

**SOUTHWEST ACADEMY OF MANAGEMENT  
(SWAM)**

**2005-2006 Officers**

President	Jon W. Beard, Purdue University
President Elect:	Gayle Baugh, University of West Florida
Program Chair	Darla Domke-Damonte, Coastal Carolina University
Program Chair Elect:	Larry Garner, Tarleton State University
Treasurer/Membership Chair:	Christine Miller, Tennessee Technological University
Secretary:	Sherry Sullivan, Bowling Green State University
Electronic Media Director:	Franz T. Lohrke, University of Alabama
Representatives at Large:	Scott Douglas, Binghamton University Julianna Lilly, Sam Houston State University George Puia, Saginaw Valley State University
Proceedings Editor:	Hongwei Du, California State University, East Bay
Newsletter Editor:	Chester Cotton, Texas A&M University – Commerce
Historian and Archivist:	Susan Hanlon, University of Akron
Past President:	Shawn Carraher, Cameron University

**CONGRATULATIONS!**

*CEO Tenure, Boards of Directors and Acquisition Performance*

**Bruce Walters**, Louisiana Tech University

**Mark Kroll**, Louisiana Tech University

**Peter Wright**, University of Memphis

**Recipient of the 2006 McGraw-Hill/Irwin Distinguished Paper Award**

**CONGRATULATIONS!**

**Jo Ann Duffy**, Sam Houston State University

**Recipient of the 2006 Thomson South-Western Outstanding Educator Award**

**TRACK CHAIRS**

*Business Policy and Strategy / Public and Nonprofit Issues*

Track Chair: Nan Muir Bodensteiner, University of Houston - Clear Lake

*Entrepreneurship / Small Business / Management Consulting*

Track Chair: Janice Black, New Mexico State University

*Research Methods / Health Care Management*

Track Chair: Bruce Walters, Louisiana Tech University

*Organizational Behavior / Organizational Communication*

Track Chair: Susan Hanlon, University of Akron

*Human Resources / Careers / Gender & Diversity in Organizations*

Track Chair: Alix Valenti, University of Houston - Clear Lake

*Management Education & Development / Management & Organizational Cognition / Social Issues in Management*

Track Chair: Nicholas Twigg, McNeese State University

*Operations Management / Technology & Innovation Management*

Track Chair: Frank Markham, Mesa State College

*International Management / Organizational & Management Theory / Critical Management Studies*

Track Chair: Jason Duan, Cameron University

*Organizational Development / Conflict Management*

Track Chairs: Therese Yaeger, Benedictine University  
Peter Sorensen , Jr., Benedictine University

*Faculty Learning and Innovation*

Track Chair: Tim Peterson , Texas A&M University

**SOUTHWEST ACADEMY OF MANAGEMENT  
(SWAM)**

**March 1, 2006  
(Wednesday)**

**Doctoral Student Consortium**

---

1:00 p.m. – 6:30 p.m.

Room 16

- 
- 1:00 – 1:15pm      **Welcome to the Doctoral Consortium and to the 2006 SWAM Meeting**
- Shawn Carraher, Past President, Southwest Academy of Management  
Darla Domke-Damonte, Program Chair, Southwest Academy of Management
- 1:15pm – 3:15pm      **Research and Requirements of Being A Faculty Member**
- Hints from Department Chairs*  
Jorge Mendoza, University of Oklahoma  
M. Ronald Buckley, University of Oklahoma  
John Courington, Cameron University
- Finding the Balance: Research, Teaching and Service as A New Faculty Member –  
Hints from a tenure track faculty member*  
Terrence Paridon, Cameron University
- 3:30 – 4:30pm      **Charting a Course to Becoming a Successful Senior Faculty Member**
- K. Michele Kacmar, University of Alabama, 2005 SWAM Outstanding Educator
- 4:30 – 5:00pm      **Meeting with the Southwest Academy of Management Officers**
- 5:00 – 6:30pm      **Consulting and Non-Academic Uses of the Doctorate**
- Therese Yaeger, Benedictine University  
Peter Sorensen, Benedictine University
- 6:30pm - ??      **Dinner Out**
- Take this opportunity to spend some time informally visiting with SWAM officers and representatives as you take in the culinary delights of a local Oklahoma City restaurant. Cost on your own.

