2010-2011 OFFICERS

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CONGRATULATIONS!

Recipient of the 2011 McGraw-Hill/Irwin Distinguished Paper Award
David M. Gomulya, University of Washington

Recipient of the
2011 Federation of Business Disciplines Outstanding Educator Award
Tim O. Peterson, North Dakota State University

Recipient of the 2011 Southwest Academy of Management Best Reviewer Award
Deli Yang, Trinity University
2010-2011 TRACK CHAIRS

Strategy / Public & Nonprofit / Health Care Management
James Langabeer, University of Texas - Houston

Entrepreneurship & Small Business
Manjula Salimath, University of North Texas

Organizational Behavior
John N. Davis, Hardin-Simmons University
Tim B. Chandler, Hardin-Simmons University

Human Resources / Careers / Gender & Diversity
S. Gayle Baugh, University of West Florida

International / Organizational Theory / Social Issues
Karen L. Middleton, Texas A&M – Corpus Christi

General Management / Technology / Management Education
Frank Markham, Mesa State College

Organizational Development / Conflict Management
Therese Yaeger, Benedictine University
Peter Sorensen, Benedictine University

Professional Development Workshops
Shawn M. Carraher, Minot State University

Developmental Papers
Sherry E. Sullivan, Bowling Green State University
1:30 p.m. –3:00 p.m.  
Arboretum 2

**TRACK TITLE**  
**PROFESSIONAL DEVELOPMENT WORKSHOP**

**SESSION A**  
Avoiding ‘Shovelware’ in Hybrid Courses

Workshop Leader:  
Cynthia Holubik, Wayland Baptist University

Shovelware is a derogatory term that describes the practice of “shoveling” course content from classroom mode into hybrid format (a combination of classroom and online delivery) without proper adaptation. The unsatisfactory outcome has implications for learning effectiveness and student retention. This workshop will cover current trends, basic design principles, best practices, and tool selection. Participants are invited to bring a specific instructional design issue for open discussion and problem resolution.

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1:30 p.m. –3:00 p.m.  
Arboretum 3/4

**TRACK TITLE**  
**ORGANIZATIONAL DEVELOPMENT / CONFLICT MANAGEMENT**

**SESSION B**  
Cultural Change Considerations to Recover, Rebuild, & Renew

Session Chair:  
Philip Anderson, Benedictine University

Panelists:  
Ron Fisher, Argonne National Laboratory  
Laura Froehlich, Nationwide Insurance  
John Grant, General Motors  
Neelima Paranjpey, Chicago Transit Authority

Please make plans to visit the exhibits to receive information on the latest books and newest education technologies.

◆ Please let exhibitors know how much we appreciate their presence and continued support!
TRACK TITLE       DEVELOPMENTAL PAPERS
SESSION C        Mentoring Session (By invitation only)
Track Chair:     Sherry E. Sullivan, Bowling Green State University
Mentors:         Shawn M. Carraher, Minot State University
                  Pamela J. Zelbst, Sam Houston State University
                  Stephen V. Horner, Arkansas State University
                  Sherry E. Sullivan, Bowling Green State University
                  Aneika Simmons, Sam Houston State University
                  James W. Bishop, New Mexico State University

Acculturation and Usage of Banking Services among Hispanic Immigrants in the United States
Leonel Prieto, Texas A&M International University
Tagi Sagafi-Nejad, Texas A&M International University
Balaji Janamanchi, Texas A&M International University

Corporate Illegal Behavior as an Unanticipated Consequence of Philanthropy
Rebecca Wyland, University of Wisconsin – Milwaukee
Michael Freimark, Southern Illinois University – Carbondale
Matthias Bollmus, University of Wisconsin – Milwaukee
Eric Hedrich, KPW Management, Inc

Examining Job Design for an Organizational Impression Management Perspective
T. M. Penn, Tulane University

Enhancing Workplace Spirituality Through Emotional Intelligence
Peerayuth Charoensukmongkol, Texas A&M International University
Jose Luis Daniel, Texas A&M International University

Creating the Context for Innovation: Identifying the Building Blocks for Innovative Growth
Trent Williams, Deloitte Consulting

Process Innovation, Product Innovation, and Organizational Performance
Mengge (Michael) Li, University of Houston
## SPECIAL SESSION

### SESSION D
**Insights from the Editor**

**Presenter:** Michael Hitt, Texas A&M University

Enhance your ability to publish with insights from an established scholar and journal editor. Mike is a former editor of the *Academy of Management Journal* and is the current co-editor of the *Strategic Entrepreneurship Journal*. He is a Fellow in the Academy of Management.

