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Title: How Not to Change a Name: Organization Name Change and Rebranding in the Age of Employee Driven Change

Author(s):
Anthony Adamgbo - Organizational Development Network, St. Louis

Abstract:
This article examines the impact of name change or rebranding on employee wellness and organization development (OD). The article notes the role of effective name change on an organization and challenge change agents and challenges both OD consultants and managers to the new paradigm: employee driven change. The emerging field of Organization rebranding advocates for employee bottom up, organization wide change that is inspired by and driven by employees and customer focused. This article discusses rebranding from an OD perspective, while detailing the roles played by OD during this process. Using the example of organization rebranding as an example, this paper contends that employee involvement and participation in change inspires employee happiness and general wellness of organization.
Keywords: branding, rebranding, organization, change, progressive.

Title: The Effects of Meditation on Resilience and its Proposed Influences in the Workplace

Author(s):
Christopher Adams - Eastern Illinois University
Alex Hill - Eastern Illinois University
Joshua Harden - Eastern Illinois University

Abstract:
This article presents a comprehensive discussion of the definitions and correlative relationships among meditation, mindfulness, and resilience. Previous studies have provided a corpus of evidence suggesting positive correlations between meditation and mindfulness, and between mindfulness and resilience. The relationship between meditation and resilience, however, has received little attention. We propose a logical relationship between meditation and resilience that can be implied from past research. Accordingly, the potential effects of meditation on employee resiliency are discussed, with a call for organizations to consider the salient effects that meditation-influenced resiliency can have for the organization as a whole.

Title: Emotional Intelligence in the Decision Making Process of the Military Leadership

Author(s):
Sonia Aguilar - Fort Hays State University
Babu George - Fort Hays State University

Abstract:
It has been established in the literature that emotional intelligence (EI) is extremely important in developing leadership within the civilian business realm. However, military leadership has historically been averse to leveraging EI, primarily due to concerns about potential weakening in task orientation that it would bring. The authors of this paper argue that helping veterans re-integrate into civilian life should be a priority. The neglect to nurture EI results in adaptability issues when military leaders try to engage in social relationships in their roles as members of the civil society must be clearly addressed. Also, it is possible that tapping in to EI can help our veterans gain resiliency against posttraumatic stress disorder, relationship dysfunction, sexual issues, attachment disorder, among other issues. The views presented here gains additional currency, given the fact that the presence of armed forces in non-combat peace keeping missions globally suddenly has recently increased.

Title: Surviving the Need for Research Productivity in High-Demand Teaching Conditions

Author(s):
Shontarius Aikens - Concordia College
Brandon Soltwisch - University of Northern Colorado
Rajani Ganesh Pillai - North Dakota State University
Arun Pillutla - St. Ambrose University
Michelle Hong - North Dakota State University
Chanchai Tangpong - North Dakota State University
Tim Peterson - North Dakota State University

Abstract:
This PDW is intended to respond to the real but quiet need in our profession to maintain research productivity under high-demand teaching (HDT) conditions. More than 95% of academic institutions have a strong teaching-oriented mission, which defines the faculty work assignment and thus place many of our colleagues under HDT conditions. Many of us also have intrinsic interests in and/or inner obligations to scholarships, which was the very reason we pursued a PhD/doctorate and entered this profession in the first place. Therefore, the need for maintaining research productivity under HDT conditions becomes very real challenges to many in our profession. This PDW brings together several faculty members who are currently working under HDT conditions or have been successful in coping with such challenges and advanced in their career. They will be the panelists sharing their first-hand experiences, strategies, and approaches regarding managing these dual demands. The PDW is set up as a semi-structured session,

opening to questions/comments from audiences while having a clear session outline covering (a) working under HDT conditions, (b) a recent success tenure case, (c) the gap between the junior faculty's research targets and those of the PhD advisors, (d) getting to full professorship, (e) departing from an HDT institution, and (f) general suggestions on managing research productivity. We hope that this PDW session will be informative, helpful, and perhaps inspirational to our colleagues who are tasked with the dual professional demands and are in need for ongoing research productivity under HDT conditions.

Title: In the Trenches with Budding Entrepreneurs: 5 Teachers' Thoughts and Approaches

Author(s):
Shontarius D. Aikens - Concordia College
Barb Heller - South Dakota State University
Onnolee Nordstrom - North Dakota State University
Tim O. Peterson - North Dakota State University
Craig Silvernagel - South Dakota State University

Abstract:
This presenter symposium is intended to provide various perspectives and approaches to entrepreneurship education involving young, up and coming entrepreneurs. Five teachers with experience teaching entrepreneurship in colleges and universities will share their perspectives and specific tools that they use in their respective classrooms.

Title: Social Entrepreneurs as Servant Leaders: Revealing the Implied Nature of Power in Servant Leadership

Author(s):
Devi Akella - Albany State University, GA
Niveen Eid - Birzeit University

Abstract:
Purpose: The paper seeks to answer questions pertaining to "What is the role of power in servant leadership? Does a servant leader have no power? How does power interact with the servant leader and his/her responsibilities?
Design/Methodology Approach: Qualitative methodology encompassing case study method was considered appropriate to investigate power and its dimensions within servant leaders. Overall six in-depth, semi-structured interviews were undertaken at two social enterprises in Palestine. Further newsletters and other forms of business documents published by the enterprises were also reviewed.
Findings: Major findings can be concluded in three main themes of Servanthood, Leadership and Third-Dimension Power. Social entrepreneurs in the studied social enterprises were authentic servants, with a strong will to serve their employees and communities. These leaders influenced their employees and their mental schemas to create better lives for them. They created a shared

sense of mission, collaborated with employees and connected via social networks with stakeholders and community to spread hope, self-reliance and peace in a severely challenging place to reside and work.

Research Implications: Servant leadership has been described in all positive terms, servanthood, service, ethics and socially responsible management. Usually power happens to be a focal point for all leadership roles. But somehow in servant leadership literature with a few exceptions (Wong and Page, 2003; Christman, 2007; Minnis and Callahan, 2010), the role of power in servant leadership has not been acknowledged. This paper seeks to discuss power and its dimensions in the context of servant leadership ideology. Power and its forces, whether exploitative or beneficial are investigated to provide further insights on servant leadership.

Practitioner Implications: This study offers insights to corporate leaders, managers and organizational consultants about the third-dimension power quotient existing in servant leadership. It focuses on the exploitative and manipulative component of servant leadership and its negative outcomes if it is not wielded properly by the corporate leaders and managers.

Originality/Value: This paper provides the much-needed empirical data on servant leadership. It explores the role of power in servant leadership, questioning its altruistic nature and content. The authors draw attention to its exploitative and manipulative ability especially in the area of social entrepreneurship.

Title: Electronic Health Record Improving Access

Author(s):
Khaled Alzoubi - Lewis University
Scott Kerth - Lewis University
Daisy Sherry - Lewis University
Jeffrey Trask - Lewis University

Abstract:
Developing & managing EHR to improve access and care in community clinics.
As EHRs become the default method for documenting patient encounters their use and management in free outpatient clinics servicing disadvantaged and lower socioeconomic populations offers unique challenges and potential for greater benefits with reduced costs and better outcomes. Our panel will look at some of these challenges and present possible solutions by utilizing the EHR to reduce treatment costs and improve patient-provider interactions with an aim to reduce readmissions and resource wastage.

Title: The Role of Information in the Resource-Based View: A Theoretical and Empirical Perspective

Author(s):
Jaideep Anand - The Ohio State University
Anup Menon Nandialath - University of Wisconsin La Crosse
Shaohua Lu - Santa Clara University

Abstract:
The resource-based view has conceptualized competitive advantage as a reflection of a firm's superior resources and capabilities, which in turn, arise from heterogeneous expectations. Given the theory's emphasis on causal ambiguity and tacit resources, the value of firm resources may not be perfectly known ex ante. Using simple models, we examine competitive advantage under various information scenarios. The results suggest that under imperfect information, superior resources affect the strategic choices made by firms, but do not necessarily lead to the creation of competitive advantage. The insights from our theoretical models have implications for empirical studies. We analytically demonstrate that when the role of information is ignored, drawing inference based on traditional empirical designs as used in the literature may suffer from bias. We further demonstrate that a simple structural empirical model may offer a robust approach to testing the RBV in entry settings.

Title: Effect of Crime on Export Intensity of Emerging Market Firms

Author(s):
Mona Bahl - Illinois State University

Abstract:
The objective of this study is to investigate the direct effect of crime on export intensity of emerging market firms. It also aims to identify moderating effect of institutional, industry and firm level factors that may moderate this relationship. The study will draw upon strategy tripod perspective to develop its hypotheses. World Bank data from across 30 countries in Eastern Europe and Central Asia will be used for empirical analyses. The proposed study will contribute to strategy tripod literature and extend current understanding of export behavior of emerging market firms.

Title: Can Powerful Boards Increase Firm Innovativeness When Faced With Exploitative CEOs?

Author(s):
Abdulah Bajaba - Louisiana Tech University
Saleh Bajaba - King Abdulaziz University

Abstract:
This conceptual paper proposes a model of integration between the micro and the macro level of the organization through investigating the effects of CEO exploitative leadership style on firm innovativeness. Exploitative leadership emphasizes the leader's self-interest through overdelegation of tasks and underchallenging of followers. We propose that CEO exploitative leadership is going to have a detrimental effect on firm innovativeness through TMT behavioral integration as it causes a climate of unfair exchange, which limits the amount of information, collaboration, and joint decision making involved. Board power is proposed to act as an intervention that mitigates the detrimental effects of CEO exploitative leadership on TMT behavioral integration, and ultimately firm innovativeness, as a powerful board limits/controls any CEO behavior that contradicts the profit-maximizing expectations of the shareholders. Lastly, TMT diversity is proposed to increase firm innovativeness in a TMT that is already behaviorally integrated. Practical implications, limitations, and future directions are also discussed.

Title: A Confident Culture for Creativity? Creative Self-Efficacy and Innovation Behavior Moderated by Perception of Culture: Millennials vs. Generation Xers

Author(s):
Karen Bartuch - DePaul University

Abstract:
Innovation is a strategic priority for many companies today and some are more successful at it than others. This study aims to understand what factors affect the innovation behavior of employees. Specifically, this study examined the perceptions of creative self-efficacy (CSE) in individuals and their innovation behavior. In addition, individual perceptions of culture for innovation within their organization were measured to determine how culture affects the relationship between CSE and innovation behavior. According to social cognitive theory (SCT), an individual's behavior, cognitions and the environment influence each other in a dynamic fashion.

Given the prevalence of millennials in the workforce and the many perceived differences of that group, two generational cohorts, millennials and Generation Xers were examined in relation to CSE, perceptions of culture and innovation behavior. CSE was found to have a significant impact on innovation behavior but perceptions of culture for innovation was not found to significantly moderate that relationship. Generational differences in relation to innovation were not found to be significant; in fact, the two groups were found to be quite similar. This is important for organizations to understand to recruit and hire the right employees to effectively

innate and to create an environment that motivates employees to engage in innovation behavior.

Title: Shifting Power: #MeToo as a Social Movement to Change Individuals, Organizations, and Society

Author(s):
Myrtle Bell - University of Texas at Arlington
Joy Leopold - Webster University
Jason Lambert - Texas Woman's University
Ifeyimika Ogunyomi - University of Texas at Arlington

Abstract:
Sexual harassment is a significant problem in the United States and various countries around the world, a result of and contributor to widespread gender-based power differentials in homes, organizations, and society. These power differentials are part of an interrelated system of domination and control of women, which includes low wages, sex segregated jobs, and sex discrimination, harassment, and assault. The breadth and depth of sexual harassment is evident by the explosion of the #MeToo movement, where collective voices seek to be heard, sharing their experiences. We propose that #MeToo is a social movement that may be more successful in curbing sexual harassment than legislation and organizational efforts have been to date. By changing norms surrounding the acceptability of and understanding of sexual harassment, #MeToo may help change individual, organizational, and societal responses to it. We use communication, management, and psychology literatures to support our arguments about the power and potential efficacy of the #MeToo movement to reduce the prevalence of sexual harassment, using a multi-pronged approach. We offer testable propositions and suggestions for actionable research.

Title: The Relationship between Servant Leadership Style and the Perception of Project Success within the Information Technology Context

Author(s):
Allan Bernard - Wartburg College

Abstract:
This paper examines the relationship between servant leadership style and the perception of IT project success. This study uses previously developed instruments to measure servant leader style and IT project success. The results of this study show significant relationships between the independent variables a) Creating Value in the Community (CVC), b) Conceptual Skills (CON), and c) Putting Subordinates First (PSF) and the dependent variables a) Customer Satisfaction (CS), and b) Process Efficiency (PE).