Please note that the Doctoral Consortium will continue on Saturday morning at 8:30 am in Ballroom B.

**SOUTHWEST ACADEMY OF MANAGEMENT  
(SWAM)**

**March 2, 2006  
(Thursday)**

---

7:00 a.m. – 8:30 a.m.

Ballroom A

---

**MEETING: SWAM Officer's Meeting**

Presiding: **Jon W. Beard**, Purdue University  
*President, Southwest Academy of Management*

---

8:30 a.m. – 10:00 a.m.

Room 15

---

**SESSION A**

**HUMAN RESOURCES/CAREERS/GENDER AND DIVERSITY IN ORGANIZATIONS (#1)**

**Employer Commitment: Training and Hiring Decisions**

**Introduction to the Track: Alix Valenti, Track Chair, University of Houston - Clear Lake**

Session Chair: **Nan Muir Bodensteiner**, University of Houston - Clear Lake  
Discussants: **Debra Hunter**, Troy University-Atlanta  
**C. Douglas Johnson**, Georgia Southern University  
**Alix Valenti**, University of Houston - Clear Lake

*An Assessment of the Relative Impact of Various Factors on Transfer of Training at Different Organizational Levels*

**Theresa Weldy**, University of South Alabama

*A Training Readiness Approach to Training Effectiveness*

**Anju Metha**, Auburn University  
**Nikhil Mehta**, Auburn University  
**William Giles**, Auburn University

*Reneging on Employment Contracts: Insights and Lessons for Employers*

**Lisa Burke**, Louisiana State University in Shreveport  
**Amy Oakes Wren**, Louisiana State University in Shreveport

---

8:30 a.m. – 10:00 a.m.

Room 16

---

**SESSION B** *(continued on next page)*

**ORGANIZATIONAL BEHAVIOR / ORGANIZATIONAL COMMUNICATION (# 1)**

**Leaders: A Consideration of Types and Traits**

**Introduction to the Track: Susan Hanlon, Track Chair, University of Akron**

Session Chair: **Martin Crossland**, Oklahoma State University at Tulsa  
Discussant: **James Logan**, University of New Orleans

*Leader Influence Tactics Under Conditions of External Environmental Uncertainty*

**Mukta Kulkarni**, University of Texas at San Antonio  
**Dennis Duchon**, University of Texas at San Antonio

**SOUTHWEST ACADEMY OF MANAGEMENT  
(SWAM)**

**March 2, 2006  
(Thursday)**

*(continued from previous page)*

*Perceptions of Leadership Traits and Affective Behaviors: The Effect on US Presidential Election Success*

**David Albritton**, Northern Arizona University

**Sharon Oswald**, Auburn University

*Revisiting the Needs-Based Leader Profile: The Role of Power, Achievement, Affiliation and Activity Inhibition*

**Younhee Kim**, University of Montana

**Scott Douglas**, Binghamton University

---

8:30 a.m. – 10:00 a.m.

Room 17

---

**SESSION C**

**ENTREPRENEURSHIP / SMALL BUSINESS / MANAGEMENT CONSULTING (# 1)**

**Innovations and Traditions in Entrepreneurship and Small Business Arenas**

**Introduction to the Track: Janice Black, Track Chair, New Mexico State University**

This initiating symposium pulls together two of our track areas and our conference theme. The initial exposure to formal academic entrepreneurship, the interaction with venture capitalists, and the relationship with the board while being a privately held firm illustrate the need to both innovate and hold fast to what has worked in the past.

Session Chair: **Suzanne Clinton**, Cameron University

Discussant: **Karen Middleton**, University of Texas - Corpus Christi

*Faculty Attitudes and Perceived Fairness in Assigning Grades toward Student Risk Taking in a Testing Situation*

**Phil Vardeman**, Abilene Christian University

**Darryl L. Jinkerson**, Abilene Christian University

*Venture Capital and the Entrepreneur's Network*

**Tyge Payne**, University of Texas at Arlington

*What about Boards of Directors of Privately Held Firms?*

**Vance Fried**, Oklahoma State University

**SOUTHWEST ACADEMY OF MANAGEMENT  
(SWAM)**

**March 2, 2006  
(Thursday)**

---

8:30 a.m. – 10:00 a.m.

