# SWAM BOARD

<table>
<thead>
<tr>
<th>Position</th>
<th>Name</th>
<th>Institution</th>
</tr>
</thead>
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<tr>
<td>President</td>
<td>John N. Davis</td>
<td>Hardin-Simmons University</td>
</tr>
<tr>
<td>President-Elect</td>
<td>Robert H. Epstein</td>
<td>University of Central Oklahoma</td>
</tr>
<tr>
<td>Program Chair</td>
<td>Veena P. Prabhu</td>
<td>California State University, Los Angeles</td>
</tr>
<tr>
<td>Program Chair-Elect/</td>
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<tr>
<td>Proceedings Editor</td>
<td>Michael Glissmeyer</td>
<td>Westminster College</td>
</tr>
<tr>
<td>Secretary/Newsletter Editor</td>
<td>Brian W. Kulik</td>
<td>Angelo State University</td>
</tr>
<tr>
<td>Treasurer/Membership Chair</td>
<td>Brent H. Kinghorn</td>
<td>Montana State University, Billings</td>
</tr>
<tr>
<td>Representatives-At-Large</td>
<td>Meghan C. Wright</td>
<td>Texas Wesleyan University</td>
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<td>Vallari Chandna</td>
<td>University of Wisconsin, Green Bay</td>
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<tr>
<td>Electronic Media Director</td>
<td>Lee Tyner</td>
<td>University of Central Oklahoma</td>
</tr>
<tr>
<td>Immediate Past President</td>
<td>Manjula Salimath</td>
<td>The University of North Texas</td>
</tr>
</tbody>
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## CONGRATULATIONS!

**Recipient of the 2017 McGraw-Hill Education Distinguished Paper Award**

*Seeds of Demand-Side Legitimacy: Why Customers Find Some New Ventures More Acceptable than Others?*

Vishal Gupta, The University of Mississippi  
Safal Batra, Indian Institute of Management at Kashipur  
Sunil Sharma, Indian Institute of Management at Ahmedabad

**2017 SWAM Outstanding Educator**

Stephen V. Horner, Pittsburg State University

**Recipient of the 2017 Southwest Academy of Management Best Reviewer Award**

Robert Lloyd, Bethel College
2017 TRACK CHAIRS

Entrepreneurship / Small Business / Innovation
Vishal K. Gupta, The University of Mississippi

Ethics / Corporate Social Responsibility
Guclu Atinc, Texas A&M University, Commerce
Thomas Zeni, West Virginia University

Case Research
Stephen J. J. McGuire, California State University, Los Angeles

General Management / International Management
Nancy Kucinski, Hardin-Simmons University
Meghan C. Wright, Texas Wesleyan University

Human Resources / Careers
Kenneth M. Sweet, Texas A&M-San Antonio

Organizational Behavior and Leadership
Janie Gregg, The University of West Alabama
Ethan Waples, University of Central Oklahoma

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

Organizational Theory / Strategy / Sustainability
David Epstein, University of Houston, Downtown
Marcia Hardy, Northwestern State University of Louisiana

Project Management / Operations Management
Natasa Christodoulidou, California State University, Dominguez-Hills
Min Shi, California State University, Los Angeles

Professional Development Workshops
Lee Tyner, University of Central Oklahoma
M. Suzanne Clinton, University of Central Oklahoma

Research Methods
Manjula Salimath, The University of North Texas

Teaching and Learning Conference
Veena P. Prabhu, California State University, Los Angeles
Karen Leonard, University of Arkansas at Little Rock
2017 REVIEWERS
A big thank you to all our reviewers!

Adrion Knight, Northwestern State University of Louisiana
Alex Williams, Texas A&M University – Commerce
Alison Antes, Washington University in St. Louis
Alix MacDougall, Central Michigan University
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Amanda Hinojosa, University of Houston - Clear Lake
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Artee Aggarwal, Amity University (India)
Bahareh Javadizadeh, New Mexico State University
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Chalmer Labig, Oklahoma State University
Cody Cox, St. Mary's University (Texas)
Danny Upshaw, Northwestern State University of Louisiana
David Epstein, University of Houston-Downtown
David McElreath, University of Mississippi
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Elva Resendez, Texas A&M University – Commerce
A big thank you to all our reviewers!

Emily Hammer, West Texas A&M University
Erik Markin, University of Mississippi
Gabby Swab, University of Mississippi
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James Guzak, Oklahoma City University
James Vardaman, Mississippi State University
Jason Powell, Northwestern State University of Louisiana
Jeff Stevens, McNeese State University
Jennifer Griffith, University of New Hampshire
Jestine Philip, University of North Texas
John Davis, Hardin-Simmons University
John La Lone, Texas A&M University - Central Texas
John Williams, Northwestern State University of Louisiana
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Katherine Roberto, Texas A&M University - Corpus Christi
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Laura Marler, Mississippi State University
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Marcia Hardy, Northwestern State University of Louisiana
Martha Robinson, University of Memphis
Michael Scott, East Central University
Michele Medina, University of North Texas
Mildred Pryor, Texas A&M University – Commerce
A big thank you to all our reviewers!