Information technology-based value manifests itself in many ways (Kohli & Grover, 2008; Tallon et al., 2001). Organizations differ not only in the context of their strategy, but also in how those strategies are enabled by IT. For this reason, organizations gain when business strategy is

supported, stimulated, or enabled by IT (Tallon et al., 2001). Servant leadership style may be a key to the improvement of IT project success.

Survey data was collected and analyzed to fulfill the research purpose and answer the research questions. Partial Least Squares-Structural Equation Modeling (PLS-SEM) was used to analyze the data; these two methods will be discussed in the data analysis section of this paper.

The servant leadership style behaviors examined in this research directly influence IT project performance and thereby can address the issues described in this study. Colleges, universities, and organizations, could teach servant leadership style through a variety of methods to improve the perception of IT project success.

Title: Be General or Be Scarce: A Study of CFO Compensation in the Financial Industry

Author(s):
Cameron Borgholthaus - University of Nebraska-Lincoln

Abstract:
This study's purpose is to expand the current literature with regard to upper echelon compensation, specifically the CFO. We draw from Human Capital Theory, Upper Echelon Theory, and the Resource Based View (RBV) in order to show that it isn't simply that CFOs possess generalist skills that earns them a pay premium, it is the scarcity of the skill that commands a premium when negotiating their total compensation package at the time of appointment. We explore four different characteristics in our study: an MBA degree, an Elite MBA degree (an MBA obtained from an elite university), a professional accounting designation, and the Chartered Financial Analyst (CFA) designation. We use a unique data set that was obtained by creating educational profiles of CFOs in the financial industry, and analyze the effects that these characteristics have on compensation, controlling for a number of firm and individual variables. Our findings generally support our hypotheses, that scarce human capital is valued more than common human capital and that generalist skills aren't always more valuable than specialist skills.

Title: Multigenerational Communities and Engagement

Author(s):
Sheila Boysen - Lewis University
Mike Cherry - Lewis University
Marcelline Fusilier - Lewis University
Scott Kerth - Lewis University
Dawn Schneider - Lewis University

Abstract:
Building organizational learners and community with coaching, educating and leading.

As organizations strive to become more agile and employees seek more engagement in the values and mission of the organization, the need for strength-based, frequent and constructive performance feedback becomes an important challenge for many organizations and their leaders. Today's multigenerational workforce and evolving technology call for the examination of approaches to praxis to ensure our academic theories resonate with Millennials and Gen Z and have practical applications and outcomes in the modern organizational environment. Our panel will look at the newest entrants into the workforce with the aim of offering insights on how to educate, engage, integrate and lead this diverse group. Data on this generation's approaches to learning will also be discussed.

Title: Trends Impacting Transnational Business Education: Challenges to the West

Author(s):
F. Robert Buchanan - Indiana University of Pennsylvania

Abstract:
The purpose of this study is an examination of some perceptions of US education, experienced by foreign MBA students. International students are at record high levels in developed markets, particularly the United States. However, emerging markets are successfully luring sojourners based on cost and proximity as they simultaneously achieve greater legitimacy in their institutional credentials. A longitudinal survey was the basis for an exploratory study revealing perceptions of Indian students before and after their studies in United States. In general they came home less impressed than they had expected, in terms of the general quality of the American business education, as well as their abilities to make friends with local people. Additionally, the observed preparation of the American students for master's degree studies was not nearly as high as foreign students had anticipated.

Title: Leadership as an Art within the Context of Wicked Social Problems

Author(s):
Jay Caulfield - Marquette University
Bret Richards - Creighton University

Abstract:
The magnitude and complexity of social problems impact all of us on a daily basis, making them worthy of our attention. Our aim in writing this conceptual paper was to further develop the concept of "leadership as an art" in the context of resolving "wicked social problems." We begin with a review of the literature on leadership as an art, applying its qualities to Abraham Lincoln's leadership during the civil war, a wicked social problem. Next, we review the literature on wicked social problems, demonstrating the qualities of wicked social problems by applying those qualities to crime in urban areas. Then, within the framework of social systems theory, we integrate the qualities of leadership as an art with those of wicked social problems, demonstrating how leadership as an art acts as a synergist when resolving wicked social problems. We conclude with an actual community case, where we integrate leadership as an art

with the wicked social problem of teen pregnancy, demonstrating the synergies that exist between the two concepts, which lead to problem resolution within the community.

Title: Conflict and Motivation in Equine Competition

Author(s):
Mikala Cecola - William Woods University
Stephen Forsha - William Woods University

Abstract:
This paper proposes exploring the influence of subjective judging in the equine sports environment on the relationship between intrinsic and extrinsic motivation among competitors and their ethical behavior. This research seeks to highlight the growing issue of organizational support for subjective judging and the influence this has on the ethical behavior of competitors. The need for the equine industry to become an ethically intelligent industry will be discussed.

Title: The Impact of Minimum Wage Shock in the Accommodation and Food Services Industry in Canada

Author(s):
Nita Chhinzer - University of Guelph

Abstract:
As part of the Changing Workplaces two-year review, the Ontario (Canada) provincial government recently changed minimum wage from a scheduled $11.60 per hour on October 1, 2017 to $14.00 per hour effective on January 1, 2018. This represents the largest (absolute and relative) increase to minimum wage in Ontario's history. In addition, a requirement for pay parity between full time and part time employees completing the same work for the same employer was mandated. This research suggests that the impact of this unprecedented minimum wage increase and the need for pay parity will uniquely impact the Accommodations and Food Services industry, given that this industry has a high concentration of employees at or near the minimum wage and is highly dependent on non-full time worker to meet seasonal demand changes. Through trend and correlation analysis, assessing the impact of past minimum wage changes periods to the January 2018 change period, the results demonstrate that the AFS industry was uniquely impacted by these changes om ways that may be unintended or detrimental to the long term success of organizations in this industry.

Title: Management in Human and Societal Development: "Images of Organization Analysis"

Author(s):

Kenneth Chukwuba - Southwest Minnesota State University

Abstract:

The objective of this paper was to examine the management techniques that can be used in an organization by applying Morgan's "images" as it relates to the history of management thought, represented by major schools of thinking (such as scientific management). Also, this paper discusses Microsoft Corporation using four of Morgan's organizational metaphors (organization as a culture, machine, organism, and brain) and how these images can be useful to managers, the consequences of stakeholder relations, and their views of organizations in an environment of sustainability. Main advantages, pitfalls, and possible future research are discussed.

Title: Employer-Employee Relationship BoundariesMPLOYER–EMPLOYEE RELATIONSHIP BOUNDARIES

Author(s):

Kenneth Chukwuba - Southwest Minnesota State University
Olayemi Christopher Agbolade - Southwest Minnesota State University Marshall

Abstract:

Born of necessity, the employer–employee relationship is designed to be of mutual benefit to both parties with one party wielding power over the other. Corporations usually have a code of conduct detailing what is expected of an employee but rarely does the code of conduct outline a guideline for the employer to follow in its interaction with employees. This paper analyzed the relationship from the perspective of the two parties using exploratory research with convenience sampling. It details the rights and responsibilities of both parties to maintain a professional and ethical relationship while actualizing the vision and mission of the corporation. In addition, it establishes a relationship between employers monitoring the employee and the impact on the employees' job-satisfaction perception.

Title: Global Organization Development Research Through Academics and Practitioners

Author(s):
Tanjia Coleman - Benedictine University
Rachael Narel - Benedictine University
Gerald Baraza – Shoreline
Michael O'Hara - Benedictine University
Dina Puthenpurakal - Benedictine University
Janell Whaley - Benedictine University

Abstract:
The applicability and effectiveness of OD in countries and cultures outside of the United States have been a recent subject of debate. Because OD was developed predominantly by American and Western European practitioners, its practices and methods are heavily influenced by the values and assumptions of industrialized cultures. Thus, the traditional approaches to planned change may promote management practices that conflict with the values and assumptions of other societies (Cummings & Worley, 2015). With particular reference to Americans, Boyacigiller and Adler state, "Americans have developed theories without being sufficiently aware of non-US contexts, models, research, and values", suggesting that OD practices must be more sensitive in an international context (1991, p. 263).

This panel of global experts will present Organization Development through the lens of cross cultural opportunities and possibilities. Each presenter is a first-year doctoral student with PhD participants as the Chair and the Discussant. Specific presentations by the panelists follow.

Title: #MeToo Movement and Why This is a Matter of Diversity for Organizations

Author(s):
Tanjia Coleman - Reimagine Organization Development, Inc.

Abstract:
Diversity has taken on many meanings over the past several decades. Initially, diversity was thought to be a simple means of identification that was solely based on ethnicity, gender, marital status (and children), race, sexual orientation, language, religion and mental and physical ability. Miller, F.A., & Katz, J.H. (2002). One of many definitions of diversity is "the mix of gender, age, disabilities, cultures, ethnic backgrounds, and lifestyles that characterize the organization's workforce and potential labor pool." Cummings, T.G., & Worley, C.W. (2009).

However, this paper will focus on the intersection of diversity and organization as it relates to the #MeToo movement. Sexual harassment has a lasting effect on those impacted not only from a trauma perspective but also from career and employability perspective. There are lasting career implications sexual harassment victims. This paper will explore how organizations are currently managing sexual harassment claims and how organizations need to evolve in order to support sexual harassment victims in a more effective manner.

Title: Discriminatory Business Practices and Business Growth: An Exploratory Study

Author(s):
Natasha Conley - Case Western Reserve University
Diana Bilimoria - Case Western Reserve University
James Gaskin - Brigham Young University

Abstract:
The goal of this study is to understand the factors that contribute to growth in Black businesses. I empirically test factors such as entrepreneurial perseverance, external networking, faith and shared vision. The dataset used in this study includes 298 Black entrepreneurs with mature businesses that operate in a variety of industries across the United States. My findings confirm that discriminatory business practices negatively impact business growth and shared vision mediates the positive relationship between entrepreneurial perseverance and business growth.

Title: How CEOs with Higher Levels of Narcissism Affect the CEO Succession Process

Author(s):
Ormonde Cragun - University of Minnesota, Duluth

Abstract:
This study predicts CEOs with higher levels of narcissism are less involved in the CEO succession process, encourage a more competitive CEO succession process, and have fewer than average ready-now successors while having greater than average numbers of successors who are not-ready-now. It also predicts that when the CEO is highly narcissistic, the board will be less involved in the CEO succession process. I find evidence that CEOs with higher levels of narcissism have lower levels of involvement in the CEO succession process, and that boards are less involved in the CEO succession process when the CEO has higher levels of narcissism. However, I find no statistically significant evidence that CEOs with higher levels of narcissism are related to a more competitive CEO succession processes or number of successors, regardless of successor readiness.

Title: The Dark Side of Using Social Networking Sites for Professional Networking: A Descriptive Study

Author(s):
Joanna Davis - Augustana College

Abstract:
The purpose of this descriptive study was to examine the dark side to using social networking sites for professional networking purposes. This study investigated the drawbacks experienced to

using social networking sites, why users have inactive accounts, and identified four social stressors to professionally networking online. The drawbacks respondents reported experiencing, included: having been contacted by individuals from their past that they wished had not contacted them, receiving inaccurate information from their contacts, and having received information on jobs for which they were overqualified. Furthermore, respondents stated that they had inactive accounts due to not having time to manage the social networking account, not seeing the benefit in having social networking accounts, and they were concerned their privacy would be violated. Based on quantitative and qualitative data collected, four social stressors were identified, which included: perceived privacy issues, work-related concerns, experienced poor information quality, and relationship tension.

Title: Hair Matters: Toward Understanding Natural Black Hair Bias in the Workplace

Author(s):
Gail Dawson - University of Tennessee at Chattanooga
Katherine Karl - University of Tennessee at Chattanooga
Joy Peluchette - Lindenwood University

Abstract:
Using an inductive qualitative approach, this study examined natural Black hair bias in the workplace. An analysis of 274 comments posted to online discussion boards revealed that some Black women are embracing natural hairstyles, but many feel pressured to conform to Eurocentric hairstyles and some have experienced negative consequences stemming from their natural hairstyle choices. Within the comments, five major themes were identified: (1) hair bias, (2) identity (including self-concept, identity transition, and social identity), (3) conformity, (4) experienced positive reaction to natural hair, and (5) should have freedom to wear any hairstyle (natural, relaxed, weave, wig, cornrows, dreadlocks, etc.). Based on the qualitative analysis we identified Labeling Theory, Identity theories (Self-concept, Identity Transition, Social Identity), and the Facades of Conformity Theory as relevant and useful in guiding future research. Recommendations for future research are discussed.