Room 18

---

**SESSION D**

**INTERNATIONAL MANAGEMENT, ORGANIZATIONAL AND MANAGEMENT THEORY,  
CRITICAL MANAGEMENT STUDIES (# 2)  
Organizational and Management Theory**

**Introduction to the Track: Jason Duan, Track Chair, Cameron University**

Chair: **Aaron Kelley**, Ohio University  
Discussants: **Paul Johnson**, Oklahoma State University  
**Hasip Ograk**, University of Texas - Pan American  
**Karin Klenke**, Regent University

*Conceptualizing Corporate Social Responsibility: Leadership Challenges and Responsibilities*  
**Karin Klenke**, Regent University

*Inter-Principal Goal Conflict*  
**Paul Johnson**, Oklahoma State University

*Evolution of Interorganizational Relationships: Webster's Continuum Re-visited*  
**Hasip Ograk**, University of Texas - Pan American  
**Michael Minor**, University of Texas - Pan American

---

8:30 a.m. – 10:00 a.m.

Room 19

---

**SESSION E**

**FACULTY LEARNING AND INNOVATION (# 1)  
Applying the Principles of Andragogy (Adult Learning Theory) to the College Classroom**

**Introduction to the Track: Tim Peterson, Track Chair, Texas A&M University**

Symposium Leaders: **Larry Garner**, *Tarleton State University*  
**Barbara Lyon**, *Tarleton State University*  
**Claudette Peterson**, *Oklahoma State University*

This workshop will introduce the participants to the theory of Andragogy, or how adults learn. As the students of our college classrooms are adults, Andragogy is most appropriate to understanding how our students learn and thus an appropriate framework for the design of learning experiences in our courses and classrooms. The workshop will give participants strategies for applying these principles to the design of their course and classroom learning activities.

**SOUTHWEST ACADEMY OF MANAGEMENT  
(SWAM)**

**March 2, 2006  
(Thursday)**

---

10:00 a.m. – 10:30 a.m.

Ballroom C

---

**FBD Coffee Break**

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!

---

10:30 a.m. - Noon

Room 15

---

**SESSION A**

**MANAGEMENT EDUCATION AND DEVELOPMENT / MANAGEMENT AND ORGANIZATIONAL COGNITION / SOCIAL ISSUES IN MANAGEMENT (# 1)  
Ethics/Social Responsibility**

**Introduction to the Track: Nicholas Twigg, Track Chair, McNeese State University**

Chair: **Sandra Hartman**, University of New Orleans  
Discussants: **Tim Peterson**, Texas A & M University  
**Gayle Baugh**, University of West Florida

*Men and Women and Shifting Ethics: A Pilot Study of Gender Differences in Ethical Shift*  
**Stan Williamson**, University of Louisiana at Monroe  
**Robert Stevens**, University of Louisiana at Monroe  
**Bruce Walker**, University of Louisiana at Monroe  
**Henry Cole**, University of Louisiana at Monroe

*Corporate Social Performance and the Resource-Based View: A Classic Example of Win-Win*  
**Bryan Dennis**, Idaho State University  
**Jeffrey Houghton**, Abilene Christian University  
**Christopher Neck**, Virginia Polytechnic Institute and State University

**SOUTHWEST ACADEMY OF MANAGEMENT  
(SWAM)**

**March 2, 2006  
(Thursday)**

---

10:30 a.m. - Noon

Room 16

**SESSION B**

**OPERATIONS MANAGEMENT, TECHNOLOGY AND INNOVATION MANAGEMENT (# 1)  
Technology and Innovation Strategies**

**Introduction to the Track; Frank Markham, Track Chair, Mesa State College**

Chair: **Chi Lo Lim**, Northwest Missouri State University  
Discussants: **Suresh Gopalan**, Winston Salem State University  
**Terry Coalter**, Northwest Missouri State University  
**Richard Vail**, Mesa State College

*Formalizing Service Profit Chain Theory by Building an Agent-Based Model*  
**Richard Vail**, Mesa State College

