

**SOUTHWEST ACADEMY OF MANAGEMENT
(SWAM)**

2010-2011 OFFICERS

President	Scott Douglas, University of Montana
President-Elect	M. Suzanne Clinton, University of Central Oklahoma
Program Chair	Janice A. Black, California State University-Bakersfield
Program Chair-Elect	Christine Miller, Tennessee Tech University
Secretary	Pamela Zelbst, Sam Houston State University
Treasurer/Membership Chair	Sandra D. Edwards, Northeastern State University
Representatives-at-large	Therese Yaeger, Benedictine University Karen Middleton, Texas A&M University - Corpus Christi Alix Valenti, University of Houston – Clear Lake
Electronic Media Director	Lee Tyner, The University of Central Oklahoma
Proceedings Editor	Nicholas Twigg, Coastal Carolina University
Historian and Archivist	Janie Gregg, The University of West Alabama
Immediate Past President	Larry Garner, Texas A&M - Central Texas

CONGRATULATIONS!

Recipient of the 2010 McGraw-Hill/Irwin Distinguished Paper Award

**Double-Edged Sword: The Use of Communication Technology to
Manage the Boundaries between Work and Home**

Sonya F. Premeaux, Nicholls State University
Cheryl L. Adkins, Longwood University

**Recipient of the
2010 Federation of Business Disciplines Outstanding Educator Award**

Therese Yaeger, Benedictine University

**SOUTHWEST ACADEMY OF MANAGEMENT
(SWAM)**

2009-2010 TRACK CHAIRS

BPS: Business Policy and Strategy / Strategic Leadership/ International Management	Brent Kinghorn, Missouri State University, Chair James Langabeer, University of Texas at Houston, Asst. Chair
ENT: Entrepreneurship / Small Business / Management Consulting	Shawn Carraher, Cameron University, Chair
OB: Organizational Behavior / Organization Communications	John N. Davis, Hardin-Simmons University, Chair
HR: Human Resources / Training / Careers	Gayle Baugh, University of West Florida, Chair
GEN: General Management / Health Care Management / Sustainable Business / Diversity in Organizations / Leadership	Manjula Salimath, University of North Texas, Chair
OT: Organizational Theory/Organizational Development & Change / Conflict Management / Operations Management / Management Information Systems	Peter Sorensen, Benedictine University, Co-Chair Therese Yaeger, Benedictine University, Co-Chair
STRS: Scholarship of Teaching, Research & Service	W. Scott Sherman, Texas A & M University, Corpus Christie, Chair
PDW: Professional Development Workshops / Developmental Papers	Frances H. Fabian, The University of Memphis, Chair

**SOUTHWEST ACADEMY OF MANAGEMENT
(SWAM)**

**March 3, 2010
(Wednesday)**

1:00 p.m. – 2:00 p.m.

City View 1

TRACK TITLE SWAM ALL ACADEMY

**CONFERENCE
WELCOME** Scott Douglas, University of Montana, SWAM President

SESSION A Welcome Coffee & Networking Time

Session Chair: Scott Douglas, University of Montana, SWAM President

Discussants: M. Suzanne Clinton, University of Central Oklahoma, SWAM President-Elect
Janice A. Black, California State University, Bakersfield, SWAM Program Chair
Christine Miller, Tennessee Tech University, SWAM Program Chair-Elect

This welcome session kicks off the SWAM meeting!

- *Come and mingle and visit and*
- *Pick up your “Self-Guided Tour Sheets” for themed sessions.*
- *Visit with old friends and meet new friends.*
- *Come and just hang out for a bit...*

Try out some of the new PDW sessions immediately following this networking time.

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!

**SOUTHWEST ACADEMY OF MANAGEMENT
(SWAM)**

**March 3, 2010
(Wednesday)**

2:00 – 3:30 p.m.

City View 1

TRACK TITLE

SWAM SESSION

SESSION A

SWAM Role Training: SWAM Volunteer Roles and You: Discussants, Session Chairs, Reviewers, Assistant Track Chairs, & Track Chairs

Workshop Leaders/Facilitators:

Gayle Bough, University of West Florida, Past-SWAM President
Shawn Carraher, Cameron University, Past-SWAM President
Darla Domke-Damonte, Coastal Carolina University, Past-SWAM President

This session provides an introduction to or refresher on the various non-elective volunteer roles available in SWAM. The past presidents will discuss how these roles have evolved over the years and what is expected of folks currently. This is a great time to get to know more about SWAM. It is also a wonderful way to check out the expectations of your colleagues before really beginning in the roles for this conference or preparing for next year's conference. All folks who are signed up to be session chairs, discussants for this conference are encouraged to attend.

2:00 – 3:30 p.m.

City View 7

TRACK TITLE

GENERAL MANAGEMENT (GEN)

TRACK WELCOME

Manjula Salimath, University of North Texas
General Management Track Chair

SESSION B

Building from the Best/Worst Comparative Stance: Comparative Perspectives on Labor Unions, Corruption and Theory

Session Chair:

Manjula Salimath, University of North Texas

Discussants:

Sue Conger, University of Dallas
Hui-Chuan Chen, University of Texas, Arlington
Nicholas Twigg, Coastal Carolina University

A Comparative Study of the Impact of Labor Unions

Walter MacMillan, Oral Roberts University

Justice Ojiaka

Othniel Odukoya

The Influence of National Culture on the Rationalization of Corruption

Amy Joy Guerber, The University of Arkansas

Aparna Rajagopalan, The University of Arkansas

Vikas Anand, The University of Arkansas

A Time for Developing New Management Theory: Examples of Goal-Setting and Strategy

Mitchell Neubert, Baylor University

Bruno Dyck, The University of Manitoba

**SOUTHWEST ACADEMY OF MANAGEMENT
(SWAM)**

**March 3, 2010
(Wednesday)**

3:45 – 5:15 p.m.

