Eastern Academy of Management  53rd Annual Meeting

Theme: Collaboration  New Haven, CT  |  May 5 - 7, 2016
The below institutions have generously contributed to this year’s annual meeting.

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Welcome to EAM 2016
From Program Chair Sheila Webber
53rd Annual Meeting of the Eastern Academy of Management

Collaboration

Our conference theme this year, “Collaboration.” Collaborating with others to achieve collective goals is necessary as work environments are increasingly complex and fluctuating. Traditional models and theories of management are in some cases outdated and lack relevance for collaborative work environments. How are organizations changing to facilitate collaboration? What are the implications of collaboration for effective teaming? How does collaboration challenge traditional leadership practices? What educational models encourage collaborative skill building? How is collaboration changing business models?

Organizing this year’s conference is the result of 24 track chairs and co-chairs working diligently to assemble an interesting and scholarly program. The evaluation of submissions included the hard work of over 138 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! EAM 2016 includes a wide selection of professional development workshops, some focused specifically on creativity and innovation and others covering topics including project management, followership and course design. We are also offering three open-enrollment Consortia focused on career issues of doctoral students, junior faculty, and mid-career/senior faculty.

EAM is proud to announce Dr. Wayne F. Cascio (University of Colorado) as our Distinguished Scholar Speaker for the evening of Friday, May 6th. Wayne F. Cascio is a Distinguished University Professor at the University of Colorado, and he holds the Robert H. Reynolds Chair in Global Leadership at the University of Colorado Denver. He has served as president of the Society for Industrial and Organizational Psychology (1992-1993), Chair of the SHRM Foundation (2007), the HR Division of the Academy of Management (1984), and as a member of the Academy of Management’s Board of Governors (2003-2006). From 2007-2014 he served as a senior editor of the Journal of World Business.

Wayne Cascio, Ph.D., Distinguished University Professor, University of Colorado

New Strategic Role for HR: Leading the Employer-Branding Process
Friday May 6th 4:30-6:00pm; Reception 6:00-7:00pm

I want to extend a special thank you to our fundraising chair Kristin Backhaus, EAM President Paul Szwed, EAM President-Elect Kathleen Barnes, and Conference Manager Brandon Charpied.

EAM’s motto “Where Scholarship and Collegiality Meet.”
Thank you for joining us in New Haven!
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Sandra Morgan, University of Hartford  
Joe Seltzer, La Salle University  
Joan Weiner, Drexel University
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<td>Barry Friedman</td>
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<td>Yannis Georgellis</td>
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★ - Outstanding Reviewers
## Outstanding Paper Award Nominees

**Willingness to Mentor in Formal Workplace Mentoring Programs**

*Stephen Bear, Fairleigh Dickinson University*

*Thursday, 12:00pm – 1:30pm in College A*

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**Workaholism – An Interaction Between Internal and External Factors**

*Edna Rabenu, Netanya Academic College*

*Or Shkoler, Netanya Academic College*

*Aharon Tziner, Netanya Academic College*

*Thursday, 12:00pm – 1:30pm in Chapel*

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**Do Female Entrepreneurs Network and Think Differently?**

*Xu Yang, Penn State University*

*Thursday, 3:30pm – 4:45pm in George*

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

**Qihoo 360: Building a “Free” Business Model**

*Sunny Li Sun, University of Missouri-Kansas City*

*Yanli Zhang, Montclair State University*

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**Kumnandzi Macadamia Importers: Cracking the Nut of Self-Identity**

*John Timmerman, The Citadel*

*Frank Morris, The Citadel*

*Al Lovvorn, The Citadel*

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**All World Media: A New Business Model (Cases A & B)**

*Katri Kerem, Estonian Business School*

*Dietmer Sternad, Carinthia University of Applied Sciences*

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## Experiential Learning Association Best Exercises Nominees

**Diagnosing the Cause of Organizational Conflict: An experiential Exercise**

*Robert Albright, University of New Haven*

*Dale Finn, University of New Haven*

*Darell Singleterry, University of New Haven*

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**The Poetry Slam: A Classroom Application of Group Structure and a Team Building Activity – All in One**

*John Barbuto, Cal State Fullerton*

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*ELA Best Exercises take place on Thursday, 3:30pm – 4:45pm in Wooster*
Dr. Wayne F. Cascio, Distinguished University Professor, University of Colorado

Friday, May 6th, 4:30pm – 6:00pm

Wayne F. Cascio is a Distinguished University Professor at the University of Colorado, and he holds the Robert H. Reynolds Chair in Global Leadership at the University of Colorado Denver. He has served as president of the Society for Industrial and Organizational Psychology (1992-1993), Chair of the SHRM Foundation (2007), the HR Division of the Academy of Management (1984), and as a member of the Academy of Management’s Board of Governors (2003-2006). From 2007-2014 he served as a senior editor of the Journal of World Business.


In 1999 he received the Distinguished Career award from the HR Division of the Academy of Management. He received an honorary doctorate from the University of Geneva (Switzerland) in 2004, and in 2008 he was named by the Journal of Management as one of the most influential scholars in management in the past 25 years.

In 2010 he received the Michael R. Losey Human Resources Research Award from the Society for Human Resource Management, and in 2013 he received the Distinguished Scientific Contributions Award from the Society for Industrial and Organizational Psychology. From 2011-2013 he served as Chair of the U.S. Technical Advisory Group that is developing international HR standards, and he represented the United States to the International Organization for Standards. Currently he serves as Chair of the SHRM Certification Commission. Dr. Cascio is an elected Fellow of the National Academy of Human Resources, the Academy of Management, the American Psychological Association, and the Australian HR Institute. His work is featured regularly in business media, including The Wall Street Journal, Newsweek, Time, The New York Times, National Public Radio, and Harvard Business Review, among others.

Dr. Cascio earned his B.A. degree from Holy Cross College, his M.A. degree from Emory University, and his Ph.D. in industrial/organizational psychology from the University of Rochester.
Wednesday, May 4th

EAM Board of Governors Meeting
12:00 – 5:00 in Church

Conference Registration
5:00 – 6:30 in Pre-Assembly

Wednesday, 6:00 - 8:00 in Ballroom

Welcoming 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, 9:00 - 11:00 in Bar 19

Conversation & Collegiality

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

Thursday, May 5th

Conference Registration
8:00 – 5:00 in Pre-Assembly

Conference Exhibits
8:00 – 6:00 in Pre-Assembly

EAM Board of Governors Meeting
8:30 – 11:45 in Church

CASE Association Board Meeting
7:00 – 8:30 in Temple

Voting Station Open for EAM Elections
6:00 – 7:30 in Pre-Assembly

Thursday, 8:30 – 11:45 in Temple

Doctoral & Junior Faculty Consortium

Kimberly Merriman, University of Massachusetts Lowell
Yi Yang, University of Massachusetts Lowell

Doctoral Consortium: 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.

Junior Faculty Consortium: 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, 8:30 - 10:00 in Temple

CASE - Embryo Cases

Facilitators: Mary K. Foster, Morgan State University
Rebecca J. Morris, Westfield State University

Mentors: John Lawrence, University of Idaho
Steve W. Congden, University of Hartford

A RETAIL MANAGER’S STRUGGLE TO FIX INEQUITABLE PAY FOR SOME WITHOUT VIOLATING THE EXPECTATIONS OF OTHERS

William Obenauer, Rensselaer Polytechnic Institute

In this embryo case, the main character has inherited a retail location where there is inequity in pay among employees. Major differences in pay can be attributed to what compensation package the company was using at the time of hire. Factors such as performance and scope of responsibility have minimal influence on employee compensation. Furthermore, because of the fluctuations in compensation packages, some new employees are earning more than employees with two years in position. The general manager must figure out how to address these issues within his allocated compensation budget without violating the expectations of other employees and creating a new set of challenges.
HITTING PAY DIRTT: THINKING HOLISTICALLY TOWARDS SUSTAINABILITY BY DOING IT RIGHT THIS TIME

Karen Stock, Walsh University

The majority of waste in landfills originates from the construction industry. Overall this industry is knows for completing projects late and over budget. A company in Canada has a unique approach to interior construction and renovation – DIRTT Environmental Solutions Ltd. The name stands for “Do It Right This Time” which embodies the premise of how they approach projects with a different perspective based upon a modular wall system and design aesthetic that represents a paradigm shift in the way we think about construction. This case examines the journey of one particular company and their efforts to think holistically towards sustainability that encompasses not only the product design, but operations and outlook towards corporate social responsibility.

DON’T SHOOT THE MESSENGER: DELIVERING BAD NEWS

Steven Charlier, Georgia Southern University

This is a embryo case submission. The case focuses on a manager who discovers a significant financial issue within their organization - one that company stakeholders are either skeptical of, or outright refuse to believe exists. The case explores issues of whistle blowing, using power and influence to persuade stakeholders in multiple directions, and delivering bad news to management. The case is targeted for advanced undergraduate and graduate students in courses dealing with organizational behavior topics.

AT THE HEART OF SNAPCHAT’S BETRAYAL: WHO OWNS IT?

David Wyman, College of Charleston
David Desplaces, College of Charleston

Frank does not understand how he could be cut out of the ownership of Snapchat when he has worked as hard as the other two in producing a successful app business. He feels complete betrayed by his friends who he now accuses of plotting to cut him out of the ownership all together. What could have possibly gone wrong? Who are the true owners really?
SnapChat was started as a summer project with the help of 3 individuals who are now questioning who owned the original idea and who should be considering the “true owners” of the business. But really who are the owners?

CAN OUR SUPPLY CHAIN SUPPORT OUR DECISIONS? CASE STUDY IN THE OIL & GAS

David Desplaces, College of Charleston
Joshua Davis, College of Charleston

John Grandview just met with Mohammed Ali, CEO of Gulf States Shipping and Marine Co. (located in Qatar) who has asked him to review the options available to the company for manufacturing the company’s next generation drilling rigs in light of various supplier sourcing alternatives and the economic uncertainties in the industry. Specifically he has asked John to conduct a complete analysis of the supply chain flow, establish a supplier plan with the various options, assess the risks associated with the options, and develop a sets of recommendations consistent with industry best practices and standards.

(EMBRYO CASE) TWO TIERS OF CULTURE

Nathan Goates, Shippensburg University

This case is about managing culture in the context of a young, small firm where the potential for pretty dramatic organizational change is ever present.

In this case, there is an inconsistency between the perceived cultural realities of those in positions of power within the firm versus all others. Furthermore, the cultural reality changes, and the cultural divide deepens, after the sale of the firm to a much larger, more established company.

DIGITAL EQUIPMENT CORPORATION AND THE CHANGING COMPUTER INDUSTRY

Michael Lewis, Assumption College

In 1990 Digital Equipment Corporation was the number two computer maker in the United States. It had created the minicomputer and was considered not only a market leader, but an innovative leader in the computer industry.

In 1998, Digital Equipment Corporation, having failed in the personal computer market, was was acquired by Compaq Computer Corporation. While employees and its technology continued to exist within other organizations, the organization itself failed. With such a dramatic fall, the logical question to ask is, “What happened?”

TOUGH TIMES AT YAHOO

Kimberly Sherman, Westfield State University

This case explores a number of the HR issues encountered when Yahoo CEO Marissa Meyer announced that the telecommuting program currently in place would be canceled and all employees would need to get back to the Yahoo offices.
**EVER EXPANDING AMAZON**

**Steven Congden, University of Hartford**

In just the last half of 2015, numerous news releases announce new ventures for Amazon.com, Inc. They ranged from international expansion, to new products and marketplaces, to delivery enhancements, to entertainment devices and content, and more. Do most make sense or do they indicate a lack of focus and a waste of resources? This case study seeks to examine these endeavors in light of concepts of value added by corporate level strategy in a multi-business companies.

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**Thursday, 10:00 - 10:15 in Pre-Assembly**

**Refreshment Break**

Enjoy some refreshments, light snacks, and conversation prior to heading to your next round of sessions.

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**Thursday, 10:15 - 11:45 in Wooster**

**ELA - Experiential Exercises as Works in Progress**

**Steve Meisel, La Salle University**

This PDW will involve ways to turn ideas into actual classroom exercises. In the interactive format of an “idea lab,” we will look at several different types of exercises that are “stuck” somewhere between a good idea and a fully developed activity. Participants will gain some greater knowledge of experiential design as well as a sense of how to adapt an exercise to get to a second or deeper level of learning with the exercise.

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**Thursday, 10:15 - 11:45 in Temple**

**CASE - Writing Effective Cases**

**Moderator: Mary K. Foster, Morgan State University**

**Panelists:** Rebecca J. Morris, Westfield State University

Yemisi Awotoye, Morgan State University

Are you an experienced case writer? A novice? Afraid to even try your hand at case writing? Want to talk with other case writers about their experiences? This panel discussion will feature case writers with varying levels of experience (e.g. expert to novice) and different experiences (e.g., solo writing, collaborating, etc.). They will share their insights and advice and then participants will have an opportunity to ask questions of the panelists.

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**Thursday, 12:00 - 1:30 in York**

**AACSBB**

Facilitator: **Sarah Vaughan, Groupe Sup de Co La Rochelle**

**ETHICS ASSESSMENT PROGRAM FOR A SCHOOL OF BUSINESS**

**Dov Dov Fischer, Brooklyn College of City University of New York**

**Holly Chiu, Brooklyn College of City University of New York**

Assurance of Learning (AOL) is a critical component of AACSBB accreditation because students need to demonstrate related skills learned from the programs they enroll in. In order to implement AOL properly, a business school must have learning objectives, learning goals, and assessment tools to assess student learning. The purpose of this paper is to describe how a business school developed learning objectives, learning goals, and assessment rubrics for ethical reasoning in the process of seeking AACSBB accreditation. The result of the first student assessment was included and discussed.

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**ARE YOU CULTURALLY INTELLIGENT? A FRAMEWORK TO ASSESS AND DEVELOP CULTURAL INTELLIGENCE**

**Kathleen Barnes, University of New Haven**

**George Smith, University of South Carolina Beaufort**

**Olivia Hernandez-Pozas, EGADE Business School, Monterrey**

**JoDee LaCasse, University of St. Thomas**

AACSBB requires that students demonstrate a commitment to address, engage and respond to current and emerging corporate social responsibility issues including diversity, sustainable development, environmental sustainability and globalization of economic activity across cultures as measured by indicators and approaches to measure student learning. This paper pursues this goal by first exploring and defining culture and presenting the nuances and challenges of teaching students about culture in an environment supportive of multiple cultures (e.g., national, regional, local, corporate, etc.). Finally, the paper concludes with a discussion of a framework to assess and develop cultural intelligence consisting of a cultural intelligence pre-assessment and feedback, cultural intelligence transformation activities, and a cultural intelligence post-assessment and feedback.
**AN EXAMINATION OF STUDENT MOTIVATION FOR THE MAJOR FIELD TEST IN BUSINESS**

MaryAnne Hyland, Adelphi University  
Ganesh Pandit, Adelphi University

This paper addresses the issue of student motivation for the Major Field Test in Business (MFTB), which is a standardized test commonly used in business schools for assessment purposes. The authors propose that students would be most motivated to perform well on the MFTB if their test score counts towards their course grade, and that students who reported putting forth their best effort would have higher scores than those who did not. Use of an online study resource also was examined, but no relationship with MFTB scores was found.

**EXAMINING PERCEPTIONS OF MALE MENTOR EFFECTIVENESS BASED ON FEMALE PROTÉGÉ CAREER STAGE**

Mohammed Sattar, Lubin School of Business, Pace University  
Katherine Richardson, Lubin School of Business, Pace University

The purpose of this paper is to examine male mentor’s effectiveness for a woman protégé through the lens of career stages and demonstrate that there is an optimum intersection between the age of a male mentor, and the career stages of a woman protégé. First, the paper examines the career and life stages of a man and its influence on priorities as man gets older, and a shift in ability to be an effective mentor. Next, it investigates the differences in career stages of men versus women. Then, it addresses mentoring for women, and the challenges faced by women in finding mentors in an organization. Next, it investigates the career stages of a woman protégé and their mentoring needs as function of their career stages. Finally, it ties in woman’s career stages, with the male mentor effectiveness as a function of his age. This paper helps women and the organizations understand the relationship between women’s career stages and the age of a man mentor. Data will be collected to test these hypotheses in the upcoming months, with preliminary analyses to be presented at the conference.

**WILLINGNESS TO MENTOR IN FORMAL WORKPLACE MENTORING PROGRAMS**

Stephen Bear, Fairleigh Dickinson University

This study examines the willingness to be a mentor in formal workplace mentoring programs among mentors and protégés who recently participated in a formal mentoring program. Hypotheses were evaluated through a structural equation model. Results showed a positive relationship between perceived organizational support and self-disclosure with the willingness to mentor in a formal workplace mentoring program. In addition affective trust was shown to be positively related to self-disclosure. Based on these findings recommendations are made for theory and practice.