*An Antecedent- Behavior-Consequence Model of Total Quality Management Commitment: Industry Strategy; and Managerial Determinant*  
**Mark Brown**, Bradley University  
**Larry Weinzimmer**, Bradley University  
**Ross Fink**, Bradley University

*RFID and Its Applications*  
**Hongwei Du**, California State University - East Bay

---

10:30 a.m. - Noon

Room 17

**SESSION C**

**INTERNATIONAL MANAGEMENT, ORGANIZATIONAL AND MANAGEMENT THEORY,  
CRITICAL MANAGEMENT STUDIES (# 1)  
Let's talk about FEMA**

The purpose of this symposium is to explore the intergovernmental decision points leading up to and following the government's response to the natural disasters created in Louisiana, Mississippi, Alabama and Texas by Hurricanes Katrina and Rita in August and September of 2005. We will focus especially on those decisions of FEMA officials and discuss FEMA in terms of a high reliability organization, one which is involved with minimizing the risks and speeding recovery time involved in such disasters. In addition to the responsibility of FEMA, we will discuss what decision points at the state and local levels of government which help to explain the perceived lack of intergovernmental capacity to provide emergency aid.

Chair: **Aubree Helvey**, Cameron University  
Discussants: **Shawn Carraher**, Cameron University

*Is FEMA a High Reliability Organization? The Role of Intergovernmental Policy in Disaster Preparedness*  
**Janie R. Gregg**, Mississippi University for Women  
**James D. Ward**, Mississippi University for Women  
**Brian Anderson**, Mississippi University for Women  
**Suzanne Clinton**, Cameron University



**SOUTHWEST ACADEMY OF MANAGEMENT  
(SWAM)**

**March 2, 2006  
(Thursday)**

---

10:30 a.m. - Noon

Room 18

---

**SESSION D**

**FACULTY LEARNING AND INNOVATION (# 2)  
An Approach to Assisting Small Firms Through a College of Business**

Symposium Leader: **R. Henry Migliore**, Oklahoma State University

The College of Business can assist small business through senior- and graduate-level class assignments and projects. This session will focus on how to develop the capstone policy course and a special problems course to make a contribution to the local business community.

---

10:30 a.m. - Noon

Room 19

---

**SESSION E**

**ORGANIZATION DEVELOPMENT / CONFLICT MANAGEMENT (# 2)  
Changing Dimensions of Leadership**

**Introduction to the Track: Therese Yaeger, Benedictine University & Peter Sorensen, Jr., Benedictine University, Track Chairs**

Session Chair: **Vincent Pelletiere**, Aurora University

*The Leadership Aesthetic*  
**Debra Orr**, Roosevelt University

*Sustaining Appreciative Change: The Leader's Role in Sustaining Appreciative Change*  
**Sarah Malone**, Benedictine University

*The Conditions for and Relation of CEO Succession to Organizational Strategy*  
**Susan Quandt**, Benedictine University

---

12:00 p.m. – 1:30 p.m.

---

**Lunch Break**

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 2, 2006  
(Thursday)**

---

1:30 p.m. – 3:00 p.m.

Room 15

---

**SESSION A**

**HUMAN RESOURCES / CAREERS / GENDER AND DIVERSITY IN ORGANIZATIONS # 2**  
**Membership in Organizations: Effect of Unequal Treatment**

Chair: **Alix Valenti**, University of Houston Clear Lake  
Discussants: **Vanessa Hill**, University of Louisiana Lafayette  
**Donald Mosley**, University of South Alabama

*Promoting Diversity in the Community College System of Harold Washington College*  
**Keenan Andrews**, Colorado Technical University

*Minority Dropout Rates and Compensation Inequities*  
**Jeff Snell**, Eastern Illinois U

---

1:30 p.m. – 3:00 p.m.