City View 7

TRACK TITLE **PROFESSIONAL DEVELOPMENT WORKSHOP (PDW)**

TRACK WELCOME **Frances Fabian**, The University of Memphis,
Professional Development Workshop Track Chair

SESSION A **Online Discussion Boards: Ten Tips for Successful Integration**

Workshop Leaders/Facilitators: **Lee Tyner**, University of Central Oklahoma
Jennifer Barger Johnson, University of Central Oklahoma

Today's business professor is compelled to remain current with technologies used inside and outside the classroom. This panel provides ideas for the successful growth of online discussion boards and warns of simple but significant issues. These tips focus on preparing discussion boards, using discussion boards, and grading discussion boards. Additional attention is given to the unexpected outcomes of discussion boards, both positive and negative.

ENJOY YOURSELVES THIS EVENING.
OUR NEXT SESSIONS BEGIN TOMORROW MORNING AT 8:30!

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**SOUTHWEST ACADEMY OF MANAGEMENT
(SWAM)**

**March 4, 2010
(Thursday)**

7:00 a.m. – 8:15 a.m.

City View 1

TRACK TITLE **SWAM SESSION**

MEETING: **SWAM Officer's Meeting and Breakfast**

Presiding: **Scott Douglas**, University of Montana
 President, Southwest Academy of Management

8:30 a.m. – 10:00 a.m.

City View 1

TRACK TITLE **JOINT SESSION: BPS & ENT DISTINGUISHED SWAM SCHOLARS**

TRACK WELCOME **Brent Kinghorn**, Missouri State University, Business Policy & Strategy Track Chair
 Shawn Carraher, Cameron University, Entrepreneurship Track Chair

SESSION A **Track Welcome & SWAM Distinguished Scholars: BPS & ENT**

Session Co-Chairs: **Brent Kinghorn**, Missouri State University, Business Policy & Strategy Track Chair
 Shawn Carraher, Cameron University, Entrepreneurship Track Chair

SWAM Distinguished Scholars: **Mike Hitt**, Texas A & M University
 Greg Dess, University of Texas, Dallas
 Ray Bagby, Baylor University

Track Chairs welcome participants to the SWAM track sessions. This is a wonderful time to hear some of the *GREATS* of Entrepreneurship and Strategy speak on the Best and Worst of Times in our fields and to hear what they think the future holds for these disciplines. The Distinguished Scholars each have the opportunity to present their latest work and assessment of the fields. An open Question and Answer session follows.

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**SOUTHWEST ACADEMY OF MANAGEMENT
(SWAM)**

**March 4, 2010
(Thursday)**

8:30 a.m. – 10:00 a.m.

City View 2

TRACK TITLE **SCHOLARSHIP OF TEACHING, RESEARCH AND SERVICE (STRS)**

TRACK WELCOME: **Scott Sherman**, Texas A & M University, Corpus Christi, Chair

SESSION B **Technology in the Classroom**

Session Chair: **W. Scott Sherman**, Texas A & M University, Corpus Christi

Discussants: **Larry H. Chasteen**, University of Texas, Dallas
 Cynthia Holubik, Wayland Baptist University

1, 2, 3, Blog: The Use of Weblogs as an Effective and Efficient Knowledge Management Tool in the Classroom
Delaney J. Kirk, The University of South Florida
Timothy Johnson

Questioning the Answers: What Mobile Learning Tools Can and Cannot Do
Mark Phillips, Abilene Christian University

8:30 a.m. – 10:00 a.m.

City View 3

TRACK TITLE **ORGANIZATIONAL BEHAVIOR (OB)**

TRACK WELCOME **John Davis**, Hardin-Simmons University, Chair

SESSION C **OB Theory Development Based on Social Aspects**

Session Chair: **John Davis**, Hardin-Simmons University

Discussants: **Rebecca Garnett**, University of North Texas
 Stephanie S. Pane Haden, Texas A & M University, Commerce
 To Be Announced

Perceived Outcome Interdependence and Voice Behavior in Working Teams: A Social Interdependence Theory Perspective
Chenwei Li, The University of Alabama
Keke Wu, The University of Alabama
Diane E. Johnson, The University of Alabama

The Effect of Employer Directed Volunteering Programs on Emotions and Organizational Identification of Employees
Jason R. Lambert, University of Texas at Arlington

Maintaining Authenticity Across Multiple Work Contexts: A Model of the Creation and Development of Career Reputations
S. Gayle Baugh, University of West Florida
Sherry E. Sullivan, Bowling Green State University

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**SOUTHWEST ACADEMY OF MANAGEMENT
(SWAM)**

**March 4, 2010
(Thursday)**

10:30 a.m. – Noon

City View 2

TRACK TITLE **GENERAL MANAGEMENT (GEN)**

SESSION B **Technological Advances and Health Care**

Session Chair: **Michael Richarme**, University of Texas at Arlington

Discussant: **Betty Marie Ross**, RGMC LLC, Florida
Mark Phillips, Abilene Christian University

Emerging Technologies in Healthcare: Issues for Managers

Sue Conger, University of Dallas
Sandra Blanke, University of Dallas
Brett J. L. Landry, University of Dallas
Elizabeth McGrady, University of Dallas

Does the Receipt of Hospice Services have a Differential Effect on Services Delivered to Nursing Home Residents?: Evidence from the National Nursing Home Survey

Juliet A. Davis, The University of Alabama

10:30 a.m. – Noon

City View 3

TRACK TITLE **ORGANIZATIONAL BEHAVIOR (OB)**

SESSION C **Cultures & Citizenship**

Session Chair: **Shawn Carraher**, Cameron University

Discussant: **Sue Lawler**, Rush University
Rebecca Garnett, University of North Texas
Martha Andrews, University of North Carolina, Wilmington

Strategic Orientation of Business Enterprises (STROBE) and Business Performance: The Moderating Role of Organizational Culture

Orlando C. Richard, University of Texas, Dallas
Hao Chen, University of Texas, Dallas
Shahid N. Bhuian, The American University in Cairo
Ken Chadwick, Nicholls State University