**ORGANIZATIONAL BEHAVIOR AND THEORY - ENGAGEMENT, PERSONALITY, AND PERFORMANCE**

Facilitator: Edna Rabenu, Netanya Academic College

**WORKAHOLISM – AN INTERACTION BETWEEN INTERNAL AND EXTERNAL FACTORS**

Edna Rabenu, Netanya Academic College  
Or Shkoler, Netanya Academic College  
Aharon Tziner, Netanya Academic College

Mazzetti, Schaufeli, and Guglielmi (2014) asked, “Are workaholics born or made?” (p. 227). The current research aims to study the joint impact of both internal and external factors in relation to workaholism. For this endeavor, we performed two studies: Study 1 (349 employees) tested two moderators (self-criticism and LMX) between self-efficacy and workaholism (drive and enjoyment). Study 2 (158 employees) tested a comprehensive model, containing a moderator (job autonomy) and two mediators (work drive and work-family conflict) between neuroticism and enjoyment. Multivariate (opposed to bivariate) analyses allowed for thorough understanding of workaholism. Theoretical and practical implications are discussed.

**Thursday, 12:00 - 1:30 in Chapel**

Human Resources Management – Careers and Mentoring

Facilitator: Mohammed Sattar, Pace University

**BETWEEN ROCKS AND HARD PLACES: PRE-CAREER WOMEN DEBATE WHETHER THEY CAN HAVE IT ALL**

Souha Ezzedeen, York University  
Marie-Helene Budworth, York University  
Susan Baker, Morgan State University

The purpose of this paper is to present preliminary findings of a qualitative focus group study, designed to explore pre-career women’s perceptions of whether they can “have it all,” i.e., whether they can balance a professional career with a rewarding family life. We considered pre-career women to be emerging adults actively engaged in career and family explorations, amidst changing opportunities and constraints. We find that they want to “have it all” but are also deeply aware of the challenges. They have considered what it takes to have their all, seemingly aware that they cannot do so on their own. Implications and recommendations are discussed in closing.
FLOURISHING AT WORK AND JOB SATISFACTION INEFFICIENCY: DOES PERSONALITY MATTER?

Yannis Georgellis, University of Kent

Research has identified employees’ strengths and resources as main factors that enable them to flourish, i.e. perform at their best and achieve the highest possible level of well-being. In this study, we argue that the use of such strengths and resources is as important as their availability for allowing employees to flourish in the workplace. Using job satisfaction as a main proxy measure of flourishing, we apply stochastic frontier methods on British longitudinal data to investigate whether employees utilize their resources efficiently to reach their job satisfaction potential. Our findings point to the presence of inefficiency, in that employees are systematically underperforming compared to the best performers with similar resource endowments, thus failing to reach their job satisfaction potential. Adapting the view that job satisfaction is largely dispositional in nature, we further investigate whether such inefficiency is explained by differences in personality traits across individuals. We find that measures of job satisfaction inefficiency calculated using the stochastic frontier method correlate significantly with the big five personality traits. We discuss the implications of these findings for HR practice.

STRUGGLING WITH STARDOM: EXPERIENCING AND COPING WITH CO-WORKER ENVY

Sargam Garg, Rutgers University

Stars are employees who contribute disproportionately to an organization’s output. Effective management of stars is integral to an organization’s productivity. Despite realizing the value of stars and their vulnerability to being victimized by co-workers, the literature on stars has not explored the dynamics of stars coping with co-worker envy. This work articulates a model that captures the star’s comparison target discomfort on sensing co-worker envy, identifies a possible coping behavior (that involves networking with established stars and developing a mentoring relationship) and discusses the performance implications of the coping behavior over a period of time. Sub-set of stars more likely to experience uneasiness due to being envied and likely to display networking as a coping behavior are also identified. Research and practical implications as well as some future research possibilities are discussed.

PDW - FOMO: The angst of the "Fear of Missing Out" in the classroom

Theodore Peters, Hartwick College
Pauline Stamp, Hartwick College
Immoculata DeVivo, Hartwick College

The world of social media has led to constant, mass communication at your fingertips, which now leads to the Fear of Missing Out, or FOMO (Oxford Dictionary, 2013) regarding some important event or some important information. This new worry it keeps social media users constantly checking and rechecking their contacts. This behavior transfers into our classes as students with high FOMO can be caught checking their devices. Following presentation of some preliminary data on FOMO, this symposium will open the discussion with the audience to brainstorm strategies and actions that can diminish students’ FOMO to improve students’ learning.

Business Strategy - The Role of Learning and Experience in Strategy

Facilitator: Lauren Turner, University of Massachusetts Lowell

THE ROLE OF VIRTUALITY IN PROMOTING SAFETY IN HIGH RELIABILITY ORGANIZATIONS: A THEORETICAL EXAMINATION AND RESEARCH AGENDA FOR UNDERSTANDING STRATEGIC LEARNING IN CONTEXT

Krista Engemann, University of North Carolina at Charlotte

This paper presents a context of inquiry that informs the conceptualization of human capital resources, and how these resources are transformed to influence performance outcomes. Specifically, this work explores the face-to-face and virtual collaborative environments that facilitate learning through a retrospective and intersubjective practice among group members – the debrief. This work provides insight in to the complexities and challenges of studying such an increasingly utilized form of group collaboration and learning.
25 YEARS OF RESEARCH ON ABSORPTIVE CAPACITY: A BIBLIOMETRIC INVESTIGATION

Mehmet (Berk) Talay, University of Massachusetts Lowell
Sandhya Balasubramanian, University of Massachusetts Lowell
Atthaphon Mumi, University of Massachusetts Lowell
Sasrty Pulya, University of Massachusetts Lowell

Since its introduction by Cohen and Levinthal in 1989, the concept of Absorptive Capacity (ACAP) has become one of the most actively researched topics in the management literature. However, the definitions, components, antecedents, and outcomes of ACAP have been extremely heterogeneous and had hindered the progress of the ACAP literature. This study presents an extensive bibliometric co-citation analysis to explain the advancement of ACAP research to decipher the rather fragmented yet burgeoning growth of ACAP literature.

DOES EXPERIENCE MATTER IN ACQUISITIONS? LET’S TAKE A LOOK!

Patrizia Porrini, LIU Post

Acquirers’ and targets’ alliance and acquisition experience correlate with acquisition performance, measured by the change in Return on Assets. The study explores whether the effects of acquirers’ and targets’ alliance and acquisition experience differ in high-tech and basic-tech acquisitions by analyzing these two groups separately. The study also examines how different regression methods influence the findings by comparing results from Ordinary Least Squares with Robust MM and LTS regression methods. Findings illustrate that alliance and acquisition experience correlate with acquisition performance and these effects are different for high-tech and basic-tech acquisitions.

CASE: Meet the Editors Panel

Moderator: Gina Vega, President, Organizational Ergonomics
Panelists: John L. Lawrence, Case Research Journal
          Rebecca J. Morris, The CASE Journal

The editors from Case Research Journal and The CASE Journal will explain each journal’s mission and editorial process and discuss other topics of interest for scholars looking to publish their work in these journals. This panel will help scholars understand what it takes to get manuscripts published and why manuscripts get rejected. Participants will have an opportunity to ask the editors questions.

Thursday, 12:00 - 1:30 in Temple

ELA - Introduction to Experiential Learning: Types and Experiences

Joe Seltzer, La Salle University

This PDW will involve ways to turn ideas into actual classroom exercises. In the interactive format of an “idea lab,” we will look at several different types of exercises that are “stuck” somewhere between a good idea and a fully developed activity. Working in groups, participants will be asked to generate interesting ways in which the idea, the toy, or the situation might be fashioned into an actual exercise. Participants will gain some greater knowledge of experiential design as well as a sense of how to adapt an exercise to get to a second or deeper level of learning with the exercise.

Thursday, 1:45 - 3:15 in Chapel

Organizational Behavior & Theory - Collaboration, Power Dynamics, and Conflict

Facilitator: Marc Hurwitz, University of Waterloo

ROLE OF SELF-CONFIDENCE, SLACK AND OPPOSITION INTENSITY ON CONFLICT RESPONSE STRATEGIES - AN EXPERIMENTAL STUDY

P Padmavathy Dhillon, Indian Institute Of Management Calcutta
Bharatendu Srivastava, Indian Institute Of Management Calcutta
Chetan Joshi, Indian Institute Of Management Calcutta

In the context of innovation implementation in organizations, we studied the main and interaction effects of participant’s self-confidence, opposition intensity and slack on his/her conflict strategies- namely dominating, collaborating and avoiding. In a scenario based study with 357 MBA students and 268 Indian managers who played the role of a CEO rated the three conflict strategies. We found positive and significant effect of self-confidence on dominating and collaborating for managers and students alike but a negative relationship with avoiding (significant for managers but not for students). Opposition intensity had a negative significant relationship with dominating for managers and students alike. Slack was found to have a negative significant relationship on avoiding only for students’ data. However, managers displayed greater collaboration at low levels of slack irrespective of opposition intensity. Further, we found two way interaction effect of Slack X Self-confidence for managers but not for students. Similarly, contrasting results were found for two way interaction of Slack X Opposition intensity for managers’ and students’ data. Findings support behavioral decision theory suggesting importance of decision biases i.e. high confidence on decision making under uncertainty over-riding the rational cue of slack and interpersonal cue of opposition intensity. Findings highlight the diverging role of slack and opposition cues pointing to differential focus on task conflict and relationship conflict.
Collaboration is one way people work together, separate from constructs such as team, workplace, or coalition. While collaboration has been studied at the group-to-group (what we are calling intraorganizational) and organizational levels, there is much less available about collaboration between individuals – what we call interpersonal collaboration (IPC) – except in specific areas such as cross-disciplinary teams in science. In this paper, we review some critical ideas about collaboration from the interorganizational and intraorganizational literature along with individual-level research, to propose a definition of IPCs that capture its colloquial meaning. The definition we construct provides a useful starting point for future research into this specific social arrangement.

Power affects collaboration because powerful people have the potential to influence others and to achieve common organizational objectives. In this paper, we present a new theoretical framework to examine how faculty and student affairs can collaborate together to effectively enhance student success by utilizing their unique power bases. This Power-Based Faculty and Student Affairs Student-Centered Collaboration Model is a five-stage model that demonstrates how faculty and student affairs administrators’ legitimate, coercive, expert, reward, and informational power bases intersect, resulting in collaborative initiatives that facilitate student learning through projects applying theory to practice. We describe how this model was operationalized in Fall 2015 through a pilot collaborative initiative called “Leadership in the Real World.”

Similar survey studies were conducted in the USA and Turkey to obtain self-rated empathy from managers, subordinate reports of a manager’s use of influence tactics with them, and effectiveness ratings from the immediate boss of each manager. The results suggested that a manager’s empathy and use of four core tactics were independent determinants of leadership effectiveness. In addition, this study is the first one to show that strong empathy enhances the effects of a leader’s influence behavior. Limitations of the research are identified and we provide recommendations for future research to learn more about the subject.
NEGATIVE LEADERSHIP MANAGEMENT: WHAT HAPPENS TO SUBORDINATES WHEN TMT MEMBERS ARE TARGETS?

JoAnne Martinez, Pace University
Julia Eisenberg, Pace University

The purpose of this paper is to investigate how the reactions of top management team (TMT) members to the negative leadership phenomena fit into the current discussions of negative leadership and leader-member exchange (LMX). We examine what reactions may be specific and unique to those who achieve the TMT status. We explore what happens when TMT members are targets of negative leadership, how they in turn treat their subordinates, and the effect it has on their own management style. This paper extends the LMX literature to examine the effects of negative leadership. It also further expands the understanding of negative leadership models by specifically addressing TMT management of negative leadership as well as leader member interactions with TMT subordinates and the resulting effects on TMT leadership style. Specifically, to study such negative effects we focus on the characteristics and attributes of those who achieve TMT status, demonstrating their career success. In depth interviews were conducted with fifteen executives who attained the level of President, CEO, Chairman and direct reports to those positions. These executives achieved TMT status in for profit organizations in the United States and experienced negative leadership at least once during their careers. The results suggest those who achieve TMT status may manage negative leadership somewhat differently from employees who are not as successful in their career, suggesting unique attributes of those who are able to overcome the effects of negative leadership.

A HOLISTIC LEADER DEVELOPMENT STRATEGY: LEAD

Ira Martin, U.S. Coast Guard Academy
Laurel Goulet, U.S. Coast Guard Academy
Paul Szwed, Massachusetts Maritime Academy

Leader development is critical for organizations. There are a plethora of leader development interventions in the scholarly literature, but no one comprehensive model to guide practice. Yet, there are calls for holistic leader development models. We present a holistic model, grounded in the leader development literature, to enhance and guide the practice of leader development. The components of our model are Learning, Experiencing, Analyzing, and Deepening: LEAD. Implications for using the model across domains are presented.

IMPACT OF SERVANT LEADERSHIP ON FOLLOWERS’ TRUST AND BEHAVIOR

Farida Saleem, Fatima Jinnah Women University
C Gopinath, Suffolk University

In this article we have examined the impact of servant leadership on performance and organizational citizenship behavior through cognitive and affective trust of subordinates, using a sample of 268 supervisor-subordinate dyads. Results showed that servant leadership strongly influences affective trust and OCB of subordinates while having no direct or indirect effect through cognitive trust, on performance. Results also suggested that affective trust fully mediate the relationship between servant leadership and performance and partially mediate the relationship between servant leadership and OCB. Furthermore, it has also been identified that affective trust rather than cognitive trust is the mechanism by which servant leader induces higher level of citizenship behavior in subordinates.

THE IMPACT OF LEADERSHIP COACHING ON LEADER BEHAVIORS

Erica Anthony, Morgan State University

Leadership coaching has received increased popularity over the past decade, however, there is a paucity of research that has examined its impact on leader behaviors within organizations. This study addresses this issue by examining the outcomes of leadership coaching of 75 mid to senior level organizational leaders. The results of this study reveal some interesting findings. First, leadership coaching is positively associated with leaders engaging in individualized consideration towards their followers, and in turn, leaders engage in constructive leadership behaviors (i.e., more delegation and less close supervision). Our results also suggest that leadership coaching influences constructive leadership behaviors through the indirect effect of individualized consideration. Implications and future research are discussed.
**IS CORPORATE SOCIAL RESPONSIBILITY (CSR) A CATALYST FOR SOCIAL ENTREPRENEURSHIP AND INNOVATION IN FOR-PROFIT ORGANIZATIONS?**

**Katherine Freeley, Colgate-Palmolive**

The purpose of this study was to determine if corporate social responsibilities (CSR) practices can enhance the development of the social initiatives such as social entrepreneurship (SE) and social innovation (SI) in for-profit organizations. Current literature indicated that the CSR approaches were highly dispersed and sporadic in the corporations. There was a void of the integrated approach to manage CSR and social initiatives as a part of an overall business strategy in organizations. To address this gap, this research proposed a strategic social cause CSR framework that can enable researchers, practitioners and policy makers to enhance the development of the cohesive, proactive and intentional CSR programs to facilitate social cause initiatives by the corporations. This study used the rapid evidence assessment to select the literature sample, and thematic analysis method to synthesize the findings and answer the research question. The key word search utilized an academic search engine, which examined 47 online databases, was executed to collect the evidence for the study. This study's findings indicate that the use of strategic CSR can enhance SE and SI initiatives for the corporations. Additionally, organizations should align their CSR with the overall business strategy, identify the social cause related to the core business competencies, develop alliances with multiple partners, formulate integrated CSR programs and establish SE or SI initiatives.

**LOBBYING, POLITICAL CONNECTEDNESS AND FINANCIAL PERFORMANCE IN THE AIR TRANSPORTATION INDUSTRY**

**Richard Brown, Penn State University Harrisburg**

Lobbying and political connectedness are two popular themes in current political activity research. However, to date, there has been a dearth of papers that measure and test both of these activities together. In this paper, I contribute to the literature on CPA and financial performance by testing the relationship between lobbying and profitability, political connections and profitability and the interaction of these two variables. The paper tests the relationship on the air transportation industry.

**CONTROVERSIES RELATED TO GOVERNMENT FUNDING OF PLANNED PARENTHOOD FEDERATION OF AMERICA**

**Nikki Chriesman-Green, Quinnipiac University**

**Heidi Erickson, Quinnipiac University**

**Joseph Fiss, Quinnipiac University**

**Caitlin Wurster, Quinnipiac University**

**Anthony Perry, Quinnipiac University**

**Nicholas Weber, Quinnipiac University**

The American people, through their elected officials, have created a healthcare system mostly run and supported by nonprofit organizations, and partially government funded; however, funding for the industry is an extremely political subject. The healthcare system includes organizations that provide services, research, education, and advocacy. One of those providers and advocacy organizations is Planned Parenthood Federation of America (PPFA), also popularly referred to as Planned Parenthood. This paper examines the history of PPFA, its nonprofit formation and the role that its governance and leadership has played in shaping its reputation with the media, its partners, and public opinion. PPFA's ability to counter negative political attacks through media, fundraising campaigns and lobbying efforts will determine if public funding for PPFA's services continues. This study provides an unbiased and thorough analysis of the governance and leadership of PPFA, its current funding mechanisms and arguments for and against continued funding by the government as discussed in archives, interviews, articles, and published reports to aid in forming an opinion in this ongoing political debate.

