subjective social rankings relative to others. Despite its proven relevance within the workplace, because of the multidimensional nature of social class, researchers may experience a lack of clarity when investigating these relationships. Using previously determined indicators of each form of capital, I clarify the multidimensional nature of social class. Results of this study highlight that while some factors clearly indicate one form of capital, many are representative of multiple forms, which may result in construct confusion.

Friday, 4:15pm - 5:30pm in Maestro B
International: Value Creation in International Business

Facilitator: Karen Druffel, Framingham State University

MULTINATIONALITY AND PERFORMANCE: THE CASE OF TURKISH FIRMS
Nejat Capar, Meliksah University
Ravi Chinta, Penn State Harrisburg

The majority of earlier studies that examined the effect of multinationality on performance have found a positive relationship. However, an important shortcoming to date is that previous studies are entirely based on firms from developed countries, and the U.S. in particular. The current study has examined this relationship from a sample of Turkish firms. Both linear and curvilinear effects of multinationality on the performance of 296 Turkish firms from eight industries were examined. Results show that there is no significant relationship between multinationality and performance, contrary to earlier studies. Implications and future research directions are discussed.

Friday, 4:15pm - 5:30pm in Orchestra
CASE: Cases With Teaching Notes: Finance and Accounting

Facilitator: Iris A. Billy, Medgar Evers College, CUNY

NAPARIMA COMPANY LIMITED: BEYOND THE FINANCING CRUNCH
Anthony Roger Bowrin, Saginaw Valley State University
Stacie Krupp, Saginaw Valley State University
Lawrence Kickham, Saginaw Valley State University

Naparima Company Limited (NCL) was a family-owned importer and wholesaler of grocery and household products in Trinidad and Tobago, West Indies. Due to a number of factors including increasing competition following the implementation of trade liberalization policies by the government of Trinidad and Tobago, and the recent death of its founding CEO, the company had fallen on hard times. It faced a dilemma as its longstanding banker, First Republic Bank (FRB), had called its outstanding loans of $1.412 million to NCL and given the company 90 days to repay all sums outstanding plus accrued interest to the settlement date.

Friday, 5:30pm - 6:30pm in Symphony Ballroom
All EAM Awards

Join us as we recognize the recipients of our annual EAM awards.
Friday, 6:30pm - 7:30pm in Symphony Ballroom

- EAM Distinguished Author Presentation-
"The New Global Leaders" - William George, Senior Fellow and Professor of Management Practice at Harvard Business School, former Chair and Chief Executive Officer of Medtronic

Harvard Business School’s Bill George presents his work on the new global leaders, along with his concept of Global Intelligence (GQ). He will also lead a discussion on how global leaders should be developed to prepare them for complex global leadership roles. His presentation will include examples of what major global companies are doing to develop their leaders, and individual examples of these leaders.

Bill George is a Senior Fellow at Harvard Business School, where he has taught leadership since 2004, and is the former Chair and Chief Executive Officer of Medtronic. He is the author of four best-selling books: Authentic Leadership, True North, Finding Your True North, and 7 Lessons for Leading in Crisis. Professor George is faculty chair of HBS’s executive education program Authentic Leadership Development and co-chair of Leading Global Enterprises.

He joined Medtronic in 1989 as President and Chief Operating Officer, was Chief Executive Officer from 1991-2001, and Chairman of the Board from 1996 to 2002. Earlier in his career, he was an executive with Honeywell and Litton Industries and served in the U.S. Department of Defense. Mr. George currently serves as a director of ExxonMobil, Goldman Sachs, Mayo Clinic, and also recently served on the board of Novartis and Target. He is a director of Minnesota’s Destination Medical Center Corporation, World Economic Forum USA, and the Guthrie Theater.

In April 2014 the Franklin Institute awarded Bill the 2014 Bower Award for Business Leadership. He was elected to the National Academy of Engineering in 2012. He has been named one of “Top 25 Business Leaders of the Past 25 Years” by PBS; “Executive of the Year-2001” by the Academy of Management; and “Director of the Year-2001-02” by the National Association of Corporate Directors. Mr. George has made frequent appearances on television and radio and his articles have appeared in Wall Street Journal, New York Times, Fortune, Harvard Business Review, and numerous publications.