Room 16

---

**SESSION B**

**ORGANIZATIONAL BEHAVIOR / ORGANIZATIONAL COMMUNICATION (# 2)**  
**Identity Issues: The Impact of Prestige, Roles and Fit**

Chair: **Sonya Brewster**, Oklahoma State University  
Discussant: **Margaret White**, University of Oklahoma-Tulsa

*Individual Temporal Preferences, Job Temporal Dimensions, and Role Stress: A Person-Job Fit Perspective*

**Tejinder Billing**, University of Memphis  
**Robert Renn**, University of Memphis  
**Deblmalya Mukherjee**, University of Memphis

*Construed External Image and Organizational Identification: A Test of the Moderating Influence of Need for Esteem*

**Jerry Bryan Fuller**, Louisiana Tech University  
**Laura Marler**, Louisiana Tech University  
**Kim Hester**, Arkansas State University  
**Len Frey**, Arkansas State University  
**Clint Relyea**, Arkansas State University

*Extending the Group Engagement Model: An Examination of the Interactive Effects of Prestige, Respect, and Employee Role Identity*

**Jerry Bryan Fuller**, Louisiana Tech University  
**Kim Hester**, Arkansas State University  
**Tim Barnett**, Mississippi State University  
**Danielle Beu**, West Virginia University  
**Len Frey**, Arkansas State University  
**Clint Relyea**, Arkansas State University

**SOUTHWEST ACADEMY OF MANAGEMENT  
(SWAM)**

**March 2, 2006  
(Thursday)**

---

1:30 p.m. – 3:00 p.m.

Room 17

---

**SESSION C**

**ENTREPRENEURSHIP / SMALL BUSINESS / MANAGEMENT CONSULTING (# 2)  
Opportunity, Emergence and Assessment Issues in Small Businesses**

Chair: **Kathy Voelker**, University of North Texas

*When Opportunity Knocks, Is Anybody Listening?*

**Karen L. Middleton**, Texas A&M - Corpus Christi

**Kent Byus**, Texas A&M - Corpus Christi

*A 5-year Predictive Validation Study of a Customer Service Orientation Measure in an Entrepreneurial Information Services Organization*

**Shawn Carraher**, Cameron University

**M. Ronald Buckely**, Cameron University

**Jorge Mendoza**, Cameron University

---

1:30 p.m. – 3:00 p.m.

Room 18

---

**SESSION D**

**INTERNATIONAL MANAGEMENT, ORGANIZATIONAL AND MANAGEMENT THEORY,  
CRITICAL MANAGEMENT STUDIES (# 5)**

**Organizational Responses to Political Risk**

Chair: **John Bachelor**, Cameron University

Discussants: **Jay Van Wyk**, Tilburg University

**Aaron Kelley**, Ohio University

*Organization Design in Online Newsroom: Responses to Political Environmental Pressures*

**Aaron Kelley**, Ohio University

**Xiaopeng Wang**, Ohio University

*Political Sources of International Business Risk*

**Jay Van Wyk**, Tilburg University

**SOUTHWEST ACADEMY OF MANAGEMENT  
(SWAM)**

**March 2, 2006  
(Thursday)**

---

1:30 p.m. – 3:00 p.m.

Room 19

**SESSION E**

**FACULTY LEARNING AND INNOVATION (# 3)**

**New approaches for grading papers with your red pen – Your electronic red pen, that is!**

Symposium Leader: **Martin D. Crossland**, Oklahoma State University

Do you have students submit their work to you by email or in other electronic forms? Join Dr. Marty Crossland as he demonstrates some novel new ways he is using a Tablet PC to annotate and grade all the homework, term papers, and other work his students submit to him in electronic form. See how to use multiple ink colors, highlighting, and other cool tools (all erasable, too!) to write your feedback on the piece, and return it to the student just like you would on paper, except easier! You'll see how these techniques can be used for reviewing research papers for journals and conferences, too.

---

3:00 p.m. – 3:30 p.m.

Ballroom C

**FBD Coffee Break**

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!

---

3:30 p.m. – 5:00 p.m.