**FACULTY TEAM COLLABORATION: FIRST YEAR SEMINARS PROGRAM AND THE COURSE WHISTLEBLOWING**

**Robert McGrath, Lesley University**

In the Fall of 2015, 18 faculty from across Lesley University, came together to generate required First Year Seminar courses for incoming freshman. This ambitious endeavor was a study in the work of a team of diverse, professors from different disciplines, who simultaneously built commonality and consistency across the offerings while maintaining disciplinary foci. One of these courses, “The Whistleblower: Savior or Snitch?” is a particular case study that shows the product of the faculty efforts as well as how collaboration was embedded in the classroom through the activities and responsibilities of student teams.
DEVELOPMENT AND DESIGN OF AN ONLINE TEAMWORK SKILLS ASSESSMENT INSTRUMENT

Joel Rudin, Rowan University
Tejinder Billing, Rowan University
Joanne DeMaria, Rowan University

Teamwork skills are becoming increasingly critical for business success, and assurance of learning is becoming increasingly critical for accreditation and reaccreditation. It would therefore seem logical to assess students' teamwork skills by assigning them to teams. However, there are several advantages to an alternative approach which involves the evaluation of simulated teams. This paper is about our journey towards such a system. We recount our unsuccessful experience using the Rater Calibration Tool of CATME [Comprehensive Assessment of Team Member Effectiveness] and then share our web-based adaptation of it. We conclude with suggestions for future research and an invitation for our colleagues at other universities to use our assessment tool.

ENHANCING TEAM LEARNING EXPERIENCES IN THE CLASSROOM

Jane Parent, Merrimack College
Kathi Lovelace, Menlo College
Christina Hardway, Merrimack College
Allison Seitchik, Merrimack College

There are many different and effective ways to introduce teams and team learning into the management classroom. This paper discusses different ways we incorporated group and team learning in the classroom using a variety of activities. From our initial student survey, we developed a measure of teamwork and independent learning. Our findings indicate that when students perceive a fair work distribution in their teams, they are also more team oriented than students who perceive an unfair work distribution. Suggestions for enhancements to team learning, and future ideas for research are discussed.

AUDITOR RESPONSIBILITIES AND THE AUDIT OPINION: A CASE ABOUT THE AUDIT OF ADVANCED MATERIALS GROUP

Aamer Sheikh, Quinnipiac University
Kathleen Simione, Quinnipiac University

This short case is about the auditor's responsibilities when auditing a publicly traded client (an issuer). When auditing an issuer, the auditor is required to follow professional audit standards promulgated by the Public Company Accounting Oversight Board (PCAOB) in determining the appropriate audit opinion to be issued. In the case of the audit of Advanced Materials Group, the auditors allegedly did not follow the required professional audit standards. Similarly, the auditor did not issue the appropriate audit opinion. This instructional case provide students with a real-world example of an auditor failing to follow professional audit standards. This case may be used in a first auditing course (either at the undergraduate or at the graduate level) concurrently with the coverage of audit opinions.

DISCLAIMER: This short case is written using publicly available information to provide a setting for student learning. It is not intended to provide commentary on or evaluation of the effectiveness or appropriateness of any party's handling of the situation described.
Midwest Accounting Solutions Limited (MASL) was a regional firm of CPAs that specializes in providing guidance to medium-sized companies about what was the appropriate accounting treatments for actual and contemplated business transactions. Mr. Leonard Morgan, an intern with MASL was recently given a one-week deadline to prepare a accounting position paper for a series of business transactions completed by three of MASL’s clients. Students (the intern) are asked to (1) identify the key accounting issues involved in each transaction, (2) identify the accounting standards from the Financial Accounting Standards Boards (FASB) Codification database that pertain to each transaction, (3) analyze how the accounting standards related to the facts of each transaction, (4) consider all reasonable alternatives for accounting for each transaction, and (5) recommend the preferred accounting treatment for each transaction and provide a justification. The case is intended for use in the intermediate accounting course of a typical Bachelor of Accounting program at a North American university. Students will complete the case individually. The case is based on a series of actual transactions and events faced by publicly listed companies that were the subjects of accounting enforcement actions by the US Securities and Exchange Commission.
IS SELF-EMPLOYMENT A Viable Work-Family Strategy for Married Women?

Nicholas Beutell, Iona College-Hagan School of Business
Marianne O’Hare, Seton Hall University
Joy Schneer, Rider University
Jeffrey Alstete, Iona College-Hagan School of Business

This study examined differences between self-employed married women (N=206) who were independently self-employed (ISE) and those whose self-employment involved owning a business with employees (Owners). ISEs were significantly more likely to report higher flexibility in managing work and family, that their schedule met their needs, and higher job satisfaction. Owners reported significantly higher work interfering with family (WIF), work hours, and were more likely to attend to work demands over family demands. Regression analysis revealed differential predictors of WIF for ISEs and Owners. Schedule fit, work hours, and depression were significant for ISEs. Life satisfaction was significant for Owners.

Thursday, 3:30 - 4:45 in Chapel
Organizational Behavior & Theory - Individual and Cultural Differences in Creativity
Facilitator: Marina McCarthy, Nova Southeastern University

CREATIVE PROCESS: ARE THERE DIFFERENCES ACROSS CULTURES?

Marina McCarthy, Nova Southeastern University

This paper examines the effects of cross-cultural differences in the context of creativity as a process. Extending existing models of creativity, I propose a theoretical framework that identifies specific mechanisms of cultural influence on the key steps of the creative action. Specifically, the paper examines the effect of cultural differences in motivation and cognition on how individuals progress through the process and arrive at qualitatively different creative outcomes. The proposed model provides a potential explanation for the cross-cultural differences in the degree of creativity that were observed by researchers in the past.

MALLEABILITY BELIEFS INCREASE CREATIVITY IN NEGOTIATIONS: A LONGITUDINAL ANALYSIS

Rikki Nouri, The Pennsylvania State University
Amit Goldenberg, Stanford University
James Gross, Stanford University
Carol Dweck, Stanford University
Eran Halperin, Interdisciplinary Center (IDC) Herzliya

It has been well noted that creativity can be beneficial in negotiations, however, less attention was given to identify what can advance creativity in negotiations. In the current paper, we propose that the mere belief in the malleability (i.e., a growth mindset) of individuals and groups can promote creative thinking in negotiations. Previous research has suggested that malleability beliefs can reduce stagnation, induce flexible thinking, advances learning orientation, and aspire imagination. We predicted that people that hold beliefs about the malleability of individuals and groups (compared to entity beliefs) would be more creative in general and specifically in the context of negotiations. These predictions were supported in a correlational pilot study which demonstrated the association between malleability beliefs and creativity generally. More importantly intervention workshop aimed at increasing beliefs about individual and group malleability (compared to the control coping with stress workshop) were successful in increasing creative thinking in negotiations. Two months after the intervention participants in the malleable conditions’ ideas were more original, creative and integrative compared to those of participants in the control condition.
ENHANCING EMPLOYEES’ CREATIVITY: THE ROLE OF REWARDS, INDIVIDUAL DIFFERENCES AND ORGANIZATIONAL CLIMATE

Muhammad Abdur Rahman Malik, Lahore University of Management Sciences
Jin Nam Choi, Seoul National University
Arif Butt, Lahore University of Management Sciences

Previous studies on the rewards–creativity relationship have yielded mixed, inconclusive findings that support opposite theoretical positions. To address such inconsistencies, we propose that both intrinsic and extrinsic rewards predict creativity, but of different types. Thus, diverging from the view that creativity is a uniform criterion domain, we adopt the distinction between radical and incremental creativity. We then propose that intrinsic and extrinsic rewards predict radical and incremental creativity, respectively, and such relationships are moderated by learning goal orientation (LGO) and performance goal orientation (PGO), respectively. We further advance three-way interactions among different forms of rewards, goal orientations, and climate for innovation in predicting different types of creativity. Empirical analysis based on 220 independent dyads of employees and their supervisors confirmed most of our hypotheses. Intrinsic rewards exerted a significant main effect and interacted with LGO to predict radical creativity. Extrinsic rewards exerted a significant main effect and interacted with PGO to predict incremental creativity. The significant interaction between extrinsic rewards and PGO toward incremental creativity was further moderated by climate for innovation. This study offers elaborate and nuanced perspectives on and insights into the role of different rewards in predicting creativity of various types.

Thursday, 3:30 - 4:45 in College A

Human Resources Management - Personality and Employment Discrimination
Facilitator: Ravi Ramani, The George Washington University

WHO ARE YOU OR HOW YOU FEEL? THE RELATIVE IMPACT OF PERSONALITY AND AFFECT ON LEARNING.

Ravi Ramani, The George Washington University

Despite a wealth of research, there is little consensus about how personality and affective characteristics influence an individual’s ability to not only learn new information, but also apply that learning in the workplace. This study uses self-control as an overarching framework to critically examine the literature linking personality and affective characteristics to learning and proposes specific, competing hypotheses. I test these hypotheses by collecting data over the course of a semester from graduate students in an MBA program. This study represents a first step in addressing the theory over-proliferation present in the literature by examining the relative importance of different predictors under a single conceptual framework, and thus has implications for both theory and practice.

FORCED-CHOICE PERSONALITY MEASURES AND ACADEMIC DISHONESTY: A COMPARATIVE STUDY

Nhung Hendy, Towson University

In this study, the role of forced-choice versus single stimulus format of personality assessment in predicting self-reported academic dishonesty was investigated using a sample of 299 undergraduate students in two U.S. universities. Conscientiousness was negatively related to self-reported academic dishonesty regardless of scale format. However, the single stimulus scale format was also a significant predictor of self-reported academic dishonesty, however, high agreeableness – forced choice format was a predictor of self-reported academic dishonesty. Overall, the forced-choice format of the Occupational Personality Questionnaire 32r did not show higher validities than the Single Stimulus IPIP counterpart in predicting self-reported academic dishonesty. Implications for future research and management education were discussed.

TOO MUCH INK TO SIGN AN OFFER LETTER: A THEORETICAL MODEL OF THE CAUSES OF TATTOO-BASED EMPLOYMENT DISCRIMINATION

William Obenauer, Rensselaer Polytechnic Institute

The practice of tattooing has been present in American subcultures for centuries, but it has typically been associated with disadvantaged groups of people. Despite a recent growth in popularity, particularly among the middle class, tattoos are still very much stigmatized and a catalyst for employment discrimination. Unlike forms of discrimination that pertain to characteristics such as age, race, religion, and ethnicity, discrimination against tattooed individuals is legal. Consequently, these individuals experience employment discrimination that is the result of both implicit and explicit biases. While several studies have empirically validated the existence of this discrimination, researchers have yet to discover what factors influence it. In this paper, we develop and outline a theoretical model that begins to address this issue.
There is a current focus on ROI (return on investment) where we emphasize the instrumental nature of education as measured in monetary terms. This has a corollary in health care design and delivery. However, we also assume the risk that a changing technological environment will quickly render the education investment less valuable (e.g., devices with Artificial Intelligence can currently do much of what an anesthesiologist does in an OR). As in health care, the element of cost in Higher Ed is often confounded with economic and social policy about how we pay for things. The other ROI, (redesigning our intellect), means that education will need to prepare us to adapt to a future that is yet to be created or even defined. This requires a process that emphasizes the development of broad intellectual capabilities that may lack specificity but are multivalent and fungible.

This session will engage participants in a fact-finding mission to see what happened in health care and what we can learn from that to understand what is happening in our academic world.

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**PDW - Return On Investment Or Redesigning Our Intellect: What Academia Can Learn About ROI From The Health Care Experience**

David Fearon, Central Connecticut State University
Steve Meisel, La Salle University
Dilip Mirchandani, Rowan University
Joan Weiner, Drexel University

**Thursday, 3:30 - 4:45 in College B**

**EAM-I: Overview of the 2017 Conference in Gold Coast, Queensland, Australia**

Shanthi Gopalakrishnan, New Jersey Institute of Technology
Joy Schneer, Rider University

Come learn about EAM International’s exciting 2017 conference hosted in beautiful Gold Coast, Queensland, Australia from June 18-22, 2017 along with its theme: The Bamboo Network, Asian Tigers, and World Markets Today: Retrospect and Prospect.

EAM-I 2017 is co-sponsored by Bond University. The 2017 Program Chair is David Ford (University of Texas – Dallas), the Conference Coordinator is Marie-Line Germain (Western Carolina University), and the Host Program Coordinators are George Hrivnak and Amy Kenworthy (both of Bond University).

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**Thursday, 3:30 - 4:45 in York**

**CASE - Revising Cases**

Facilitators: Rebecca J. Morris, Westfield State University
Laurie Levesque, Suffolk University

Mentors: Anthony Bowrin, Saginaw Valley State University
Paul W. Thurston, Siena College
Joseph Sprangel, Mary Baldwin College
Mary K. Foster, Morgan State University

**Thursday, 3:30 - 4:45 in Temple**

**NAVIGATING IN THE SEA OF UNCERTAINTY: AN EMERGING ECONOMY MULTINATIONAL CRAFTING STRATEGY IN AN UNCERTAIN GLOBAL ENVIRONMENT**

Prashant Salwan, Indian Institute of Management Indore, India

This case study is about an emerging economy multinational- Bharat Forge Limited. BFL was registered as a company in 1961 and started production in Pune, a small city in India. By 2008-09 it became the world largest forging company. Initial years, Bharat forge used to manufacture forgings for, automotive sector only. Its customers were tier 2, 3 suppliers of OEM. By 2008-09 BFL diversified into other usage of forgings and entered, power, oil and gas, marine and aerospace, railways and other industrial segments. BFL used to cater the Indian market as well as five continents across the world. BFL could successfully craft its way when India opened its market to world manufacturers in 1991. Indian market liberalisation gave Bharat Forge opportunity to absorb new technology as well as build relations with international players. Starting from 2004 BFL had a focused international business strategy. Start of 2008-09 due to global recession in US, Europe and Japan and China and in India BFL production capacity was only 20% utilised. This reduced its financial figures to bottom low. Mr Baba Kalyani had to decide on ways to come out of these uncertainties and prepare the company to create and sustain its competitive advantage in the event of dynamics of environment in a diversified market.
The case comes with a teaching note resources like internet, newspaper articles, blogs etc *Note: case was collected through extensive interview, secondary of a social entrepreneur, the concept of growth and self-sustainability of a social enterprise Methodology: The information for the case was collected through extensive interview, secondary resources like internet, newspaper articles, blogs etc *Note: The case comes with a teaching note
BREAKING A PROMISE NEVER MADE

Yemisi Awotoye, Morgan State University
Nathan Austin, Morgan State University

Research in organizational behavior has focused extensively on how to motivate employees to ensure optimum performance. Although several factors have been identified as being responsible for increasing or lowering employee motivation, this case highlights the role of psychological contracts in employee motivation. The case presents the story of Rococo LLC’s founder, Phil Young, and Chen Smith, one of his key employees. While Phil felt that Chen was well remunerated financially, Chen had a different opinion as he had stumbled upon a copy of the contract between Rococo and Care Solutions, the client on whose site Chen was based. The result was a perceived breach of a psychological contract between him and Phil, which consequently led to Chen’s lack of motivation and determination to withhold valuable information from Phil. The case is intended to help students of organizational behavior at the senior undergraduate level or Masters level understand the theoretical concepts of psychological contracts, and practically manage such related issues in workplace settings. While the case is based on an actual occurrence, names and places have been completely changed to preserve privacy. The case was written based on a combination of a field interview and telephone interview.

**THURSDAY, 3:30 - 4:45 IN WOOSTER**

**ELA BEST EXERCISES**

Facilitators: Vicki Taylor, Shippensburg University
Mary Foster, Morgan State University

THE POETRY SLAM: A CLASSROOM APPLICATION OF GROUP STRUCTURE AND A TEAM BUILDING ACTIVITY – ALL IN ONE

John Barbuto, Cal State Fullerton

An experiential activity is presented that applies the concepts of interdependence and team structure across three archetypes – pooled interdependence, sequential interdependence, and collaborative interdependence – using a forced team structure while writing and delivering poetry in a pseudo “poetry slam”. Complete instructions for implementing the activity are provided as well as processing guidelines. Samples of poems are provided as examples of group products under each of the three structures.

**THURSDAY, 5:00 - 6:00 IN BALLROOM**

**ALL CONFERENCE WELCOMING RECEPTION**

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

**THURSDAY, 6:00 - 7:00 IN BALLROOM**

**AWARDS RECEPTION**

Join us as we recognize the recipients of our annual EAM awards.

**THURSDAY, 7:00 - 9:00 IN HARBOUR ROOM (19TH FLOOR)**

**FELLOWS DINNER**

By invitation only.

**THURSDAY, 7:00 - 9:00 IN DAVENPORT ROOM (19TH FLOOR)**

**CASE MEMBERS’ SOCIAL**

Come meet new people or renew old friendships. CASE members receive on free drink.

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**DIAGNOSING THE CAUSE OF ORGANIZATIONAL CONFLICT: AN EXPERIENTIAL EXERCISE**

Robert Albright, University of New Haven
Dale Finn, University of New Haven
Darell Singleterry, University of New Haven

Twenty-first century business demands increasingly result in organizations getting their work done via structures composed of a complex mix of employees, sub-contractors, consultants, vendors and service providers. Organizations that are self-contained units, reliant solely on their own employees and resources to execute core functions, are becoming increasingly rare. Certainly, within these complex, multi-organization, enterprises, all of the entities that contribute to the work product share interests in common. However, it is just as certain that the different elements of the enterprise have their own vested organizational interests. This mix of common and competing interests sets a context ripe for organizational conflict, which can be especially problematic if the nature of the work requires high levels of interdependency and collaboration. The operating room context found in most community hospitals provides an ideal place to explore this complex mix of common and competing interests. The nature of the life-altering/life-saving work done within hospital operating room demands seamless collaboration amongst all of the players, regardless of whether or not they belong to different organizations. This exercise, drawn from an actual conflict resolution case found within a hospital setting, allows students to practice diagnosing the root causes of conflict within a complex enterprise, and suggest recommendations as to how to mitigate such conflict.
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<th>Writers Workshop - AACSB Group</th>
<th>Writers Workshop - Entrepreneurship Group</th>
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| **Facilitators:** Kathleen Barnes, University of New Haven  
Sarah Vaughan, Groupe Sup de Co La Rochelle | **Facilitator:** Yi Yang, University of Massachusetts Lowell |

**FORMULATION OF AN AACSB ACCREDITATION STRATEGY USING THE HOUSE OF QUALITY MODEL**

*Ashraf Labib, University of Portsmouth  
David Smith, University of Portsmouth*

In this present paper, we provide a technique that can be added to the set of techniques within the intellectual toolbox of senior decision makers such as deans and associate deans, who are in the process of applying for accreditation to an organization such as the AACSB. The technique should be valuable to business schools considering accreditation. We present the main criteria for AACSB accreditation and the related literature. We then develop a model based on the House of Quality method that captures the three vital areas (engagement, innovation and impact) identified by the accreditation body, and means of achieving these.