Mr. George received his BSIE with high honors from Georgia Tech, his MBA with high distinction from Harvard University, where he was a Baker Scholar. He has received honorary PhDs from Georgia Tech, Mayo Medical School, University of St. Thomas, Augsburg College, and Bryant University. During 2002-03 he was professor at IMD International and Ecole Polytechnique in Lausanne, Switzerland, and executive-in-residence at Yale School of Management in 2003.

Friday, 6:30pm - 7:30pm in Symphony Ballroom

- EAM Distinguished Author Presentation -

Friday, 7:30pm - 8:30pm in Overture Reception Area

Presidential Reception
(heavy hors d'oeuvres will be served)

Please join us following our Distinguished Author Presentation for conversation at our reception. Heavy hors d’oeuvres will be served.

Friday, 7:45pm - 9:30pm in Rhapsody

Mid-Career and Senior Faculty Consortium

Chairs:
Sandra Morgan, University of Hartford
Joseph Seltzer, La Salle University
Joan Weiner, Drexel University

Focusing on the challenges and opportunities of an academic career, please join us for a session discussing issues and challenges for midcareer and senior faculty. Just as the Junior Faculty consortium focuses on helping our newest colleagues juggle multiple demands as they make the transition into the academic world, there are many similar challenges facing those at mid-career and as senior faculty. 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 or into retirement, this consortium is a beginning step in helping midcareer and senior faculty develop their own "six year plans" for the future. The end isn't a tenure decision but perhaps a new way of looking at and answering "what next?"

Friday, 8:00pm - 11:00pm in Standing O!

Conversation & Collegiality

Please come join us in this informal gathering to chat with colleagues. A cash bar will be available.
Saturday, May 9

Saturday, 7:30am - 8:30am in Overture Reception Area
Continental Breakfast

Saturday, 7:30am - 8:30am in Rhapsody
Program Committee Breakfast
By invitation only.

Saturday, 8:30am - 9:45am in Aria A
Ethics/CSR/Sust.: Agreement, Authenticity and Entitlement
Facilitator: Naveed Saif V, Gomal University

A CAUSAL ATTRIBUTIONAL MODEL OF ORGANIZATIONAL AUTHENTICITY IN CORPORATE SOCIAL RESPONSIBILITY ACTIVITIES
Ceylan Cizmeli, SUNY Oswego
Barry A. Friedman, SUNY Oswego
There is a growing interest in Corporate Social Responsibility (CSR) programs by organizations and current evidence suggests that organizational authenticity is the key factor for developing successful CSR initiatives and achieving trust-based relationships with stakeholders. However, little is known about stakeholders’ response to CSR initiatives. The present study aims to build and expand on prior research by using attribution theory to examine how perceptions of authenticity in CSR activities are formed by stakeholders, and inform corporations’ management practices.

ETHICAL DECISION MAKING AND THE IMPACT OF PSYCHOLOGICAL ENTITLEMENT
Stephanie Thomason, University of Tampa
Amy Brownlee, University of Tampa
The present study examines whether individuals with high levels of psychological entitlement are more likely to make less ethical decisions than those with opposing characteristics. To assess ethical decision-making comprehensively, we use the Multidimensional Ethics Scale (Reidenbach & Robin, 1990) and the Subordinate Influence Ethics Scale (Ralston & Pearson, 2010). Results provide support for the use of the Psychological Entitlement Scale (Campbell et al., 2004; PES) in the prediction of a variety of ethical decision-making scenarios and actions. Theoretical and practical implications are discussed.

Saturday, 8:30am - 9:45am in Concerto A
OB&T: Leadership Influences on Performance and Integrating the Field of Management
Facilitator: William G. Obenauer, Rensselaer Polytechnic Institute

CORPORATE ENTREPRENEURIAL ORIENTATION, CEO CAREER VARIETY, AND FIRM PERFORMANCE
Alka Gupta, Lynchburg College
Vishal K. Gupta, SUNY Binghampton
Extant research has shown that firms with high levels of entrepreneurial strategic orientation perform better than those firms that are more conservative. The present research uses insights from the upper echelons literature to introduce top executive career variety as moderator in the EO–performance relationship. A theoretically derived research model is empirically validated by means of multisource secondary data for large publicly traded American firms. Findings indicate that high-variety CEOs strengthen the EO-performance relationship, and this relationship is stronger in dynamic environments.