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S. Mantravadi, University of West Florida
Sandra Degrassi, Texas A&M University - San Antonio
Sonia Taneja, Texas A&M University – Commerce
Stephanie Pane Haden, Texas A&M University – Commerce
Susie Cox, University of Arkansas at Little Rock
Tom Lanis, East Central University
Wade Ashby, Hardin-Simmons University
Weiwen Liao, Northwestern State University

For a premier publishing opportunity, check out the peer-reviewed FBD Journal at https://www.fbdonline.org/journal.

◆

All FBD conference participants are eligible to have their work considered for the low submission fee of $40.
March 8, 2017
(Wednesday)

10:00 a.m. – 1:00 p.m. Marion (M)

SPECIAL SESSION

SWAM Pre-Conference Session and Lunch

SWAM Executive Council only (President, President Elect, and Immediate Past President)

1:30 p.m. – 3:00 p.m. Salon A (M)

WELCOME TO THE SOUTHWEST ACADEMY OF MANAGEMENT ANNUAL MEETING
John N. Davis, 2017 SWAM President

TRACK TITLE  Teaching and Learning Conference

SESSION A  Teaching and Disruptive Innovation

Session Chair:  David Epstein, University of Houston, Downtown

Creating a Culture of Disruptive Innovation in a Traditional Classroom Environment
Amanda Evert, Southwestern Oklahoma State University
Jonna Meyers, Southwestern Oklahoma State University
Hank Ramsey, Southwestern Oklahoma State University

Mergers and Acquisitions: Putting it All Together
R. Douglas Mcintyre, Hardin-Simmons University

A Dynamic Managerial Capabilities Perspective on an MBA Program
David Epstein, University of Houston, Downtown
Andy Pore, University of Houston, Downtown
Candace TenBrink, University of Houston, Downtown

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!
March 8, 2017
(Wednesday)

1:30 p.m. – 3:00 p.m.  Salon B (M)

TRACK TITLE  Professional Development Workshops

SESSION B  Disruptive Innovation

Session Chair:  Nancy Kucinski, Hardin-Simmons University

Using Disruptive Innovation in the Classroom
Karen Braxton, The University of West Alabama
Brie Winkles, The University of West Alabama
Veronica Triplett, The University of West Alabama

Disruptive Requirements of Continuous Improvement: The Linking of Hierarchical Learning Objectives to Assessment Measures
Janice A. Black, Coastal Carolina University
J. Kay Keels, Coastal Carolina University

1:30 p.m. – 3:00 p.m.  Salon C (M)

TRACK TITLE  Human Resources / Careers

SESSION C  Challenges in HRM: Recruiting and Selection

Session Chair:  S. Mantravadi, University of West Florida

Discussant:  Kenneth M. Sweet, Texas A&M-San Antonio
Michael Schock, Texas A&M University-San Antonio
S. Mantravadi, University of West Florida

Information sharing, contract form and employability status: Explanations for informational asymmetries between Headhunter and Candidate
Carlos Baldo, Southwestern Oklahoma State University
Miguel Olivas-Lujan, Clarion University of Pennsylvania
William Pratt, Clarion University of Pennsylvania

Perceptions of Online versus Face-to-face Degrees in Employment Decisions
Katherine Roberto, Texas A&M University-Corpus Christi
Andrew Johnson, Texas A&M University-Corpus Christi

Talk the Talk: The Relationship between Communication Skills and Hireability and the Moderating Effect of Online Education
Michael Schock, Texas A&M University-San Antonio
Luis Morales, Texas A&M University-San Antonio
Jonathan Vasquez, Texas A&M University-San Antonio
Sandra Degrassi, Texas A&M University-San Antonio
March 8, 2017
(Wednesday)

3:00 p.m. – 3:30 p.m.  
Salon C Foyer (M)

**SWAM COFFEE BREAK**

3:30 p.m. – 5:00 p.m.  
Salon A (M)

**TRACK TITLE**  
Teaching and Learning Conference

**SESSION A**  
Teaching Techniques

*From Engagement to Policies: Techniques for New Faculty*

**Lee Tyner,** University of Central Oklahoma

3:30 p.m. – 5:00 p.m.  
Salon B (M)

**TRACK TITLE**  
Case Research

**SESSION B**  
Innovation & Strategy

Session Chair:  
**Kenneth M. Sweet,** Texas A&M-San Antonio

Discussants:  
**Daniel Jennings,** Texas A&M University – College Station  
**William Zehner II,** St. Edward’s University

*Innovation, Technology, and Strategy – The Draper Company – A Case Study Spanning 200 years*

**William Zehner II,** St. Edward’s University

*Building Interiors (BI)*

**Daniel Jennings,** Texas A&M University – College Station

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March 8, 2017
(Wednesday)

3:30 p.m. – 5:00 p.m.  Salon C (M)

TRACK TITLE  General Management/ International Management

SESSION C  Management and Millennials: Where are They Taking Us?