**PRACTICES OF JOINT SENSEMAKING AND ALIGNMENT OF AACSB AND ITS MEMBERS – FROM ALIENATION TO MUTUAL LEARNING**

*Stefan Klein, University of Münster  
Sophie Wohlhage, University of Münster*

Accreditation has become a widely accepted and institutionalized way of managing the quality of institutions of higher education. Yet the accreditation process often is perceived as alienating and paternalistic: “Outsiders” claim to be able to assess and give advice to “Insiders”. Moreover, the underlying goals, values and philosophies may not be well aligned. This paper explores how the gap between an international accreditation agency (AACSB) and a management school in a European context has been dealt with. It provides an auto-ethnographic account of an accreditation process and explores the interdependent modes and practices of sensemaking between the AACSB review team and the school’s accreditation team. As AACSB conducts a formative evaluation, we have been using the sensemaking lens in order to reconstruct the critical and constructive engagement between the review team and the school as part of learning and identity development, linking the micro level of national institutional structures and the macro level of an emerging vision of management education for a global economy.

**THE INCLUSION IN CORPORATIONS IN VENTURE CAPITAL SYNDICATES**

*Joseph Cabral, Rensselaer Polytechnic Institute*

This paper proposes that transaction cost economics (TCE) offers a complementary lens to appropriation theories that adds richness to the understanding of when and why incumbent firms will be able to utilize Corporate Venture Capital (CVC) as an innovation strategy. It is argued that the choice of governance mechanism is impacted by the ability to provide appropriate adaptation to unfolding contingencies. Given that the venture capital industry involves great uncertainty, mutual dependency and staged investment, the reliability of partners is critical to the decision to co-invest. Corporations are argued to hold greater hazards of leaving between investment rounds and that this hazard rate affects the probability of investment occurring. Furthermore, this main effect is negatively moderated by both the investment round (it matters less in later rounds) and syndicate size (it matters less as size increases).

**ENTREPRENEURIAL INTENT AND ORIENTATION AS A BY-PRODUCT OF WORKPLACE INEQUALITY**

*Darline Augustine, University of Stellenbosch Business School  
Kisha Jones, Pennsylvania State University  
Maude Toussaint, Federal Reserve of Chicago*

The organizational practices that contribute to workplace inequality have implications for career attainment and entrepreneurial orientation. Yet, how organizations shape the entrepreneurial process is often detached from sociological understandings of labor markets and structural barriers and inequalities. Scholars that focus on entrepreneurial orientations understate how the career attainment process shapes entrepreneurial intent and orientation; while scholars of labor market processes demonstrate a naive understanding of the drivers of entrepreneurial choice. In this conceptual paper, we develop a framework to link entrepreneurial orientation among African-Americans to the structure of labor market inequalities, establishing entrepreneurship among many African-Americans as a coping strategy as opposed to an opportunity structure.
APPLYING INNOVATION STRATEGIES TO CORPORATIONS

Andy Tseng, Centennial High School

This study explores relationships between corporate innovation and innovation strategies through a literature review. A conceptual framework is proposed to describe the relationships. Corporations that develop their innovation strategies have more opportunities to obtain and integrate the six corporate innovative outcomes in the innovation process: motivating individuals to engage in innovation behavior, enhancing innovation results through a newly created organization within the corporation, helping innovation-minded people reach their full potential, rewarding and encouraging a corporate entrepreneur, encouraging people to look at the organization from a broad perspective, and developing and educating employees concerning innovation and intrapreneurship.

Thursday, 7:00 - 8:30 in Ballroom

Writers Workshop – Ethics, Corporate Responsibility, and Sustainability Group
Facilitator: Mark Promislo, Rider University

PRIVATE AN PUBLIC SECTOR COLLABORATION:
ELECTRIC CAR SHARING IN NEW YORK

Tomas Lopez-Pumarejo, Brooklyn College

I hereby propose to contribute to the EAM 2016 Conference a presentation on public policy and electric cars in New York that applies strategic marketing, diffusion of innovation and mobility studies theory, and incorporates interviews with sustainability experts from the Graduate Center of the City University of New York, and with City of New York Department of Transportation administrators. Its purpose is to examine the state of public policy aimed at promoting electric vehicle usage in the city and, particularly, the possibility of establishing an electric car-share program as an extension of Citibike, as it was the case in Paris when the Vélib public bicycles branched out into Autolib in December of 2011.

SUPPLY CHAIN SUSTAINABILITY

Michael Izdebski, Pace University

This paper will study the relationship between supply chain environmental management strategies, corporate social responsibility, sustainability, and profitability in creating a sustainable competitive advantage. Sustainability has become a hot topic and an integral part of strategic management. Empirical evidence needs to be provided that will enable the creation of a demonstrated model for obtaining sustainable competitive advantage through its adoption. This paper provides a literature review and proposed outline for the development of a research project.

Thursday, 7:00 - 8:30 in Ballroom

Strategic Flexibility Analysis of Human Resources Development: A Case of Skill Needs Identification Study

Robert Yawson, Quinnipiac University
Bradley Greiman, University of Minnesota

Collaboration is an important programmatic intervention that can serve as leverage point for increasing the likelihood of preventing skill gaps and shortages in the agrifood sector. As part of a multi-phase, mixed methods study design based on systems and complexity theories to identify skill needs for the emerging agrifood nanotechnology sector, a strategic flexibility analysis (SFA) was conducted. Strategic Flexibility Framework (SFF) is a scenario analysis tool and its use in this study is based on the idea that Business Leaders, Managers, Educators and Human Resource Development professionals require flexibility to adjust decisions within given constraints. This mixed methods study which was designed as a systems approach methodology incorporated disparate fields of systems and complexity theories; nanoscience and nanotechnology; science policy; agricultural education; human resource development and workforce education. This paper describes the use of strategic flexibility analysis and the qualitative systems approaches as tools for systems research and its implications for human resources development and management. The Strategic Flexibility Analysis shows a strong discrepancy in how industry and academia see collaboration with regards to the mutual cooperation and alignment of workforce development.

IS ENVIRONMENTAL LEGITIMACY A CAPSTONE OF INSTITUTIONAL PRESSURE? NO, IT IS A CORNERSTONE OF INNOVATIVENESS

Jaemin Kim, Stockton University
Ellen Kraft, Stockton University

We hypothesized that environmental legitimacy is a driver for university-wide innovativeness. Using a sample of 162 colleges listed in the U.S. News and World Report college rankings as of 2015, we collected data about them over 4 years from 2008 to 2011. We found that environmental legitimacy increased a college's innovativeness when the executive administration was highly attentive to natural environmental issues, whereas it decreased the innovativeness when there was low attention to natural environmental issues. Our empirical findings suggest that pursuing environmental legitimacy when the executive administration is highly attentive to natural environmental issues in higher educational institutions opens up a new window as a cornerstone of innovativeness.
AN ANALYTICAL EXAMINATION OF STRATEGIC SCM MAPPING CONVENTIONS AND THE INCLUSION OF PRIMARY ORGANIZATIONS WITHIN THE SCM WEB OF RESOURCE DEPENDENCIES NETWORKS THAT INCREASES ORGANIZATIONAL EFFECTIVENESS

Dameous Little, Pace University/ Lubin Business School

Current supply chain research to a great degree explores discussions that normally dominant ranges of interest such as data analytics and relationship exchanges between supply chain partners. This is true despite enormous barriers that significantly impede organizational effectiveness. Within this article we identify one of these barriers as ineffective strategic supply chain mapping designs. From this perspective the current research within this article advances supply chain theory by concluding that the benefits of developing universal mapping conventions and the inclusion of only primary organizations on supply chain maps will potentially have a positive influence on efficiency among linked supply chain organizations.

COMPARATIVE ANALYSIS OF CHINESE FIRMS’ INTERNATIONAL INVESTMENT STRATEGIES: FOUR THEORETICAL LENS

Qian Xiao, Eastern Kentucky University
Xiaorong Wang, Central University of Finance and Economics
Yun Lan, Eastern Kentucky University

This study synthesizes literature review and provides a comparative analysis of Chinese firms’ international investment strategies by the ownership of investing firms; the study tries to refine our knowledge of the investment patterns of outward expansion for those different types of firms; and identify the drivers of international investment strategies for the two groups of investing firms. Four theoretical lens are explored to provide interpretations for those international investment strategies. Behavioral theories stemming from psychology discipline are used to understand thoughts and behaviors of top management and employees in the process of international investment; the resource-based view interprets investment activities as strategies of exploring and exploiting valuable resources; traditional industrial organization thinking emphasizes international expansion as a way to avoid domestic competition and find new profitable opportunities abroad; Institution-based view suggests that a firm’s internationalization strategy is shaped by the institutional framework of the home country. The purpose of the systematic review is to delineate what we know, what we do not know, and provide an informative road map in terms of future research.

RETAILING THE BENEFITS OF COLLABORATIVE WORK GROUPS: RETHINKING EMPLOYEE POACHING

Christine Westphal, United States Coast Guard Academy
Susan Wheeler, Mount Ida College

Firms are increasingly relying on collaborative work groups to obtain competitive advantage, but such groups can be attractive targets for competitors who may seek to “poach” the employees which may enhance their ability to compete in the marketplace while limiting their competition. This article explores the options available to firms who wish to retain the competitive advantage of their collaborative work groups.

CROSS-BORDER MERGERS AND ACQUISITIONS (CbM&As) AFTER THE CONSTITUTIONAL REFORM

José Vargas-Hernandez, University of Guadalajara
Cristian Vides Rodríguez, University of Guadalajara

The implementation of Cross-Borders Mergers and Acquisitions has always been a tangible option in the mechanism of operation in a global market structure, since this one facilitates and improves the development of the economic interaction of the organizations; nevertheless, the study of this strategies is, in most of the cases, focus on searching the benefits and the grade of success of the implementation under the vision of the organization, giving the existence of the mergers and acquisitions through all the nations as a fact. This is how the interest to analyze how a modification in the constitution over an industry of a nation must be a factor that impacts directly the existence of this phenomena come up, as of the assumption that a modify of the constitution (not the regulatory framework) will impact over the presence of Foreign Direct Investment (FDI).
ACCESS DENIED OR ACCESS GRANTED: DETERMINANTS OF MANAGERIAL ACCESSIBILITY TO INVESTORS

Rebecca Ranucci, Southern Connecticut State University

Investors can glean information through access to managers, reducing agency costs associated with information asymmetry between investors and owners. However, managers, concerned with the potential repercussions of agent change or threats to their opportunism, control their accessibility to investors. Using a sample drawn from the health insurance industry, I find that as firm performance improves, managers are more accessible to investors by holding management meetings that develop goodwill with investors. Dispersion in investor expectations about the future prospects of the firm and environmental instability generated from the Affordable Care Act (ACA) also increase managerial accessibility as managers work to instill confidence and reduce uncertainty among investors. However, environment instability increases the risk environment in which managers are making decisions, leading poorer performers to increase their accessibility in order to highlight future potential for their firm in the midst of the environmental dynamism and strong performers to reduce accessibility as they contemplate the impact.

Thursday, 7:00 - 8:30 in Ballroom
Writers Workshop - Leadership Group
Facilitator: Theodore Peters, Hartwick College

MANAGEMENT BEHAVIOR TOWARD THE INTEGRATION OF SUSTAINABILITY

Petulia Blake, SUNY Plattsburgh
W. Tad Foster, Indiana State University

This paper first analyzed corporate sustainability with emphasis on management perception and the extent to which sustainability is valued in competitive organizations. The review of the literature made evident the challenge of integrating social responsibility and environmental sustainability agenda within the business model of competitive organizations. Four types of sustainability reporting behavior was identified by these works to provide stakeholders with some insight into management value of corporate sustainability. A model was designed by this researcher to illustrating how corporations respond to stakeholders’ pressure for more social responsibility initiatives. This work concluded that corporate sustainability report is a form of organizational communication that influences management attitude and behavior toward the integration of sustainability.

IMPACT OF TOP MANAGEMENT LEADERSHIP STYLE ON STRATEGIC RENEWAL (CE) - A COMPREHENSIVE LITERATURE REVIEW

Sastry Pulya, University of Massachusetts, Lowell

Leadership has long been researched (Tannenbaum, Schmidt 1958) with many scholars advancing the behaviors, traits and influence on firms and people surrounding them by exploring several dimensions. Schumpeter’s (1934) view of the entrepreneur as one who carries out new combinations has been at the root of Corporate Entrepreneurship that later (Covin and Miles, 1999) emerged as a major research area within the entrepreneurship. This paper attempts to review the leadership styles and strategic renewal as a type of Corporate Entrepreneurship.

Advancing Ethical Leadership through Stakeholders’ Sustainability Awareness: A Scale Development

Ivan Gan, Texas A&M University
Cecile Garmon, Western Kentucky University

As society and organizations increasingly recognize the importance of sustainability (Eisenbeiss, 2012), we centered on stakeholders’ sustainability awareness as a value-creating corporate social responsibility resource for ethical leadership. We developed the 15-item Sustainability Awareness as Ethical Leadership Scale (SAS) from 2 studies. Study 1: Data collected through focus groups and one-on-one interviews in two Latin American countries provided insights into how locals communicated about sustainability. Based on identified constructs, we developed initial questionnaire items. Study 2: After establishing content validity and face validity, 457 participants from 25 countries responded to the questionnaire. SAS has three distinct factors: Responsibility, α = .77; Female aptitude, α = .79; Female antipathy, α = .71. Factor correlations support construct validity.

USS PORTER COLLISION: A CASE STUDY IN ORGANIZATIONAL BEHAVIOR

Tyler Kelley, United States Coast Guard Academy
Ira Martin, United States Coast Guard Academy

On the morning of August 12th, 2012, the United States Navy’s guided missile destroyer USS PORTER (DDG 78) collided with the Panamanian Oil Tanker Otowasan resulting in 3 Million dollars in damage, the relief of PORTER’s CO, 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 analyze the decision making process in the ever dynamic and stressful world we live. In addition to the case and teaching notes, an interactive simulation with audio from the collision supplements the case.
Argentina economic regression analysis for US, Canada, Mexico, Brazil and role that agriculture trades play in growth, and seeks to use affect the GDP. This paper examines the theories behind the country and their policies related to imports and exports check which country has the highest impact of GDP related America, Canada, Mexico, Brazil and Argentina are picked to different countries of the US and Latin American countries. America, Canada, Mexico, Brazil and Argentina are picked to check which country has the highest impact of GDP related to its agriculture imports and exports; also check how countries and their policies related to imports and exports affect the GDP. This paper examines the theories behind the role that agriculture trades play in growth, and seeks to use regression analysis for US, Canada, Mexico, Brazil and Argentina economic data from 1960-2013.

BALANCE OF TRADES AND ITS IMPACT ON ECONOMY: EMPIRICAL ENDORSEMENT BASED ON LONGITUDINAL AGRICULTURAL DATA (CASE OF NORTH AND LATIN AMERICAN COUNTRIES)

Yasir Hassan, The University Of Lahore
Naheed Sultana, The University Of Lahore
Saleha Yasir, The University Of Lahore

Agriculture is the very basis of development. It is the food we eat, the sartorial we wear, the material of our households, the parks around us, and many of our traditions and values. The purpose is to inspect association of the American and Latin American economy, GDP and total Imports, export. Agriculture is the science and profession of cultivating the soil and raising livestock. The performance of the agriculture trades depends on their capability to contest both in national and international marketplaces over the long term. Canadian export transactions grew by 8.1 percent in 2012. Although the U.S. remains Canada’s most imperative agriculture export destination, Canadian exports to China amplified by 84.2 percent in 2012 to .6 billion. With export sales of .6 billion, Canada passed Argentina to become the world’s fifth biggest exporter with 3.5% of the entire value of world agriculture. The study determined the effect of agriculture industry, on the GDP annual growth of different countries. The finding of this study suggests that agriculture industry, is significantly affecting the GDP annual growth of selected countries. The purpose of this exploration is to check the imports and exports of the agriculture and to check the impression on GDP between different countries of the US and Latin American countries. America, Canada, Mexico, Brazil and Argentina are picked to check which country has the highest impact of GDP related to its agriculture imports and exports; also check how countries and their policies related to imports and exports affect the GDP. This paper examines the theories behind the role that agriculture trades play in growth, and seeks to use regression analysis for US, Canada, Mexico, Brazil and Argentina economic data from 1960-2013.