### PROFESSIONAL DEVELOPMENT WORKSHOPS

### SESSION A
**Transferring Knowledge Across Contexts: Embedding Critical Thinking in Core Business Classes**

**Workshop Leader:** Janice A. Black, Coastal Carolina University

**Target Audience:** Faculty interested in learning how to help students develop higher order thinking skills; faculty in charge of program assessment may be interested in linking critical thinking processes across core classes.

### ORGANIZATIONAL DEVELOPMENT / CONFLICT MANAGEMENT

### SESSION B
**Leveraging Leadership for Positive Organizational Change**

**Session Chair:** Therese Yaeger, Benedictine University

**Panelists:**
- Bill Doucette, NES Rental Holdings
- Lachlan Whatley, Benedictine University
- Nicole Lockett, Metroplex, Inc.
- Kathy Schroeder, Astellas, North America
March 9, 2011
(Wednesday)

3:30 p.m. –4:15 p.m.  
Arboretum 5

**TRACK TITLE**  DEVELOPMENTAL PAPERS

**SESSION C**  Mentoring Session (By invitation only)

Track Chair:  **Sherry E. Sullivan**, Bowling Green State University

Mentors:  **S. Gayle Baugh**, University of West Florida  
**Kimberly Boal**, Texas Tech University  
**Juliana Lilly**, Sam Houston State University  
**Sherry E. Sullivan**, Bowling Green State University  
**Tim O. Peterson**, North Dakota State University

*Personality and Empowerment: Trait Activation in Moderation of Empowerment*
**Jeffrey Muldoon**, Louisiana State University

*Constructive Discharge and Risk Taking: Reducing Incidences by Framing Job Resignations*
**James Bost**, University of Central Oklahoma  
**Lee Tyner**, University of Central Oklahoma  
**Jennifer Barger Johnson**, University of Central Oklahoma

*Excelling in the BSG: Applying Excel as a Decision Support Tool in a Business Capstone Simulation*
**Frank Markham**, Mesa State College  
**Ward Huffman**, Mesa State College

4:15 p.m. –5:00 p.m.  
Arboretum 5

**TRACK TITLE**  SPECIAL SESSION

**SESSION D**  Insights from the Editor

Presenter:  **S. Gayle Baugh**, University of West Florida

Enhance your ability to publish with insights from an established scholar and journal editor. Gayle is currently the Associate Editor of *Group & Organization Management* and the co-editor of *Research in Careers*. She is a former president of SWAM and of the Gender & Diversity (GDO) Division of the Academy of Management.
SWAM OFFICERS’ MEETING

Presiding: **M. Suzanne Clinton**, University of Central Oklahoma
*President, Southwest Academy of Management*

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8:30 a.m. – 10:00 a.m.  
**Arboretum 1**

**TRACK TITLE**  
**HUMAN RESOURCES / CAREERS / GENDER & DIVERSITY**

**SESSION A**  
**Ethics and the Psychological Contract in the Workplace**

Session Chair: **Ted Legatski II**, Texas Christian University

Discussants: **Brian Martinson**, University of Texas – Arlington  
**Michael J. Urick**, University of Cincinnati  
**Hwan Woo (Howard) Lee**, University of Houston

*The Effect of Spirituality on the Psychological Contract: Towards the Relational*
**Tom W. Moore**, East Tennessee State University  
**Heather L. Moore**, East Tennessee State University

*Announcing Downsizing: Impact of Explanations on Perceived Psychological Contract Breach*
**Nita Chhinzer**, University of Guelph, Canada  
**Florent Noel**, University of Nancy, France

*Ethical Decision-Making: Group Diversity Holds the Key*
**Sandra DeGrassi**, University of Houston – Downtown  
**Whitney Botsford Morgan**, University of Houston – Downtown  
**Sarah Singletary Walker**, University of Houston – Downtown  
**Anderson Jackson III**, University of Houston – Downtown

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Please make plans to visit the exhibits to receive information on the latest books and newest education technologies.

◆

Please let exhibitors know how much we appreciate their presence and continued support!
8:30 a.m. – 10:00 a.m.  

**TRACK TITLE**  
GENERAL MANAGEMENT / TECHNOLOGY / MANAGEMENT EDUCATION  

**SESSION B**  
Management Education  

Facilitator: Bethany Stai, Minot State University  

A Recession of Integrity: What Don’t They Know About Plagiarism?  
Troy A. Voelker, University of Houston – Clear Lake  
Leonard G. Love, University of Houston – Clear Lake  
Iryna Pentina, University of Toledo  

Warning This Website Will Self-Destruct: Introducing Student-Professor Fit as an Alternative to Professor Rating Websites  
Gabrielle McCormick, Texas A&M – Commerce  
Jennifer D. Oyler, Texas A&M – Commerce  

Bridging the Theory-Application Gap in Undergraduate Management Education  
Kathleen W. Mays, East Texas Baptist University  
Don Daake, Olivet Nazarene University  

8:30 a.m. – 10:00 a.m.  