MCGREGOR’S THEORY X AND THEORY Y AND PERFORMANCE: A MULTILEVEL MULTISOURCE ANALYSIS
Leanna Lawter, Sacred Heart University
Richard Kopelman, Baruch College, CUNY
David Prottas, Adelphi University
McGregor’s Theory X/Y has been an influential theory in Organizational Behavior; however the impact of X/Y attitudes on job performance has never been found. The present research distinguishes between X/Y attitudes and X/Y behaviors, and employs a multilevel, multisource design to examine performance effects. As predicted, managerial X/Y behaviors fully mediated the relationship between managerial X/Y attitudes and job performance at both individual and group levels. Whereas prior X/Y performance-related studies found no results (mean correlation being r = -0.04), the present research found a strong association (r = .54). Limitations, practical implications, and suggestions for future research are provided.
The scholarly management literature is highly differentiated into schools, paradigms, and theories that address different questions about management topics across a range of domains and levels of analyses. Previous attempts to integrate this diverse field are not well integrated themselves and need updating to reflect recent knowledge and theoretical advances. This paper uses the classic journalist’s questions - and the logic of Donald Campbell and Stephen Hawking - to develop a series of five alternative templates for integrating the field of management scholarship as well as a grand meta-map for stitching them together both cross-sectionally and longitudinally.

AUTHENTIC ESTIMATION: AN EXPLORATORY STUDY OF GLOBAL PROJECT MANAGEMENT PRACTICES
Paul S. Szwed, Massachusetts Maritime Academy
Enhancing the authenticity of expert judgment is a viable means to improve managerial judgment. This study explored the current state-of-the-practice for using expert judgment in project management. A descriptive survey method was used and it confirmed the use of expert judgment is widespread in project management and that expert judgment is predominantly obtained without a pre-defined, structured process. These results indicate that a literature-informed and widely-shared set of guidelines will help project management professionals improve their usage of expert judgment and, thus, improve the success of the projects they manage.

ENCOURAGING SUSTAINABILITY IN TRANSITIONAL ECONOMIES: PERSPECTIVES FROM SENSEMAKING THEORY
Kiran Ismail, St. John's University
Utilizing sensemaking theory, this paper proposes a conceptual framework to provide insights with respect to enhancing focus on sustainability initiatives in the context of transitional economies. The unique idiosyncrasies of the institutional environment of transitional economies are identified; sensemaking literature is utilized to draw propositions along the dimensions of the three stages of the sensemaking process: enactment, selection, and retention, in order to identify factors that are likely to motivate the new generation of business leaders in transitional economies to undertake greater levels of sustainability initiatives in leading their organizations. Practical and research implications of the framework are also discussed.

ORGANIZATIONAL SOCIALIZATION AND ASA PROCESSES: AN INTEGRATIVE MODEL OF PROACTIVITY
Johnna Capitano, Drexel University
Jaclyn Margolis, Drexel University
Jonathan Ziegert, Drexel University
The goal of this research is to build on theory and empirical evidence of bottom-up and top-down processes in organizations using proactivity as the mechanism. By simultaneously examining ASA and organizational socialization effects, we integrate the two perspectives to propose more nuanced hypotheses of proactive behavior in work groups.

How will the future of management education be different from today? What transformations or evolutions will tomorrow's leaders face? What does this mean for business schools today? Accreditation explores these questions and others in defining the vision for management education and shapes the role that management and management education will play in society. This session will expose you to a discussion with experts of what management education will look like in the future.

This proposed symposium/workshop hybrid will discuss the uses of music in the management classroom. In an interactive format designed to engage panelists with their EAM colleagues in the audience, we plan to share ideas about the many ways in which music can enhance the teaching and learning process. We will also explore contextual factors that can limit the effectiveness and appropriateness of music as a pedagogical tool, and provide recommendations for addressing these factors. Our goals are to increase participants’ knowledge about the advantages of incorporating music into their courses and to give them resources and best practices for implementation.

Past studies of firm failures tend to focus on antecedents of firm failures. Though these studies have provided insights into the causes of firm failures, the research stream has not explored how causes of failures vary over time. That is, the studies provide static snapshots of failures, but do not allow us to assess how the causes of failures may change with context. This paper examines the financial crisis within the banking industry to show that the antecedents of failure during the crisis were different than the antecedents of failure prior to the crisis.
WHY AND HOW DO MULTI-MARKET RIVALS COOPERATE?
Burak Konduk, University of North Georgia
This paper develops and tests a theory that explains what motivates multi-market rivals to cooperate and highlights the emergent nature of that motive and of mutual forbearance strategy. Results demonstrate that the process of competition motivates a pair of rival passenger airline carriers to re-direct their ability to deter and predict competitive conduct that derives from their multi-market contact and norms of rivalry to cooperation when they experience performance failure.