HOW TO IMPROVE STUDENTS’ TEAM PERFORMANCE IN BUSINESS EDUCATION: AN EMPIRICAL STUDY ON UNIVERSITY CAMPUS

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

Team skill has becoming an important asset that employees can bring into organization. For business schools, they try to teach business students to acquire teamwork skill in their business education to prepare for students’ future career. How to work with other team members and make team effectively is an important issue in business education. In this paper, we focus on how to use 12 steps method to help business students to acquire their teamwork skill and how to improve their team performance. First we discuss existing methods and research on which factors will have impact on the team performance. Then we focus on the discussion about how to apply 12 steps method in improving team performance. Based on previous discussions and research, we propose and examine several hypotheses on the relationship between 12 steps and their impact on team performance with a dataset collecting from university student teams. The results show that initial sharing, continuous sharing and feedback are positively associated with team performance but right expectation and equity are negatively associated with team performance. The findings not only provide evidences to support that 12 steps method can help to improve team performance but also give some insights about how to apply different step in different environment. The last part of paper explores the future research agenda for a further study in this field.

MEMBERSHIP ORGANIZATIONS: RE-INTRODUCING THE PRINCIPLES OF MEMBERSHIP IN ORGANIZATIONS

Jane Seiling, The Taos Institute

The term “member” has recently become prominent as a description of being (relational thinking) and working (relational doing) in organizations. Yet the principles of membership regarding being an effective member have received little attention, leaving leaders and members confused as to how to become an effective organization and organizational member, and how to sustain and extend the principles of membership over time. This theoretical and conceptual paper is a response to the call to expand the understanding of previously designed principles of membership and the identification of what ‘idiosyncrasies’ (skills, talents, philosophies of performance) of members are vital to being seen as significant to the (1) development of the mindset of individual and group membership in an organization, and (2) designing principles of membership that are valued by the participating organizations leaders and members.
### Writers Workshop - Organizational Behavior & Theory Group 1

**Facilitator:** Sue Epstein, Empire State College

**INSTITUTIONS AS ACTANTS: TRANSLATING MERITOCRACY FROM AMERICAN TO INDIAN BUSINESS EDUCATION**

**Keshav Krishnamurty, University of Massachusetts Boston**

American business is deeply influenced by the idea of “meritocracy”, or a system of providing scarce opportunities and rewards to the worthiest aspirants according to their measurable “merit”. This is an institution which has deep roots in American history and culture, having been created by as well as being an influence upon prominent individuals. As I demonstrate, it was also central to American business education in the 19th century and expanded by philanthropic foundations. In the mid-20th century, the institution of American business meritocracy was translated into the Indian institutional setting by the establishment of the Indian Institutes of Management (IIMs) through the action of the Ford Foundation, the Harvard Business School, and the Sloan School of Management. Using literature on Institutional Translation as well as elements of Actor-Network Theory (ANT), I aim to improve our understanding of the process of translation of institutions through a deep examination of history and the connection between the networks of actors involved in both India and the United States. I use ANT to develop a new theorization of an institution as a “non-corporeal actant” that acts upon human actors and is acted upon by them to shed further understanding upon the translation of the institution of meritocracy from American to Indian business education as well as institutional translation in general.

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### Writers Workshop - Organizational Behavior & Theory Group 2

**Facilitator:** Mariana Lebron, Towson University

**COGNITIVE ANALYTICS: MAKING SENSE OF DATA TO IMPROVE DECISION-MAKING IN ORGANIZATIONS**

**Constant Beugre, Delaware State University**

This paper calls for the importance of management research on big data and analytics. It does so by introducing the construct of cognitive analytics to emphasize the role of cognitions, interpretation and sense making in big data and analytics. The paper’s implications for research and practice are discussed.

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### The Future of Teleworking in Organizations

**Anthony Espinal, Pace University**

Organizations are always looking for ways to expand their talent pool, create global teams, and take advantage of the continuous advancements in technology. This paper focuses on the current theories: Theory of Work Adjustment, Leader-Member exchange, Social Comparison, Social Presence, Social Identity, and Social Network; problems: Management, Communication, Face-to-Face, Non-Teleworkers, and Evaluation/Observations; and potential solutions: Increased Trust, Mobile Execution Environment, Web 2.0 Technology, and Natural Presence; that organizations face in creating an effective telework program. Analyzing data collected from survey instruments submitted by all organizational actors, it is my belief that a thorough teleworking policy template can be created that addresses these concerns and capitalizes on the advantages of telework.
This qualitative study examined conditions contributing to turnover within a fast growing hospice by examining job satisfaction and engagement. The multifaceted investigation revealed low job satisfaction with workload, upward communications, leadership style, and lack of involvement in decision-making reported as the most referenced factors. In contrast, several indicators of employee engagement were strong, suggesting the need to further delineate between the different characteristics of satisfaction and engagement. This research contributed to the organization’s ability to reduce turnover and improve their performance on measures of job satisfaction and employee engagement as well the organization’s ability to sustain high quality of care for patients and families.
The 'Meet the Editors' session will consist of a face-to-face session with editors from four quality journals - Organization Management Journal, Journal of Management Education, Journal of Business and Psychology, 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.

Lean principles have long been recognized as a competitive advantage. Using a measure for qualitative aspects of lean production, we assessed the effectiveness and efficiency of lean implementation in five organizations, two in the US and three in Turkey. We used five qualitative performance dimensions: process, quality, customer satisfaction, human resources, and delivery, with 47 evaluation items. The qualitative section of the Lean Assessment Tool (LAT) by Pakdil and Leonard (2014) has been validated with the data collected from 5 firms with 468 respondents from two countries.

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Research related to effective leadership has been extensively studied over the past few decades. As new teamwork challenges arose, organizations often turned to leaders to address them. Some of the more recent challenges are associated with the ever more global environment characterized by increasingly diverse team members, collaborations across multiple geographical locations and time zones, varied set of norms, among others. Thus, global virtual team leaders are faced with increasingly complex environment. The aim of this paper is to examine the various challenges associated with global virtual teams as well as multiple ways in which effective leaders are able to overcome them in positively influencing team performance. We extend House's Path Goal Theory (1971) to develop a model of leadership effectiveness in the context of global virtual teams. We pay particular attention to the influence of leaders at multiple levels within an organization, as global leadership often entails leading multiple local teams and their respective leaders.
In today’s competitive environment many colleges are branding their programs as "Career-Ready", suggesting undergraduates are being prepared to enter the working world with progressive knowledge and skills related to how they think about and engage with their chosen careers. Mentoring and coaching is an accepted practice for employees but generally only mentoring is suggested for undergraduates. We explore how undergraduates perceive coaching, including their expectations of what it is and the reality of what it takes on the part of both parties to be successful. Using a leadership framework, undergraduates involved in a leadership council, and graduate students taking a leadership course, are paired to ascertain how effective coaching is on the undergraduate level.

Research ability is a critical skill set for all college students. The purpose of this study was to determine freshmen business major students’ incoming level of understanding of business concepts relating to information literacy. Students demonstrated their understanding and application of research concepts discussed during a series of 75-minute lessons. The findings of this study demonstrate the need for directing efforts on information literacy as there are opportunities not only enhance student research efficacy but develop critical thinking and problem solving skills.

In this essay, we use our experiences teaching at a state university as a starting point for understanding ways that social class is important to management education. In the U.S., students from low socio-economic status households are more likely to major in business than other subjects. We use Bourdieu’s theories of social class reproduction to examine assumptions about “unprepared” students and argue that many such students are demonstrating a lack of college-relevant cultural capital. We describe ways that we have adapted our courses and behaviors in light of this way of seeing social class in our students and ourselves.

This paper describes a role-play activity, "Missed Deadline". I provide the pedagogical theory and evidence behind using role-plays in classroom settings, followed by a review of the theoretical background and research pertaining to leader-member relations and followership on which the role-play is based. The experiential activity is developed specifically for a managerial development workshop focusing on leadership, followership, and communication skills of supervisors and staff. It aims to fulfill multiple objectives: 1) to understand the importance of effectively managing-up the hierarchy, 2) to learn how to use effective communication skills in challenging and conflict laden situations, 3) to expand self-awareness, and 4) to learn how to delegate properly. The role-play session plan including the instructions, timing, and role handouts is further outlined and potential outcomes are discussed.

Enjoy some refreshments, light snacks, and conversation prior to heading to your next round of sessions.
In this paper, we draw upon extant research on multinational enterprise (MNE) subsidiary and institutional voids to identify factors associated with exports by MNE subsidiaries located in emerging markets. We propose that in order for MNE subsidiaries to generate sales from export, they must overcome challenges both from being foreign and from institutional voids in the host country. We investigate this proposition in light of current research and theoretically develop a set of testable hypothesis pertaining to factors that may be associated with export sales by MNE subsidiaries—focusing primarily on group affiliation of subsidiaries and their access to local resources. We use GMM models to test our hypotheses on a sample of MNE subsidiaries during the 2000-2013 period. We find strong support for our assertions and conclude with implications and avenues for further investigations.

**NETWORK RESOURCES AND FIRM'S COMPETITIVE BEHAVIOR: THEORY AND EVIDENCE**

Simona Ileana Giura, SUNY Oneonta
T. Ravichandran, Rensselaer Polytechnic Institute

Firms extend access to resources and information by collaborating with other firms. This paper explores how resource endowments accessible to a firm through its social network affect firm’s competitive behavior. We suggest that a firm’s partners’ knowledge portfolio—stock and diversity—has a positive impact on firm’s competitive actions’ volume, complexity and heterogeneity. Further, we argue that firms have different capabilities to access knowledge that allows them to initiate actions depending on the network position, mainly its centrality and access to structural holes. We find that partners’ knowledge has a positive effect on competitive action volume and complexity. We do not find partners’ knowledge to impact heterogeneity of actions. Further, we find that central firms due to experience at managing ties are better able to use their partners’ resources and initiate a higher volume of complex and heterogeneous actions. Lastly, we find that even when exposed to knowledge, such knowledge may not be easily leveraged if the firm’s partners are highly unconnected (access to structural holes) due to reduced trust among the partners and thus less information and knowledge flows though the ego network.

**UNPACKING VIRTUALISM IN TOP MANAGEMENT TEAMS: IMPLICATIONS FOR FIRM PERFORMANCE**

Timothy Golden, Rensselaer Polytechnic Institute

Although Virtual Top Management Teams (VTMTs) have become commonplace in corporations today, researchers and practitioners alike are only beginning to understand the implications of having senior management teams work virtually and its influence on the firm’s performance. This study therefore investigates a multidimensional conceptualization of team virtualism, and does so using intact VTMTs during the on-going implementation of firm strategy. More specifically, as a means to begin unpacking the effect of having top managers work virtually, this research investigates the relationship between the shared strategic cognition found in VTMT’s and firm performance, and if this relationship is moderated by the extent of team virtualism. Predictions are tested using a large sample of intact VTMTs. Results indicate the positive relationship between shared strategic cognition and firm performance to be contingent upon the team’s extent of virtualism across hypothesized dimensions of virtualism. Importantly, these findings suggest that shared strategic cognition may be a stronger predictor of firm performance for top management teams that are highly virtual than in teams which are less virtual. Through this investigation it is hoped future researchers are encouraged to think more critically about the conditions in which virtualism is most likely to influence organizational outcomes like performance.
**ORQANIZATIONAL LEARNING IN TURBULENT ENVIRONMENTS**

**Kevin Lopes, U.S. Coast Guard Academy**

This paper synthesizes a systematic approach to organizing learning in the face of variation – a way to strategically align the social actors within a collective to achieve perceived value in the absence of a clearly specified objective function. It argues that a) emphasis on the performative or ostensive metaroutine aspect provides a way of characterizing an institution's preference for efficient or effective outcomes, and b) emphasis on avoiding or absorbing variance provides a way of characterizing an institution's preference for innovative or adaptive actions. Two strategies for guiding actions and two strategies for guiding outcomes in turbulent environments are proposed.

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**A CONCEPTUAL MODEL ON THE PROCESS OF INNOVATION DIFFUSION THROUGH A HISTORICAL REVIEW**

**Chad Seifried, Louisiana State University**  
**Patrick Tutka, Louisiana State University**  
**Matthew Katz, University of Massachusetts**

This study presents a nine-point conceptual model on the innovation diffusion process to emphasize the interaction/synergy of the: 1) communication system(s); 2) time; and 3) membership in a social system as mediated by the degree of seriousness of the exogenous shock, competency and/or compatibility of technology, available resources, and geography. The nine points in the conceptual model include: 1) recognition of exogenous shock; 2) coalition of primary social system; 3) establishment of interpersonal communication within primary social system; 4) selection of innovation (e.g., process or product) by the primary social system; 5) recruitment and/or establishment of secondary social system (i.e., change agent); 6) introduction of innovation; 7) utilization of various mass media channels; 8) actual diffusion; and 9) engagement in interpersonal communication between and among primary and secondary social systems to continue, discontinue, or reinvent innovation. Collectively, this study helps to answer the critical questions such as why and how an innovation moves through a population and what factors enhance rapid and widespread acceptance. The contextual setting used to develop the model and answer these questions used the historical method to review the 114 football bowl games created by the United States Armed Forces from 1942 through 1967.

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**KNOWING PAINS: IDENTITY BASED MARKET CONTROL AND THE CREATION OF THE HOLLYWOOD STUDIO BUSINESS MODEL**

**Florian Schloderer, INSEAD**  
**Stephen Mezias, INSEAD**

Organization theory scholars have recently devoted considerable attention to the development of new business models. To date much of the work has focused on the micro-social dynamics that promote recognition of common business models; by contrast, our study will focus on how specific practices adopted by firms come to be recognized as components of a larger business model and how the community of practice at the heart of the promotion of these business models is strengthened as more firms adopt those practices. From this discussion, we develop several testable hypotheses about growth and the new business model, recognition of the new business model and a reduction in competitive pressure, active coordination to avoid competition among firms that have adopted the new business model, and widespread recognition of the new business model in society as the ordered market grows. We test these hypotheses by studying the identities and dynamics of the population of for profit firms that produced and released feature films in the US until 1930. The emergence of the Hollywood studios during this period offers a very appropriate setting to test a framework focused on the development of entirely new business models. We find support for our hypotheses and close with the discussion of the theoretical contributions of our research.

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**ELA - Mining the Experiential Exercise: Without a Full Debrief, It's Just a Game**

**Jeanie Forray, Western New England University**  
**Cheryl Tromley, Fairfield University**

Experiential exercises are intended, in part, to draw students into engaging moments of activity – a game. However, unless learners are encouraged to be reflective about the experience, it is just the memory of the fun and differentness of the game that stays with them. The final stage of an experiential activity is the debrief, which includes a series of questions that help learners transform an activity into theory-enriched experiential knowledge. In this session, participants will blend activity with reflection to explore necessary core elements for mining and sustaining participant learning about the subject at hand. As all ELA sessions use an experiential approach to topics of interest, the framework of debriefing is sampled and discussed following each activity.
Entrepreneurship education in colleges and universities around the world has been booming in recent decades (Naia, Baptista, Januario & Trigo, 2014). Determining the impact of this education, however, has been difficult to substantiate, yet many believe that offering an entrepreneurship major at the university level will prove beneficial to both the students and the economy in the long-term (O’Connor, 2013). Unfortunately, these benefits are likely to only be attained after a person gains industry experience, maturity, and developed networks (O’Connor, 2013). To counter this problem, Neck and Greene (2011) state that entrepreneurship education must emphasize student action-taking, rather than just sitting in a classroom. These actions might include techniques such as participating in games and simulations, networking, and internships, to name just a few. Through these forms of active participation in the process of entrepreneurial education, students will hopefully be able to develop better instincts in terms of assessing risk and understanding the importance of building a collaborative team of advisors, therefore, accelerating the time needed to begin and enjoy a successful entrepreneurial venture. While entrepreneurship education is multi-faceted, the objective of this workshop will focus on encouraging dialogue on just two areas: risk-assessment and networking. Exposing students to the concept of risk and developing expert advisors through various methodologies both inside and outside the classroom will hopefully give them more confidence, knowledge, and ability to take a chance and start their own venture following graduation.

Mindfulness is an “in-the-moment” manner of paying attention and responding to experiences occurring in the present moment without forming a judgment as to the nature of the experience (Baer et al., 2006). This study proposes that a person’s level of trait mindfulness is predictive of the emotional labor approach adopted by the person. We further propose that these different emotional labor approaches impact employee performance along the dimensions of organizational citizenship and workplace deviance behaviors, and that the employee’s organizational justice perceptions moderate this relationship. We outline the theoretical arguments that underlie these model and propose an initial exploratory field study to empirically examine these relationships. Our study contributes to the literature on mindfulness and emotional labor, and also expands the scope of emotional labor research by examining under-researched outcomes different emotional labor approaches.