Session Chair:  Kaveh Moghaddam, University of Houston-Victoria at Katy

Discussants:  Uzonna Olumba, Benedictine University.
Candace TenBrink, University of Houston Downtown
Karen Leonard, University of Arkansas at Little Rock

A Conceptual Review of The Organizational Politics Literature
Donald Baack, Pittsburg State University
Alicia Peine, Pittsburg State University

A Disruptive Innovation Model for B-Schools: Professional Development and Career Success
Phillip Lewis, Oklahoma Christian University

An Empirical Model for the Antecedents of Social Entrepreneurship Among Millennials: With Evidence from China, Philippines, Russia & USA  **Best in Track**
Stephen Mcguire, California State University-Los Angeles
Veena Prabhu, California State University-Los Angeles
Kern Kwong, California State University-Los Angeles
Yang Zhang, New York University
Robert Tang, De La Salle College of St. Benilde
Minghao Shen, Guangdong University of Foreign Studies
Tatiana Goroshnikova, Financial Institute of Russia

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SOUTHWEST ACADEMY OF MANAGEMENT  
(SWAM)  

March 9, 2017  
(Thursday)  

7:00 a.m. – 8:15 a.m. 

SPECIAL SESSION  
SWAM Officers’ Meeting & Breakfast  

Presiding:  
John N. Davis, Hardin-Simmons University  
President, Southwest Academy of Management  

8:30 a.m. – 10:00 a.m. 

TRACK TITLE  
Teaching and Learning Conference  

SESSION A  
Online Teaching & Learning Assessment  

Session Chair:  
Karen Leonard, University of Arkansas at Little Rock  

Fables and Fiction of Online Teaching of Management Courses: Outsourcing Faculty to Internet Robots?  
S. Mantravadi, University of West Florida  

Grading the Grading Scale: The Role of Rubrics in Learning Assessment  
Janie R. Gregg, University of West Alabama  
Sharon H. Stipe, University of West Alabama  
M. Suzanne Clinton, University of Central Oklahoma  
David Leader, University of Central Oklahoma  

8:30 a.m. – 10:00 a.m. 

TRACK TITLE  
Professional Development Workshops  

SESSION B  
Mobile Technologies  

Session Chair:  
Kathy Tuberville, University of Memphis  

Encouraging Active Learning Using Mobile Technologies  
Lisa Hammonds, Texas Wesleyan University  
Meghan Wright, Texas Wesleyan University  

Using Experiential Learning Concepts in New Course Designs: Experiential Learning in “Managing Employee Wellness and Managerial Leadership”  
Kathy Tuberville, University of Memphis  
Carol Danhower, University of Memphis
March 9, 2017  
(Thursday)

8:30 a.m. – 10:00 a.m.  

**TRACK TITLE**  Human Resources / Careers

**SESSION C**  Current Issues in HRM: Individuals and Organizational Systems

Session Chair:  Kenneth M. Sweet, Texas A&M-San Antonio

*Slow Adoption or No Adoption of Human Resource Analytics among HR Professionals?: The Roles of Knowledge, Training, Attitudes and Self-efficacy **Best in Track***

Roslyn Vargas, Nova Southeastern University  
Yuliya V. Yurova, Nova Southeastern University  
Cynthia P. Ruppel, Nova Southeastern University  
Leslie Cauthen Tworoger, Nova Southeastern University

*Employee Engagement: Generational Differences*

Patricia Lapoint, McMurry University  
Ann Liprie-Spence, McMurry University  
Kasi Conners, McMurry University

*Compensation and Culture: A Configurational Fit between Pay Systems and Culture Type*

James Guzak, Oklahoma City University  
Barbara Crandall, Oklahoma City University  
Hoda Alanvinejad, Oklahoma City University

*Racial/Ethnic Self-identification and the Brave New World of Transracial Discrimination*

Robert K. Robinson, The University of Mississippi  
Ivan Muslin, Marshall University  
Milorad Novicevic, The University of Mississippi  
Dave L. Nichols, The University of Mississippi

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March 9, 2017  
(Thursday)  

8:30 a.m. – 10:00 a.m.  
Wally Allen E (SHCC)  