Title: Decision Making in Private Lending: The Role of Adaptive Learning in Strategic Resource Movement

Author(s):
Mark Fellhauer - Webster University
John Orr - Webster University

Abstract:
The Great Recession and intertwined subprime loan crisis brought significant regulation and constraints to USA mortgage lending and related commercial markets. As a result, banks and financial institutions lost most decision-making discretion in both shaping and granting such

loans. An alternative source of funding called private lending, or hard money lending, has emerged as a more flexible and largely unregulated source of needed funds.

This paper will address how these new lenders make strategic decisions in conditions of market disequilibrium. Specifically, it will examine the role of adaptive learning (Chiva, Grandio, & Alegre, 2008) on transaction expectancies and its impact on strategic resource movement (O'Bannon, 2010). This view looks internally to the manager for decision making in a dynamic environment where all possible outcomes are not readily quantifiable. This research extends the commercial banking work of Krabuanrat and Phelps (1998) and Bos and Kool (2005) on the ""X-efficiency"" (managerial effectiveness) to private lending.

The researchers develop a decision making model and propositions regarding reactions of different sub-groups of hard money lenders which could eventually be tested using the sequential decisions of an experimental scenario. This research seeks to increase understanding of how past experience and transaction events influence decision-making and resource movement.

Title: Steward-Leader versus Agent-Leader? Leader/Follower Relationships and the Impact on Knowledge Transfer

Author(s):
Michelle Fleig-Palmer - University of Nebraska-Kearney
David K. Palmer - South Dakota State University

Abstract:
This paper integrates stewardship theory with mentoring research as a way to overcome the dysfunctions inherent in a principal-agent relationship with regard to the creation, transfer, and mutual exchange of organizationally relevant knowledge. In competitive, technologically sophisticated sectors of the economy, the need to create, communicate, and transfer knowledge within organizations is critical for achieving competitive advantage, and ongoing survival and success. It is proposed that a steward-orientation will facilitate higher quality mentoring relationships (i.e., relational, traditional) with a beneficial impact on knowledge transfer. Additionally, it is suggested that lower quality mentoring relationships (e.g., supervisory) can, even within the context of an agent-orientation, facilitate knowledge transfer and approximate the benefits of a traditional mentoring relationship while avoiding potentially dysfunctional outcomes.

Title: Defensive Pessimism and Sensemaking in High-Stress Crises

Author(s):
Stephen Forsha - William Woods University

Abstract:
To gain a deeper understanding as to how individuals deal with crisis this paper looks towards defensive pessimism, a psychological coping strategy, as a catalyst for sensemaking and enhanced crisis management. If we can understand the relationship between psychological

coping strategies, sensemaking and crisis management, we can begin to identify those individuals better equipped to deal with crisis. Are defensive pessimists, through their unique coping strategies, better at enacting sensemaking and thus managing crises than their optimist counterparts?

Title: Lender Ownership Structure and Small Business Credit Constraints

Author(s):
Jaume Franquesa - Ohio Northern University
David Vera - California State University, Fresno

Abstract:
This study explores the effect of holding company owned (as opposed to independent) bank lenders on the credit constraints of their small business borrowers. We argue that small businesses whose commercial lenders are bank-holding-company affiliates, regardless of lender size, are likely to experience greater credit rationing. Consistent with this expectation, we find U.S. small businesses to be more financially constrained as more of their commercial loans stem from holding company owned banks: In particular, greater reliance on holding company lenders is found to be associated with a greater use of late trade-credit payments. The latter is an expensive form of financing and a generally accepted indicator of shortages in conventional (and cheaper) credit.

Title: Leadership Training: Power, Politics and Influence at One US Federal Government Agency

Author(s):
Judith Gebhardt

Abstract:

Title: The Dynamics of Pay Effect on Executive Turnover in Politically Embedded Firms

Author(s):
Ke Gong - Oklahoma State University

Abstract:
Prior research of pay effect on executive turnover has suggested that internal and external referents are essential in influencing executive turnover. Despite the conventional research about pay effect on executive turnover by studying the executives as a whole in Western countries, the present research focuses on the heterogeneity of executive attributes between different types of executives within top management team during the institutional transition in China. Through the lens of political embeddedness, building on the theories of social network and construal level,

and the resource depreciation perspective, I investigate the pay effect on executive turnover on both government-to-firm executives and non-government-to-firm executives by taking into account the temporal value of political ties. I argue that in politically embedded firms the turnover of government-to-firm executives and non government-to-firm executives will be positively related to the pay dispersion within top management teams. At the early stage of placement, the government-to-firm executives will have a higher tendency to seek for better paid positions outside their firms than the non government-to-firm executives. While the pay dispersion effect on government-to-firm executive turnover will be descending over time and eventually be lower than that of non government-to-firm executives in the long run. The theoretical implication of this research helps provide an integrated view of how the individual and institutional characteristics matter to different pay effects on executive turnover and extend the knowledge of pay effect on executive turnover in an ever-changing institutional context. The practical insight also implies that firms operating in transitional economies should consider the different behavior pattern of government-to-firm executives comparing to other executives over time.

Title: Rethinking CEO Celebrity: Toward a Network Based View

Author(s):
Jyoti P. Gupta - University of Kentucky

Abstract:
CEO Celebrity is a construct of increasing interest within the field of Strategic Management. Yet, there is a paucity of research seeking to theorize on and empirically study the social network dynamics of CEO Celebrity. Thus, this paper addresses this research opportunity and contributes to the current body of literature by presenting a network based view of CEO Celebrity and an agenda for future research.

Title: Building and Maintaining Strong Classroom-Community Partnerships: The Good, the Bad, and the Ugly

Author(s):
Marcia Hagen - Metropolitan State University
Rick Moran - University of Wisconsin – Superior
Rachel Lundbohm - University of Minnesota Crookston
Firasat Khan - Metropolitan State University
Eric Grube - Concordia University
Crystal Saric Fashant - Metropolitan State University
Rebecca "Becky" Evan - Cargill Corp.

Abstract:
The idea of developing partnerships between community members—local, state, regional and beyond—and universities has been a part of the educational experience for students for many years. This panel symposium seeks to provide some insight into the nature of classroom-

community partnerships. Our symposium is intended to help attendees design, implement, and sustain effective, mutually-beneficial partnerships. We will provide some examples of positive and negative partnership and make suggestions on how to improve and maintain strong, long-term community collaborations.

Title: Conflict Management at Work

Author(s):
Maria Hamdani - The University of Akron
Najma Hamdani - Central Oklahoma Mental Health Center

Abstract:
This conceptual paper presents a process model of conflict by outlining the role of attachment styles in conflict resolution. Attachment styles are fundamental dispositional variables that govern emotion regulation and are often activated in times of stress. We argue that securely attached employees engage in constructive controversy, practice positive intrapersonal and interpersonal emotion regulation and encourage behavioral integration to find integrative solutions. In contrast, insecurely attached employees either escalate or avoid conflict due to ineffective emotion regulation, discourage constructive discussions and hinder collaborative solutions. We propose security priming and corrective emotional experiences as two promising leadership interventions to develop conflict resolution skills of insecure employees. We provide several practical and theoretical implications of our proposed model.

Title: AmNet Teaching Case & Teaching Note

Author(s):
Timothy Harper - Skidmore College
Barbara Norelli - Skidmore College
Melanie Brandston - MM Brandston Consulting LLC.
Mary Taber - New York State

Abstract:
The American-Netherlands Foundation (AmNet) is a nonprofit organization founded in 1916. It is based in Chicago. Its mission is to promote educational, cultural and professional exchange between America and the Netherlands. To fulfill its mission, it provides advanced degree fellowships, cultural grants, internships/training, and publications. It supports and features the works of Dutch visual and performing artists. It organizes meetings for professionals on such topics as climate change, international banking, and tourism. All public programs reinforce the strong relationships between America and the Netherlands.

Title: Exploration of Drivers of Leader Personal Social Responsibility

Author(s):
Pamela Harper - Marist
Timothy Harper - Skidmore

Abstract:
The central thesis advanced in this study is that leaders' personal values and characteristics, which may be evidenced by personal philanthropy, influence Corporate Social Responsibility (CSR). We propose a roadmap for future research on the antecedents of a new construct: Leader Personal Social Responsibility (LPSR). We also theoretically explore the mechanisms by which top leaders' philanthropic actions influence the propensity for firms to engage in such activities. From the perspectives of Transformational Leadership, Stakeholder and Social Identity theories, we address the questions of how LPSR is associated with gender, age, religiosity and education. We argue the need exists to fill an important gap in the management literature in terms of understanding CSR from the perspective of a key stakeholder; Chief Executive Officers (CEOs).

Title: The Role of HRD Regarding CSR in the Sharing Economy

Author(s):
Tasha S. Hart-Mrema - University of Minnesota, Twin Cities
Dennis W. Paetzel - University of Minnesota, Twin Cities

Abstract:
This paper discusses the sharing economy and addresses the importance of utilizing Human Resource (HR) professionals and Organization Development (OD) scholars and practitioners in promoting ethical and socially responsible business practices. It thereby relates separate streams of literature on the sharing economy and CSR, which have not been frequently linked together. Several bodies of literature have discussed the implications of the sharing economy, but few studies have identified how Human Resource Development (HRD) fits within this area of business, and there is little information about if, and/or how, CSR initiatives are implemented in sharing economy business models. Given the limited number of scholarly articles on the operations and effects of the sharing economy in relation to CSR, several thought pieces, periodicals, and scholarly blogs were reviewed along with business related and practitioner-focused works to augment academic sources. This paper serves as a call to action for HR practitioners and provides several implications for the field of HRD, Human Resource Management (HRM), and OD. HR professionals are identified as a necessary link to promote CSR and the need for (HRD) to be prioritized within the sharing economy is discussed. Furthermore, this paper highlights the need for HR professionals to be agile in shaping the digital workforce, as well as, the need for more attention in scholarly and practitioner-based literature on the impact of contingent workers.

Title: Exploring the Promise of The Managing Use of Self Framework

Author(s):
George W. Hay - The Chicago School of Professional Psychology
David W. Jamieson - University of St. Thomas
Nicole Zwieg - Daly University of St. Thomas
Dennis John - The Chicago School of Professional Psychology
Eric J. Sanders - Cardinal Stritch University

Abstract:
The purpose of this 60 minute panel symposium is to explore the promise of the Managing Use of Self Framework (Jamieson, D., Auron, M., & Shechtman, D., 2010). There will be two paths to the exploration. The first path will present research-based empirical insights related to the model. Here research results are discussed that examine the antecedents and consequences of the Use of Self. The second path will present conceptual insights related to the model. Here other conceptual models that involve personal agency are examined from a Use of Self perspective.

Title: Hospital Characteristics Associated with HIPAA Breaches

Author(s):
Michele Heath - Cleveland State University
Tracy H. Porter - Cleveland State University
Geoffrey Silvera - Auburn University

Abstract:
The U.S. government has been monitoring HIPAA breaches since the enactment of the Health Information Portability and Accountability Act (HIPAA) in 1996. HIPAA breaches, have the potential to compromise the privacy of an individual's health information and are defined as the unauthorized acquisition, access, use or disclosure of protected health information (PHI). While the Office of Civil Rights (OCR) has overseen the collection and categorization of HIPAA breaches, little is known about the organizational factors which might contribute to them. The purpose of this study was to examine the relationship between hospital characteristics and the incidence of HIPAA breaches. Hospital characteristics come from the American Hospital Association (AHA) survey and HIPAA breaches come from the Office of Civil Rights database. Additional analysis is offered to examine the relationship between electronic medical records and HIPAA breaches. The results find that HIPAA breaches are most common in community hospitals and system affiliations.

Title: Moral Mindfulness: Laying the Groundwork for Exploring Relationships Between Mindfulness and Moral Attentiveness in College Students

Author(s):
Alex Hill - Eastern Illinois University
Christopher Adams - Eastern Illinois University
Joshua Harden - Eastern Illinois University

Abstract:
This study provides an introduction to an ongoing study exploring the correlations between moral attentiveness and mindfulness in college students. It examines past research on ethical decision-making, with a focus on ethical sensitivity, to illustrate both the progress made and the gaps needed to be addressed. Given the need for psychometrically sound methods for measuring ethical sensitivity, we examine the construct of moral attentiveness (Reynolds, 2008) as a means of furthering the theoretical and empirical development of ethical sensitivity studies. We discuss the implications of this construct on ethical decision-making research and ethics education, and how moral attentiveness may provide opportunities to study and experiment with new methods of inculcating ethical sensitivity in college students—namely, mindfulness.