Despite the empirical finding of the positive correlation between the overall perception of organizational justices and the organizational justices in its multi-dimensional framework (mainly, distributive, procedural, and interpersonal), shifting the focus completely from studying each types of justice to a holistic understanding of justice can cause a dilution in organizational justice understanding. This article aim is to demonstrate the need for both overall justice framework and the multi-dimensional framework in organizational justice research.
Organizational Behavior & Theory – Motivation and Engagement across Generations and Cultures
Facilitator: Thomas Koellen, Dalhousie University

Ostracism and Nationalism in the Workplace: Discursive Exclusionary Practices between Cultural and Geographic Neighbors

Thomas Köllen, Dalhousie University, Rowe School of Business
Susanne Kopf, Vienna University of Economics and Business
Tom Rankin, Vienna University of Economics and Business

Management research on mechanisms of exclusion of employee groups has until now mainly applied constructs of racism to understanding issues of origin-based ostracism. This research, furthermore, has focused on issues faced by employees whose heritage is markedly different than the majority socio-cultural, linguistic, and geographical setting. Against this background, the present study investigates how ostracism plays out when the heritages involved share these features as exemplified by potential issues faced by German employees in Austria. Study 1 examines the discursive production of Austrian stereotyping of Germans in the usage of different synonyms for ‘Germans’ in Austrian discourse. A corpus analysis of comments in online newspapers highlights the implicit Austrian need for delineation against Germany. Study 2 analyzes Germans’ perception of Austrians’ exclusionary linguistic practices to them and how this impacts on their employment experience and turnover intention. Quantitative analysis of survey data from 600 German nationals employed in Austria revealed that the degree of exposure to these demarcating stereotypes is associated with lower job satisfaction, higher burnout level and less attachment to Austria and the job. The study exemplifies for the first time the central role of nationalism and national identities in organizational mechanisms of exclusion.

Factors Influencing Alumni Engagement

Paul Thurston, Siena College

Understanding alumni motives was critical for colleges to effectively communicate their needs and ensure the continued commitment of alumni. We conducted interviews with 80 alumni from a small Catholic and liberal arts college in the northeastern United States and developed a theory of alumni engagement. We hypothesized that contributions of time, treasurers and three forms of talents were predicted by behavioral and normative beliefs and three forms of perceived behavioral control. Regression analyses of 560 responses to an internet survey confirmed all eight factors as statistically reliable predictors. Comparative analyses confirmed the importance of augmenting requests for financial support with other forms of engagement.

Entrepreneurship - Entrepreneurship Literature and Theoretical Development
Facilitator: Yang Xu, Penn State University

A Systematic Literature Review of the Conceptualizations of Entrepreneurial Leadership

Sandhya Balasubramanian, University of Massachusetts Lowell

As an evolving field of study that interfaces between the domains of entrepreneurship and leadership, entrepreneurial leadership (EL) has drawn the attention of both researchers and practitioners alike. Yet there is an ongoing debate as to whether EL is significantly distinct, viable and valuable for success of organizations. We conduct a systematic literature review to synthesize research in a systematic, transparent and reproducible manner by analyzing 50 studies. Our review highlights the shifting focus of EL approaches from the leader based behavior to an entrepreneurial process oriented approach. We conclude by proposing suggestions for future research that may employ EL as a tool that could potentially amplify organizational performance when used in conjunction with transformational leadership styles and strategic organizational postures.
EFFECTUATION AS A DYNAMIC FRAMEWORK IN ENTREPRENEURSHIP RESEARCH

Athphon Mumi, University of Massachusetts Lowell

Effectuation provides the insight understanding of how entrepreneurs utilize means as given to create opportunities under uncertain environment. This concept has been discussed and applied in various entrepreneurship contexts. Although effectuation is formulated as pragmatic and dynamic aspect, existing literature seems to ignore the relationship between each process. In this study, we highlight effectuation as a dynamic framework and provide the conceptualization of effectuation in three-dimensional aspects: effectual determination, effectual partnership, and effectual control. We further propose the relationship between dimensions based on the review of effectuation literature to shed light on entrepreneurship research.

APPLICATIONS OF THINKING PROCESS TOOLS OF THEORY OF CONSTRAINTS TO INITIATE A BUSINESS

P Padmavathy Dhillon, Indian Institute Of Management Calcutta
Abhishek Shinde, Indian Institute Of Management Calcutta

Entrepreneurial opportunities come in a variety of forms in the product market, however the discovery, evaluation, and exploitation of an opportunity is always a necessary condition for entrepreneurship. In entrepreneurship research, a number of researchers have emphasized on developments in and of methodologies, models, longitudinal studies, and theoretical frameworks. This paper explains how an individual can exploit an entrepreneurial opportunity to create value. If he has already discovered and evaluated an entrepreneurial opportunity using ‘Thinking Process’ tools of Theory of Constraints (TOC). This tool helps to exploit entrepreneurial opportunity by prioritizing issues, identifying and evaluating conflicts, seeing the future of business if a solution is implemented, identifying, and overcoming obstacles, and developing a structural roadmap for executing the start-up business.

DO FEMALE DIRECTORS ON THE BOARD MATTER TO AUDIT EFFORTS? EVIDENCE FROM CHINA

Zhejiang Zhou, Anhui University
Weichu Xu, East Stroudsburg University of Pennsylvania
Chaolin Chen, Xiamen National Accounting Institute

Female directors have been becoming a common phenomenon with economic development and enhancement of women’s social status in China. Previous researches have shown that female directors pay more attention to oversight of management and take on a significant character of risk-aversion; whether the above features can affect external audit effort is notable. This article examines the effect of female directors on audit efforts. We find that female directors on the board decrease audit efforts significantly, and independent directors play a predominant role after dividing directors into independent and executive directors in China. Furthermore, the above female directors’ effects weaken obviously as the legal environments are perfected. These results suggest that female directors on the board is one important type of board structure that impair audit efforts, and that female independent directors are of greater importance for audit efforts than female executive directors.

CROSS-BORDER INTER-ORGANIZATIONAL KNOWLEDGE TRANSFER: SKILLED RETURNEES AS KNOWLEDGE BROKERS MODERATING CULTURAL DISTANCE

Leah Ndanga, University of Massachusetts Amherst

This study establishes a typology of 4 types of board members in MNEs in a bid to assess the impact of the top management team’s diversity, in terms of the proportion of skilled repatriates, on knowledge transfer and performance. While the expatriate literature distinguishes between locals and expatriates, this study’s main contribution is the addition of the skilled returnees as a managerial group in the unique position of straddling both local and foreign cultures and knowledge. The study’s central argument is that the predominance of repatriates on the board of international firms will enhance knowledge transfer, and subsequently firm performance, in foreign located international firms. Repatriates effectively transfer both parent company knowledge to the subsidiary and local knowledge to the parent company, both of which will enhance performance. The results confirm the negative relationship between cultural distance and firm performance. However, it yields an interesting and unexpected negative relationship between the proportion of US educated board members and firm performance. The moderated positive relationship is also positive and statistically significant. The study points to the existence of a multi-identity for the individual personnel and the firm and brings to light the complexities of context.

International Management - Knowledge-Management and Gender
Facilitator: Huy Tran, Albright College
INFORMATION OVERLOAD AND THE PROCESS OF INTERNATIONALIZATION

Ernesto Tapia Moore, Kedge Business School

This article presents a theoretical equation set based on the information interactions resulting in experiential learning. We attempt linking our equation set to the Uppsala Internationalization Process model in order to quantify information overload and operationalize the Uppsala model under longitudinal time series settings. The internationalization process generates an increase in the diversity as well as the overall quantity of information resulting in an increase of the variation and the amount of information a firm needs to process. This challenges a firm’s capacity to simultaneously expand and learn. Market knowledge is acquired essentially through current business activities, all of which, proceeding from a firm’s market experience, generate experiential knowledge. Market experience is situation-specific being therefore difficult to generalize. Nonetheless, firms tend to use general “failsafe proven courses of action” when confronted with new situations in an effort to reduce diverging, larger quantities of incoming and often discrepant information. Information overload points towards situations where the quantity of information pending analysis and consideration compels the firm to revert to older and trusted information processing methods, clearly adopting a short-term efficiency posture leading to sub-optimal performance instead of seeking adaptive solutions.

EFFECT OF SOCIAL NETWORK TIES IN ENTREPRENEURIAL OPPORTUNITY RECOGNITION & MODERATION EFFECT OF SE

Anita Sharma, Thapar University
Prashant Salwan, Indian Institute of Management, Indore

Extant literature on network ties in the context of people with disabilities is scant. We believe that the contextual factors for people with disabilities vary significantly possibly due socially constructed stereotypes. This paper primarily explores the role of social networks in entrepreneurial opportunity recognition by people with disabilities. Researchers have examined umpteen plausible reasons that seem to affect entrepreneurial activities, in general, and alertness to entrepreneurial opportunities, in particular, by people with disabilities. ‘Social network ties’ are classified as mentors, informal networks, professional forums, and family & friends and their effect on entrepreneurial opportunity recognition. We used ‘mood inducement approach’ to trigger ‘entrepreneurial ideas’ in respondents through 30 different entrepreneurship related images. Data was collected through an online survey on from 19 disability related public forums. The present study found a support for the relationship between informal networks and mentors with opportunity. Interestingly, data reveal counter intuitive insights for family & friends, and professional forums. However, the data supported moderation effect of self-efficacy of PwDs on relationship of mentors, informal networks, professional forums, and family & friends with opportunity recognition. Therefore, the results of moderation effect of self-efficacy are more pronounced in opportunity recognition that has high self-efficacy, than in opportunity recognition with low self-efficacy. The study offers considerable implications for policy makers, academia, and also for PwDs. Finally it concludes with limitations of current study and future directions.
AN EXPERIENTIAL FIELD STUDY IN SOCIAL ENTREPRENEURSHIP

Casey Frid, Pace University
Imran Chowdhury, Pace University
Claudia Green, Pace University

Research demonstrates that nascent entrepreneurs are less likely to abandon their efforts when they develop skills to operate in situations where both social and economic demands must be balanced. However, students may have difficulty grasping the process by which such skills are acquired, and how these skills are applied during both the creation, and operation of, new social ventures. This paper presents a theoretical and practical approach to teaching new venture creation and stakeholder management vis-à-vis the specific actions and behaviors undertaken by social entrepreneurs. During a 10-day, experiential field study, students personally engage social entrepreneurs to understand how they manage the oft-conflicting demands of financial, organizational, community, and environmental stakeholders. The objective is for students to discover the process of new venture creation and management. The field study itself is a process of self-directed, interactive discovery whereby students develop and administer an interview protocol, observe an entrepreneur operating his or her venture, and write a case study addressing a particular challenge in the area of stakeholder management and social entrepreneurship. After reviewing the literature on education in social entrepreneurship and experiential learning, this paper describes how to implement the exercise. Learning outcomes from student interviews and the case study are discussed.

UNIVERSITY AND COMMUNITY COLLABORATION IN MANAGEMENT EDUCATION: LESSONS LEARNED AND INSIGHTS AFTER A DECADE OF EXPERIENTIAL LEARNING

Barry Friedman, State University of New York at Oswego

University educators have long recognized the importance of experiential learning outside the classroom. Internships, cooperative educations and community based class projects in undergraduate and graduate curriculum are common program experiences. Despite this proliferation of experiential learning, best practices and lessons learned are seldom systematically shared. The purpose of this paper is to identify important lessons learned about effective university and community collaborative using consultancy projects at a state university over the past ten years. The lessons learned are categorized by when they occur (before, during and after the consultancy project) and responsibility (instructor, student and community based organization). Five insights underlying the lessons learned are offered: (1) establish clear instructor, student and client organization project expectations and role responsibilities, (2) instill student diagnostic skills that identify opportunities for improvement, (3) emphasize critical thinking skills that are required to propose compelling improvement recommendations, (4) provide ongoing constructive feedback to students during the project, and (5) maintain high levels of student and client motivation throughout the project. Effective implementation of these lessons learned and insights have improved the efficacy of the university and community collaboration over the past ten years.

CASE – Overcoming the Challenges of Teaching with Cases in the Basic Undergraduate Management Course

Mike Lewis, Assumption College
Robin Frkal, Assumption College

Case studies can be an especially rich medium for the basic undergraduate management course. However, there are many challenges to successfully implementing this method with inexperienced undergraduate students in large introductory level courses. This interactive session is focused on exploring the benefits and challenges of teaching with cases to an undergraduate audience. We will present an alternative case-based teaching approach that may work particularly well for this audience. Our goal is to compare and contrast this alternative approach with the “traditional” methods of case-based teaching, not to establish it as better than the “traditional” methods, but as an option particularly for undergraduate classes. Participants will have the opportunity to consider this case method approach and discuss its strengths and weaknesses.
ELA Sessions

Facilitator: David Fearon, Central Connecticut State University

**THE STRUCTURED INTERVIEW EXERCISE**

Vicki Taylor, Shippensburg University

This exercise, developed for use in an undergraduate human resource management course, prepares students to create, conduct and participate in a structured employment interview. Working from an O*NET position description, students identify situational behavioral employment interviewing questions designed to assess job applicants’ qualification for the position. Anchored evaluation criteria are developed for each question and students participate in mock interviews. Students receive peer feedback on the quality of their interview questions and evaluation criteria as well as feedback on their performance in a mock interview. A brief review of relevant research on structured interviewing is included along with teaching notes, handouts, student reaction, and exercise instructions.

**AN INTERACTIVE APPROACH TO TEACHING THE BASICS OF NEGOTIATION IN ONE CLASS**

Ed Wertheim, Northeastern University

This interactive case was developed for situations where only one or a few sessions could be devoted to teaching negotiations...graduate or undergraduate. This exercise can be used as a “stand-alone” class or in an organizational behavior (or related) class in which only one or two classes can be devoted to the topic of negotiations. The case involves a complex two party negotiation which puts the student in the role of the negotiator; there are multiple decision points, each of which involves students responding with specific decisions. Students come out of the exercise with a basic understanding of the basics of Negotiation including planning, who should make a first offer, how to determine goals, targets, and walkaways, ZOPA, reciprocity, anchoring, and distributive vs. integrative negotiations.

Human Resources Management - Compensation

Facilitator: Elizabeth McCrea, Seton Hall University

**PAY MIX POLICIES AS (DIS)INCENTIVES IN MOTIVATED JOB CHOICE DECISIONS**

Kimberly Merriman, University of Massachusetts Lowell
Lauren Turner, University of Massachusetts Lowell

Effective employee recruitment strategies are critical to organizational success. When faced with recruitment challenges, a common response by firms is to increase pay level, an incentive that is somewhat easily competed away as other firms follow suit. The following instead examines the incentive effects of pay mix in motivated job choice decisions. Relevant research and actual job postings are reviewed to establish the conceptual foundation. Then through experimental design, we investigate whether job postings that are alike on all substantive qualities except pay mix policy distinguish job appeal in a systematic way. Our findings provide preliminary support for stronger incentive effects with a work-life balance pay mix policy, relative to market-match and performance driven pay mix policies. Job postings that conveyed a work-life pay mix were rated as significantly more appealing by both men and women. Further, this pattern of preference was distinctly larger for women relative to men, which speaks to the practical aspect of attracting a gender-diverse applicant pool. Findings will inform research and practice on the incentive qualities of total compensation (pay and benefits), often given short shrift in comparison to the monetary component of compensation alone.

**THE PAY OPENNESS MOVEMENT: DOES IT INFLUENCE ORGANIZATIONAL CITIZENSHIP BEHAVIOR?**

Shelly Marasi, University of Central Oklahoma
Alison Wall, Southern Connecticut State University
Rebecca Bennett, Louisiana Tech University

Since there is currently a pay openness movement in the workplace, it is important to determine the influence pay communication practices have on employee outcomes. Therefore, the purpose of this paper is to analyze pay communication’s influence on a specific employee behavior that ultimately impacts an organization’s success, organizational citizenship behaviors (OCBs). Specifically, pay secrecy is hypothesized to influence employees to the extent that they engage in less OCBs and thereby, arguing that pay openness leads employees to participate in more OCBs. Managerial trust and informational justice are anticipated to mediate the relationship between pay communication and OCBs. Structural equation modeling (SEM) was used to test the theoretical model and hypotheses. Practical implications, limitations, and future research directions are provided.
**THE DEVIL IS IN THE DETAILS: A REVIEW OF MERIT PAY IN HIGHER EDUCATION**

Elizabeth McCrea, *Seton Hall University*
Marta Deyrup, *Seton Hall University*

Merit pay—rewarding high performing faculty with greater financial compensation—is intuitively appealing and is consistent with our sense of equity and fair play; those who do more, who accomplish more should earn more. However, empirical work on performance based compensation has shown mixed results. In this review of the higher education literature we discuss the elements that can make up performance based compensation systems, and the benefits and/or problems that may ensue upon implementation. Our goal is to help faculty and institutions avoid unfortunate outcomes by delineating the trade-offs inherent in the merit pay system design process.

**FRIDAY, 2:45-4:15 IN GEORGE**

**WORKS-IN-PROGRESS**

Facilitator: William Obenauer, *Rensselaer Polytechnic Institute*

**CAN MONEY BUY EQUALITY? PARTNERSHIP EQUALITY OF HIGH-INCOME COUPLES**

Quinn Pogvara, *Bentley University*

Can money buy equality? This study conducts a quantitative analysis of proprietary survey data to explore the research question: do high-income, dual-career couples operate more equitably than comparatively moderate or low-income dual-career couples? Parametric and nonparametric comparison of means testing of the two income groups finds statistically significant results indicating a positive relationship between the high-income group and calculated partnership equality. However, including this variable in multiple regression modeling does not produce the hypothesized significant results. Theoretical background of dual-career couples, variable selection, quantitative analysis results and interpretation, and limitations and further research are discussed.