Abusive Supervision and Organizational Citizenship Behaviors: An Examination of Potential Boundary Conditions

Brian Gregory, Northern Arizona University
Talai Osmonbekov, Northern Arizona University
Sean T. Gregory, The University of Minnesota

Job Embeddedness and Subjective Norms in an East Asian (Korean) Context

Joon Hyung Park, University of Houston
Hyoungh Koo Moon, Korea University

**SOUTHWEST ACADEMY OF MANAGEMENT
(SWAM)**

**March 4, 2010
(Thursday)**

10:30 a.m. – Noon

Remington

TRACK TITLE **BUSINESS POLICY AND STRATEGY (BPS)**

SESSION D **Top Management Dynamism and Corporate Social Responsibility**

Session Chair: **Larry H. Chasteen**, University of Texas, Dallas

Discussant: **Brent Kinghorn**, Missouri State University
 Jane Crabtree, Benedictine University
 Stan Horner, St. Edwards University

A Strategic View of Corporate Social Responsibility: Two Perspectives from Resource Dependence and Institutional Theory

Chenwei Li, University of Alabama

Qian Xiao, University of Alabama

Keke Wu, University of Alabama

A Framework for Integrating Autonomous and Intentional Processes: Shedding Light on the Dynamic Capabilities Construct

Elton Scifres, Stephen F. Austin State University

CEO Duality: How the Balance of Power within a Firm Affects the Decision to Name a Newly Appointed CEO as Chair

Alix Valenti, The University of Houston, Clear Lake

Stephen V. Horner, Arkansas State University

1030 a.m. – Noon

Executive Boardroom

TRACK TITLE **PROFESSIONAL DEVELOPMENT WORKSHOP (PDW)**

SESSION E **Ethics Simulation: A Method for Teaching and Assessing Ethics**

Workshop Leader/Facilitator: **Stan Horner**, St. Edwards University

This Teaching Excellence Workshop discusses the merit of using a simulation in the teaching and assessing of ethics as it relates to the business curriculum. The ethics simulation provides students with a method for making ethical decisions in a real world interactive situation. The simulation was developed by EthicsGame.com® and is based on the work of Dr. Catharyn Baird (2005). It offers students a way to view ethical decisions from different perspectives. Faculty will appreciate the normative quantitative scoring capability that is useful for ease of grading and to support accreditation issues. This approach is being used for MBA Capstone courses but is equally effective for undergraduates and can be used in a team-oriented environment.

Noon – 1:30 p. m.

LUNCH BREAK (ON YOUR OWN)

1:30 p.m. – 3:00 p.m.

City View 1

TRACK TITLE **PROFESSIONAL DEVELOPMENT WORKSHOP (PDW)**

SESSION A **Joint OB & HR Developmental Paper Mentoring Session**

Workshop Leader/Facilitator: **Frances Fabian**, The University of Memphis

This Research and Writing Excellence Workshop focuses on the mentoring of the following papers by senior scholars. Participation is by application or referral.

**SOUTHWEST ACADEMY OF MANAGEMENT
(SWAM)**

**March 4, 2010
(Thursday)**

1:30 p.m. – 3:00 p.m.

City View 2

TRACK TITLE **ORGANIZATIONAL THEORY TRACK (OT) & GENERAL MANAGEMENT TRACK (GEN)**

SESSION B **Joint OT & GEN Symposium
Past Changes And Future Plans: Organization Development And Health Care**

Panelists: **Therese Yaeger**, Benedictine University
Peter Sorensen, Benedictine University
Jason A. Wolf, Benedictine University
Jim Dunn, Texas Health Resources
Corinne Haviely, Central Dupage Hospital

The panelists present the current state of Organizational Development (OD) and what we have learned over the years about making OD more effective in healthcare, and the challenges which still exist. The panel provides a number of perspectives, both past and future, on the topic including the perspective from an internal OD consultant, an executive from a major Texas healthcare system, a line administrator with responsibilities for shaping and implementing organizational change, and two scholars with a combined background in the field of over 60 years. Topics range from OD approaches for gaining commitment, improvements of delivery of service, culture changes in healthcare, to the application of new and innovative approaches to organizational change such as Appreciative Inquiry. Each of these perspectives is shared followed by open discussion with the audience.

1:30 p.m. – 3:00 p.m.

City View 3

TRACK TITLE **GENERAL MANAGEMENT (GEN)**

SESSION C **Narcissism, Spirituality & Gender In Leadership**

Session Chair: **Janie Gregg**, University of West Alabama

Discussant: **Rosemary Maellaro**, University of Dallas
Delaney J. Kirk, The University of South Florida

Authentic Leadership and Constructive Narcissism: The Potential Influence of Substantive Virtue

John Humphreys, Texas A & M University, Commerce
Stephanie Pane Haden, Texas A & M University, Commerce
Jennifer Oyler, Texas A & M University, Commerce
Mildred Golden Pryor, Texas A & M University, Commerce

Leader Spirituality: How Followers Correlate Spirituality with Leadership Practices

Charles Salter, Schreiner University
Mark Green, Schreiner University

Are Women the Worst Enemies of Other Women?

Saima Akbar Ahmed, The University of Arkansas

**SOUTHWEST ACADEMY OF MANAGEMENT
(SWAM)**

**March 4, 2010
(Thursday)**

3:00 p.m. – 3:30 p.m.

Lone Star Ballroom A

FBD COFFEE BREAK

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

*Great Door Prize Drawings take place at 3:20 p.m. in the Exhibit Area.
Must be present to win.*

3:30 p.m. – 5:00 p.m.

City View 1

TRACK TITLE

SWAM SESSION

SESSION A:

SWAM Technology Training: Using the New Online Submission System

Workshop Leader/Facilitator:

Janice A. Black, California State University, Bakersfield, SWAM Program Chair

This Service Excellence Workshop discusses how the online system works from the perspective of the major roles in SWAM: Authors, Reviewers, Track Chairs and Assistants, Program-Chair Elects, and Program Chairs. Tips, tricks and some newly devised operating norms will be discussed. Open Question and Answer about the System will complete the session. This session is excellent for all who will be taking a service role in SWAM. We especially encourage doctoral students, newcomers, those thinking about taking on one or more of these service roles and those who've had such roles in the past to attend this session.