**TRACK TITLE**  
ORGANIZATIONAL DEVELOPMENT / CONFLICT MANAGEMENT  

**SESSION C**  
Coaching and OD Interface to Recover, Rebuild, and Renew Organizations  

Panelists: Janet A. Kirby, Benedictine University  
Sheila Boysen, Benedictine University  
Angie Keister, Benedictine University  

10:00 a.m. – 10:30 a.m.  

**FBD COFFEE BREAK**  

Please make plans to visit the exhibits for information on the latest books and newest educational technologies. Let our exhibitors know how much we appreciate their presence and continued support!  

Great Door Prize Drawings take place at 10:15 a.m. in the Exhibit Area.  

*Must be present to win.*
March 10, 2011
(Thursday)

10:30 a.m. – Noon

Arboretum 1

TRACK TITLE: HUMAN RESOURCES / CAREERS / GENDER & DIVERSITY
SESSION A: The Influence of Status and Professionalism on Workplace Relationships

Session Chair: Laura Guerrero, University of Texas – El Paso
Discussants: Pamela J. Zelbst, Sam Houston State University
Lila Lenoria Carden, Houston Baptist University
Nita Chhinzer, University of Guelph, Canada

Social Dominance Orientation, Directives, and the Selection of Team Members and Leaders
Aneika L. Simmons, Sam Houston State University
Elizabeth E. Umphress, Texas A&M University

Status Alignment in Mentoring: The Effects of Ascribed and Position Status in Diversified Mentoring
Alexis Nicole Smith, Ramapo College of New Jersey
Marla Baskerville Watkins, Northeastern University

Professional Commitment: The Key to a Better Mentor?
Stephanie Maynard-Patrick, New Mexico State University
James W. Bishop, New Mexico State University

Arboretum 2

10:30 a.m. – Noon

TRACK TITLE: ORGANIZATIONAL BEHAVIOR
SESSION B: Wisdom, Justice and Commitment

Session Chair: Charles Salter, Schreiner University
Discussant: Michael J. Urick, University of Cincinnati

What is Wisdom? A Validation and Development of a Measure
Dora Schmit, Louisiana State University
Eric W. Ligouri, Louisiana State University
Jeffrey Muldoon, Louisiana State University
Christopher P. Ligouri, University of South Florida

The Impact of Justice Type on Organizational Citizenship Behavior: Do Outcome Favorability and Leader Behavior Matter?
Juliana Lilly, Sam Houston State University

Stephen Jaros, Southern University
March 10, 2011  
(Thursday)

10:30 a.m. – Noon  
Arboretum 3

**TRACK TITLE**  
ORGANIZATIONAL DEVELOPMENT / CONFLICT MANAGEMENT

**SESSION C**  
Evaluating the Role of C-Suite Executives in Times of Economic Strife and Growth

Session Chair:  
Ron Fisher, Argonne Laboratories

Panelists:  
Laura Froehlich, Nationwide Insurance  
Nicole Lockett, Metroplex, Inc.  
Shannon Connell, Benedictine University

1:30 p.m. – 3:00 p.m.  
Arboretum 1

**TRACK TITLE**  
SPECIAL SESSION

**SESSION A**  
Session with a Distinguished Executive

Speaker:  
Clint Severson

Organizers:  
Bethany Stai, Minot State University  
Shawn M. Carraher, Minot State University

Clint Severson will discuss his perspectives on innovation, achievement, and management of rapidly growing businesses. He has been recognized by *Forbes* as its 2007 Entrepreneur of the Year and by the Academy of Management’s Technology & Innovation Management (TIM) Division as its 2010 Outstanding Executive.
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<tr>
<td>SESSION B</td>
<td>Change Management</td>
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<tr>
<td>Facilitator:</td>
<td>MaryRose Hart, Rogers State University</td>
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</tbody>
</table>

The Leadership in Communities of Practice (CoPs): The Case of United Nations Economic Commission for Africa (UNECA)

Nima Fallah, Strasbourg University, France

Managing Change: Addressing Resistance to Workflow Automation
Charlene A. Dykman, University of St. Thomas
Charles K. Davis, University of St. Thomas