**CEO TENURE AND FIRM PERFORMANCE IN A DYNAMIC ENVIRONMENT: CEO ORIGIN, CEO POWER, AND STRATEGIC CHANGE AS MODERATORS**

Dong Wook Huh, *Frostburg State University*

Is long CEO tenure detrimental to firm performance in a dynamic environment? If it is the case, what factors may make long CEO tenure more or less harmful? I attempt to answer these questions by considering the moderating effects of CEO origin, CEO power, and the degree of strategic change on the relationship between CEO tenure and firm performance. Focusing on the process through which the rigidity of CEO paradigm leads to strategic persistence and ultimately to lower firm performance, this paper argues that CEO origin, CEO power, and the degree of strategic change moderate the relationship in different mechanisms and directions. Using a sample of firms from the technology hardware and equipment industry in a period from 1998 to 2009, the paper finds that the relationship between CEO tenure and firm performance is inverted-U shaped and CEO power and the degree of strategic change moderate the relationship.

**WHEN DO NEW PRODUCTS Emerge? EXPLORING THE IMPACT OF INTERORGANIZATIONAL RELATIONS (IR) IN ORGANIZATIONAL FIELDS**

Chad Seifried, *Louisiana State University*
Brian Soebbing, *Temple University*
Kwame Agyemang, *Louisiana State University*

Using the historical method through a historical institutionalism frame, this investigation examined interorganizational relations established and supported by current Division I (Football Bowl Subdivision) bowl games over the history of the collective bowl system (1916-2014). Using financial and organizational records to help understand and identify interorganizational relations, the researchers discovered several important examples of interorganizational relations. Specifically, this work found the establishment of financial records through conference affiliations, corporate sponsors, and television broadcast agreements served as superior exemplars of interorganizational relations within a cultural industry. The collective results of this study show unequivocally IR can support organizations (i.e., bowls) in their efforts to improve overall survival, market position, value creation, and competitive advantage. In particular, bowl games protected through resource buffers provided by IR survived at a high rate. Second, first mover bowl games using IR benefitted more rapidly than those comparable bowl games without established linkages during times of environmental uncertainty. Third, we demonstrate the timeliness of implementing IR can moderate product outcomes (e.g., tier-status). Fourth, and most importantly, we found coopetition between institutional members can create new products.
Celebrity chef and entrepreneur Paula Deen triggered a social media firestorm in June 2013 after she admitted, during a legal deposition, of using the "N-word" in the past. After nine days of media appearances and a social media frenzy, eleven of Deen’s sponsors severed ties that included sponsorships, products and future book deals. Almost immediately, Deen issued a formal apology. Using Benoit’s image repair theory, this essay looks at how Deen represented and defended herself during interviews, statements and social media. Findings indicate that she used many image repair strategies that proved to be unsuccessful at that time. In the short-term the media framed Paula Deen as a celebrity coming undone. However, one year later Deen’s image began to improve as the media transitioned to a more positive portrayal. Nine months after the 2013 deposition, she created a new company, Paula Deen Ventures and soon after she opened a new restaurant proving that some celebrities can survive scandals quite successfully.

We investigated the limited nature of series of empathic experiences, specifically, how expressing empathy towards a victim group would mitigate subsequent empathic concern towards another victim group. We offered and tested two possible explanations for this decreased empathy effect, an empathic depletion account (emotional exhaustion and difficulty to experience further empathy) and an emotional moral licensing account (expressing empathy once liberates us from further engaging in such consuming feelings). To test this prediction, across two studies, American participants were exposed to an empathy-eliciting article (about cancer patients) or to a neutral article. Then all participants read another article, depicting impoverished seniors, and reported their levels of empathy and willingness to help them. In order to test the empathic depletion account, in both studies we asked participants to report how emotionally exhausted they felt. In order to test the emotional licensing account, in Study 2, we have varied whether participants were either given an opportunity to establish themselves as empathic or not, before they continued to the article about seniors. We found that experiences of empathy towards cancer patients, compared to a neutral condition, decreased subsequent levels of empathic concern and helping intentions towards the seniors, and this was especially true if participants had an opportunity to establish themselves as empathic individuals beforehand. The empathic depletion account was not supported. Theoretical and practical implications will be discussed.

While incumbent and start-up firms are increasingly creating collaborative arrangements it is unclear how the governing structure of those relationships are adopted. While existing literature has elucidated appropriation, control, coordination and risk concerns, much less consideration has been given to the firms’ abilities to effectively contract for the nature of their relationship. To add in the discussion we introduce a framework that utilizes the resource-based view of the firm and transaction cost economics to provide insight into the choice of collaborative structure. We utilize this framework to investigate the strategic choice of alliance or corporate venture capital linkages between firms.
SOCIAL MEDIA AND THE PERFORMANCE OF INITIAL PUBLIC OFFERINGS

Atthaphon Mumi, University of Massachusetts Lowell
Michael Obal, University of Massachusetts Lowell
Yi Yang, University of Massachusetts Lowell

The existing literature considers the initial public offering (IPO) as a crucial step for entrepreneurial firms. Despite the popularity of social media among a large number of the audience including potential investors, limited studies have been conducted to investigate how firms can utilize social media to attract financial capitals during the IPO process. We attempt to shed light on this area through the signaling and word of mouth theoretical lenses, and our study, based on the data from 200 firms going IPO in the US market in 2014, provides significant evidence in support of a positive relation between using Twitter by a firm and its IPO value. Furthermore, the effectiveness of firm’s tweet is mediated by public responses, and such effectiveness is also stronger for B2C firms compared to B2B firms. This study extends the signaling and word of mouth theories by applying them to the IPO context as well as social media phenomena.

STRATEGIC MANAGEMENT FOR THE 21ST CENTURY

Gerard Cleaves, Fairleigh Dickinson University

Quantitative tools for Strategic Management became popular during the mid 20th century. While useful for short-term closed problems, they were found inadequate for strategic planning. Towards the end of the 20th century, qualitative approaches were introduced. While meeting with mixed success, they were instrumental in channeling innovation, creativity, and collaboration. The early years of the 21st century have been full of perils and uncertainty on many fronts including the global economy, terrorism, and environmental concerns. New rigorous hybrid approaches that build on numerous disciplines including economics, optimization, scenario planning and risk management and advancements in science and technology are needed.

PDW - Unpacking Student Digital Technology Reliance to Enhance Pedagogy: Should We Just Ban Cell Phones and Laptops in the Classroom?

Catherine Giapponi, Fairfield University
Timothy Golden, Rensselaer Polytechnic Institute
J. Michael Cavanaugh, Fairfield University

At the 2014 meeting of the Eastern Academy of Management, the participants engaged the audience in a lively discussion of the potential impact of digital technology (iPhones, laptops/computers, video games) on brain development, student skills, and student learning. With the publication of “Digital Technology and Student Cognitive Development: The Neuroscience of the University Classroom” in the Journal of Management Education (online October 2015), the authors/participants propose a session to revisit this important topic in order to move the discussion forward. We plan to provide a brief overview of the research on digital technology and cognitive development, focusing on a few key challenges for management educators. The bulk of the session will engage fellow attendees in the discussion of how we as management educators might address these challenges in our own classrooms (as a large group or small working groups if number of attendees permits). The session will be designed as a workshop for creative thought and reflection on pedagogy, classroom teaching and student learning. We hope to move beyond the discussion of research on the digitally-wired brain toward the development of concrete ideas for adapting or repurposing current teaching techniques, including technology-based pedagogies, and developing innovative approaches to teaching current and future generations of management students. In the spirit of collaboration, the workshop will provide a forum for sharing ideas and specific teaching techniques that address the learning needs of students weaned on digital technology.
CASE - Publishing Cases (Long Form & Compact)

Facilitators: Gina Vega, Organizational Ergonomics
John J. Lawrence, University of Idaho

Mentors: Rebecca J. Morris, Westfield State University
Ernesto Tapia-Moore, Kedge Business School
Mary K. Foster, Morgan State University
Laurie Levesque, Suffolk University

THE THIRD TIME IS THE CHARM: MANAGING CHANGE AT URBAN FINANCIAL

Matthew Mazzei, Samford University
Charles Carson, Samford University

Urban Financial was a real estate asset management syndication firm that sponsored affordable housing to low-income families and seniors across the United States. The case examines the firm’s management of an internal information technology (IT) change initiative. The case follows their recently hired IT manager, Anthony Bryant, as he works to change a culture while acquiring resources and acceptance for the project he was hired to oversee. Bryant deals with numerous changing priorities, inadequate sponsorship, resistance from various levels, and a dearth of resources as he struggles to get the organization on board with a long overdue database conversion.

STUDY SMART TUTORS: A CASE OF ENTREPRENEURIAL DILEMMAS AND OPPORTUNITIES

Sheetal Singh, The George Washington University
James Bailey, The George Washington University
Ravi Ramani, The George Washington University

This case focuses on Study Smart Tutors (SST), a for-profit education services company. SST helps under-served youth (first-generation college-bound students) prepare for college through a leveraged learning model that incorporates SAT and ACT tutoring into required curricula. Despite having an effective model with more demand than SST can service, Jack, the founder of SST, is faced with challenges of scaling using the current model. The case discusses the industry, business environment, competition and the prospective options SST has to scale the business to its full potential.

2015: A TURNING POINT FOR THE SEMICONDUCTOR INDUSTRY?

Gaurav Patwardhan, North Dakota State University
DelRae Chivers, North Dakota State University
Karen Froelich, North Dakota State University

In the middle of 20th century, two important inventions gave birth to a new industry – the semiconductor industry. The prevalence of electronics in almost all the parts of modern life is a manifestation of the tremendous success of the semiconductor industry in a very short span of time. The microelectronics industry, a more common name for the semiconductor industry, pertains to design and manufacturing of all kinds of electronic chips found in various devices and appliances. The primary manufacturing material of a typical electronic chip is silicon, which is a type of a semiconductor, hence the name. The case will discuss the background behind the inception of this industry followed by an important phenomenon called Moore’s Law that has been observed throughout the evolution of the industry. The case will also explain briefly the manufacturing process of an integrated circuit, a technical name for a microelectronic chip. After laying the groundwork for readers not very familiar with the industry, the case will delve into basic industry facts, such as market size and segmentation, used by industry analysts. The case can help readers analyze the stage of the industry’s life cycle and overall competitive arena including strategic positioning of major industry players. The external analysis of the semiconductor industry considers macro-environment (demographic, sociocultural, economic, political, technological, and physical environment) trends as of 2015. The case will discuss the value chain in the semiconductor industry and associated evolution of the various business models practiced by industry players over the years. Competitive forces in the industry are explained, encouraging readers to judge the strength and influence of those forces on current and aspiring players in the industry. The external industry analysis is augmented with description and brief internal analysis of some of the key players in the industry, positioned at different stages in the supply chain. The case provides a rich context for analysis of the semiconductor industry, and helps readers identify the various opportunities and threats for incumbents and new entrants as well as strengths and weaknesses of the successful players in the industry.
Graham’s Pharmacy opened in 2012 to offer more traditional pharmacy services and counselling compared to large retail chain pharmacies. The brainchild of Dave Graham, a pharmacist and entrepreneur with a strong commitment to the pharmacist profession, this business positioned itself strategically with a view of offering the types of services that would appeal to customers who needed ongoing advice on prescriptions and health care issues, such as diabetes and hypertension. This case study examines the challenges Dave faced as the business opened and focuses on the strategic options available to overcome the challenges that the business was facing at the start as it tried to establish itself and achieve necessary sales and revenues growth. The case is intended for use in undergraduate and MBA business strategy and entrepreneurship courses, and can also be used in marketing courses.

“Friend or Foe” is the true story of a staff accountant, Mary, working at a subsidiary of a multinational organization who stumbles upon unlawful doings of the controller, John. One of the company’s clients contacts Mary regarding an uncashed check. Following up on the inquiry, Mary not only finds out that the company records indicate the check had been cashed, but also discovers suspicious manual journal entries in the general ledger. When she questions her boss, John, about her findings, John first denies the situation, and then tries to intimidate Mary into dropping the issue. Despite agreeing to this, Mary decides to investigate the matter further and discovers that John has been embezzling from the company. To complicate matters, Mary and John have a close personal relationship outside the office. Mary has to make a decision between her loyalty to a family friend and her loyalty towards her employer.

This case describes a dramatic incident occurred at a large hospital, and documents how a presumably well designed information system failed. It offers students a chance to learn concepts in system reliability, risk assessment, contingency plan, incident response, and information systems design.

Despite personal value considerations as well as having legal standards detailed in workplace anti-harassment training, policies and procedures, observers are frequently confused about what to do when situations arise that might be classified as "harassment”. Are they being overly-sensitive or do they have intervention and reporting responsibilities? If they choose not to intervene, might there be concurrent professional or legal liabilities involved? Given the split second nature of these judgment calls, individuals are called upon to examine definitions, standards and behaviors related to workplace harassment. This compact case describes issues leading up to a decision point for a senior executive. Students are asked to put themselves in the position of this individual as he reviews the course of action he needs to undertake.

Successful innovation clusters have demonstrated that they can have far reaching local and regional impact. Many of these clusters, such as Silicon Valley, California, have leveraged the diversity of world class institutions, entrepreneurs and venture capitalists. The impetus for establishing these types of clusters spans a vast spectrum suited to the needs of a particular geographic area or region. While there are several examples of successful innovation clusters, there is a lack of literature that explores the infancy stages required for this strategic development. This exploratory case study aimed to fill this gap through investigating the creation of a medical innovation cluster (“Medzone”) in Sacramento, California. The goal of the Medzone initiative was to create a win-win scenario for the Sacramento region, impoverished Oak Park neighborhood and community stakeholders. Success would include creating jobs, developing land assets, increasing investment and impacting the quality of life for Oak Park residents. In that respect, the case also explored the impact such an effort has, when driven by city management, on economic development in an impoverished urban setting.
**Friday, 2:45 - 4:15 in Wooster**

**ELA Sessions**

Facilitator: Laurel Goulet, U.S. Coast Guard Academy

<table>
<thead>
<tr>
<th>EMPATHY MAPPING: A COLLABORATIVE EXERCISE FOR DEVELOPING PERSPECTIVE TAKING AND EMOTIONAL INTELLIGENCE</th>
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<tbody>
<tr>
<td>Paul Szwed, Massachusetts Maritime Academy</td>
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<td>Angela Wick, University of Minnesota, BA-Squared</td>
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Cognitive empathy, or the ability to take another's perspective (sometimes called “outspection”), is an essential function for effective leadership and management. This empathy mapping exercise is a quick, simple tool to help managers take the perspective of others. For example, when placed in the role of a manager whose supermarket will adopt 100% self-check-out, exercise participants might use empathy mapping to elicit system requirements by examining “Tilly,” a persona representing the concerns of an elderly customer segment. Empathy mapping is commonly used in design, project management, and marketing and can easily be adapted for many contexts, including management (and management education). During this session, educators will be instructed to use empathy mapping to better understand their students concerns. A debriefing will revisit the motivation and relevance of empathy, summarize the exercise (including reactions and responses from students who have participated in the exercise), and identify teaching resources.

<table>
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<th>SAFE HOME, INC. - A CASE EXERCISE IN BUSINESS ETHICS</th>
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<tr>
<td>Jeff Mello, Siena College</td>
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<td>Cheryl Tromley, Fairfield University</td>
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The exercise presents an example of a fictitious organization, Safe Home, Inc., which, due to financial pressures, is considering closing two of its domestic assembly facilities and relocating this entire operation to a maquiladora which it will establish in Mexico. Students are provided with background information about Safe Home, a discussion of the history and context of maquiladora activity, a presentation of the current decision under consideration and memoranda from seven different stakeholder individuals or groups which outline their positions on the decision. Once students have made a decision additional information is provided which adds a personal dimension to the situation and asks students to reconsider their original decision. The exercise directly addresses many of the shortcomings of business ethics education which have been noted in the literature.

**Friday, 4:30 - 6:00 in Ballroom**

**EAM Distinguished Scholar**

Dr. Wayne Cascio

EAM is proud to announce Dr. Wayne F. Cascio (University of Colorado) as our Distinguished Scholar Speaker for the evening of Friday, May 6th. Wayne F. Cascio is a Distinguished University Professor at the University of Colorado, and he holds the Robert H. Reynolds Chair in Global Leadership at the University of Colorado Denver. He has served as president of the Society for Industrial and Organizational Psychology (1992-1993), Chair of the SHRM Foundation (2007), the HR Division of the Academy of Management (1984), and as a member of the Academy of Management’s Board of Governors (2003-2006). From 2007-2014 he served as a senior editor of the Journal of World Business.

**Friday, 6:00 - 7:00 in Ballroom**

**Presidential Reception (Heavy Hors D’Oeuvres)**

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

**Friday, 7:00 - 8:00 in Harbour Room (19th Floor)**

**ELA Social**

This event is open to ELA members. (Wear your ELA ribbon!)

**Friday, 7:30 - 9:00 in Wooster**

**Mid-Career & Senior Faculty Consortium**

Dale Finn, University of New Haven
Sandra Morgan, University of Hartford
Joe Seltzer, LaSalle University
Joan Weiner, Drexel University

Our session will provide an opportunity for mid-career and senior faculty to hold a conversation about the many issues we face as we attempt to juggle multiple demands and a changing educational and academic environment. The facilitators will create a safe environment in which such discussions can occur and build a community of support for ourselves. Based on conversations in previous years, topics could include: · what are you doing about retirement decisions? · are you thinking of changing directions as you continue your career? · what are you doing now that you are passionate about/feeds your soul? · what other topics interest you?