**SOUTHWEST ACADEMY OF MANAGEMENT
(SWAM)**

**March 4, 2010
(Thursday)**

3:30 p.m. – 5:00 p.m.

City View 2

TRACK TITLE **ORGANIZATIONAL THEORY TRACK (OT) & GENERAL MANAGEMENT TRACK (GEN)**

SESSION B **Joint OT & GEN Symposium
The Best of Time for Opportunities: An Executive Panel with the Texas Health System**

Discussants: **Peter Sorensen**, Benedictine University
Therese Yaeger, Benedictine University
Manjula Salimath, University of North Texas
Therese Yaeger, Benedictine University

Panelists: **Jim Dunn**, PhD, SPHR, RODC,
Center for Learning & Career Development, Texas Health Resource
Joan Shinkus Clark, MSM, RN, NEA-BC, CENP, FACHE
Texas Health Presbyterian Hospital Dallas
Jeffrey Canose, M.D., MHA, Texas Health Presbyterian Hospital, Plano
Michael J. Deegan, M. D., Ed.M., Texas Health Resources

The panelists present the current state of Organizational Development (OD) and what we have learned over the years about making OD more effective in healthcare, and the challenges which still exist. The panel provides a number of perspectives, both past and future, on the topic including the perspective from an internal OD consultant, an executive from a major Texas healthcare system, a line administrator with responsibilities for shaping and implementing organizational change, and two scholars with a combined background in the field of over 60 years. Topics range from OD approaches for gaining commitment, improvements of delivery of service, culture changes in healthcare, to the application of new and innovative approaches to organizational change such as Appreciative Inquiry. Each of these perspectives is shared followed by open discussion with the audience.

3:30 p.m. – 5:00 p.m.

City View 3

TRACK TITLE **Developmental Papers Workshop (PDW)**

SESSION C **Wikis for Management Education**

Workshop Leaders/Facilitators: **Cynthia Holubik**, Wayland Baptist University
Shelly Tapp, Wayland Baptist University

Participants in this workshop learn about innovative methods and integration of wikis for teaching and learning within blended management education courses, as well as performance outcomes. Course types presented are undergraduate-level (Business Law, Managerial Communication, and Strategic Management) as well as graduate-level (OT). The topic material and shared applications are practical and transferable to management education as well as to the real-life work environment (field of management). The knowledge shared is also relevant and practical across all domains and disciplines.

**SOUTHWEST ACADEMY OF MANAGEMENT
(SWAM)**

**March 4, 2010
(Thursday)**

3:30 p.m. – 5:00 p.m.

Remington

TRACK TITLE **BUSINESS POLICY AND STRATEGY (BPS)**

SESSION D **Strategies and Strategic Processes**

Session Chair: **Brent Kinghorn**, Missouri State University,

Discussant: **Larry H. Chasteen**, University of Texas, Dallas
 Hui-Chuan Chen, University of Texas, Arlington
 Jennifer Barger Johnson, University of Central Oklahoma

Project Novelty: Conceptualizing the Impact of Inexperience
Troy A. Voelker, University of Houston, Clear Lake
Grant Miles, The University of North Texas

The Influence of Executive Optimism on Strategic Process
James R. Langabeer, University of Texas at Houston
Jami L. Dellifraime, University of Texas at Houston
Jeffrey R. Helton, University of Texas at Houston

Revisiting Economizing as a Fundamental Strategy
Isaac Wanasika, The University of Northern Colorado

5:00 p.m. – 6:00 p.m.

City View 1

TRACK TITLE **SWAM SESSION**

SESSION A **SWAM Business Meeting**

Presiding: **Scott Douglas**, University of Montana, SWAM President

This is the annual business meeting for the Southwest Academy of Management. All are encouraged to attend. Drink tickets for the SWAM reception will be handed out during the meeting. Reports and elections will be held. Conference Scholarship recipients will be introduced. We're also planning on some more C&C (coffee & cookies) time! We look forward to seeing all there.

5:30 p.m. – 7:00 p.m.

Lone Star Ballroom A

FBD Meet and Greet Social

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 and listen to the music of a local Texas band. 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 5, 2010
(Friday)**

7:00 a.m. – 8:15 a.m.

City View 1

TRACK TITLE

SWAM SESSION

Session A

SWAM's Early Bird Coffee Networking Session

Presiding:

Scott Douglas, The University of Montana

This Coffee session is an early AM networking opportunity for those attending SWAM. While FBD coffee breaks occur throughout the day, this session aims to enable networking among the SWAM members. Meet & greet, get a little caffeine and visit a bit with the doctoral students, junior faculty, SWAM officers, long time SWAM supporters and new recruits. The Doctoral Student and Junior Faculty Colloquium will immediately follow this session in the same room.

8:30 a.m. – 10:00 a.m.

City View 1

TRACK TITLE

SWAM SESSION

SESSION A

SWAM Doctoral Student & Junior Faculty Colloquia Part 1

Colloquium Leader:

Larry Garner, Texas A&M University - Central Texas

This two-session colloquium features guest speakers addressing professional and scholarly issues of importance for doctoral students and junior faculty members. There will also be time for networking among the participants.

8:30 a.m. – 10:00 a.m.

City View 2

TRACK TITLE

ORGANIZATIONAL THEORY (OT)

SESSION B

Defining the Best of Time: Organization Learning, Culture and Talent

Session Chair:

Peter Sorensen, Benedictine University

Discussants:

Mildred Golden Pryor, Texas A & M University, Commerce
Aswin Subanthore, University of Wisconsin, Milwaukee
David J. Boggs, Eastern Illinois University

Transactions and Institutions: An Organizational Learning Perspective

Adam C. Stoverink, Texas A & M University

T. Brad Harris, Texas A & M University

Sustaining High Performance: Dynamic Balancing in an Otherwise Unbalanced System

Jason A. Wolf, Benedictine University

Organization Development in Global Perspective: Culture, Personality, and Team Performance

Chieh-Ming Chiang, Benedictine University

**SOUTHWEST ACADEMY OF MANAGEMENT
(SWAM)**

**March 5, 2010
(Friday)**

8:30 a.m. – 10:00 a.m.