Title: Managing Orthodoxy: How Religion Influences Ethics and Strategies of Small Business Owners

Author(s):
Alex Hill - Eastern Illinois University
Joshua Harden - Eastern Illinois University
Christopher Adams - Eastern Illinois University

Abstract:
Past research has suggested a correlation between the religiosity/spiritual beliefs on ethics, and their subsequent application to the business setting. This study looks at how small business owners, with their unique place of influence and power in their business, are influenced by their religiosity, and how this is reflected in their business and its practices. A case study was done on three small businesses, each in the food industry, whose owners have a religious background. The study found that each owner claimed that their religious background had considerable influences on their business practices; also, when asked about being confronted with ethically questionable situations, each cited their religious background as a framework through which they would make a decision. Results of this study seem to verify our two hypotheses, while also providing insight into how the religious frameworks are uniquely incorporated into the business framework. Ideas for future research on the relationship between these variables are provided.

Title: The Impact of Taoist Big 5 Leadership on Employee Commitment to Change: A Consideration for Western Change Environment

Author(s):

Jason Horn - Webster University

Abstract:

Based on extant research in leadership theory that incorporates a Taoist approach to leadership, this paper aims to investigate how Lee, Haught, Chen and Chan's (2014) Taoist Big-Five Leadership model influences employee affective commitment along five dimensions – altruism, modesty, flexibility, transparency and perseverance. Eastern philosophical tenants in modern leadership theory are still rather new from a Western perspective, and as such warrant further investigation into the potential benefits that it has to offer when corporations face the challenges of disruptions in the marketplace. Drawing from social exchange, leadership, leader-member exchange and self-determination theories, this paper investigates the potential impact of the Taoist "water-like" model of leadership on employee affective commitment.

Title: An Economic Analysis of Management Behavior in Allocating Data as a Firm-Level Resource in Business Enterprises

Author(s):

Richard Howey - University of Minnesota

Abstract:

Enterprise-level management is responsible for allocating resources throughout a business enterprise or firm. One of the ways this is often accomplished is by using an internal market mechanism within the firm wherein the internal organizational units inside the firm sell goods and services to each other. However, economists know that not all goods and services are efficiently allocated through such markets and have developed a concept known as "market failure." Goods and services that possess the economic characteristic of non-rivalry and non-excludability will experience market failures because they encourage behavior to benefit as free riders off the investments of others. Computerized data is clearly non-rivalrous and business models often requires business units to share data indicating that it should be non-excludable to anyone within the enterprise who has a legitimate business need. Therefore, an internal market for data may fail. This research uses a literature review to hypothesize a structural cause/effect model of how an internal market for data may fail in ways that influence management behavior and ultimately the success or failure of data sharing initiatives. It then analyzes the validity and quantitative implications of that model using exploratory partial least squares structural equation modeling. The paper concludes with recommendations for improving management practices to deal with this phenomenon and for additional research.

Title: Problems and Solutions for Adults with Attention-Deficit/Hyperactivity Disorder in the Workplace

Author(s):
Shelia Hyde - University of Texas at Arlington

Abstract:
Although a generation ago attention deficit hyperactivity disorder (ADHD) was not recognized as a condition that continued into adulthood, it is now understood that serious problems due to the disorder persist beyond childhood and adolescence. Many adults with ADHD have shorter duration in employment tenure and have other performance issues. Employees with ADHD could disclose their condition to the employer and discuss interventions; however it has been shown that adults are less likely to utilize the Americans with Disabilities Act as employees than they were as students. This paper explores how ADHD can affect adults in the workplace and the reasons related to their reluctance or willingness to disclose the disability to employers and co-workers. Stigmatization of ADHD is explored as well as how an individual's self-efficacy affects disclosure of the condition. The benefits of disclosure for both employees and employers are considered. The importance of a supportive organizational climate is discussed along with some potential accommodations that could be offered to individuals with ADHD in the workplace and areas for future research.

Title: Gender, Crisis Management and Firm Performance: The Case of the Hospitality Industry

Author(s):
Anthony Iaquinto - Cleveland State University
Wayne Macpherson - Massey University
Vivien Jancenelle - Texas A&M Central

Abstract:
Gender diversity and crisis management are two research streams that have attracted significant interest among scholars and practitioners. Using companies from the hospitality sector, this study explored the impact of the percentage of women on top management teams during the 2008 financial crisis. Results show a positive relationship between the percentage of women on Top Management Teams (TMTs) and firm performance. Further analysis also found a strong positive relationship between the percentage change of women on Board of Directors (BOD) and the change of the percentage of women on TMTs years after the crisis.

Title: The Importance of Social Capital in Dynamic Managerial Capabilities (DMC): How and Why Relationships Matter in M&A Integrations

Author(s):
Kris Irwin - University of Alabama

Abstract:
Mergers and acquisitions (M&A) represents one of the most researched areas within the management literature, but also presents the most opportunity for expansion given the number of unknown moderators and mediators outlined by previous reviews and meta-analysis. In this embedded case study, I asses how employees, managers, and executives experience and understand a manager's social relationships, including processes and practices, during the dynamic environment of a M&A. Expanding on dynamic managerial capabilities and social networks frameworks, I outline the different types of relationships managers utilize, the role intra-individual conflict plays for managers, and the potential effects on the broader organization. Practical implications and future research opportunities for manager interactions with strategic organization M&A experiences are highlighted.

Title: CEO Background and Human Rights

Author(s):
Howard Jean-Denis - University of Massachusetts Amherst

Abstract:
The Extant Strategic Management literature has explored the effect of CEO Background on organizational outcomes in a variety of settings. This research study posits into the literature by exploring how variation in CEO demographic characteristics influence corporate performance through human rights record. The setting is South Africa and through empirical testing ascertain CSR Performance from the firm's relations with indigenous people where they are operating. Since CSR often involves a redistribution of the resources of whatever nature to those in need, upper-class members ever being part of this group, it is arguable that the upper-class offspring will be reluctant to proactively engage in CSR since it will imply a shift of resources to their relative disadvantage (Kemayou, 2011). Specifically, the intended contribution is clarification of the mechanism which explains this CEO behavior.

Title: The Automation of Social Science

Author(s):
Clark Johnson - Saint Louis University
Brittney Bauer - Saint Louis University
Fred Niederman - Saint Louis University

Title: An Examination of Acceptance Factors of Electronic Supply Chain Management (e-SCM) Procurement Systems with in the U.S. Automotive Industry

Author(s):

Joseph Joyce - Michigan State University
Dorothy McAllen - Eastern Michigan University
Abubaker Haddud - Eastern Michigan University

Abstract:

The U.S. automotive industry is a vitally important industry to our nation; over 7,000,000 individuals directly rely on this industry for their livelihood. This study investigated the use of electronic supply chain management (e-SCM) system within this industry and its influence on work-related procurement outcomes. It examined e-SCM systems used in the automotive industry to test whether factors such as ease of system use (EOU) and perception of organizational usefulness (PU) are factors in regarding a decision to use e-SCM systems within the procurement function of their own organizations. An online survey was used to gather perceptions consistent with the constructs of the technology acceptance model (TAM). The data was collected from 144 personnel employed in a position involving the supply chain management aspects of their organization within the U.S. automotive industry. The results of the survey analysis showed that the perceptions of organizational usefulness, as well as the ease of system use, are each variables affecting the final adoption of such systems within individual organizations. Further findings showed that these variables, along with other factors, including individual experience and educational level, were important in predicting work outcomes within this industry in terms of overall results and predicting organizational decision outcomes. This research offers an understanding of the factors that are critical to achieving continued innovation and corresponding industry success for organizations and individuals alike, transacting business at all supply chain levels within the U.S. automotive industry. Further research efforts should focus on the examination of the usage of this same model and corresponding survey instrument toward other manufacturing-based U.S. industries (such as aerospace/defense or pharmaceutical/medical) as well as other countries' automotive industries, such as Germany and Japan, for generalizability perspectives.

Title: The Inner TENSION of Leadership

Author(s):

Ranjan Karri - University of Illinois Springfield
Hao Ma - National School of Development, Peking University

Abstract:

Effective leadership is about delivering results for the overall organizational as well as delivering positive outcomes for followers. Consequently, theories based on positive psychology and positive organizational behaviors propose several characteristics that leaders should espouse and certain behaviors that leaders should practice. Although the prescriptions about leadership are certainly desirable and indeed are aspirational to leaders, research on the dark side of leadership constantly reminds us of the existential reality of the human fallibility and frailty. Leaders in

reality often epitomize the complexity of human nature riddled with a multitude of paradoxes. In this article, we argue that effective leaders need to tactfully attend to the management of a series of TENSIONs, carefully balancing narcissism and empathy (Traits), aloofness and warmth (Emotions), foolishness and shrewdness (Naivety), in-groups and out-groups (Subordinates), encouragement and intimidation (Inspiration), symbolism and manipulation (Openness), and construction and destruction (Negation). Leadership cannot be viewed and understood in a binary form, benevolent or tyrannical, authentic or pseudo, transformational or destructive. Instead, leadership is fraught with the tension of continuously traversing the dimensions of leadership character and behavior without becoming entrenched in any one extreme. Situational application of both desirable and non-desirable elements is required to be a successful leader.

Title: Trends in Entrepreneurship Education: Creating a Dynamic Entrepreneurship Classroom

Author(s):
Jerome Katz – St. Louis University
SherRhonda Gibbs – University of Southern Mississippi
Sharon Simmons – University of Missouri-Kansas City

Abstract:
Entrepreneurship education experts from the United States Association for Small Business and Entrepreneurship share best practices, techniques and approaches to entrepreneurship education, teaching, and learning. Midwest Academy of Management members learn innovative pedagogical techniques to create a dynamic and engaged entrepreneurship classroom. Panelists discuss current practices (e.g. cross-campus entrepreneurship education, experiential education, using entrepreneurs in classes) in entrepreneurship education and provide information on how symposium attendees can stay current in the latest trends in entrepreneurship education. The symposium encourages interaction with and between attendees through Q & A and experiential learning exercises that can be brought back to the classroom. Both management and entrepreneurship scholars benefit from the session which demonstrates ways to maximize engagement in the classroom.

Title: Impact of Blockchain Algorithms on Management Education: A Collaborative Exploration

Author(s):
Firasat Khan - Metropolitan State University
Erik Westgard - Metropolitan State University
Richard Howey - University of Minnesota
Susan Misterek - Metropolitan State University
Theodore Wallerstedt - Metropolitan State University
Michael O'Connor - Metropolitan State University

Abstract:
What once started as the technology behind the Bitcoin cryptocurrency, blockchain has begun to mushroom into powerful applicattions across areas like supply chain/logistics/operations management, business contracts, accounting/auditing, banking/finance, enterprise resource planning, and human resource management, to name a few. There is a real need to overcome the 'black box' perception surrounding blockchain and embed this across management curricula. A distinguished panel of management educators and professionals demystifies blockchain and presents use cases, challenges, concerns, and illustrates what managers are expected to know in the coming years and what educators can embed into their courses.

Title: The Relationship between Organizational Citizenship Behaviors Perceived by Customers and the Consequences of These Behaviors: A Test of an Integrative Path Model

Author(s):
Wooyang Kim - Minnesota State University, Moorhead
Donald Hantula - Temple University
James Hunt - Temple University

Abstract:
This study investigated the effect of organizational citizenship behaviors perceived by customers (OCB-PCs) on a series of outcomes of these behaviors in the context of medical-care with Korean baby boomers ($N = 223$) who represent a typical collectivistic culture. The integrative model demonstrated a relatively robust effect of OCB-PCs on subsequent internal and external outcomes of the medical-care service organization. Importantly, the sportsmanship factor of OCB-PCs had a mixed effect in association with service quality and customer satisfaction. Moreover, both service quality perceived by customers (SVQ-PC) and customer satisfaction had meditating roles in the integrative model. The overall findings suggest that the extra-organizational perspective on OCBs is important in its own right and that researchers should consider measuring the performance of service organizations to accompany the standard intra-organizational perspective on OCBs.