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<td>SESSION D</td>
<td>Corporate and Academic Strategies</td>
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<tr>
<td>Session Chair:</td>
<td>Marcia Hardy, Northwestern State University of Louisiana</td>
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</table>

*Process Improvement and Total Quality Management for Justice System Organizations*
Daniel Doss, University of West Alabama  
David Mcelreath, University of Mississippi  
Russ Henley, University of West Alabama  
Rebecca Goza, University of Central Oklahoma  
Glenna Lusk, University of Mississippi  
Balakrishna Gokaraju, University of West Alabama

*Corporate Reputation Effects: Retaining CEOs and Firm Market Performance*
Kaveh Moghaddam, University of Houston-Victoria  
Thomas Weber, University of Southern Indiana  
Sara Azarpanah, Lone Star College

10:00 a.m. – 10:30 a.m.  
Governor’s Hall 1 (SHCC)  

**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.**
TRACK TITLE: Junior Faculty Consortium

SESSION A: Navigating Early Career Changes
(Admittance by Application or Invitation only)

Presiding: Manjula Salimath, University of North Texas
Consortium Director & Past President, Southwest Academy of Management

10:30 a.m. – 12:00 p.m.

TRACK TITLE: Professional Development Workshops

SESSION B: Negotiating, Planning, and Budgeting

Session Chair: Brent H. Kinghorn, Montana State University, Billings

Winning at Negotiations: Tips for Women to Enhance Negotiating Skills
Megan Brock Baskin, University of Central Oklahoma
M. Suzanne Clinton, University of Central Oklahoma
S. Raksha Rao, University of Central Oklahoma

So Now You’re a Department Chair: Planning and Budgeting for Department Chairs
K. J. Tullis, University of Central Oklahoma

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### TRACK TITLE
Entrepreneurship / Small Business / Innovation

### SESSION C
Entrepreneurship Around the World

**Session Chair:** Marcia Hardy, Northwestern State University of Louisiana

**Discussants:**
- Robert Epstein, University of Central Oklahoma
- Lised Tacán, Universidad de Nariño
- Jose Vargas-Hernández, University Center of Economic and Managerial Sciences

**Understanding the Entrepreneurial Orientation (EO) of Nariño Entrepreneurs**

Lised Tacán, Universidad de Nariño

Chalmer Labig, Oklahoma State University

**Development of Entrepreneurship in ZMG: Growth Startups and Precursor of Innovation and Economic Development**

Jose Vargas-Hernández, University Center of Economic and Managerial Sciences

Andrea Bejarano Hernández, University Center of Economic and Managerial Sciences

**Determinants of Entrepreneurial Success in Localities: In Search of a Recipe**

Robert Epstein, University of Central Oklahoma

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March 9, 2017
(Thursday)

10:30 a.m. – 12:00 p.m.

TRACK TITLE   Organizational Development / Conflict Management

SESSION D   OD and Innovative Change Efforts

Session Chair:   Therese Yaeger, Benedictine University

Discussants:   Peter Sorensen, Benedictine University

Should OD Compete in Big Consulting?
Bryan McCusker, Benedictine University

Strategic OD and Disruptive Innovation in Higher Education
Uzonna Olumba, Benedictine University

Consulting & OD: An Evaluation of Ethics: A Critical Look at Organization Consultation through the Lens of Ethics
Dana Michael Bruce, Benedictine University

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TRACK TITLE  SWAM Luncheon and Reception

SESSION TITLE  Entrepreneur Speaker Series (tickets needed)

Presiding:  Veena P. Prabhu, California State University, Los Angeles
            Program Chair, Southwest Academy of Management, 2016-17

Discussants:  Jake Williams, Project Management Institute
             Carla Messikomer, Project Management Institute

Must have a ticket to participate; complimentary for pre-registered SWAM members.
Tickets must be reserved by early FBD/SWAM registration deadline.

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March 9, 2017
(Thursday)

1:30 a.m. – 3:00 p.m. Wally Allen A (SHCC)

TRACK TITLE: Doctoral Consortium

SESSION A: Welcome, Getting Through the Dissertation and Personal Relationships
(Admittance by Application or Invitation only.)