City View 3

TRACK TITLE **ORGANIZATIONAL BEHAVIOR (OB) & HUMAN RESOURCES (HR) TRACKS**

SESSION C **OB & HR Distinguished SWAM Scholar**

Session Co-Chairs: **John Davis**, Hardin-Simmons University, OB Track Chair
Gayle Baugh, The University of West Florida, HR Track Chair

SWAM Distinguished Scholar: **J. Lee Whittington**, University of Dallas

The Distinguished Scholar has the opportunity to present his latest work and assessment of the fields. Dr. Whittington will be speaking on Leadership Today. An open Question and Answer session follows. All members interested in organizational behavior or human resources are encouraged to attend.

8:30 a.m. – 10:00 a.m.

City View 5

TRACK TITLE Business Policy and Strategy (BPS)

SESSION D **The Strategy Classroom and Academics in the Strategy Boardroom**

Chair: **James Langabeer**, University of Texas at Houston, Asst. Chair

Discussants: **Isaac Wanasika**, The University of Northern Colorado
Aswin Subanthore, University of Wisconsin, Milwaukee
Donavan Ropp, California State University, Bakersfield

Bringing Industry Analysis Alive in the Classroom: Using Microsoft Excel to Create Strategic Group Maps
Michael E. Dobbs, Eastern Illinois University

Using "What if...? Then What" for Scenario Thinking
Kathleen Margaret Wilbourn, University of St. Edwards

Impact of Academicians as Directors
Guclu Atinc, Louisiana Tech University
Mark Kroll, Louisiana Tech University
Bruce Walters, Louisiana Tech University

10:00 a.m. – 10:30 a.m.

Lone Star Ballroom A

FBD COFFEE BREAK

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**SOUTHWEST ACADEMY OF MANAGEMENT
(SWAM)**

**March 5, 2010
(Friday)**

10:30 a.m. – Noon

City View 1

TRACK TITLE

SWAM SESSION

SESSION A

SWAM Doctoral Student & Junior Faculty Colloquia Part 2

Colloquium Leader:

Larry Garner, Texas A&M University - Central Texas

This two-session colloquium features guest speakers addressing professional and scholarly issues of importance for doctoral students and junior faculty members. There will also be time for networking among the participants.

10:30 a.m. – Noon

City View 2

TRACK TITLE

ORGANIZATIONAL THEORY (OT)

SESSION B

Organizations in the NOT Best of Times: Vulnerability, Mistakes & Debates

Chair:

Nicholas Twigg, Coastal Carolina University

Discussants:

David J. Boggs, Eastern Illinois University
Pamela J Zelbst, Sam Houston State University
Deanna House, University of Texas at Arlington

Organizational Vulnerability, Adaptive Capacity and Resilience

Wenwen Liu, Tsinghua University

Bei Jin

Zhongwei Luo

Acceptance of Mistakes as an Antecedent of Organizational Creativity

Laurence Weinzimmer, Bradley University

Eric Michel, Christopher Newport University

Organization Theories: Evolution, Development, and Theoretical Debates

Mildred Golden Pryor, Texas A & M University, Commerce

Sonia Taneja, Texas A & M University, Commerce

Leslie A. Toombs, University of Texas Permian Basin

John H. Humphreys, Texas A & M University, Commerce

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**SOUTHWEST ACADEMY OF MANAGEMENT
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**March 5, 2010
(Friday)**

10:30 a.m. – Noon

City View 3

TRACK TITLE **ORGANIZATIONAL BEHAVIOR (OB)**

SESSION C **Individuals in Organizations**

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

Discussants: **Sonya F. Premeaux**, Nicholls State University
Stephanie S. Pane Haden, Texas A & M University, Commerce
Brian Gregory, Northern Arizona University

The Effect of Multi-Level Expertise Diversity on Individual Performance of Corporate Researchers in a Drug Discovery Organization
Sotaro Shibayama

Enhancing Person-Organization Fit through Corporate Ethical Values and Moral Intensity
Martha Andrews, University of North Carolina, Wilmington
Thomas L. Baker, Clemson University
Tammy Hunt, University of North Carolina, Wilmington

The Relationship Between Individual Characteristics, Attitudes, and Career Withdrawal
Randi L. Sims, Nova University
Jess J. Boytell, Nova University

10:30 a.m. – Noon

Majestic 11

TRACK TITLE **ENTREPRENEURSHIP (ENT)**

SESSION D **The Entrepreneur: Leadership & Advice**

Chair: **John Humphries**, Texas A & M University, Commerce

Discussants: **Sherry Sullivan**, Bowling Green State University
Therese Sadler, Texas A & M University, Commerce

Giving a Value to the Times: What a 12th Century Woman has to Say to 21st Century Entrepreneurs
Yvonne S. Smith, University of La Verne
Regina Sanchez, Claremont Colleges

Charismatic Leadership Up Close: The Entrepreneur & Charisma
Janice A. Black, California State University, Bakersfield
Richard L. Oliver, New Mexico State University
Lori Paris, California State University, Bakersfield
Jon Howell, New Mexico State University

12:00 p.m. – 1:30 p.m.

LUNCH BREAK (ON YOUR OWN)

**SOUTHWEST ACADEMY OF MANAGEMENT
(SWAM)**

**March 5, 2010
(Friday)**

1:30 p.m. – 3:00 p.m.