Satuday, 9:45am - 11:00am in Concerto A
OB&T: Do You Believe in ‘Us’? Actions for the Organization
Facilitator: Thomas Kernodle, SUNY Empire State College

COLLECTIVE EFFICACY, AGENCY THEORY AND SPORT TEAMS: A CONCEPTUAL ANALYSIS
Roger St. C Brown, Northwestern Oklahoma State University Ankur Prakash Nandedkar, Cameron University
Self-efficacy, which is an individual’s belief in their abilities, has been widely researched topic in organizational behavior. However, the research on collective efficacy, a similar concept described at the team level, has been limited. In this conceptual paper, we integrate collective efficacy with agency theory to hypothesize about behavior of players in sports team. We argue that the potential relationship between player’s collective efficacy and their behavior is moderated by the strength of situation. Limitations and future research directions are also discussed.

ORGANIZATIONAL CITIZENSHIP BEHAVIOR: AN EMPIRICAL EXAMINATION OF ITS DIMENSIONS
Thomas Kernodle, SUNY Empire State College
The purpose of this paper is to examine the dimensions of Organizational Citizenship Behavior (OCB). There has been a great deal of disagreement as to how many dimensions should comprise OCB and what they should be. Through Exploratory Factor Analysis (EFA), it was revealed that the dimensions of Helping Behavior and Sportsmanship might be measuring similar behavior. EFA also revealed that the dimensions of Civic Virtue and Self Development are measuring the same behavior and should be treated as one single dimension. This paper offers explanations of the findings, as well as a new set of dimensions to measure OCB.

Saturday, 9:45am - 11:00am in Concerto B
AACSB: Building from the Bottom; Defending from the Top
Presenter: Laurie L. Levesque, Suffolk University
Hear the lessons learned from a Business School that engaged in a bottom-up approach to undergraduate curriculum design leading to the integration of business core and general education requirements, woven together by four overarching themes. This required new collaborations, revised assumptions about the role of foundational courses, and strategies that leveraged enthusiastic partnerships and an unapologetic BATNA. This session will focus on curriculum design processes and effective politics of shared design, oversight, and implementation.

Saturday, 9:45am - 11:00am in Maestro A
International: Organizational Attributes and Complexity in Chinese State-Owned Firms
Facilitator: Weichu Xu, East Stroudsburg University of Pennsylvania

ORGANIZATIONAL ATTRIBUTES AND RESPONSE TO INSTITUTIONAL COMPLEXITY: EVIDENCE FROM PUBLICLY-TRADED CHINESE STATE-OWNED FIRMS IN HONG KONG
Yifan Wei, University of Illinois at Urbana-Champaign
What are the organizational attributes that could influence organizational response to institutional complexity? Building on core ideas from organizational imprinting and ownership, I suggest two important organizational attributes: intersecting imprinting and motivation of heterogeneous owners. Empirically, I examine the variation in board composition of Chinese state-owned firms listed in Hong Kong stock exchange market. It is found that state-owned firms with shorter listing time relative to their age tend to increase the ratio of non-state to state director. Besides, compared to locally-owned state firms, centrally-owned state firms are more motivated to have higher ratio of non-state to state directors.
FAB LABS AND NEW VENTURE CREATION: A CONCEPTUAL PERSPECTIVE

Kristin Backhaus, SUNY New Paltz

Fab labs have been established as a means of providing widespread access to digital fabrication and technological innovation. These labs contain design software and prototyping equipment, including 3-D printers, and offer support, training and networking to spur innovation. Seen as a potential engine for economic growth, fab labs are growing in number and momentum. By applying entrepreneurship literature to the fab lab phenomenon, this paper explores the potential for fab labs to contribute to economic growth. In particular, the paper examines characteristics of both the fab labs and their users as they relate to the likelihood of new venture creation.