The Impact of Information and Communications Technology Infrastructure on the Momentum of Change
Sahab Sabri, University of Newcastle, Australia
Saeed Sabri-Matanagh, Charles Stuart University, Australia

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<th>TRACK TITLE</th>
<th>ORGANIZATIONAL DEVELOPMENT/CONFLICT MANAGEMENT</th>
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<tbody>
<tr>
<td>SESSION C</td>
<td>Renewing Our Perspectives: Teams, Conflict and Leadership</td>
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<tr>
<td>Facilitator:</td>
<td>Therese Yaeger, Benedictine University</td>
</tr>
</tbody>
</table>

A Mediation Model of Task Conflict in Vertical Dyads: A Subordinate Perspective
Amy McMillan, East Carolina University
Hao Chen, University of Texas – Dallas
Orlando C. Richard, University of Texas – Dallas
Shahid N. Bhuian, Louisiana Tech University

Team Mental Models, Group Diversity and Intragroup Conflict
Brian Martinson, University of Texas – Arlington

OD, Transformational vs. Transforming Leadership, and Douglas McGregor
Lachlan Whatley, Benedictine University

Development of an Integrated Model of Group Dynamics Through Research and Practice
Neelima Paranjpey, Benedictine University
March 10, 2011
(Thursday)

3:00 p.m. – 3:30 p.m.  
Market Place/Exhibit Hall

**FBD COFFEE BREAK– Sponsored by Southwestern Finance Association**

Please make plans to visit the exhibits for information on the latest books and newest educational technologies. Let our exhibitors know how much we appreciate their presence and continued support!

Great Door Prize Drawings take place at **3:15 p.m.** in the Exhibit Area. *Must be present to win.*

3:30 p.m. – 5:00 p.m.  
Arboretum 1

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<th>TRACK TITLE</th>
<th>HUMAN RESOURCES / CAREERS / GENDER &amp; DIVERSITY</th>
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<tr>
<td><strong>SESSION A:</strong></td>
<td>The Intersection of Sex and Money</td>
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<tr>
<td>Session Chair:</td>
<td>T. T. Rajan Selvarajan, University of Houston – Victoria</td>
</tr>
</tbody>
</table>
| Discussants: | Yu Peng Lin, Texas A & M University – Kingsville  
Betti Birkenmeier, Louisiana State University  
Stephanie Maynard-Patrick, New Mexico State University |

*Backlash for Asking for Money? It Depends on the Gender of the Negotiator and the Type of Position*
Shanna Richards Daniels, Tulane University  
Marla Baskerville Watkins, Northeastern University  
Adrienne J. Colella, Tulane University

*When in Rome? Understanding the Roles of Sexuality and Stereotype Threat on Women’s Expressions of Sexuality and Income*
Marla Baskerville Watkins, Northeastern University  
Alexis Nicole Smith, Ramapo College of New Jersey

*Disclosure of Sexual Orientation in the Workplace: Effects of Discrimination, Gender, and Income*
Witsinee Bovornsvakool, University of West Florida  
Kris Ariyabuddhiphongs, Illinois State University  
Susan E. Walch, University of West Florida
March 10, 2011  
(Thursday)

### TRACK TITLE  ORGANIZATIONAL BEHAVIOR

#### SESSION B  OB Theories: Past, Present and Future

**Facilitator:**  
**John N. Davis,** Hardin-Simmons University

*Bridging the Gap: Client Based Projects and Academic Applications in the Advertising Curriculum*  
**Tim B. Chandler,** Hardin-Simmons University  
**John N. Davis,** Hardin-Simmons University

*Applying Taylor’s Principles to Teams: Renewing a Century-Old Theory*  
**Stephanie S. Pane Haden,** Texas A&M University – Commerce  
**John H. Humphreys,** Texas A&M University – Commerce  
**Jack Cooke,** Texas A&M University – Commerce

*Exploring Generational Identity: A Multiparadigm Approach*  
**Michael J. Urick,** University of Cincinnati

*Rebuilding Organizational Sustainability: Recovering Taiwan’s Profitability and Competitiveness*  
**Therese Yaeger,** Benedictine University  
**Chiung-Wen Yeh,** Benedictine University

### TRACK TITLE  STRATEGY / PUBLIC & NONPROFIT / HEALTH CARE MANAGEMENT

#### SESSION C:  Strategy and Governance

**Facilitator:**  
**Derrick E. D’Souza,** University of North Texas

*Strategic Orientation as a Cultural Attribute: Operationalization and Reliability*  
**Laurence Weinzimmer,** Bradley University  
**Eric Michel,** Christopher Newport University  
**Jennifer Robin,** Bradley University