City View 1

TRACK TITLE **PROFESSIONAL DEVELOPMENT WORKSHOP (PDW)**

SESSION A **Joint GEN & STRS Developmental Paper Mentoring Session**

Workshop Leader/Facilitator: **Frances Fabian**, The University of Memphis

This Research and Writing Excellence Workshop focuses on the mentoring of the following papers by senior scholars. Participation is by application or referral.

1:30 p.m. – 3:00 p.m.

City View 2

TRACK TITLE **ORGANIZATIONAL THEORY TRACK (OT)**

SESSION B **Perspectives in Organization Theory and Changing Times**

Chair: **Nicholas Twigg**, Coastal Carolina University

Discussants: **Jason Wolf** , Benedictine University
 Lee Tyner, University of Central Oklahoma
 Hui-Chuan Chen, University of Texas, Arlington

A Multi-theoretical Approach for Achieving the Optimal Balance of an Exploration-Exploitation Mindset
T. Brad Harris, Texas A & M University
Adam C Stoverink, Texas A & M University

Technology Integration in a Post-M&A Company
Deanna House, University of Texas at Arlington

Rewarded For Good Behavior: An Examination of Governance's Impact on the Restructuring-Performance Relationship
Luke H Cashen, Nicholls State University

**SOUTHWEST ACADEMY OF MANAGEMENT
(SWAM)**

**March 5, 2010
(Friday)**

1:30 p.m. – 3:00 p.m.

City View 3

TRACK TITLE **HUMAN RESOURCES (HR)**

TRACK WELCOME **Gayle Baugh**, University of West Florida, Track Chair

SESSION C **Diversity in Management & Managing Diversity**

Session Chair: **Gayle Baugh**, University of West Florida, Track Chair

Discussant: **Delaney J. Kirk**, The University of South Florida
Saima Akbar Ahmed, The University of Arkansas
Tracey Rockett, The University of Texas, Dallas

Double-Edged Sword: The Use of Communication Technology to Manage the Boundaries between Work and Home

Sonya F. Premeaux, Nicholls State University

Cheryl L. Adkins, Longwood University

Diversity Training Effects on Employment Practices: An Exploration of Information Technology Organizations

Corey H. Thomas, TUI University

The Weiss-Lyon Scale: A Self-scoring Instrument for Use in Diversity Development Programs

Barbara Jean Lyon, Texas A&M University - Central Texas

David A. Weissenburger, Texas A&M University - Central Texas

1:30 p.m. – 3:00 p.m.

City View 8

TRACK TITLE **SCHOLARSHIP OF TEACHING, RESEARCH & SERVICE (STRS)**

SESSION D **Teaching Via Thinking, Failing & Leading**

Session Chair: **W. Scott Sherman**, Texas A & M, Corpus Christi

Discussant: **Elizabeth Reusch**, Purdue University
David J. Boggs, Eastern Illinois University
Jane Crabtree, Benedictine University

On Thinking: Scholarly Papers & Business Education

Janice A. Black, California State University, Bakersfield

When Project Failure is a Success: An Experiential Approach in the Classroom

Pamela J Zelbst, Sam Houston State University

Qiannong Gu, Sam Houston State University

Janis Warner, Sam Houston State University

Michael Glissmeyer, Sam Houston State University

Servant-leadership in Learning Environments

Travis P Searle, University of Nebraska-Lincoln

**SOUTHWEST ACADEMY OF MANAGEMENT
(SWAM)**

**March 5, 2010
(Friday)**

3:00 p.m. – 3:30 p.m.

Lone Star Ballroom A

FBD COFFEE BREAK

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

*Great Door Prize Drawings take place at 3:20 p.m. in the Exhibit Area.
Must be present to win.*

3:30 p.m. – 5:00 p.m.

City View 1

TRACK TITLE **SCHOLARSHIP OF TEACHING, RESEARCH, & SERVICE (STRS)**

SESSION A **The Best of Times: Updating the MBA**

Session Chair: **Stan Horner**, St. Edwards University

Discussants: **Kathleen Margaret Wilbourn**, University of St. Edwards
Pamela J Zelbst, Sam Houston State University
Corey H. Thomas, TUI University

Leadership Across the Curriculum: One Business School's Response to the Criticism of MBA Programs

Rosemary Maellaro, The University of Dallas

J. Lee Whittington, The University of Dallas

Timothy Galpin, The University of Dallas

Richard Peregoy, The University of Dallas

Online Discussion Boards: Effective Use in a Cornerstone MBA Course

M. Suzanne Clinton, University of Central Oklahoma

Robert Epstein, The University of Central Oklahoma

Paul Shelton, The University of Central Oklahoma

Katerina Gabrovskaja, The University of Central Oklahoma

3:30 p.m. – 5:00 p.m.

City View 2

TRACK TITLE **ENTREPRENEURSHIP (ENT)**

SESSION B **Entrepreneurship and Corporate Social Responsibility: Opposites or a Two-Way Street**

Session Chair: **Yvonne Smith**, University of La Verne

Discussants: **Troy Volker**, University of Houston, Clear Lake
Travis P Searle, University of Nebraska-Lincoln

Determining Entrepreneurial Spirit: An Examination of Protestant Work Ethic Beliefs

Kimberly Johnson, Auburn University, Montgomery

Brother, Can You Spare a Dime? Micro-Lending Chicago Style

Jane Crabtree, Benedictine University

**SOUTHWEST ACADEMY OF MANAGEMENT
(SWAM)**

**March 5, 2010
(Friday)**

3:30 p.m. – 5:00 p.m.

City View 3

TRACK TITLE **ORGANIZATIONAL BEHAVIOR (OB)**

SESSION C **Knowledge, Leadership & Human Capital Development**

Session Chair: **Martha Andrews**, University of North Carolina, Wilmington

Discussants: **T. Brad Harris**, Texas A & M University
 Josh Daspit, The University of North Texas
 Chenwei Li, The University of Alabama

Psychological Capital and Performance Impact in Educational Organizations
Travis P. Searle, The University of Nebraska-Lincoln

Leadership in a Knowledge Driven Environment: A Model of Sensemaking
Ethan P. Waples, The University of Central Oklahoma
Paul Shelton, The University of Central Oklahoma
M. Suzanne Clinton, University of Central Oklahoma

Defining Talent Management for Sustainability: A Focus for Today and Tomorrow
Susan Lynn Sweem, The University of St. Francis

3:30 p.m. – 5:00 p.m.