**Friday, 8:00 - 11:00 in Bar 19**

**Conversation & Collegiality**

Please come join us in this informal gathering to chat with colleagues. A cash bar will be available.
Saturday, May 7th

**Saturday, 7:30 – 8:30 in Pre-Assembly**

**Continental Breakfast**

Enjoy a continental breakfast to get your day started as you prepare for the morning sessions.

**Saturday, 7:30 – 8:30 in Pre-Assembly**

**Track Chairs Breakfast**

By invitation only.

**Saturday, 8:30 – 9:45 in George**

**Entrepreneurship - Environmental Impacts on Entrepreneurial Activities**

Facilitator: Amy Yacus, University of Massachusetts Lowell

**ENTREPRENEURIAL OPPORTUNITY, CULTURAL DEVELOPMENT, AND ECONOMIC COMPETITIVENESS IN THE DEVELOPING ECONOMIES**

Chien-Chi Tseng, Morgan State University

This study examines the relationships among entrepreneurial opportunity, cultural development, and economic competitiveness in the 33 developing economies. An empirical framework and three hypotheses are developed to test the relationships. Results indicate that entrepreneurial opportunity has significant influences on cultural development and economic competitiveness. Also, cultural development has a strong impact on economic growth and plays a mediating role to link entrepreneurial opportunity and economic growth. From research results, the study finds that strengthening entrepreneurial opportunity is an effective way in boosting cultural development and economic competitiveness; and well economic competitiveness and cultural development is the advantage to foster significant entrepreneurial opportunities in the developing countries.

**RELATIONSHIP BETWEEN CORRUPTION, REGULATIONS AND INTERNATIONAL ENTREPRENEURSHIP**

David Audretsch, Indiana University
Farzana Chowdhury, Indiana University
Sameeksha Desai, Indiana University
Maksim Belitski, University of Reading

This study explores the impact of various types of regulations on nascent international entrepreneurship in countries with varying levels of corruption. Our analysis includes both developed and developing countries. We consider two types of regulations - export-related regulations and tax rates over the years from 2005 to 2011. An interesting finding of our analysis is that the regulations and corruption do not affect all IEs similarly. Contrary to the established literature, our study finds that corruption is not always the ‘culprit’. In some instances, it helps to negate the negative impact of regulations. The customer share of an IE is an important predictor of the impact of regulations and corruption. Regulations that put a financial burden on entrepreneurs have a negative impact. Our results hold for several robustness checks. Our results demonstrate the importance of nuances of regulations and institutions.

**IS LOCATION A SECRETE INGREDIENT OF A UNIVERSITY’S EFFICIENCY?**

Sastry Pulya, University of Massachusetts Lowell

Universities are increasingly looking for benefiting their research by licensing the technology making it productive. During the process to reap the R&D benefits, every university is becoming more and more entrepreneurial ensuring the best outcome of the production and efforts research. Abundant research has already been conducted understanding the factors impacting university efficiency at university level but this paper examines the efficiency of the universities in light of the eco system & location where the University situation. In this paper we rank all universities using data envelopment analysis (DEA) and later employ regression analysis to examine the university efficiency with respect to the location factors. We observed that the licensing has increased where universities are surrounded with industrial presence or other universities. Given all universities are more entrepreneurial, our research proposes efficiency reasons and factors related to difference of efficiencies in commercialization.
**Human Resources Management - HR Practices and Organizational Performance**

Facilitator: **Caitlin Millerd**, Quinnipiac University MSOL Program

**HR STRENGTH AS A MEDIATOR OR A MODERATOR IN THE RELATIONSHIP BETWEEN HR PRACTICES AND ORGANIZATIONAL INNOVATION? THE ROMANIAN STUDY**

**Edna Rabenu, Netanya Academic College**
**Aharon Tziner, Netanya Academic College**
**Gil Sharoni, Netanya Academic College**
**Cristinel Vasiliu, Bucharest University of Economic Studies**
**Mihai Felea, Bucharest University of Economic Studies**

There is accumulated evidence in the literature about the importance of Human resource management (HRM) to innovation performance outcomes. However, there are still difficulties to pronounce what is the process in which HR practices lead to these outcomes. In this study we focus on HR Strength as a major variable in that process. More precisely, we research whether HR Strength is a mediator or a moderator in the relationship between four High commitment HR practices and organizational innovation. A sample of 323 Romanian managers was administrated. Our findings using Hierarchical Linear Modeling (HLM) indicate that HR strength has a double role as a moderator (Training only) and full mediator (Training and education only) in the relationship between HR practices and organizational innovation. The paper reviews the theoretical consequences and suggests ideas for future research.

**ORGANIZATIONAL PERFORMANCE: THE EFFECTS OF EXECUTIVE COMPENSATION IN THE NONPROFIT WORLD**

**Caitlin Millerd**, Quinnipiac University MSOL Program
**Eric Kaulfuss**, Quinnipiac University MSOL Program
**Nicole Krejci**, Quinnipiac University MSOL Program
**Timothy O’Sullivan**, Quinnipiac University MSOL Program
**Lathel Bryant**, Quinnipiac University MSOL Program

The compensation of the nonprofit executive can have significant influence and bearing on the overall performance and long-term success of an organization. A well-designed executive compensation plan will help an organization navigate obstacles such as the Internal Revenue Service, poor public perception, and loss of revenue, to successfully compete in the global talent marketplace. Through the use of integrated literature review and our own personal experiences, our research sheds light on varying compensation package design factors related to an organization’s size, finances, sector, geographic location and span, and success rate of the services they provide. This study evaluates various compensation theories in relation to nonprofit accountability, and the similarities and differences in regards to for-profit entities. While there is no single method to determining nonprofit executive compensation, there are several reliable methods that when combined, can positively impact an organization, and can help ensure that compensation committees and the board are making the correct decision for the organization and its mission.

**THOSE WITH THE MOST TENURE TRUST THEIR ORGANIZATIONS LEAST: A PRELIMINARY THEORY**

**Jone Pearce, University of California, Irvine**
**Kenji Klein, California State University, Long Beach**

We propose and test a theory of why employees trust their organizations less with their increased tenure. Using questionnaire data from a large U.S. governmental agency we find that lower employee trust of their organizations with more tenure is not a cohort effect or a result of their trust in their supervisors, and happens despite the greater employee organizational commitment that comes with longer organizational tenure. We found lower employee trust with tenure is incrementally linearly lower over the course of employment not the result of an early breach of the psychological contract, and occurs for employees at all hierarchical levels but is steepest for non-supervisory employees, suggesting that less information about trust repair may be driving this phenomenon. Finally a catastrophic trust-destroying experience results in lower employee organizational trust that lingers for decades.
THE STRATEGIC MANAGEMENT OF COSMOLOGY EPISODES: FROM RELIABILITY PRINCIPLES TO RESILIENCE PROCESSES

James Orton, Loyola University Maryland
Tara Carleton, Loyola University Maryland
Will Flythe, Loyola University Maryland
Jessica Haas, Loyola University Maryland

The Eastern Academy of Management is home to a growing body of leadership scholarship that escapes the narrow constraints of traditional business school concerns with profitability, competition, and efficiency in accounting, finance, operations, marketing, and human resources. One of the more intriguing developments in these interdisciplinary approaches to effective leadership is the rise of multi-level leadership studies – leadership of nations, leadership of communities, leadership of organizations, leadership of teams, and leadership of self. Within the field of interdisciplinary and multi-level leadership studies, research on “resilience leadership” has grown in importance – internationally – since 1980 with the end of the largely bipolar and bureaucratic Cold War and the beginning of the largely asymmetric network-based struggle against violent extremism. A core concept within the topic of resilience leadership research is the strategic management of cosmology episodes – large-scale trauma such as (1) industrial accidents (e.g. the Challenger explosion, the Bhopal chemical leak, and the Chernobyl nuclear meltdown); (2) terrorist attacks (e.g. on the United States in September 2001); (3) natural disasters (e.g. the Chengdu earthquake of May 2008); (4) national catastrophes (e.g. the Haiti earthquake of January 2010); and (5) international catastrophes (e.g. ongoing extreme sexual violence in the Eastern Democratic Republic of Congo). This symposium exploits a 165-case-study library of cosmology episodes to reconceptualize Weick and Sutcliffe’s (2007) five-principle model of high-reliability organizations as five resilience processes that resilience leaders can master to manage cosmology episodes more strategically: anticipation, sense-losing, improvisation, sense-remaking, and renewal.

Institutions of higher education, and in particular their schools of business, have traditionally struggled to synergistically integrate what has been debated as “the purposes of a university”. In this Professional Development Workshop (PDW) we will interactively a) explore, b) assess, and c) seek to collaboratively approximate these three primary, seemingly disparate but potentially mutually reinforcing, objective domains: Cognitive, Affective, and Conative.

Organizations are increasingly relying on team project based organizational structures. The nature of work is changing, relying increasingly on diverse workforce located in different parts of the globe. Organizations need effectively communicating teams to share knowledge and to innovate. Yet, many college students dislike working in teams because of a number of problems ranging from different work ethics to conflicting schedules. The aim of our workshop is to foster an interdisciplinary forum to discuss various ways to improve students’ team based project experience. We will facilitate a discussion among participants by first presenting our summary of the current issues related to teaching teamwork, highlighting some practical suggestions, and moderating discussion with the audience to share their “best practice” approaches. Sample topics we plan to cover include team structure, motivation, social loafing, team communication, role of technology, and team-based learning. We will take detailed notes and distribute them to all of the participants after the workshop for their reference.
Management Education & Development - Authoring & Reviewing in the Scholarship of Teaching and Learning: An Invitation to Intellectual Impact

Facilitator: Carol Carnevale, SUNY Empire State College

Jeanie Forray, Western New England University / JME
Bill Ferris, Western New England University / OMJ
Christine Trank, Vanderbilt University / AMLE

Scholarship of Teaching and Learning (SOTL) research has gained increased prominence as external stakeholders demand evidence of student learning and accreditors require institutions to show evidence of impact. In this session, designed for educators at all levels of experience, participants will be provided with general information about authoring for SoTL journals, examine the basis for establishing impact of articles published in these journals, and gain hands-on reviewer experience by evaluating and providing practice feedback for parts of real SoTL submissions.

DON’T LOOK BACK IN ANGER: AESTHETICS & THE EXPERIENCE OF NEGATIVE EMOTIONS

Elizabeth Siler, Worcester State University
Sinéad Ruane, Central Connecticut State University

In this paper, we employ an interpretive lens to explore connections between emotions, primarily “negative” ones (i.e. anger, frustration), and the built environment by analyzing interview data from a study of organizational aesthetics. We argue that power (or its absence) is an important factor in the experience of negative emotions that are elicited by the built environment, and the ability to express those emotions. We further contend that, in contrast to other research on organizational aesthetics, it is not possible when analyzing the lived experiences of organizational members to separate the symbolic aspects of one's physical environment from the instrumental and aesthetic aspects of it. Finally, we discuss the implications of and potential for using the built environment to investigate power dynamics and negative emotions towards the organization.

Organizational Behavior & Theory - Personality and Emotions in the Workplace

Facilitator: Elizabeth Siler, Worcester State University

THE ROLE OF EMOTIONAL INTELLIGENCE AND PSYCHOLOGICAL SAFETY IN TEAM DECISION MAKING

Wencang Zhou, Montclair State University

As teamwork becomes more prevalent in organizational decision making, the influence of emotional intelligence on team decision making process is of particular interest to researchers. The present study explores the impact of emotional intelligence on team decision making at both individual and team level. Using a sample of 54 decision making teams, this study found that individual’s emotional intelligence is positively related to individual’s influence on team decision. Team emotional intelligence improves team decision making performance through the increasing psychological safety.

PDW - Scholarly Collaboration: The Good, the Bad, and the Ugly

Debra Comer, Hofstra University
Janet Lenaghan, Hofstra University
Susan Baker, Morgan State University
Linda Martinak, University of MD University College

In keeping with the theme of the 2016 Annual EAM Conference, “Collaboration,” our proposed PDW concerns scholarly collaboration and draws upon relevant empirical research as well as our own (positive and negative) experiences as scholarly collaborators. Participants would explore the advantages and disadvantages of scholarly collaboration and review different types of collaborative arrangements. Then, they would learn how to evaluate a collaboration, how to establish an effective one, and how to avoid — and how to terminate — an untenable one. Our proposed interactive session is designed for experienced and inexperienced scholarly collaborators.
INTERRUPTIONS AND SELF-REGULATION DURING E-LEARNING INSTRUCTION

Jessica Federman, CU

Interruptions have been reported among the most common reasons why learners have trouble completing online training (Baldwin-Evans, 2004). Yet, research is lacking in identifying what types of interruptions learners experience during online training and what interruption characteristics create learning and performance difficulties for learners. This paper presents a conceptual framework that advances understanding of the different types of interruptions that can occur during online training and their effects on learning. Additionally, the conceptual framework was used to develop an internet-based survey that was distributed to individuals who had experienced interruptions during online training. Data from the survey was used to examine the occurrence of different interruptions during online training and to refine the conceptual framework. The implications of the framework for studying the effects of interruptions during online training, and learner strategies for managing these interruptions, are discussed.

A PROPOSAL TO NORMALIZE A BI-MODAL DISTRIBUTION OF THE ETS MAJOR FIELD TEST IN BUSINESS

Jesse Millard, US Coast Guard Academy
John White, US Coast Guard Academy

A review of the results of our ETS field tests in business over the past several years revealed a bi-modal distribution. We propose a study to predict the students’ score prior to the test in order to provide an intervention. The aim is that the lower performing students improve and move into a normal distribution. The first step is to identify the variables that best predict their performance. The final step is to develop an effective intervention.
### EAM 2016 SCHEDULE OVERVIEW

**WEDNESDAY, MAY 4, 2016**

<table>
<thead>
<tr>
<th>Time</th>
<th>Location</th>
<th>Activities</th>
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<tr>
<td>7:00am - 8:30am</td>
<td>WOOSTER</td>
<td>Conference Registration</td>
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<td>8:30am - 10:00am</td>
<td>YORK</td>
<td>Doctoral Consortium &amp; Jr. Faculty Consortium</td>
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<tr>
<td>10:00am - 10:15am</td>
<td>GEORGE</td>
<td>CASE Board Meeting</td>
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<td>COLLEGE A</td>
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<td>COLLEGE B</td>
<td>Doctoral Consortium &amp; Jr. Faculty Consortium</td>
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<td>7:00am - 9:00am</td>
<td>CHAPEL</td>
<td>Conversation &amp; Collegiality (cash bar) - 9:00pm - 11:00pm at Bar 19</td>
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<td>Networking Dinner</td>
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### THURSDAY, MAY 5, 2016

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<tr>
<td>8:00am - 6:00pm</td>
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<td>8:00am - 6:00pm</td>
<td>YORK</td>
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<td>GEORGE</td>
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<td>Board of Governors Meeting</td>
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<td>12:00pm - 5:00pm</td>
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<td>Voting Station Open for EAM Elections</td>
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<td>6:00pm - 7:00pm</td>
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### Refreshment Break

- 10:15am - 11:45am
- 1:45pm - 3:15pm
- 3:15pm - 3:30pm
- 3:30pm - 4:45pm

### Activities

- **ELA PDW - Experiential Exercises as Works in Progress**
- **AACSB**
- **PDW - FOMO: The angst of the "Fear of Missing Out" in the classroom**
- **HRM - Careers and Mentoring**
- **Strategy - The Role of Learning and Experience in Strategy**
- **OB & Theory - Engagement, Personality, and Performance**
- **CASE PDW - Writing Cases (Panel)**
- **Case Board Meeting**
- **CASE - Embryo Cases**
- **CASE - Meet the Editors**
- **CASE - Developing Cases**
- **CASE - Revising Cases**

### Additional Activities

- **All Conference Welcoming Reception**
- **Awards Reception**
- **CASE Members' Social (All Invited)**
- **Fellows Dinner (By Invitation)**
- **in the Davenport Room (19th Floor)**
- **in the Harbour Room (19th Floor)**
- **Writers Workshops**
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<tbody>
<tr>
<td>8:30am - 10:00am</td>
<td>ELA 1</td>
<td></td>
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<td>Int’l Mgmt - Cross-Country Comparisons and Entrepreneurship</td>
<td>Meet the Journal Editors</td>
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<td>Works-in-Progress</td>
<td>MED - Supporting Concepts</td>
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<td>10:15am - 10:45am</td>
<td>ELA PDW Mining the Experiential Exercise: Without a Full Debrief, It's Just a Game</td>
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<td>PDW - Perceptions of Risk and Collaboration within Entrepreneurship Circles: How do educators prepare students for the real challenges of running a business?</td>
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<td>11:45am - 1:00pm</td>
<td>ELA 2</td>
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<td>Int’l Mgmt - Knowledge Management and Gender</td>
<td>Entrepreneurship - Entrepreneurship Literature and Theoretical Development</td>
<td>Ethics/CSR/Sust - Better Companies through Better Understanding of Employees</td>
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<td>2:45pm - 4:15pm</td>
<td>ELA 3</td>
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<td>PDW - Unpacking Student Digital Technology Reliance to Enhance Pedagogy: Should We Just Ban Cell Phones and Laptops in the Classroom?</td>
<td>Works-in-Progress</td>
<td>HRM - Compensation</td>
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Theme: Managable Conflict?
Program Chair: Nhung T. Hendy, Towson University
May 11 - 13, 2017 | Sheraton Inner Harbor