*The Influence of Board Composition on Top Management Team Industry- and Firm-Specific Human Capital in Young IPO Firms*  
**Bruce Walters,** Louisiana Tech University

*Corporate Governance in Dual-Class Firms: Exploring the Effect of the Sarbanes-Oxley Act on Ownership Structure*  
**Hasip Ulas Ograk,** The University of Louisiana – Monroe  
**Sinan Gokkaya,** Mississippi State University

*Stories and Decisions: The Role of Narrative Information in Strategic Decision Making*  
**Philip T. Roundy,** University of Texas – Austin
March 10, 2011
(Thursday)

3:30 p.m. – 5:00 p.m.  Conference 5, (6th Floor)

**TRACK TITLE**

**PROFESSIONAL DEVELOPMENT WORKSHOPS**

**SESSION D**

The Junior Instructor’s Dilemma: Designing Your Course and Evaluating Your Students for the First Time

Workshop Leaders:  
- R. M. Smith-Nelson, University of Georgia  
- S. A. Nelson, University of Nebraska – Lincoln  
- B. J. Blackford, Northwest Missouri State University

The purpose of this workshop is to engage doctoral students and junior faculty in a conversation about the process of designing a course and evaluating students, while also coping with the demands of doctoral training or meeting tenure requirements. It will cover topics such as developing a syllabus, grading and re-grading policies, rubrics, and deadline policies.

5:00 p.m. – 6:00 p.m.  Arboretum 1

**PLANNING MEETING FOR THE 2012 CONFERENCE**

Presiding:  
- Stephen V. Horner, Arkansas State University  
  *Program Chair-Elect, Southwest Academy of Management*

Help shape SWAM’s 2012 meeting to be held in New Orleans! Join in a thoughtful exchange of ideas and creative suggestions, as we seek to continually improve the SWAM conference-going experience.

5:30 p.m. – 7:00 p.m.  Market Place/Exhibit Hall

**FBD Meet and Greet**

Everyone is invited to attend this FBD conference-wide social event. Visit with long-time friends and make new ones as you enjoy light appetizers. A Cash Bar is available and a limited number of drink tickets will also be distributed. Stop by to relax and wind down from the day’s conference activities before heading out to other association events, dinner, or the surrounding artistic activities.
SOUTHWEST ACADEMY OF MANAGEMENT (SWAM)

March 11, 2011 (Friday)

7:30 a.m. – 12:00 p.m. Conference 5, (6th Floor)

SOUTHWEST ACADEMY OF MANAGEMENT 2011 DOCTORAL CONSORTIUM

Presiding: Scott Douglas, University of Montana
Immediate Past President of SWAM

8:30 a.m. – 10:00 a.m. Arboretum 1

TRACK TITLE INTERNATIONAL / ORGANIZATIONAL THEORY / SOCIAL ISSUES
SESSION A Cultural Contingencies
Facilitator: Ronald J. Salazar, University of Houston – Victoria

Country as a Moderator in the Relationship Between Work Stress, Job Satisfaction, and Intention to Turnover
Randi L Sims, Nova Southeastern University
Cynthia P. Ruppel, Nova Southeastern University
Peter Zeidler, TeleTech

A Longitudinal Study of Cross-Cultural Coping During International Assignments
Roger Blakeney, University of Houston
Laura Galarza, University of Puerto Rico
Betina Szkudlarek, Erasmus University, Netherlands
William McKnight, University of Houston

Please make plans to visit the exhibits to receive information on the latest books and newest education technologies.

Please let exhibitors know how much we appreciate their presence and continued support!
8:30 a.m. – 10:00 a.m.  Arboretum 2

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<tr>
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<td>Facilitator:</td>
<td>Shawn M. Carraher, Minot State University</td>
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**Impact of Timing and Product Development on R&D Alliances**

**David Epstein**, University of Houston – Downtown  
**Robert T. Keller**, University of Houston

**Impact of RFID Technology Utilization on Organizational Agility**

**Pamela J. Zelbst**, Sam Houston State University  
**Kenneth W. Green**, Southern Arkansas University  
**Victor E. Sower**, Sam Houston State University  
**Roger D. Abshire**, Sam Houston State University

**Connecting the Missing Links: Concurrent Engineering Practices & Competitive Capabilities**

**Anant Ravindra Deshpande**, SUNY Empire State College

8:30 a.m. – 10:00 a.m.  Arboretum 3

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<th>TRACK TITLE</th>
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<td>SESSION C</td>
<td>Charitable Organizations</td>
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<tr>
<td>Facilitator:</td>
<td>Robert Epstein, University of Central Oklahoma</td>
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**Charitable Organization Donations: Which Ones and How Much?**