Presiding: Manjula Salimath, University of North Texas
Consortium Director & Past President, Southwest Academy of Management

1:30 p.m. – 3:00 p.m. Wally Allen B (SHCC)

TRACK TITLE: Professional Development Workshops

SESSION B: TEDx

Setting up a TEDx Conference at Your University
Robert Epstein, University of Central Oklahoma

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

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March 9, 2017
(Thursday)

1:30 p.m. – 3:00 p.m. Wally Allen C (SHCC)

TRACK TITLE  Ethics / Corporate Social Responsibility
SESSION C  CSR and Organization
Session Chair:  John N. Davis, Hardin-Simmons University

Leading the Way in CSR: A Case Study of Chinese Characteristics in Corporate Social Responsibility
Glen Devers, Texas A&M University-Central Texas
Rushiun Liou, Texas A&M University-Central Texas

Responsible Behavior of the Firm: The Divergent Impacts of Strategic CSR and Conspicuous CSR on Market Response **Best in Track**
Sang-Joon Kim, Ewha Womans University
Hannah Oh, University of Nebraska at Omaha
Jong-Wan Bae, Elon University
Soojung Lee, Ewha Womans University

I Saw the Sign: The Impact of Ethical Signals on Organizational Attraction
Sandra Degrassi, Texas A&M University-San Antonio

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<tr>
<th>Time</th>
<th>Location</th>
<th>Track Title</th>
<th>Session</th>
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</thead>
</table>
| 1:30 p.m. – 3:00 p.m. | Wally Allen E (SHCC) | Organizational Development / Conflict Management | Panel on Disruptive Innovation in the field of Organization Development  
**Session Chair:** Peter Sorensen, Benedictine University  
**Discussants:** Therese Yaeger, Benedictine University  
Sharon Borowicz, Benedictine University  
**Panelists:** Anthony Adamgbo, Benedictine University  
Dana MichaelBruce, Benedictine University  
Bryan McCusker, Benedictine University  
Uzonna Olumba, Benedictine University  
William Towns, Benedictine University  

| 3:00 p.m. – 3:30 p.m. | Governor’s Hall 1 (SHCC) | FBD Coffee Break  
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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. | Wally Allen A (SHCC) | Teaching and Learning Conference  
**SESSION A**  
Panel on Integrating Service Learning Across the Curriculum  
**Session Chair:** Barbara Altman, Texas A&M University - Central Texas  
**Panelists:** Barbara Altman, Texas A&M University - Central Texas  
Jessica Robin, Texas A&M University - Central Texas  
Rebecca McPherson, Texas A&M University - Central Texas  
Dalila Salazar, Texas A&M University - Central Texas  
Rushuin Liou, Texas A&M University - Central Texas |
March 9, 2017
(Thursday)

3:30 p.m. – 5:00 p.m.  Wally Allen B (SHCC)

**TRACK TITLE**  Research Methods Professional Development Workshop

**SESSION B**  Research Workshop for Junior Faculty & Doctoral Student Consortium

*Tips and Tools for Research Writing: Part 2*

Manjula Salimath, University of North Texas

3:30 p.m. – 5:00 p.m.  Wally Allen C (SHCC)

**TRACK TITLE**  Entrepreneurship / Small Business / Innovation

**SESSION C**  Entrepreneurship Around the World

**Session Chair:**  Brian W. Kulik, Angelo State University

*Habitual Entrepreneurship in Business Families: A Process Model*

James Vardaman, Mississippi State University
Laura Marler, Mississippi State University
Susie Cox, University of Arkansas at Little Rock

*When do family businesses transition from family CEO to professional management?*

Xi Yang, University of Texas Rio Grande Valley
Haicheng Gu, University of Texas Rio Grande Valley

*The role of KM strategies in the relationship between knowledge acquisition, imitation and innovation result: an empirical study of Vietnamese firms*

Anh Tuan Pham, Vietnam National University Hanoi
Ngoc Thang Nguyen, Vietnam National University Hanoi

*Using the Motivation-Attributes-Skills-Knowledge Validation Model in Implementing Knowledge Management Strategies in SME (SME’s): A Theoretical Study*

Jeff Stevens, McNeese State University
Jim Chen, McNeese State University

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TRACK TITLE  Organizational Behavior and Leadership

SESSION D  Examining Servant Leadership & The Role of Power

Session Chair:  Janie Gregg, University of West Alabama

Closing the Distance: The Role of Technology in Reducing the Impact of Physical Distance on the Practice of Servant Leadership
Daniel Kurber, United States Army
Alexander Stodola, United States Army
Kevin Hurt, Columbus State University

The Paradox of Formal Power: Comparative Analysis of the Effects of Informal and Formal Leaders on Team Effectiveness
Kyung Joe, Missouri Southern State University
Karen Paul, Florida International University

Understanding the Mediating Effects of Intrinsic Motivation and Trust in Leadership on the Relationship Between Servant Leadership and Organizational Commitment
Joseph Bramer, United States Army
John White, United States Army
Kevin Hurt, Columbus State University

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SPECIAL SESSION
Planning Meeting for the SWAM 2018 Conference
Albuquerque, New Mexico, March 7-10, 2018

Presiding: Michael Glissmeyer, Westminster College
Program Chair-Elect, Southwest Academy of Management, 2016-17

Help shape SWAM’s next meeting to be held in Albuquerque, New Mexico, at the Hyatt Regency and Albuquerque Convention Center, March 7-10, 2018. Join in a thoughtful exchange of ideas and creative suggestions as we seek to continually improve the SWAM conference experience.