Title: Internationalization of Authentic Firms Using Preservation Capabilities

Author(s):

Ipek Koparan - Kent State University

Abstract:

We complement the traditional dynamic capabilities (DC) approach by redefining its boundary conditions and focus on "authentic firms", which strategically tie their survival and growth to the maintenance of their administrative heritage and traditional set of signature processes that have been built in their home market over time. We argue that authentic firms focus on their capacity to maintain and defend their turf, and only if opportune, deploy resources to parallel niches to exploit their "preservation capabilities". We illustrate how authentic firms build on their scanning, buffering, and preservation capabilities during internationalization and impact firms' survival and performance.

Title: Valuation in Strategic Factor Markets under Risk and Uncertainty

Author(s):

Ipek Koparan - Kent State University
Ilgaz Arikan - Kent State University
Asli Arikan - Kent State University

Abstract:

We conceptually unpack the structure of the cognitive process of valuation under Knightian uncertainty using the state space characterization, classification of estimation methods, and the soft set theory. Doing so, (i) allows for the emergence rather than the assumed existence of heterogeneous expectations in strategic factor markets, (ii) extends the problematic existence of behavioral biases that afflicts decision making under risk to an optimal apparatus for the valuation of unique instances, (iii) defines uniqueness as a valuation instance under "known unknowns" as a type of Knightian uncertainty that is resolved by endogenous discovery as opposed to exogenous discovery operating under risk, and (iv) defines 'subjective certainty' as the main lever that allows valuation under Knightian uncertainty of "unknown unknowns".

Title: Perceptions of Organizational Justice in Times of Change: A Review of Quantitative Studies

Author(s):

Thomas Kramer - The University of Texas at Tyler

Abstract:

This study reviews quantitative empirical studies of change recipients' perceptions of justice during periods of organizational change. The author reviewed studies published between 2002 and 2017, from which 22 were found to meet the criteria of being a quantitative study on change

recipients' perceptions of justice. Directions for future research and practical applications are suggested based on the findings of this review.

Title: Consumer Engagement Behaviors in Destination Image Creation for Hot Spring Hotels in Japan

Author(s):
Yasushi Kyutoku - Chuo University
Alan Yen - Ball State University
Ippeita Dan - Chuo University

Abstract:
How the destination image is presented in terms of the content and the selected media is known to have a considerable influence on consumers. In the current study, we examined the effect of destination images of Japanese hot spring hotels through photographic images taken by actual hotel guests on intended customer engagement behaviors (CEB) and their evoked conceptualization of the hotels. By showing photographic images of two types of hot spring hotels (traditional/contemporary) to participants from the United States (Phase 1, n=154) and Japan (Phase 2, n=677), we found that the image of traditional hot spring hotels induced higher evaluations and stronger CEB. When participants were clustered based on their travel motivations, we also found that, in both inbound and domestic markets, more engaged tourists gave higher evaluations and stronger CEB. Theoretical contribution and practical implication were discussed in the paper.

Title: Pay Communication Revisited: Why Pay Transparency, Pay Openness, And Pay Secrecy Are Not All The Same

Author(s):
Esther Lamarre - University of Texas at Arlington
Shelia Hyde - University of Texas at Arlington

Abstract:
Pay communication has gained increasing attention in both research and practice as both practitioners and researchers explore the effects of pay communication strategies. Pay communication literature consists of research around pay secrecy, pay openness, and pay transparency that is often examined together or uses the constructs interchangeably. Specifically, pay transparency and pay openness have been used in the literature interchangeably while pay secrecy and pay transparency have been studied as opposite ends of the same construct. The present research addresses inconsistencies in the compensation literature regarding pay communication. Contrary to prior research, this paper presents and distinguishes pay transparency as a distinct construct different from pay openness and pay secrecy to provide clarity for future pay communication research.

Title: The Role of Organizational Culture in the Process of Resource Reconfiguration

Author(s):
Ann Lazare - Saint Ambrose University

Abstract:
Literature from the strategy field evaluates organizational culture as a strategic asset and valuable resource of the firm and considers how it creates a sustained competitive advantage. This paper seeks to reconceptualize that traditional strategic understanding of organizational culture's role within the firm. Combining extant literature from the strategy-as-process perspective and organizational culture domain, an ancillary understanding of organizational culture is proposed. In this alternate framework, it is reasoned that organizational culture is a crucial component in the resource reconfiguration process and a fundamental condition to transformation is internal contextual congruence between organizational culture, strategy and structure.

Title: Untangling the Effects of Institutions and Individual Attributes on High-Growth Entrepreneurship

Author(s):
Chong Kyoon Lee - James Madison University
Sharon A. Simmons - University of Missouri-Kansas City
Griffin W. Cottle - University of Missouri-Kansas City
Johan Wiklund - Syracuse University

Abstract:
Prior research on the impact that formal and informal institutions have on stimulating high-growth entrepreneurship has focused primarily on the quantity of new firms being created. These studies often propose policies aimed at lowering institutional barriers, and either increasing the quantity of experienced entrepreneurs in society, or creating more business-friendly entry environments to increase the overall rate of entrepreneurship. In this paper, we employ a multi-level lens to provide a more nuanced assessment of the effects that different institutional environments have on high-growth entrepreneurship. Specifically, we construct an institutional index variable that captures aspects of both the formal (credit and bankruptcy regulations) and informal (stigma of business failure) entry environment. We also distinguish between high-growth firms that were founded by entrepreneurs with initial high-growth aspirations, and those that were founded with export orientations. By constructing a unique dataset containing the entry decisions of over 264,620 individuals in 35 developed countries, we find that while countries with less friendly entry environments have lower overall rates of new firm creation, the ratio of new firms created by both entrepreneurs with high-growth ambitions and those with export orientations are significantly higher.

Title: Symposium on "Organizational Decline and Turnaround: Recurring Challenges"

Author(s):
William McKinley - Southern Illinois University Carbondale
Seemantini Pathak - University of Missouri-St. Louis
Chanchai Tangpong - North Dakota State University
Derek Lehmberg - North Dakota State University

Abstract:
Organizational decline and the need to turn declining organizations around are recurring challenges facing many organizations, for-profit and non-profit alike, in today's changing environments. The proposed symposium aims at increasing the audience's understanding of technological discontinuities in relation to organizational decline and strategic change as an organizational response to the decline problems. This symposium consists of four presentations covering the issues including (1) technological discontinuities and organizational decline, (2) strategic change as a response to organization decline, (3) the timing of strategic change as its turnaround implications, and (4) the timing of top management change and its turnaround implications.

Title: Self-efficacy, Anxiety, Information Sharing, and Conflict on Virtual Team Creativity: A Theoretical Review.

Author(s):
Dawna Moore - Webster University
Julie Palmer - Webster University

Abstract:
Creative and innovative solutions are important outcomes of virtual team information sharing. However, providing a virtual team with a computer-mediated collaboration platform does not automatically invite an increase in information sharing among team members. The authors review the literature on several constructs that may influence virtual team member information sharing within the computer-mediated platform and virtual team creativity. The nature of virtual teams is discussed and a sample of current computer-mediated communication platforms is presented. General and specific computer self-efficacy are reviewed for possible effects on intention to use. Computer anxiety is discussed for possible effects on specific computer self-efficacy and information sharing. Information sharing is examined for possible effects on relationship conflict and task conflict, and their possible effects on team creativity. This theoretical piece lays the groundwork for quantitative studies and provides a model and associated propositions that could be used to test the phenomena in an organizational setting.

Title: Developing Strategy for Entrepreneurs Through Academic-Practitioner Collaborations

Author(s):
Richard Moran - University of Wisconsin – Superior
Allan Bernard - Wartburg College
Crystal Fashant - Metropolitan State University
Marcia Hagen - Metropolitan State University
Rachel Lundbohm - University of Minnesota Crookston

Abstract:
This panel symposium is designed to explore how collaborations between academics and practitioners aimed at developing, reviewing and/or improving strategic planning activities of growing entrepreneurial firms can benefit the firms, as well as students involved in these collaborations. These efforts can involve traditional entrepreneurial firms, as well as social entrepreneurs and nonprofit organizations involved in entrepreneurial activities in service to their social missions and goals.

Title: Corporate Social Responsibility and Executive Compensation: Evidence from a Natural Experiment

Author(s):
Anup Menon Nandialath - University of Wisconsin La Crosse
Ai Ting Goh - HEC Paris

Title: OD Opportunities to Improve Our Future

Author(s):
Rachael Narel - Benedictine University
Tammy Ferrin - Attain, LLC
Anjylla Foster - Museum Science and Industry
Robert Reinhard - Drahnier Enterprises

Abstract:
According to the 6th edition of Wendell French and Cecil Bell's Organization Development: Behavioral Science Interventions for Organization Improvement (1999), perhaps the oldest and most frequently cited OD textbook, Organization Development is a "systematic process for applying behavioral science principles and practices in organizations to increase individual and organizational effectiveness. It is an organizational improvement strategy, and it is about how people and organizations function and how to get them to function better" (1999, p. 1).
This panel presents how three different industries can be more effective by incorporating Organization Development components. Three presenters will present OD opportunities from three different perspectives – the military, workforce development and artificial intelligence.

Title: How and When Does Surface Acting Spur Work-Family Conflict? Assessing the Role of Emotional Exhaustion, Job Anxiety, and Education

Author(s):

Shazia Nauman - Riphah International University
Ameer A. Basit - Information Technology University
Hassan Imam - Riphah International University

Abstract:

Work-family conflict (WFC) is a prominent and painful issue that employees face during their work lives. Researchers have identified various stressors that cause WFC at the workplace, however, little research has examined how emotional labor, such as surface acting, impacts WFC as a workplace stressor. This study examines whether surface acting spurs WFC and whether emotional exhaustion of employees mediates this relationship. To explore the surface acting–WFC relation in a great depth, this study also focuses on the contextual conditions of this relation by examining the moderating roles of job anxiety and education level of employees. We collected data in three waves from 203 salespersons employed at two publishing and two manufacturing organizations in Lahore, Pakistan. The results supported our proposed model. We found that surface acting was related positively to WFC among salespersons. Emotional exhaustion caused by surface acting significantly mediated the positive effect of surface acting on WFC. Furthermore, as a result of experiencing surface acting while performing jobs, emotionally exhausted salespersons reported increased WFC when levels of their job anxiety and education were high as compared to those whose level of job anxiety and education were low. Implications of the study are discussed.

Title: Workplace Romances: It's Not All Negative

Author(s):

Jennifer Nevers - St. Ambrose University

Abstract:

Dating is a common phenomenon amongst employees with 36% of employees reporting to have dated a coworker (CareerBuilder, 2018). Workplace romances often carry negative implications such as potential for litigation, breach of trust between coworkers, and negative perceptions by coworkers. However, they are not always negative. The method in which coworkers are told about a relationship has effects on whether or not the relationship is perceived positively or negatively. The likelihood of romances occurring is often controlled by the culture of the organization and the method in which management handles the relationships. Companies have several options during these situations, such as developing policies and having employees sign love contracts. This paper will provide a review of the research on workplace romance and implications for managers.

Title: Developing A Franchise In the Gig Economy

Author(s):
Ifeyimika Ogunyomi - University of Texas at Arlington

Abstract:
The gig economy consists of digital matching firms that design environments which enhance stress-free, and risk-free digital exchanges between participants. Streams of literature on the gig economy have focused mostly on relationships that exists between gig workers and clients or users of the gig economy and the nature of the job performed by the workers. On another end of the debate is the question of labor regulation in the gig economy. With the limited research on the relationship between gig organizations and gig workers, continuous cries for regulation of the gig economy persists without valid solutions being offered. Recently, the suggestion to franchise sectors of the gig economy has been proposed. In this paper, the view to franchise the gig economy is extended by considering the conditions and antecedents necessary for the development of a franchise relationship. The elements of exclusivity, recurrence monitoring, and customer interaction are proposed as vital precursors of an organization's decision to franchise in the gig economy. Implications for practice and research are also provided.

Title: Small Company, Good Reputation: The Role of Stakeholders in CSR Activities

Author(s):
Brent Opall - University of Wisconsin-Eau Claire
Nancy Hanson-Rasmussen - University of Wisconsin-Eau Claire

Abstract:
This study explores how small to medium sized companies choose to communicate their Corporate Social Responsibility (CSR) work and whether communicating their CSR work impacts recruitment of employees. The sample will include numerous small to medium sized businesses across a variety of industries located in the Chippewa Valley region of Wisconsin. The phenomena will be explored using a qualitative multiple case-study methodology. CSR has been an important area of management research however, there a few studies which focus on the relationship between CSR and employee recruitment. Further, most CSR research has covered macro-level effects without much inquiry occurring at the organizational-level. Findings of this study will add to the management literature and offer new insights on what motivates small to medium sized companies to spend time and resources on CSR, how companies communicate their CSR work to stakeholders, and the impact these have on employee recruitment.