**Katerina Gabrovska**, University of Central Oklahoma  
**Robert Epstein**, University of Central Oklahoma  
**M. Suzanne Clinton**, University of Central Oklahoma

**Thrift Shopping: A Study of Why Consumers Go Thrift Shopping**

**Francesca Reis**, University of Central Oklahoma  
**Robert Epstein**, University of Central Oklahoma  
**M. Suzanne Clinton**, University of Central Oklahoma
March 11, 2011
(Friday)

10:00 a.m. – 10:30 a.m.  Market Place/Exhibit Hall

FBD Coffee Break

Please make plans to visit the exhibits for information on the latest books and newest educational technologies. Let our exhibitors know how much we appreciate their presence and continued support!

Great Door Prize Drawings take place at 10:15 a.m. in the Exhibit Area. *Must be present to win.*

10:30 a.m. – Noon  Arboretum I

**TRACK TITLE**  **ORGANIZATIONAL BEHAVIOR**

**SESSION A**  Leadership and Teams

Session Chair:  **Stephen Jaros**, Southern University

Discussant:  **John N. Davis**, Hardin-Simmons University

*Transformational Leadership, Personality, and the Apparent Holographic Constructs of Implicit Leadership in a Virtual Environment*

**Charles Salter**, Schreiner University  
**Mark Green**, Our Lady of the Lake University  
**Phyllis A. Duncan**, Our Lady of the Lake University  
**Anne Berre**, Schreiner University  
**Charles Torti**, Schreiner University  
**Pete Huey**, Schreiner University

*The Impact of Opinion Leader-Member Exchange and Idealized Influence on Organizational Identification and Perceived Organizational Support*

**Steven C. Brown**, Columbus State University  
**I-Chun Lisa Chen**, Yuanpei University, Taiwan  
**Edward O'Donnell**, Columbus State University  
**Tobias Huning**, Columbus State University

*What Do You Know? Knowledge Heterogeneity and Team Performance in an Asian Economy*

**Fu-Sheng Tsai**, Cheng Shui University, Taiwan  
**Shih-Chieh Fang**, National Cheng Kung University, Taiwan  
**Julia L. Lin**, I-Shou University, Taiwan  
**S. Gayle Baugh**, University of West Florida
SOUTHWEST ACADEMY OF MANAGEMENT (SWAM)

March 11, 2011
(Friday)

10:30 a.m. – Noon
Arboretum 2

TRACK TITLE: STRATEGY / PUBLIC & NONPROFIT / HEALTH CARE MANAGEMENT

SESSION B: Healthcare and Non-Profit Management
Facilitator: Agustina A. Cavazos-Garza, Texas A&M International University

Stimulus or Bureaucratic Quagmire? Managing American Recovery and Reinvestment Funds in Academia
Karla Peterson, East Central University

The Use of Six Sigma in Healthcare Management: Are We Using It to Its Full Potential?
Jami DelliFraine, University of Texas – Houston
James Langabeer, University of Texas – Houston
Deirdre McCaughey, University of Texas – Houston

Generational Differences in Healthcare Employee Voluntary Turnover: One Retention Strategy Doesn’t Fit All
Benjamin B. Dunford, Purdue University

10:30 a.m. – Noon
Arboretum 3

TRACK TITLE: SPECIAL SESSION

SESSION C: International Human Resource Management: Trends and Challenges
Facilitator: Veena P. Prabhu, California State University – Los Angeles

Technology may shrink distances but it is no substitute for the human element. For example, technology may permit us to establish a video conference between U.S. and Japanese executives but it cannot adjust for the culture differences between them. In a borderless world, managing your human capital can be both challenging and rewarding. Learn more about International Human Resource Management (IHRM) in an interactive, fun-filled session. It will start with a brief background on IHRM, then shift to IHRM trends and challenges, concluding with a discussion of IHRM’s future.
### TRACK TITLE
HUMAN RESOURCES / CAREERS / GENDER & DIVERSITY

**SESSION A**
Update on Traditional HR Topics

Session Chair: **Lee Tyner**, University of Central Oklahoma

Discussants: **Lei Lai**, Tulane University  
**Stephen V. Horner**, Arkansas State University

*Putting Their Best Foot Forward: Applicant Personality and Impression Management in the Interview*
**Adam C. Stoverink**, Texas A&M University

*The Current State of Training Transference: Toward a Model of Generalization and Maintenance*
**Kevin Hurt**, University of Texas – Pan American

*What Drives Employee Stock Option Programs? Safeguarding Human Capital and Recruiting Wanted Skills*
**Yu Peng Lin**, Texas A&M University – Kingsville