FBD Presidential Welcome Reception

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 or dinner.

AFTER PARTY Following FBD Reception

All SWAM Attendees Invited – Requires Nametag.

SPONSORS

[PMI logo]
SOUTHWEST ACADEMY OF MANAGEMENT  
(SWAM)

March 10, 2017  
(Friday)

8:30 a.m. – 10:00 a.m.  Wally Allen A (SHCC)

TRACK TITLE  Teaching and Learning Conference
SESSION A  Team-Based Teaching & Learning
Session Chair:  Marcia Hardy, Northwestern State University of Louisiana

Cultural Simulation: Team-Based Transformational Learning
M. Suzanne Clinton, University of Central Oklahoma
Robert Epstein, University of Central Oklahoma

Teaching Teamwork – Examples vs. Application
Loretta Cochran, Arkansas Tech University

8:30 a.m. – 10:00 a.m.  Wally Allen B (SHCC)

TRACK TITLE  Organizational Behavior and Leadership
SESSION B  The Importance of Positive Relationships in Leadership
Session Chair:  Guclu Atinc, Texas A&M University, Commerce

A Social Exchange Perspective: The Relationship among Employee Performance, and Perceived Employee Performance
Si Hyun Kim, University of La Verne
Giacomo Laffranchini, University of La Verne

The Emergence of Effective Female Leaders in the 4-star and 5-star Hotels in Jordan
Tamer Koburtay, University of Huddersfield
Jawad Syed, University of Huddersfield

The Impact of Organizational and Supervisor Support on Turnover Intentions in Hospital Employees
John Fazio, Marietta College
Baiyun Gong, Nova Southeastern University
Randi L. Sims, Nova Southeastern University
Yuliya Yurova, Nova Southeastern University.

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!
March 10, 2017
(Friday)

8:30 a.m. – 10:00 a.m. Wally Allen C (SHCC)

TRACK TITLE: General Management/ International Management

SESSION C: On the Ground Management Issues

Session Chair: Meghan Wright, Texas Wesleyan University

Discussants: Nancy Kucinski, Hardin-Simmons University
Meghan Wright, Texas Wesleyan University

Managerial Perspectives of the Integrated Capability Maturity Model Among Law Enforcement Personnel
Daniel Doss, University of West Alabama
Russ Henley, University of West Alabama
David McElreath, University of Mississippi
Balakrishna Gokaraju, University of West Alabama
Shimin Lin, University of West Alabama
Glenna Lusk, University of Mississippi
Rebecca Goza, University of Central Oklahoma

The Balanced Scorecard in Municipalities: Evolutionary Innovation or Fading Fad
Al Holliman, Lyon College

Part-Time Employee Perceptions of Leadership Integrity
Phillip Lewis, Oklahoma Christian University

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March 10, 2017  
(Friday)

8:30 a.m. – 10:00 a.m.  
Wally Allen E (SHCC)

**TRACK TITLE**  
Organizational Theory / Strategy / Sustainability

**SESSION D**  
Corporate and Academic Strategies

**Session Chair:**  
Jestine Philips, University of North Texas

**Discussants:**  
Candace TenBrink, University of Houston-Downtown  
Vishal Gupta, The University of Mississippi  
Brian Mathews, Texas A&M University-Texarkana

*Barbarians at the Gate: Do Women CEOs Face Greater Threat From Activist Investors Than Male CEOs?*

Vishal Gupta, The University of Mississippi  
Seonghee Han, Frostburg State University  
Sandra Mortal, University of Memphis  
Sabatino Silveri, University of Memphis

*The Adapting and Changing Roles of Universities: Is This the New Key to Economic Development in Local and Regional Economies? **Best in Track***

Brian Mathews, Texas A&M University-Texarkana  
Gary Stading, Texas A&M University-Texarkana  
Mathias Anto, Texas A&M University-Texarkana

*Crisis Management: Impact Of Managerial Response On Valuation*

Candace TenBrink, University of Houston-Downtown

10:00 a.m. – 10:30 p.m.  
Governor’s Hall 1 (SHCC)

**FBD Coffee Break**

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Great Door Prize Drawings take place at 10:15 a.m. in the Exhibit Area. *Must be present to win.*
March 10, 2017  
(Friday)

10:30 a.m. – 12:00 p.m.  
Wally Allen A (SHCC)

TRACK TITLE  Teaching and Learning Conference

SESSION A  Models of Teaching & Learning

*Teaching Special Interest Group: Lessons from the Implementation of a Collaborative Effort*