Title: Veterans Outreach: Harnessing Higher Education and Business

Author(s):
John Orr - Webster University

Abstract:
Since the Sept. 11, 2001 terrorist attack on the World Trade Center, the USA has embarked on some 15 years of continuous military engagements against Mideast extremists. This was carried out with an all-volunteer military force, augmented frequently with military National Guard and Reserve units. Many regular and reserve military personnel have served multiple combat tours. Veterans returning to civilian life face multiple challenges. Some suffer from post traumatic stress syndrome due to combat woulds, while other return to a setting in which they have no job connections. And, despite some 15 years of warfare, sociological studies report that only 5% of the USA population has any direct family contact with the active-duty military.

Helping the veterans in their reintegration are a number of government, volunteer and educational agencies. The panel will focus on how these programs help veterans, and the challenges the programs face.

The panel would be of interest to faculty, graduate students and business professionals who work with veterans in in their daily activities. It will give the audience insight into specific problems and remedies for the returning veterans.

Title: Short-Term Study Abroad Trips: Insight on Trip Logistics and Course Assignments from Experienced Faculty

Author(s):
Joy Peluchette - Lindenwood University
Katherine Karl - University of Tennessee at Chattanooga
Nancy Day - University of Missouri at Kansas City
Peter Gordon - Southeast Missouri State University
Karolina Schneider - Lindenwood University

Abstract:
To better prepare students for the global marketplace, many universities are offering short-term study abroad trips to enhance students' understanding of both the cultural and business complexities of doing business in an overseas setting. Although a big part of the success of these trips is how they are planned and designed, it is also important to build global competency through assignments and activities that develop students' ability to adapt and interact with people from different cultures. The purpose of this symposium is to share information about different frameworks for how a short-term study abroad trip can be designed and to engage participants in a discussion of some activities or assignments that build global competency.

Title: Great Jobs: Great Lives: Putting Gallup's Student Engagement Research into Practice

Author(s):
Tim Peterson - North Dakota State University
Ronda Smith - Ball State University
Shontarius Aikens - Concordia College
Curt Beck - Concordia University-Nebraska
Carla Flores - Ball State University
Claudette Peterson - North Dakota State University
Jennifer Schultz - Utah Valley University
Ben Blackford - Northwest Missouri State University
Michell Fleig-Palmer - University of Nebraska Kearney
Alan Yen - Ball State University

Abstract:
In the study by Gallup and Purdue, Great Jobs: Great Lives, we find out that faculty members make a great difference in alums work engagement and wellbeing. Join us and learn how YOU can make all the difference when it comes to workplace engagement and post-graduation success! Come hear what Gallup discovered about college students post-graduation from their study of 30,000 alums. Hear how others are using these results to innovatively engage their students. The purpose of this session is to bring together those who are interested in applying recent Gallup research on student engagement to their campuses, colleges and classrooms. The content of the study has action items for educators of all disciplines and administration at all levels.

Title: Engaging the Professional MBA Student through Active Learning: Dinner Theater and Vision Board Experience

Author(s):
Natasha Randle - University of North Carolina at Charlotte
Stacey McNeil - Mississippi State University, Meridian Division of Business

Abstract:
Abstract: The days of the homogenous early career full-time MBA students dominating business schools are limited for many universities. Many potential MBA candidates need to work and come from varying stages in their career with divergent motives for entering graduate school. This creates a unique challenge for faculty trying to engage this group of students using active learning. In this workshop, we will explore two innovative active learning exercises that will serve to build team work, decision making skills, problem solving skills, interpersonal skills, leadership skills, and creativity. Participants will have an opportunity to learn how to plan, execute, and debrief a dinner theater and personal vision board experience tailored to this diverse group of students.

Title: Transcending Tradition: An Examination of the Potential Benefits and Risks of Compassionate Leadership

Author(s):

Ellen Reilly - Davenport Community Schools

Abstract:

Compassionate leadership is commonly associated with businesses that deal in human suffering, often doctors, and nurses, mental health professionals and clergy come to mind. Yet as a human condition, where there are people, there is suffering of some kind. Human suffering occurs as a result of a multitude of problems: personal loss, illness, downsizing, reorganizing, and natural or manmade disasters can all cause human suffering. When suffering occurs in the workplace, it is not uncommon for this condition to be ignored by employees and management because it can be uncomfortable, awkward, or inconvenient. In the workplace, an employee who is suffering for whatever reason may make a mistake, miss work, or have a change in attitude or motivation that results in a reprimand or worse. Over the last decade, organizational research has been making connections with the extant research on the related phenomena of suffering and compassion (Lilius, Kanov, Dutton, Worline, & Maitlis, 2011). While not yet recognized among the more recent leadership models, compassionate leadership is an approach that is gaining scholarly recognition in articles and research studies. The following paper proposes to add to the literature regarding compassionate leadership, will examine the emergent study of compassionate leadership, the benefits and risks of this model, and implications for management.

Title: Impact of Followers in Health Care Institutions: Some Propositions

Author(s):

Brian Rook - North Dakota State University
Tim Peterson – North
Claudette Peterson - North Dakota State University

Abstract:

The topic of followership has not received adequate coverage in the management literature. For example there is only one article on followership for every 294 on leadership. However, followership accounts for more of the productivity in the organization than leadership. This manuscript reviews the literature on followership. It then reviews three potential constructs that could impact an increase in exemplary followership. The manuscript lays out clear propositions based on the proposed constructs and their impact on exemplary followership.

Title: Conceptualizing How Different Downsizing Agents Approach Organizational Change

Author(s):

Kiranjit Saggu - University of Guelph
Nita Chhinzer - University of Guelph

Abstract:

This paper conceptualizes how three attributes of organizational change (context, process, and content) are applicable during periods of organizational downsizing, while simultaneously exploring how different downsizing agents influence the downsizing implementation. Existing research on downsizing has focused predominantly on either environmental and organizational antecedents of downsizing or organizational and individual outcomes of downsizing, with a clear dearth of research advancing our understanding of how downsizing is implemented. Furthermore, of the limited studies focused on downsizing implementation, the downsizing agent (change agent during the downsizing) is homogeneously identified. We posit that the downsizing agent varies in meaningful ways (e.g. leadership versus management, HR member versus non-HR member, and internal versus external organizational representative). We conceptualize how different downsizing agents may have varying impacts on the content, process, and context of downsizing activity at the firm level. Thus, this research makes two noteworthy contributions. First, we transfer theory from change management to the realm of downsizing. Second, we explore the downsizing agent in a more comprehensive way.

Title: A Quantitative Study of Emotional Intelligence and Leadership Effectiveness of NGO Managers in Two Different Cultures (Jordan and United States)

Author(s):

Ehab Salamah - The Chicago School of Professional Psychology

Abstract:

This study attempts to explore the relationship between emotional intelligence and effective leadership by identifying the key differences between managers of nongovernmental organizations in Jordan and in the United States in this regard. This is important as a starting point because it reflects on development and progress through utilization and adoption of effective leadership skills and emotional intelligence in developmental projects. Its importance also represents a creation of a capable generation that possesses the ability to understand and accept others in all different aspects of life, especially in the tough social, political, and economic challenges in the Middle East.

Title: Engaging Students with Competitive Computer Simulations

Author(s):
Jennifer Schultz - Utah Valley University
Paige Gardiner - Utah Valley University
Kezia Herman Mkwizu - The Open University of Tanzania

Abstract:
This manuscript reports the student perceptions of a business simulation teaching innovation. Theme findings included competitive learning, engaged learning, group learning, systems learning reinforcement and fun. The paper concludes with recommendations for learning improvement (stronger positioning information, practice scenarios, learner reflection, and redo options) future research directions includes longitudinal learning outcomes measurements, scaffolding program assessment opportunities and additional student perceptions of learning scenarios.

Title: Creating and Supporting Working Mother Effectiveness with Social Networks

Author(s):
Jennifer Schultz

Abstract:
Organization leadership often struggles with effectively supporting performance of working parents. This manuscript reports the findings of a social network intervention study for working mothers, aimed at informing scholarship and practice in a wider, more diverse way with the intentions of supporting high performance of dual-role employees. This study presents research using a case study framework, specifically intended at gaining a deeper understanding of how and to what extent social networks for working mothers impact their participants with regard to their perceived effectiveness. Study findings identified effectiveness outcomes in the areas of guidance, confidence, and work-life balance.

Title: The Spirit of Community: Developing Academic Reviewer Skills for Improving Academic Citizenship

Author(s):
Jennifer Schultz - St. Mary's University (MN)
Hui Wang - St. Mary's University (MN)
Tracy Porter - Cleveland State University
Claudette Peterson - North Dakota State University
Michelle Fleig-Palmer - University of Nebraska-Kearney
Bart Sharp - Northern Illinois University

Abstract:
The recent shift in the Association to Advance College Schools of Business (AACSB) positioning of peer reviewing away from service to faculty professional intellectual contribution and engagement has brought renewed interest in the need and value of peer reviewing among business school faculty. Peer reviewing is an essential aspect of journal manuscript publication, conference proceedings, books, textbooks, academic programs, teaching, research grants and professional examinations. The peer review process is one way to confirm new knowledge, verify research protocols, improve manuscript quality and increase journal prestige. Providing reviewer services can be a mechanism for professional development to keep current in your field, increase your professional network, improve your own research and writing, boost your confidence, gain visibility for yourself and school, provide service to your profession, shape academic meeting agendas and support academic career paths towards tenure and promotion. However, peer reviewing is both art and skill riddled with problems related to incomplete or never completed reviews, excessive detail and a lack of developmental intentions. Editors and program chairs struggle to get good peer-reviews. That said, people who review are more likely to get published. This professional development workshop (PDW) will provide participants with an intentional and mindful academic reviewing overview and rationale for peer reviewing, as well as, procedural ideas for meaningful reviews (i.e., reading, thinking, comments, organizing and decisions) along with content considerations, developmental frameworks and collegiality aspects.

Title: Impacting Female Student Confidence in a Business School Womens' Social Network: A Pilot Study

Author(s):
Jennifer Schultz - Utah Valley University
Sandy Cook - Utah Valley University
Katie Allen - Utah Valley University
Mikki O'Conner - Utah Valley University

Abstract:
Education-based social networks can be low-cost, high impact, innovative interventions that can increase student engagement, motivation, and learning citizenship behaviors. This working paper presents research using a case study framework, specifically aimed at gaining a deeper understanding of how and to what extent strength-based coaching and social networks impact personal confidence and self-efficacy. This study specifically looked at female business students through a pre-test survey, positioning statement, and coaching. The unit of measure for this study was the individual.

Individual interview results were transcribed and analyzed to identify and confirm outcomes among participants that revealed impacts of self-efficacy, confidence and positive feelings. This study includes research-based recommendations for the network, educators, administrators and for further research.

Title: Strategic Organizational Change and Big Data Analytics – A Multi-Lens Framework

Author(s):
Tushar Ravindra Shah - University of Texas at Arlington

Abstract:
This paper attempts to study the Big Data Analytics Revolution that is currently storming the corporate world in the context of Strategic Change, with questions like what exactly does Big Data Analytics look like in an academic perspective, how does it get represented in an organization, if and how does it relate to Strategic Organizational Change and in what way is it expected to generate that change. As this is a completely new phenomenon, a brief part of the paper is also dedicated to attempts toward creating a theoretical construct for its study. It proposes measurability of this construct using a recently developed SAMDDC-DAMPPC Model of Analytic Maturity.
The well-established Multi-Lens Framework of Strategic Change is used for explaining major portion of this phenomenon, with suggested changes to the model.
Finally, it provokes some important questions for consideration of the academic community on organizations of the future.

Title: The Role of Response: Understanding the Impact of Firm Resources on Innovation Behavior and Performance Outcomes

Author(s):

W. Keith Story - California State University-Fresno
George Deitz - University of Memphis
R. Glenn Richey - Auburn University

Abstract:

Firm innovativeness and the adoption of technology are often important if companies want their supply chains remain competitive. Some firms are willing to fully adopt new technologies, others may use a more measured approach that involves pilot programs or other scope-limiting implementations, while others do nothing at all. Deciding on the right technology product is important, but there are aspects of adopting new technologies that are intangible and understanding these intangible aspects of technology adoption are critical. Key to this decision process is firm response behavior with respect to the new supply chain technology it encounters, or its supply chain technology response (SCTR). Using the theoretical lens of Resource-Based View, we look to show that firm ability to respond to supply chain innovation opportunity has a positive impact on both firm market performance and performance of supply chain technology. We also look to identify antecedents of SCTR. We inform the development of our model with interviews with 12 supply chain professionals and estimate our research model using structural equation modeling with survey data collected from 285 respondents that indicates actual firm behavior with respect to innovation. Preliminary results suggest support for firm IT resources having a positive relationship to SCTR and that the relationship is impacted by a turbulent technological environment. Also, SCTR has a positive impact on performance of both firm supply chain technology and firm market performance.