### TRACK TITLE
STRATEGY / PUBLIC & NONPROFIT / HEALTH CARE MANAGEMENT

**SESSION B**
Social and Resource-Based Theories in Management

Facilitator: **Jami DelliFraine**, University of Texas – Houston

*Influence of External Power Relationships on Absorptive Capacity: A Resource Dependence Perspective*
**Josh Daspit**, University of North Texas

*Group Polarization in Board Decisions about CEO Compensation*
**David H. Zhu**, Arizona State University

*Social-Contact Induced Favorability and the Selection of New Directors*
**David H. Zhu**, Arizona State University

**James D. Westphal**, University of Michigan

*A New Approach: Formal and Informal Intra-Unit Relationship*
**Faiza M. Khoja**, University of Houston – Downtown
March 11, 2011
(Friday)

1:30 p.m. – 3:00 p.m.  Arboretum 3

TRACK TITLE  INTERNATIONAL / ORGANIZATIONAL THEORY / SOCIAL ISSUES

SESSION C  Managing Ethics in a Changing World
Session Chair:  Deli Yang, Trinity University
Discussant:  Rachel Sturm, University of Houston

Transformational Leadership and Union Citizenship Behavior
James Richard Swindell, Indiana Tech University

The Configuration and Capabilities of Private Virtual Worlds in Organizational Settings
Derrick E. D'Souza, University of North Texas
Yunfei Du, University of North Texas
Jessica Li, University of North Texas

1:30 p.m. – 3:00 p.m.  Conference 1, (6th Floor)

TRACK TITLE  SPECIAL SESSION

SESSION D  Fostering Creativity in Non-Creative Positions: Strategies, Pitfalls, and Progress
Presenters:  Ethan P. Waples, University of Central Oklahoma
            Holly K. Osburn, University of Central Oklahoma
            M. Suzanne Clinton, University of Central Oklahoma
            Harry “Trip” Knoche, University of Central Oklahoma
            Lee Tyner, University of Central Oklahoma

Many companies are finding that they must foster creativity in even routine positions to remain competitive. Everyday creativity found in routine jobs has been called “garden variety” creativity, where employees approach even typical problems with a bent toward novel solutions. How managers and leaders can encourage such creativity at all levels and in all position is the focus of this session. The symposium will address 1) how leaders can create a climate that promotes garden variety creativity through monitoring and performance feedback, 2) how HR can encourage garden variety creativity through performance management, 3) how leaders can use political tactics and networking in order to champion creative ideas, and 4) how organizations can strategically manage creative efforts.
SOUTHWEST ACADEMY OF MANAGEMENT (SWAM)

March 11, 2011 (Friday)

3:00 p.m. – 3:30 p.m. Market Place/Exhibit Hall

FBD Coffee Break

Please make plans to visit the exhibits for information on the latest books and newest educational technologies. Let our exhibitors know how much we appreciate their presence and continued support!

Great Door Prize Drawings take place at 3:15 p.m. in the Exhibit Area. Must be present to win.

3:30 p.m. – 5:00 p.m. Arboretum 1

TRACK TITLE SPECIAL SESSION
SESSION A Recognition of the SWAM 2011 Award Winners
Presiding: Larry Garner, Texas A&M – Central Texas
Past President, Southwest Academy of Management

Discussant: Karen L. Middleton, Texas A&M – Corpus Christi

2011 FBD OUTSTANDING EDUCATOR AWARD
Tim O. Peterson, North Dakota State University

BEST REVIEWER
Deli Yang, Trinity University

2011 Mc-Graw-Hill/Irwin DISTINGUISHED PAPER AWARD
Don't Blame Me: The Effects of CEO Power, Board Affiliation, and Sarbanes-Oxley on CEO Turnover Following Financial Misrepresentation
David M. Gomulya, University of Washington

3:30 p.m. – 5:00 p.m. Arboretum 2

TRACK TITLE ORGANIZATIONAL DEVELOPMENT / CONFLICT MANAGEMENT
SESSION B OD as a Tool in the Non-Profit Sector as Organizations Adapt and Grow into the Post Downturn Era

Session Chair: Janet Kirby, Benedictine University

Panelists: Carmen Armstrong, Benedictine University – Springfield
Frank Houston, Benedictine University – Springfield
Dynetta Cole, Benedictine University – Springfield
Mary Bridget Hunter, Benedictine University – Springfield
3:30 p.m. – 5:00 p.m.  
Arboretum 3