Terrance Wilensky, University of Texas-Arlington  
Peggy Semingson, University of Texas-Arlington  
Dwight Long, University of Texas-Arlington

10:30 a.m. – 12:00 p.m.  
Wally Allen B (SHCC)

TRACK TITLE  Research Methods Professional Development Workshop

SESSION B  Research Workshop for Junior Faculty & Doctoral Student Consortium

*Use of Control Variables in Management Research*

Guclu Atinc, Texas A&M University, Commerce

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10:30 a.m. – 12:00 p.m.  Wally Allen C (SHCC)

TRACK TITLE  General Management/ International Management

SESSION C  Global Issues in Management

Session Chair:  Nancy Kucinski, Hardin-Simmons University

*The Role of Women in the Arab Awakening*
Katlin Cundiff, Drury University

*The Globalization of Cyberattacks: The Need for Rapid Learning Processes*
Jestine Philips, University of North Texas

*External Reward Values-Supplies Fit/Misfit, Employees’ Perceived Work Stress, and Uncertainty Avoidance: A Cross-cultural Comparison*
Si Hyun Kim, University of La Verne
Giacomo Laffranchini, University of La Verne

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10:30 a.m. – 12:00 p.m.  Wally Allen E (SHCC)

TRACK TITLE  Entrepreneurship / Small Business / Innovation

SESSION D  Panel on Entrepreneurship

Session Chair:  Vishal Gupta, Mississippi State University

Panelists:  Manjula Salimath, North Texas University
Robert Epstein, University of Central Oklahoma

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Please let exhibitors know how much we appreciate their presence and continued support!
Swam Past-Presidents will give their views on the health and wellness of the SWAM organization and share ideas about how we should grow the organization with disruptive innovations. This PDW is a unique opportunity for current SWAM members and leaders to hear from those who have served SWAM as past leaders. Former SWAM presidents will share their experiences, perspectives, and insights regarding the strengths of SWAM as a regional AOM affiliate. A panel of past presidents will talk about their tenure with the organization, discuss key challenges, and provide some guidance and insight for current officers and members. They will take suggestions and questions from the participants.

This session is open for all SWAM members!

**SPECIAL SESSION**

SWAM Officers’ Meeting and Lunch

**SPECIAL SESSION**

SWAM Officers’ Meeting and Lunch

Presiding:  
John N. Davis, Hardin-Simmons University  
President, Southwest Academy of Management, 2016-2017

**TRACK TITLE**  
Teaching and Learning Conference

**SESSION A**  
Teaching and Disruptive Innovation

Session Chair:  
Karen Leonard, University of Arkansas at Little Rock

*Advanced Uses of Video in Business Classes**  
**Best in Track**

Janice A. Black, Coastal Carolina University  
Leann Mischel, Coastal Carolina University  
Jessica Doll, Coastal Carolina University  
P. Dick Drass, Coastal Carolina University

*Improving Business Writing Skills: Process and Practice*

Teresa Weldy, Mitchell College of Business
March 10, 2017
(Friday)

1:30 p.m. – 3:00 p.m.  Wally Allen B (SHCC)

TRACK TITLE  Professional Development Workshops

SESSION B  Workshop for Doctoral Student Consortium

*Back-To-School for Big Kids: A Transition Course for New Mid-Life Doctoral Students*

**Jude Olson**, University of Dallas

1:30 p.m. – 3:00 p.m.  Conway (CC)

**FBD/SWAM Choice Pick Session**

TRACK TITLE  Project Management / Organizational Development & Conflict Management

SESSION C  Joint Track Session

Session Chair:  **Dennis Pepple**, University of Huddersfield

*Towards Establishing a Link between Ethnic Diversity and Public Sector Employees’ Ownership Perception: A Relational Perspective**

**Best in Organizational Development & Conflict Management Track**

**Dennis Pepple**, University of Huddersfield

*Optimal Inventory Levels in a Multi-Echelon Pharmaceutical Cold Chain: Perspective on Information Loss*

**Suman Niranjan**, Savannah State University

**Niranjan Kulkarni**, CRB Consulting

**Nigel Middleton**, Savannah State University

*What to Build So They Will Come? Stakeholder Identification for Business Research Relevance*

**Richard Lawrence**, Angelo State University

**Sam Kohler**, Angelo State University

**Sazza Dahal**, Angelo State University

**Joseph Lawrence**, Angelo State University

*Process Improvement: Urban vs. Rural Personnel Perspectives of a Derivative CMMi Process Maturity Framework*