Title: Getting Involved is SO Easy that Choosing Might be Difficult!

Author(s):

Ronda Smith - Ball State University
Tim Peterson - North Dakota State University
Carolyn Wiley - Roosevelt University
Chanchai Tangpong - North Dakota State University
Millicent Nelson - Middle Tennessee State University
Ben Blackford - Northwest Missouri State University
Bart Sharp - Northern Illinois University
Arun Pillutla - St. Ambrose University
Beth Polin - Eastern Kentucky University
Brandon Soltwisch - University of Northern Colorado

Abstract:

You come to the meeting, you present a paper and you look around at those who are serving and leading, and think, "I can do that!" Perhaps you want to add to your vita of professional service

or experience, we can help with that! Come to this session where current and past leaders (elected, appointed and volunteers) will share how they got involved in the Midwest Academy of Management. Presenters will share the value they received and the Membership Services committee will share expectations for involvement for the many opportunities to engage with the Midwest Academy of Management. Opportunities are plentiful and we can't do it alone! Join us for this informative and networking session. We look forward to meeting you and sharing our excitement with you.

Title: Everything You Wanted to Know, but Were Afraid to Ask: The Shift from PhD Student to the Classroom

Author(s):
Ronda Smith - Ball State University
Ben Blackford - Northwest Missouri State University
Shannon Juergens - Grand View University
Michelle Fleig-Palmer - University of Nebraska at Kearney
Alan Yen - Ball State University
Imran Syed - Ball State University
Nick Bartkoski
Araceli Hernandez - Northwest Missouri State University
Brandon Soltwisch - University of Northern Colorado
Carla Flores - Ball State University

Abstract:
This professional development workshop was developed to provide junior faculty and doctoral students a forum to explore best practices, recommendations, and suggestions to help them in the classroom during the early portion of their careers. This PDW brings together panelists that are at various points in their own careers with a range of backgrounds to help provide the broadest experience possible to attendees.

Some topics the PDW will address include assessing students, designing courses, and identifying teaching tools, all within the context of effectively completing a doctoral program or beginning to progress towards tenure. This PDW will include a brief overview by the panelists with some general suggestions, followed by discussions in small groups to address specific topics such as developing classroom policies and grading student work. At the conclusion of the session, attendees will have an opportunity to ask questions on topics that were not yet addressed or receive clarification on information provided in the group settings.

Title: Practitioners as Professors: Sharing Their Practical and Tactical Added Value

Author(s):
Ronda Smith - Ball State University
Ben Blackford - Northwest Missouri State University
Tim Peterson - North Dakota State University
Carla Flores - Ball State University
Hector Flores - Ball State University
Shannon Juergens - Grand View University
Karen Bartuch - DePaul University / Sandstorm Design

Abstract:
This session is designed to engage the practitioners in our organization in a dialogue with our other members about the opportunities, challenges, benefits and added value they bring to a management curriculum. Whether your practice is full-time and your teaching is part-time or vice versa, come join the conversation. Perhaps you are new to teaching and would like to hear how others have brought practice into the classroom, then this session is for you! This PDW brings together panelists that are at various points in their own careers and from a range of backgrounds to help start the conversation. We hope that this is an active session with participation from both the panelists and the attendees. Our session will open with introductions and a brief overview by the panelists with some examples of how from their personal experiences, followed by discussions in small groups to address specific topics identified from the opening conversations.

Title: "Experiential Exercise Exchange": The Triple E for Teaching Impact!

Author(s):
Ronda Smith - Ball State University
Ben Blackford - Northwest Missouri State University
Shannon Juergens - Grand View University
Imran Syed - Ball State University
Carla Flores - Ball State University
Alan Yen - Ball State University
Curt Beck - Concordia University
Tim Peterson - North Dakota State University
Dave O'Connell - St. Ambrose University
Brandon Soltwisch - University of Northern Colorado

Abstract:
As experiential learning becomes more popular, faculty are developing new activities to teach a variety of important management topics in their classrooms. Experiential activities add value to the student experience by offering hands on, practical experiences and serve to more fully engage students in their learning experience. In this session we invite you to join us in a

conversation about experiential exercises, teaching resources, movies, simulations, cases and other activities that you have found useful in the classroom. The session has some listed presenters, but the session is intended to create a place for teaching innovation exchange. Participants who attend and share an exercise with the group will receive a participation letter documenting their impact for the sharing of their expertise to share with their college leadership.

The session will begin with a quick overview of the available activities and where each will be in the room, followed by 10 minute sessions where attendees can learn more about the individual activities that are most applicable to them. Please join us with your business cards, or a handout of your teaching resource/exercise as we engage each other in our own "experiential education!"

Title: Organization Development and Teams: The Spirit of Community

Author(s):
Peter Sorensen - Benedictine University
Therese Yaeger - Benedictine University
Karen Dombrowski - Dabir
Gabriel Lopez - Gartner
Susan Rebner - Datavail
Mark Richards - Northwestern Mutual
Robert Shorty - Starbucks
Tekiae Warren - Accenture

Abstract:
In 1969, Organization Development guru, Dick Beckhard, claimed that "the basic building blocks of an organization are groups (teams)" (p. 26). They are central categories in the organizational system and, as a result the major target for many interventions (Anderson, 2017). Cobnsistent with the theme of this conference, this panel presentation will focus on the 'spirit of community' with an emphasis on teams and organization development. The six panelists will each bring different opportunities involving to explore opportunities for OD research. Each panelist is a first-year doctoral student with an early concept of their doctoral research. A general statement of each presentation follows.

Title: Sexual Harassment of Teenage Workers

Author(s):
Susan Stewart - Western Illinois University-Quad Cities

Abstract:
Sexual harassment is a topic that has been addressed by human resource professionals in training workshops and company policies for quite some time. Often the focus is on sexual harassment directed toward adult workers, whereas the specific topic of teenage sexual harassment is one that needs to be more clearly addressed, especially given the number of lawsuits now being filed by young workers. The purpose of this presentation is to (1) discuss the rights and responsibilities of teenage workers with regard to sexual harassment, (2) focus on the

psychological, physical, and behavioral effects on teenage victims, (3) share legal issues including recent court cases involving teenagers, and (4) generate ideas for future research, teaching, and organizational actions to address this phenomenon.

Title: Angel Investor Motivation as a Predictor of Investment Evaluation

Author(s):
Kevin Taylor - DePaul University

Abstract:
Angel investors largely succeed or fail due to their ability to make accurate judgements about the entrepreneurs they back–and decide not to back. The proposed research will examine how an angel investor's underlying motivations to invest in risky startups may influence the specific opportunities and entrepreneurs they find attractive. Answering previous calls for more experimental studies in entrepreneurial research, I will build on prior work on angel investor motivations by attempting to show motivations predict subsequent opportunity evaluations. To accomplish this purpose, the proposed study uses an experimental design with conjoint analysis of investment decisions, manipulating opportunity attributes (e.g. expected return, time horizon, active versus passive investment). If successful, this will be the first study to show experimental support for a causal link between investor motivation and investment evaluations.

Title: Technology-based Recruitment Approaches of an American Multinational Company (AMNC): Theoretical and Practical Implications

Author(s):
Mussie Tessema - Winona State University
Madison Bowe - Winona State University
Taylor Burg - Winona State University

Abstract:
Although many studies have been conducted on the impact of technology-based recruitment, only limited research has focused on the impact of technology-based recruitment on three stakeholders of recruitment approaches (HR professionals, hiring managers, and job applicants). This study therefore discusses the types of technologies affecting recruitment approaches and how and to what extent they impact the above three stakeholders using an American multinational company (AMNC) as a case study. This study indicates that HR technologies have had a noticeable impact on the overall recruitment process in general and the three stakeholders in particular. It also offers the study's implications and future research direction.

Title: Trust and Unethical Practices: The Positive Role of Corporations

Author(s):

Namporn Thanetsunthorn - Pennsylvania State University-Shenango
Rattaphon Wuthisatian - Southern Oregon University

Abstract:

The present study extends our existing knowledge on "trust" – the single most important success factor within any organization and in the world of business. Specifically, the study sheds light on the mediation role of corporations in the interplay between trust and corruption. Behaviorally, corruption has widely been identified as unethical and dishonest practices that preclude and erode trust in society. Using a cross-country sample, the study provides empirical evidence that socially responsible behavior among corporations can potentially promote the overall level of trust in society by lessening the negative influence of corruption. The findings inform policy formulation in a meaningful way, as well as offer an interesting research avenue, especially for a large and vibrant community of organization development (OD) scholars, consultants, and practitioners who seek to build trust in the business world and make a positive difference to society.

Title: Measuring the Success of Organization Development (OD): Culture-based Trust Determinants

Author(s):

Namporn Thanetsunthorn - Pennsylvania State University-Shenango
Rattaphon Wuthisatian - Southern Oregon University

Abstract:

Trust has widely been considered as one of the key contributors to the success of organization development (OD). The present study offers a deeper and more substantial understanding of the impact of culture on trust with particular emphasis on the successful applicability of OD initiatives through the culture-based trust determinants. Using a cross-country sample, the study empirically investigates the extent to which cultural factors promote and constrain the level of trust in society, and based upon the findings the study further develops a grounded cultural model of trust to measure the success of OD initiatives in the global context. The study also offers a number of meaningful contributions to the existing literature in the field of OD.

Title: Team Sky: A Cautionary Case of Co-leadership

Author(s):

Christopher Thomas - Saint Louis University
David Kaplan - Saint Louis University
Anastasios Kaburakis - Saint Louis University

Abstract:

Forms of shared and collective leadership have gained increasing traction within the leadership and management literatures, but have not been sufficiently examined within the realm of sports. Using case study methodology (Yin, 2013), collective leadership was examined by focusing on Team Sky from the 2012 Tour de France competition and analyzing race performance, along with other forms of archival data (e.g., press reports and interviews). Similar to other teams, Team Sky competed using a form of collective leadership, in which leadership duties and roles were enacted by multiple members based upon team needs and team member task specializations. Findings are discussed in relation to the effectiveness of shared leadership duties within team competitions, and we introduce an additional co-leadership motivation, calculator, to the extant typology from Heenan and Bennis (1999). We conclude by discussing organizational and team structures that are necessary for successful implementation of shared leadership, and we identify two categories of factors, interpersonal relations and strategic concerns, that can undermine its implementation.

Title: Strategic Differentiation of High-Tech Services in Local Hospital Markets

Author(s):

Hanh Trinh - University of Wisconsin-Milwaukee

Abstract:

Background: Past research has indicated that hospitals often pursue a strategy of differentiating themselves from competitors. One cluster of services used for differentiation is high-technology (high-tech) services. Research on service differentiation, particularly with high-tech services, will provide a better understanding of hospital competition in markets where all rivals compete for the same clientele with the same potential services.

Purposes: The present study assesses the relationship between market competition, geographical distance and power asymmetry and high-tech service differentiation in local hospital markets.

Methodology: We used regression analysis to estimate the relationships between organizational characteristics and service differentiation. All acute care hospitals in urban counties with more than one hospital are included in the sample (n = 1,704). Forty-two high-tech services are selected for this study.

Findings: Market competition has no effect on service differentiation, but geographical proximity and power asymmetry among hospitals do. Other organizational characteristics and environmental pressures also influence service differentiation.

Practice Implications: The findings underscore the role of geographical proximity and power asymmetry, and recommend careful analysis of market segments before selecting services for differentiation.

Title: MNE-NGO Partnerships that Facilitate Developing Country Market Entry

Author(s):
Juanita Trusty

Abstract:
Research suggest that MNE-NGO partnerships provide a unique potential to expedite MNE international expansion into developing countries; however, researchers have confirmed that many of these partnerships fail to achieve the promised benefit of sustained economic and social value. While there is anecdotal evidence of successful MNE market entry facilitated by these type of partnerships, few researchers have addressed the actual processes and mechanisms through which this is done. This study investigates how partnerships with NGOs can facilitate MNE market entry. Using a case study of American Standard and their involvement with International Development Enterprises (iDE) and Water for People, it outlines the partnerships contributions and challenges in each phase of the internationalization process. These partnerships have facilitated the development and marketing of a new toilet pan in Bangladesh and sub-Saharan Africa and have created the foundation for a new business unit for LIXZIL, the parent company for American Standard.