**TRACK TITLE**  
**ORGANIZATIONAL DEVELOPMENT / CONFLICT MANAGEMENT**

**SESSION C**  
Developing Concepts in Leadership, Teams and Organizational Development

Facilitator:  
*Peter Sorensen*, Benedictine University

*Are Self-Esteem and Leadership Skills Missing in Girls Ageing Out of Foster Care?*  
*Gardenia Burks*, Benedictine University – Springfield

*Influential Managers in the Public Sector: How Can OD Prepare Leaders in the Public Sector for Today’s Diverse Working Environment*  
*Henry Williams*, Benedictine University – Springfield

*Increasing Coin-In Through an Intensive Team Building Campaign Focused on Customer Service*  
*Karla Peterson*, East Central University  
*Scout Cloud Lee*, East Central University  
*James Rauch*, East Central University  
*Karen Goodnight*, University of Oklahoma

5:15 p.m. – 6:15 p.m.  
Arboretum 1

**SOUTHWEST ACADEMY OF MANAGEMENT ANNUAL BUSINESS MEETING**

Presiding:  
*M. Suzanne Clinton*, University of Central Oklahoma  
*2011 President, Southwest Academy of Management*

All members are encouraged to attend our annual business meeting. Each attendee receives one free-drink ticket, redeemable at the reception that follows. We look forward to seeing you there!

6:30 p.m. – 8:00 p.m.  
Window Box

**SOUTHWEST ACADEMY OF MANAGEMENT ANNUAL RECEPTION**

Unwind with friends and colleagues, over drinks and hors d’oeuvres. Redeem your free-drink ticket from the business meeting. Additional beverages may be purchased at the cash bar.
SOUTHWEST ACADEMY OF MANAGEMENT (SWAM)

March 12, 2011 (Saturday)

7:00 a.m. – 8:15 a.m. Arboretum 5

SWAM Saturday Survivors’ Breakfast

A breakfast celebration open to all SWAM members who have “survived” to the last day. Here is a last chance to network with friends and colleagues.

8:30 a.m. – 10:00 a.m. Arboretum 1

TRACK TITLE: PROFESSIONAL DEVELOPMENT WORKSHOPS

SESSION A

Why All the Hype About Service Learning? Creating a Project that Brings Desired Results with Long Term Effects (Appreciative Community Partners, Motivated Students, & Student Retention)

Workshop Leader:

Janie R. Gregg, University of West Alabama
Sharon H. Stipe, University of West Alabama
Aliquippa D. Allen, University of West Alabama
Mitzi C. Green, University of West Alabama

8:30 a.m. – 10:00 a.m. Arboretum 2

TRACK TITLE: ORGANIZATIONAL DEVELOPMENT / CONFLICT MANAGEMENT

SESSION B

Managing Change in an Emerging Environment Through the Application of OD Principles

Session Chair:

Peter Sorensen, Benedictine University

Panelists:

Bronwyn Rains, Benedictine University – Springfield
Rebecca Ellis, Benedictine University – Springfield
Barbara Ragland, Benedictine University – Springfield
Bill Tarmacki, Benedictine University – Springfield
Meghan Wright, Benedictine University – Springfield
Leslie McKnight, Benedictine University – Springfield
### ENTREPRENEURSHIP & SMALL BUSINESS

**SESSION A:** Temporality, Franchising and Sustainability: Idiosyncratic Antecedents of Entrepreneurship  

**Session Chair:** Manjula Salimath, University of North Texas  
**Discussant:** Kimberly Johnson, Auburn University – Montgomery

*Understanding How Timing of Alliance Formation Affects New-Venture Survival: The Dynamics of Temporal Congruence and Contingency*  
**David M. Gomulya,** University of Washington

*Franchising and Firm Performance: The Case of U.S. Restaurants*  
**Melih Madanoglu,** Florida Atlantic University  
**Kyuho Lee,** Western Carolina University  
**Gary J. Castrogiovanni,** Florida Atlantic University

*Sustainable and Efficient Organizations: The Case of Handcrafts Micro Business in Southern San Sebastian*  
**Jose G. Vargas-Hernandez,** University of Guadalajara, Mexico

### ORGANIZATIONAL DEVELOPMENT / CONFLICT MANAGEMENT

**SESSION B:** Diversity and Global Competence to Meet Today’s Challenges  

**Session Chair:** Philip Anderson, Benedictine University

**Panelists:**  
**Judy Zaleski,** Benedictine University – Springfield  
**Gardenia Burks,** Benedictine University – Springfield  
**Ousama Salha,** Benedictine University – Springfield  
**Henry Williams,** Benedictine University – Springfield  
**Ame Lambert,** Benedictine University – Springfield  
**Trina Diedrich,** Benedictine University – Springfield