Remington

TRACK TITLE **SWAM SESSION**

SESSION D **The Distinguished Paper, The Distinguished Educator & Academy of Management Update Session**

Presiding: **Scott Douglas**, The University of Montana

This SWAM session celebrating the excellence found in this year's SWAM members' efforts features talks by the authors of the Distinguished Paper, *Double-Edged Sword: The Use of Communication Technology to Manage the Boundaries between Work and Home* by **Sonya F. Premeaux**, Nicholls State University and **Cheryl L. Adkins**, Longwood University and by this year's Distinguished Educator, **Therese Yaeger**, Benedictine University. This is also an opportunity to talk with this year's Academy of Management representative.

6:30 p.m. – 8:00 p.m.

Chaparral (38th floor)

SOUTHWEST ACADEMY OF MANAGEMENT RECEPTION

Presiding: **Scott Douglas**, The University of Montana

Come join us at the top of the building for some great views of downtown Dallas, along with some unwinding and social time with friends and colleagues who you may see only a few times a year. This is your only opportunity to redeem the free drink ticket you picked up at last night's business meeting, and if you'd like a little more after you use your ticket (and anyone else's!), a cash bar will be available. Come enjoy some good food and camaraderie after all the dynamic sessions!

**SOUTHWEST ACADEMY OF MANAGEMENT
(SWAM)**

**March 6, 2010
(Saturday)**

7:30 a.m. – 10:15 a.m.

Majestic 1

TRACK TITLE SWAM SESSION

SESSION A MEETING: SWAM Survivor Saturday Breakfast & Next Meeting Planning

Chair: **Suzanne Clinton**, University of Central Oklahoma
 2011 President, Southwest Academy of Management
Co-chair: **Christine Miller**, Tennessee Tech University
 2011 Program Chair, Southwest Academy of Management

This breakfast session is open to all who are still around on this fine Saturday morning. Network for a bit, share a bit on your favorite parts of this year's conference, and help shape next year's conference! What a great way to start our last day of meetings!

10:30 a.m. – 12:00 p.m.

Majestic 1

TRACK TITLE HUMAN RESOURCES (HR) AND PROFESSIONAL DEVELOPMENT WORKSHOP (PDW)

**SESSION A HR & PDW Joint Symposium on Research
 Current Advances in Employment Interview Research**

Up Date#1: **Murray Barrick**, Texas A & M University, (*Presenter*)
 Jonathan Shaffer, University of Iowa
 Sandy DeGrassi, University of Houston, Downtown
Up Date #2: **Brian W. Swider**, Texas A & M University (*Presenter*)
 Murray Barrick, Texas A & M University
 T. Brad Harris, Texas A & M University
 Adam C. Stoverink, Texas A & M University

Discussion Leader: **Daniel Turban**, University of Missouri

This joint Excellence in Research symposium reports on recent HR research on the employment interview and the use of job applicant self-presentation tactics. The symposium progresses to a moderated discussion with the panelists and symposium participants on the theoretical and methodological issues related to interview studies. While the content may have greatest interest to Human Resource scholars, the sweeping methodological issues will be of interest to a wide range of scholars addressing the issues of persuasive image generation tactics and the difficulty in discerning beyond these presentations. There will be a couple of update presentations and then a moderated open discussion time.

**SOUTHWEST ACADEMY OF MANAGEMENT
(SWAM)**

**March 6, 2010
(Saturday)**

10:30 a.m. – 12:00 p.m.

Majestic 4

TRACK TITLE **BUSINESS POLICY AND STRATEGY (BPS)**

SESSION B **Insights from the Pacific Rim**

Session Chair: **James Langabeer**, University of Texas at Houston

Discussants: **Aswin Subanthore**, University of Wisconsin, Milwaukee
 Chieh-Ming Chiang, Benedictine University
 Luke H Cashen, Nicholls State University

Institutional Relatedness on Chinese Firm's Scope
Sunny Li Sun, The University of Texas, Dallas

Global Conceptualizations of Competitive Strategy: Exploring China, Turkey, and the United States
John A. Parnell, The University of North Carolina, Pembroke
Mehmet Ali Koseoglu
Zhang Long
Wu Yuanyuan

The Effects of Corporate Governance on Family Firms Risk Taking: Evidence from Taiwanese Electronics Industries
Weichieh Su, The University of Texas, Dallas

10:30 a.m. –12:00 p.m.

Majestic 5

TRACK TITLE **PROFESSIONAL DEVELOPMENT WORKSHOP (PDW)**

SESSION C: **Critical Thinking “R” Us**

Workshop Leaders/Facilitators: **Donavan Ropp**, California State University, Bakersfield
 Mark Evans, California State University, Bakersfield
 Janice A. Black, California State University, Bakersfield

This Teaching and Program Excellence workshop will be of interest to individual teachers along with program assessors. Often scholars are called to include program goals within their classroom assignments especially for the purposes of program assessments. Without specific ways to define and measure these program level goals, it may be difficult to identify which assignments would be appropriate to target for assessment, how to assess the assignments, or even how some program goals intended to support campus wide goals might be tailored to be value to business school students. This workshop presents the efforts of one group of faculty through its representatives to include campus wide goals within the goals of the School of Business. By using an explicit model, this workshop demonstrates how those goals add value to business students in the here and now, and provide skills for the future. The results of the inclusive classroom assignments then provide the raw material for program assessment processes which are based on the same fundamental definitions as those used within the classroom enabling a smoother program assessment process.

**SOUTHWEST ACADEMY OF MANAGEMENT
(SWAM)**

**March 6, 2010
(Saturday)**

10:30 a.m. – 12:00 p.m.