THE ROLE OF PERSONALITY IN MAKING SENSE OF ENTREPRENEURIAL OPPORTUNITIES

Elizabeth A. McCrea, Seton Hall University

Entrepreneurship entails high levels of uncertainty and ambiguity stemming from limited data and from difficulties in interpreting the scarce data that are available. This article investigates how nascent entrepreneurs can use various forms of sensemaking to create an interpretive framework for the sensemaking process: analytic (a structured, logical approach based on the rational assessment of data), intuitive (relying on internal instincts) and interactive (based on consultations, mentoring and discussion). Several propositions are developed regarding how an entrepreneur’s experience and personality traits can influence which of these three approaches is most apt. Implications for practitioners, instructors and researchers are included.

EAM Business Meeting

Please attend and become involved with the running of your Eastern Academy of Management.
### EAM Schedule at a Glance

**Wednesday, May 6, 2015**

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<th>Time/Room</th>
<th>MAESTRO A</th>
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<td>8:30 – 10:00 am</td>
<td>Junior Faculty Consortium Room: Assembly E</td>
<td>Doctoral Student Consortium Room: Assembly F</td>
<td>EAM Board of Governors Meeting Room: Rhapsody</td>
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<td>Writing Compact Cases</td>
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| 10:15 – 11:45 am | Junior Faculty Consortium Room: Assembly E | Doctoral Student Consortium Room: Assembly F | EAM Board of Governors Meeting Room: Rhapsody | | | | How to Create Significant Learning Experiences Using Cases | ELA Design Studio: How to Create an Experiential Exercise From Scratch!
| 12:00 – 1:30 pm | Building Project Management Competence through Education, Teaching and Research | Leadership: Innovative Tools to Enhance Leadership Aspects | Ethics/CSR/Sust.: Responsible Behavior | AACS: 2013 AACS Standards | OB&T: The Role of Organizational Support for Employee Well-being | Strategy: Strategically Managing Customer Perception and Experience | CASE: Embryo 1 | ELA Design Studio: How to Develop Teaching Notes to Accompany an Experiential Exercise |
| 3:15 – 3:30 pm | | | | | | | |
| 3:30 – 4:30 pm | Writers Workshop: Ethics/CSR/Sus 1, Leadership, HRM/Careers, MED/TECH/IM | Writers Workshop: OB&T, Strategy, WIP | Writers Workshop: Entrepreneurship, Ethics/CSR/Sus 2, Current Issues | | | | CASE: Business Case Competitions: Direct and Indirect Impacts |
| 4:30 – 6:00 pm | | | | | | | EAM Distinguished Scholar Speaker Series – Symphony Ballroom |

"Resonant Leadership Through Emotional Intelligence: Inspiring Us To Be Our Best" - Richard Boyatzis, Distinguished University Professor, Case Western Reserve University

**Thursday, May 7, 2015**

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| 10:15 – 11:45 am | Junior Faculty Consortium Room: Assembly E | Doctoral Student Consortium Room: Assembly F | EAM Board of Governors Meeting Room: Rhapsody | | | | Strategy: Strategically Managing Customer Perception and Experience | CASE: Embryo 1 |
| 12:00 – 1:30 pm | Building Project Management Competence through Education, Teaching and Research | Leadership: Innovative Tools to Enhance Leadership Aspects | Ethics/CSR/Sust.: Responsible Behavior | AACS: 2013 AACS Standards | OB&T: The Role of Organizational Support for Employee Well-being | CASE: Embryo 2 | ELA Design Studio: How to Develop Teaching Notes to Accompany an Experiential Exercise | ELA: Best Experiential Exercise |
| 3:15 – 3:30 pm | | | | | | | | |
| 3:30 – 4:30 pm | Writers Workshop: Ethics/CSR/Sus 1, Leadership, HRM/Careers, MED/TECH/IM | Writers Workshop: OB&T, Strategy, WIP | Writers Workshop: Entrepreneurship, Ethics/CSR/Sus 2, Current Issues | | | | CASE: Business Case Competitions: Direct and Indirect Impacts |
| 4:30 – 6:00 pm | | | | | | | EAM Distinguished Scholar Speaker Series – Symphony Ballroom |

"Resonant Leadership Through Emotional Intelligence: Inspiring Us To Be Our Best" - Richard Boyatzis, Distinguished University Professor, Case Western Reserve University