**Daniel Doss**, University of West Alabama

**Russ Henley**, University of West Alabama

**David McElreath**, University of Mississippi

**Balakrishna Gokaraju**, University of West Alabama

**Glenna Lusk**, University of Mississippi
**TRACK TITLE**  Organizational Development / Conflict Management  

**SESSION D**  Panel on Organization Development: Contemporary Innovations for Change  

**Session Chair:**  Peter Sorensen, Benedictine University  

**Panelists:**  
- Gretel Stock-Kuperman, Benedictine University  
- Donna Ogle, Benedictine University  
- Donald Harris, Benedictine University  
- Theresa Yaeger, Benedictine University  

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! All FBD conference participants are eligible to have their work considered for the low submission fee of $40.
March 10, 2017
(Friday)

1:30 p.m. – 3:00 p.m. Wally Allen E (SHCC)

**TRACK TITLE**  Best Paper Session

**SESSION E**  Recognition of the SWAM 2017 Award Winners

**Presiding:**  Robert H. Epstein, University of Central Oklahoma
President Elect, Southwest Academy of Management, 2016-17

*Recipient of the 2017 McGraw-Hill Education Distinguished Paper Award*

*Seeds of Demand-Side Legitimacy: Why Customers Find Some New Ventures More Acceptable than Others?*
Vishal K. Gupta, The University of Mississippi
Safal Batra, Indian Institute of Management at Kashipur
Sunil Sharma, Indian Institute of Management at Ahmedabad

**2017 SWAM Outstanding Educator**

Stephen V. Horner, Pittsburg State University

*Recipient of the 2017 Southwest Academy of Management Best Reviewer Award*

Robert Lloyd, Bethel College

Remarks by 2016 SWAM Outstanding Educator

Larry Garner, Texas A&M University – Central Texas
Recipient of the 2016 Outstanding Educator Award

3:00 p.m. – 3:30 p.m.  Governor’s Hall 1 (SHCC)

**FBD Coffee Break**

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

3:30 p.m. – 4:30 p.m.  Wally Allen A (SHCC)

**SWAM Annual Business Meeting**

**Presiding:**  John N. Davis, Hardin-Simmons University
President, Southwest Academy of Management, 2016-17

All members are encouraged to attend our annual business meeting. We look forward to seeing you there. Light refreshments served.
March 10, 2017
(Friday)

4:30 p.m. – 6:00 p.m. Wally Allen A (SHCC)

SWAM New Officers Meeting

Presiding: Robert H. Epstein, University of Central Oklahoma
2017-2018 President, Southwest Academy of Management
Meeting with the 2017-2018 Board.

TBA

HALL

SWAM Poster Sessions

Entrepreneurship / Small Business / Innovation

Women Entrepreneurs in Technology: Some Case Studies from India
Artee Aggrwaal, Amity University Mumbai

Hepatitis C Direct Acting Antivirals and Disruptive Innovation
S. Mantravadi, University of West Florida

Eliminating Barriers: The Impact of Cross Cultural Business Communication on Entrepreneurial Success
Martha Robinson, The University of Memphis

Ethics / Corporate Social Responsibility

Emotional Intelligence, Moral Reasoning, and Ethical Awareness: Moderating Roles of Gender and Religiosity
Jacob Voegel, Coastal Carolina University
Luke Voegel, Southern Illinois University

Human Resources / Careers

Retiree Remorse: If Only I had Put More Effort Into Retirement Planning
John La Lone, Texas A&M University-Central Texas

Measuring Inclusivity in Organizations: Designing a Diversity Climate Instrument
Kelly Weeks, Rhodes College
Anita Davis, Rhodes College
Samhitha Curpad, Rhodes College

Obesity, Chronic Job Discrimination, and Social Support: Comparisons Across Age-Generations
Kenneth Kungu, Louisiana State University - Shreveport
Janelle Melius, Winston-Salem State University
Colin Cannonier, Belmont University
Valentine Wanga, University of Washington
SWAM Poster Sessions (Continued)

Organizational Behavior / Leadership

Testing the Effects of Experience on Risky Decision Making
Run Ren, Guanghua School of Management
Aneika Simmons, Sam Houston State University
Asghar Zardkoohi, Texas A&M University

Innovation in Family Firms and the Moderating Effect of Leadership Style
Xi Yang, University of Texas Rio Grande Valley
Haicheng Gu, University of Texas Rio Grande Valley

Maintenance of Organizational Values through Disruptive Institutional Work
Gretel Stock-Kupperman, Benedictine University

Organizational Theory / Strategy / Sustainability

A Contingency Theory of Stakeholder Relevance and the Stakeholder Mapping Process
Brian Kulik, Angelo State University
Nolan Sosa, Angelo State University
Sandra Pate, Angelo State University

Have a safe and enjoyable trip back home!
See you next year at Albuquerque!

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SWAM 2018
March 7th -10, Albuquerque, NM
Hyatt Regency and Albuquerque Convention Center