Majestic 6

TRACK TITLE **ORGANIZATIONAL THEORY TRACK (OT)**

SESSION D **OT Symposium:
New Horizons in Positive Organization Development**

Panelists: **Peter Sorensen**, Benedictine University
 Jan Kirby, Benedictine University
 Doris Martin, Benedictine University
 Deborah Colwill, Benedictine University
 Therese Yaeger, Benedictine University

Within the last twenty years the positive social science movement has ushered in a wave of scholarship in many fields of study dedicated to exploring health and future possibilities for humanity contrasted with a more traditional view of focusing on dysfunction and existing problems. The field of Organization Development (OD) has historically valued the dignity of human beings and sought to make work environments both empowering and effective. It comes as no surprise then that OD would be one of the contributors to this growing wave of positivity in the workplace. To this end, this panel will look at the “New Horizons in Positive Organization Development” from several different angles. This panel will be chaired by Dr. Peter Sorensen, Director of the PhD Program in Organization Development at Benedictine University. The first presentation “Positivity in Organizations” will be conducted by Jan Kirby. Doris Martin will present on “The Change Leader’s Role in Leading Successful Change by Engaging Employees and Creating a Supportive Work Environment” in the second segment of the panel. In the third segment, Deborah Colwill will report on “Positive Global Leadership”. Finally, Therese Yaeger will report on the work of Positive Organization Science (i.e., the research by Fred Luthans) and its link to Appreciative Inquiry (i.e., the concept by David Cooperrider).

1:30 p.m. – 3:00 p.m.

Majestic 1

TRACK TITLE **PROFESSIONAL DEVELOPMENT WORKSHOP (PDW)**

SESSION A **Student Learning Outcomes: Striking a Balance between Relevance & Measurement**

Workshop Leaders/Facilitators: **Janie R. Gregg**, The University of West Alabama
 Mitzi Green, The University of West Alabama
 M. Suzanne Clinton, The University of Central Oklahoma

This Teaching and Program Excellence workshop will be of interest to individual teachers along with program assessors. The workshop leaders will discuss student learning outcomes and the difficulty of balancing relevance and measurement. The workshop will cover the need for using multiple experiences to enhance skills for survival in the business world upon graduation and temper this discussion with the problem of measurement. Recent literature related to the problem of assessment and student learning outcomes are presented and techniques offered that illustrate one way to draw conclusions about the most effective way to counter this issue. This workshop is suitable for professors in all management disciplines (all Academy) as well as for all other business disciplines within the entire FBD spectrum. A handout of a sample syllabus with student learning outcomes, relevant learning activities, and measurement techniques will be distributed. Sufficient time will be given to helping translate these experiences into individual faculty members’ situations.

**SOUTHWEST ACADEMY OF MANAGEMENT
(SWAM)**

**March 6, 2010
(Saturday)**

1:30 p.m. – 3:00 p.m.

Majestic 4

TRACK TITLE **HUMAN RESOURCES (HR)**

SESSION B **Human Resources & Human Behavior**

Session Chair: **Susan Lynn Sweem**, The University of St. Francis

Discussants: **Randi L. Sims**, Nova University
 Adam C. Stoverink, Texas A & M University
 Donavan Ropp, California State University, Bakersfield

Unleashing Employee Engagement: An Implicit Theories Perspective

Peter Andrew Heslin, Southern Methodist University
Vitaliy Viktorovich Skripkin, Southern Methodist University

Social Networking as Unconscious Impression Management: The Effect on Intention to Interview

Stacie Bowie, Coastal Carolina University
Darla Domke-Damonte, Coastal Carolina University

The Effects of a Binding and Mandatory Arbitration Program on Employee Attitudes, Performance and Turnover

John Bernardin, Florida Atlantic University
Brenda Richey, Florida Atlantic University
Jennifer M. Collins

1:30 p.m. – 3:00 p.m.

Majestic 5

TRACK TITLE **PROFESSIONAL DEVELOPMENT WORKSHOP (PDW)**

SESSION C **SoftChalk Lesson Builder Training Session**

Workshop Leaders/Facilitators: **Kimberly Merritt**, Oklahoma Christian University
 M. Suzanne Clinton, The University of Central Oklahoma

As more courses are being offered online, faculty are seeking creative, yet uncomplicated, ways to engage students. This workshop offers instruction and examples in creating engaging content using SoftChalk LessonBuilder™. LessonBuilder is a powerful web lesson editor that permits faculty to easily create engaging, interactive learning objects that can be incorporated into any online course. Examples of objects that can be created include: games (flashcards, image labeling, image hotspot activities, matching games, crosswords), assessments (multiple choice, multiple answer, short answer, true/false, matching, and ordering) and pop-ups (text annotations to define terminology, or enhance the interactivity of your lesson content). Faculty want professional quality results, but don't have months to spend on the development of components for online courses. This software product creates professional looking results, fast. The presenters will demonstrate learning objects created for graduate and undergraduate business courses.

**SOUTHWEST ACADEMY OF MANAGEMENT
(SWAM)**

**March 6, 2010
(Saturday)**

1:30 p.m. – 3:00 p.m.

Majestic 6

TRACK TITLE **ORGANIZATIONAL BEHAVIOR (OB)**

SESSION D: **Exemplary Case Studies & Teams**

Session Chair: **Laurence Weinzimmer**, Bradley University

Discussants: **Chieh-Ming Chiang**, Benedictine University
Corey H. Thomas, TUI University
Yvonne S. Smith, University of La Verne

Multi-Leader Team Work: An Empirical Assessment of the Influences of Shared Leadership and Cohesion on Team Effectiveness

Josh Daspit, The University of North Texas

Victoria McKee, The University of North Texas

Nancy Boyd-Lillie, The University of North Texas

Enacting Flexibility in Practice: A Case in Geographically Distributed Software Work

Hyun Im

Does Familiarity Breed Contempt? An Examination of the Negative Outcomes of Familiarity in Groups

Tracey Rockett, The University of Texas, Dallas