**All Conference Welcome Networking Reception (Heavy Hors D’oeuvres) - Overture Reception Area**

6:00 – 7:00 pm

7:00 – 9:00 pm

8:00 – 11:00 pm
<table>
<thead>
<tr>
<th>Time/Room</th>
<th>Panel</th>
<th>Case</th>
<th>ORCHESTRA</th>
<th>ARIA</th>
<th>CONCERTO A</th>
<th>MAESTRO B</th>
<th>ARIA B</th>
</tr>
</thead>
<tbody>
<tr>
<td>8:30 – 10:00 am</td>
<td>Continental Breakfast</td>
<td>CASE</td>
<td>Breakfast &amp; Member Meeting</td>
<td>7:30 – 8:30 am</td>
<td>Overture, Reception Area</td>
<td>CASE</td>
<td>Breakfast &amp; Member Meeting</td>
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<tr>
<td>10:00 – 10:15 am</td>
<td>HRM/Careers: HP: EnDisabling Women in Ownership</td>
<td>ARIA</td>
<td>International: Foreign Direct Investment, Export and Technology</td>
<td>7:30 – 8:30 am</td>
<td>Overture, Reception Area</td>
<td>ARIA</td>
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<tr>
<td>10:15 – 11:45 am</td>
<td>Leadership: Institutional Funding</td>
<td>MAESTRO B</td>
<td>Strategic: Strategic Alliances</td>
<td>7:30 – 8:30 am</td>
<td>Overture, Reception Area</td>
<td>MAESTRO B</td>
<td>Strategic: Strategic Alliances</td>
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<tr>
<td>11:45 am – 1:00 pm</td>
<td>Leadership: Strategic Issues in Academic Organisations</td>
<td>ARIA</td>
<td>International: Global Strategic Alliances</td>
<td>7:30 – 8:30 am</td>
<td>Overture, Reception Area</td>
<td>ARIA</td>
<td>International: Global Strategic Alliances</td>
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<tr>
<td>1:00 – 2:30 pm</td>
<td>Leadership: Leadership Studies in Institutional Settings</td>
<td>ARIA</td>
<td>International: International Education</td>
<td>7:30 – 8:30 am</td>
<td>Overture, Reception Area</td>
<td>ARIA</td>
<td>International: International Education</td>
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<td>2:45 – 4:15 pm</td>
<td>Entrepreneurship: Career Issues in AACSB Region</td>
<td>MAESTRO B</td>
<td>International: Global Strategic Alliances</td>
<td>7:30 – 8:30 am</td>
<td>Overture, Reception Area</td>
<td>MAESTRO B</td>
<td>International: Global Strategic Alliances</td>
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<td>4:15 – 5:30 pm</td>
<td>AACSB: The Authentic Business Executive</td>
<td>ARIA</td>
<td>International: International Education</td>
<td>7:30 – 8:30 am</td>
<td>Overture, Reception Area</td>
<td>ARIA</td>
<td>International: International Education</td>
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<tr>
<td>5:30 – 6:30 pm</td>
<td>AACSB: Enhancing and Measuring Impact</td>
<td>ARIA</td>
<td>International: International Education</td>
<td>7:30 – 8:30 am</td>
<td>Overture, Reception Area</td>
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<td>7:30 – 9:30 am</td>
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<td>9:45 – 11:30 am</td>
<td>Overture, Reception Area</td>
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<td>7:30 – 8:30 am</td>
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<td>11:00 am – noon</td>
<td>Overture, Reception Area</td>
<td>ARIA</td>
<td>International: International Education</td>
<td>7:30 – 8:30 am</td>
<td>Overture, Reception Area</td>
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<td>International: International Education</td>
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**Friday May 8, 2015**

- **Continental Breakfast**: 7:30 am – 8:30 am
- **Overture, Reception Area**: 8:00 am – 4:00 pm
- **Case, Breakfast & Member Meeting**: 7:30 – 8:30 am
- **Overture, Reception Area**: 8:00 am – 4:00 pm

**Saturday May 9, 2015**

- **Continental Breakfast**: 7:30 – 8:30 am
- **Case, Breakfast & Member Meeting**: 7:30 – 8:30 am
- **Overture, Reception Area**: 8:00 am – 4:00 pm
Doubletree by Hilton Philadelphia Center City – Floor Plans

Second Floor
- Orchestra Room

Third Floor
- Aria A & B
- Concerto A & B
- Overture Reception Area
- Symphony Ballroom

Fourth Floor
- Chamber Boardroom
- Maestro A & B
- Minuet
- Rhapsody

Fifth Floor
- Assembly E & F