Title: Self-Management and Work Performance: A Cross-Cultural Study

Author(s):
Jane Wheeler - Bowling Green State University
Amelia Carr - Bowling Green State University

Abstract:
Without understanding one's self, individuals blindly and with a minimal amount of consciousness, go about their lives and their businesses. Understanding one's self and how it can influence work performance offers individuals the opportunity to more meaningfully carry out their duties and fulfill their job requirements. It is believed that this can lead to better work outcomes to meet company goals. To this end, a questionnaire was administered to citizens in Auroville, a city in India, and a comparable group in NW Ohio. Preliminary results suggest that practicing self-management on a moment-to-moment basis can help a person become more self-aware, thereby enhancing the individual's work performance. Further, the cross-cultural nature of this study allows us to test hypotheses which look at the introspective and extrospective nature of self-management and its impact on work performance. In this paper we will discuss the study, examine the results and provide implications of the research.

Title: Simulations as a Teaching Tool in Business Education: Their Value, Historical Use, and Selection and Implementation

Author(s):

Carolyn Wiley - Roosevelt University, Heller College of Business

Abstract:

While textbook, lectures, cases, and simulations are often used in delivering post-secondary business education, they are not equal regarding their learning value. Experiential learning has advanced in importance and is more accessible today than ever before. Learning by doing is an essential ingredient to constituting the learner with ""how"" new concepts are related and how they are applied in real life. Experiential learning engages students at higher levels. Therefore, experiential learning provides a richer learning arrangement for students. Textbooks have a certain level of richness. However, the learning from textbooks alone falls short of application. Likewise, lectures can be very insightful. However, they too fail to reach the higher peaks that are gained through greater levels of student engagement.

Simulations provide students with actual practice and deeper reflection through direct feedback on their decisions. Having said this, there is an urgent need to understand how to select the most appropriate simulation and how to implement it to optimize particular learning outcomes. Such can be overwhelming for the instructor. Thus, this paper focuses on the foundational aspect of identifying the value and historical use of simulations; followed by selecting and implementing a simulation into a learning framework to ensure optimal results on business students' learning outcomes. It reveals the value of the simulation as a learning tool and provides best practice templates to guide the instructor in choosing and implementing a simulation into a course.

Title: Person and Environment Antecedents of Workplace Group Social Loafing Behavior

Author(s):

Aric Wilhau - Southern Illinois University at Carbondale

Abstract:

Workplace group assignments are increasingly common, coinciding with the increasing prevalence of joint task responsibility for employees. Shared task assignments allow members to apply less than full individual effort towards shared tasks, risking decrements to overall performance. Social loafing, a tendency embodied by "shirking" behavior, contributes to group performance losses. By examining potential antecedents of loafing, better understanding and ultimately means of curbing the counterproductive behavior can be delineated. The present conceptual research identifies proposed person and environment antecedents of workplace loafing behavior.

Title: Set Me Up for Success: Servicescape, the Psychological Contract, and Service Quality Perceptions

Author(s):

Aric Wilhau - Southern Illinois University at Carbondale

Abstract:

The present conceptual research concerns how well a servicescape meets the needs of the service employee when providing services to customers. The degree to which the servicescape satisfies the needs of the employee in fulfilling their duties is proposed to influence psychological contract perceptions. In turn, employee behavior or service quality is affected by both the quality of the servicescape provision and how well the provision meets employee expectations outlined in the psychological contract.

Title: Something We Can Agree On: Paradoxical Leader Behaviors and Leader Member Exchange Congruence

Author(s):

Aric Wilhau - Southern Illinois University at Carbondale

Abstract:

Paradoxical Leader Behaviors (PLB) refer to contradictory, yet interrelated leader actions taken to meet competing workplace demands simultaneously and over time. Paradoxical leaders develop strategies to satisfy contradictory demands from parties they serve when catering to the competing demands appears to be difficult, if not impossible. Recent empirical examination of Leader Member Exchange (LMX) agreement or congruence in leader and subordinate exchange quality perceptions reveals the beneficial effects of congruent perceptions in the leader-member dyad, no matter the quality level of the relationship. The present research reviews the family of behaviors related to PLB and conceptually examines relations between leader skill level in the practice of PLB and congruence in LMX perceptions. Opportunities for future research are provided, throughout.

Title: Small Business Operations: Potential Links Between Owner Personality and Choice of Entrepreneurial Behavior

Author(s):

Aric Wilhau - Southern Illinois University at Carbondale

Abstract:

The present research concerns the personality traits of entrepreneurs as the traits potentially relate to choice of entrepreneurial behavior enacted. The Five Factor Model (FFM) or "Big Five" personality traits (consisting of Openness to Experience, Conscientiousness, Extraversion, Agreeableness, and Neuroticism/Emotional Stability) as well as the Dark Triad (DT) personality

traits (including sub-clinical levels of Narcissism, Machiavellianism, and subclinical Psychopathy) are considered. The typology of entrepreneurial behavior proposed by Stinchfield, Nelson, and Wood (2013) (composed of Art, Bricolage, Brokerage, Craft, and Engineering behaviors) is supplemented with the social entrepreneurship typology put forth by Zahra, Gedajlovic, Neubaum, and Shulman (2009). The Zahra et al. (2009) typology of social entrepreneurs includes social bricoleurs, social constructionists, and social engineers. The research is conceptual in nature, with an emphasis on review of the extant literature.

Title: Green Life Health Incorporated ("GLHI") Teaching Case and Teaching Note

Author(s):
Jalisa Williams
Timothy Harper - Skidmore College
Barbara Norelli - Skidmore College
Mary Taber - New York State

Abstract:
Green Life Health Incorporated ("GLHI") is a non-construction supply and service for-profit organization founded in 1997. The company headquarters is based in Glens Falls, New York with satellite operations across the United States, excluding Alaska, Hawaii, Washington, D.C., and its territories. GLHI's mission is to connect local small businesses/organizations to large organizations, both public and private, for the promotion and selling of the local small businesses' products, which includes contracts with federal, state, and local municipalities. GLHI is currently faced with several challenges related to diversity and inclusion.

Title: The Impact of a Public University Acquiring a For-profit Institution: An Exploration of Strategy, Legality, Governance, and Organizational Culture

Author(s):
Henry Williams - Purdue University Northwest
Adrian James - Park University
Shontrai Irving - Purdue University Northwest
Wei He - Purdue University Northwest
Susan Conners - Purdue University Northwest

Abstract:
This paper discusses the research question/s and framework for proposed research on multiple issues regarding the acquisition of a for profit academic institution by a larger non-profit state academic institution and the resulting entity from these two merged models.

Title: Collaborating Through Extant Research: Current OD and Change Topics

Author(s):

Therese Yaeger - Benedictine University
Peter Sorensen - Benedictine University
Nicole Hobbs - Benedictine University
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Sonia Watson - College of DuPage

Abstract:

Opportunities for collaboration in OD research abound. Existing data on OD and change topics involve more contemporary topics such as technology, appreciative inquiry and not-profit organization research. In essence, the field of Organization Development involves cultural components, as according to OD guru W. Warner Burke who states, "OD is a planned process of change in an organization's culture through the utilization of behavioral science technology, research, and theory" (Burke, 2017). The concept of culture plays a major role in shaping the customs and practices that occur within organizations. With culture and OD research fundamental to this session, consistent with Burke, the concepts of culture and behavioral science technology will be the primary focus for the five panelists. Most important is that each of these presenters is a first year doctoral student at Benedictine University with current OD research topics to present herein.

Title: The Tradeoff in Job Choice Decision: The Role of Individual's Financial Stress on Fit and Salary

Author(s):

Alan Yen – Ball State University

Abstract:

The hospitality industry is known for its high turnover culture and demanding work environment; businesses are also facing the challenge of the change of the generation from a human resources management perspective. The young generation is different from their predecessors in many regards, such as their career interests and commitment to the business; millennials also have a stronger financial burden from their student loans and other economic commitments. In this study, we consider the role of financial stress in millennials' job choice decision when considering employment opportunities in the hospitality industry, which has high voluntarily turnovers than other segments. Using college students majoring in hospitality and tourism management from schools in different regions in the United States, we find that millennials do consider salary as an important factor when making a job choice. However, salary is not the sole factor affecting their decision. We also find that millennials also consider their fit with the job (person-job fit/PJ fit) and the organization (person-organization fit/PO fit) regardless of their perceived financial stress. We conclude by discussing the theoretical contribution and

practical implications that may assist managers in evaluating their current human resources management practices attract and retain millennials to sustain a competitive advantage.

Title: Entrepreneurial Team Conflict and Cohesion: A Meta-Analytic Structural Equation Modeling

Author(s):
Sangok Yoo – University of Minnesota
Jin Lee – Texas A&M University
Yunsoo Lee – Korea University
Shaker Zahra – University of Minnesota

Abstract:
The purpose of this research was to explore the mediating effects of entrepreneurial team conflict and cohesion on the relationships between team diversity and performance based on a IMO framework. Using 51 empirical samples of 49 empirical studies, we first meta-analyzed the direct relationships among the variables, and then conducted meta-SEM to test the hypothesized models including mediating effects of entrepreneurial team conflict and cohesion. This study found that team diversity affected cognitive and affective conflict and only affective conflict influenced entrepreneurial team performance. For team cohesion, the effect of team diversity on cohesion was not significant. Further, we determined that team cohesion had positive effects on entrepreneurial team performance. We discussed our unique contributions on entrepreneurial team literature and future research based on our findings.

Title: Exploring the Effect of Training on Equitable Access to Employment: A Gendered Perspective

Author(s):
Nicole Young – Franklin & Marshall College
Jakari Griffith – Bridgewater State University
Kemi Anazodo – Brock University

Abstract:
Obtaining job relevant skills while incarcerated may be an important component to overcoming the stigma of a criminal history when seeking employment. Using a focus group research design, we examine perceptions on job preparedness among men and women housed in work release correctional facilities. We assessed the role that employment training may have in shaping occupational roles and how this may inform individual employment choices post-release. From this perspective, we found that: 1) women perceive their training to be of less value as compared to their male counterparts, 2) women and men perceive differences in their receipt of job support, and 3) perceptual differences may be affected by the frequency of incarceration.

Title: Does CEO Origin and Power Matter in the Composition of TMT?

Author(s):
Alec Zama - Grand View University
Arun Pillutla - St. Ambrose University

Abstract:
This study explored the effect of CEO origin and power on TMT composition. Using the theoretical frameworks of upper echelon (Hambrick & Mason, 1984), organizational demography (Pfeffer, 1983), similarity-attraction (Byrne, 1971) and insider-outsider CEO succession model this study explored whether CEO power (duality – CEO is also the chairperson of the board) impacts the TMT composition after the succession of a CEO. The results show that giving the new CEO the position of chairperson of the board leads to higher TMT age homogeneity after the CEO succession, and the effect on post-succession TMT homogeneity is even stronger when the new CEO comes from outside. Also, the results show that giving a new CEO the title of the chairperson of the board of directors doesn't necessarily result in higher post-succession TMT functional background homogeneity, but giving the new CEO more power does impact post-succession TMT functional background homogeneity if the CEO comes from outside.

Title: The Effects of Power-Associated Words on Employees' Goal Orientations in Communicating Good News versus Bad News

Author(s):

Agnes Zdaniuk - University of Guelph
Barbara Leavitt - University of Guelph
Simon Oppedisano - University of Guelph

Abstract:

Leaders are required to communicate good and bad news regularly with employees; yet little is known about how a leader's expressing power through specific word choice impacts employees. This study examined the effect of CEOs' use of power-associated words and organizational news context on employees' goal orientation. We hypothesized that when leaders use power-associated words to deliver good news, people would associate power with opportunity to achieve self-interest goals. Conversely, we theorized that when leaders use power-associated words to communicate negative news, people would associate power with responsibility to help others. Working adults (N=296) read a brief message containing organizational related news, delivered by the CEO of a fictitious company. We varied the message such that participants either read about positive organizational news (winning a company award) or negative organizational news (tough financial times). The message also contained either power-associated words or neutral words. After reading one of the four messages, participants completed the dependent measures. A key finding was that participants who were exposed to power-associated words were significantly more prosocially motivated in the negative news condition than in the positive news condition. Given that leaders must often deliver bad news to employees in difficult financial times, understanding when and how to boost leader communications can be beneficial to employees and the organization. Contributions and directions for future research are discussed.