Room 15

**SESSION A**

**HUMAN RESOURCES / CAREERS / GENDER AND DIVERSITY IN ORGANIZATIONS (# 3)**

**Measuring Employee Perceptions and Sensitivity**

Chair: **C. Douglas Johnson**, Georgia Southern University

Discussants: **Theresa Weldy**, University of South Alabama

**Shawn Carraher**, Cameron University

*PSE: Development and Validation of the Production Self-Efficacy Scale*

**Don Mosley, Jr.**, University of South Alabama

**Scott Boyar**, University of South Alabama

**Charles Carson**, Samford University

**Allison Pearson**, Mississippi State University

*The Measurement of Equity Sensitivity: A Comparison of the Equity Preference Questionnaire and the Equity Sensitivity Instrument in Relation to Outcome Importance and Cultural Values*

**Kenneth Wheeler**, University of Texas at Arlington

**SOUTHWEST ACADEMY OF MANAGEMENT  
(SWAM)**

**March 2, 2006  
(Thursday)**

---

3:30 p.m. – 5:00 p.m.

Room 16

---

**SESSION B**

**BUSINESS POLICY AND STRATEGY / PUBLIC AND NONPROFIT ISSUES (# 1)  
Competition, Aggressiveness & Explosions**

**Introduction to Track: Nan Muir Bodensteiner, Track Chair, University of Houston - Clear Lake**

Chair: **Nan Muir Bodensteiner**, University of Houston - Clear Lake

Discussants: **Bruce Walters**, Louisiana Tech University

**Mavis Sauer**, University of Houston - Clear Lake

**Faiza Khoja**, University of Houston- Downtown

*How Much Intra-Firm Competition is Good or Bad for the Organization? Managing Intra-Firm Competition with Organizations*

**Faiza Khoja**, University of Houston- Downtown

**Gary Stading**, University of Houston- Downtown

*Performance as a Function of Strategic Aggressiveness*

**Laurence Weinzimmer**, Bradley University

**Ross Fink**, Bradley University

*Quake, Rattle & Explode: A Supply Chain Network Typology Derived from the Geological Theory of Plate Tectonics*

**Pamela Zelbst**, Sam Houston State University

**Betsy Torrez**, Sam Houston State University

---

3:30 p.m. – 5:00 p.m.

Room 17

---

**SESSION C**

**ENTREPRENEURSHIP / SMALL BUSINESS / MANAGEMENT CONSULTING (# 3)  
Pioneering the Entrepreneurship Field, Lessons Learned Along the Way & Insights into the Future: A Discussion among 3 Entrepreneurship Chairs**

Chair: **Janice A. Black**, New Mexico State University

Panel Members: **Duane Ireland**, Texas A & M University

**Lowell Busenitz**, University of Oklahoma

**Gregory Dess**, University of Texas, Dallas

Entrepreneurship research has gained in stature over the years. This symposium is an informal question and answer session with three entrepreneurship chairs and/or former entrepreneurship chairs about research, their impact, the future directions of the field and general responses to questions from the audience.

**SOUTHWEST ACADEMY OF MANAGEMENT  
(SWAM)**

**March 2, 2006  
(Thursday)**

---

3:30 p.m. – 5:00 p.m.

Room 18

---

**SESSION D**

**ORGANIZATION DEVELOPMENT / CONFLICT MANAGEMENT (# 3)**

**New paths in OD: Appreciative Dialogue**

Chair: **Debra Orr**, Benedictine University

*Cancellation of the African Debt: Can the Integration of the Action Research and Appreciative Inquiry into Appreciative Action Research Inquiry*

**Philip Mbeta**, Benedictine University

*Exploring Organizational Virtues Particularly Generosity*

**Mark Pranaitis**, Benedictine University

*The Role of Appreciative Inquiry and Generative Dialogue in Transforming an Organization*

*Experiencing a Merger and Acquisition*

**Vince Sperduto**, Benedictine University

---

5:00 p.m. – 5:30 p.m.

Room 15

---

**2006 McGraw-Hill/Irwin Distinguished Paper**

Session Chair: **John K. (Ken) Masters**, Louisiana State University in Shreveport  
*2005 SWAM Distinguished Reviewer*

*CEO Tenure, Boards of Directors and Acquisition Performance*

**Bruce Walters**, Louisiana Tech University

**Mark Kroll**, Louisiana Tech University

**Peter Wright**, University of Memphis

---

5:30 p.m. – 6:30 p.m.

Ballroom B

---

**Meeting: Southwest Academy of Management Annual Business Meeting**

Presiding: **Jon W. Beard**, Purdue University  
*2005 – 2006 President, Southwest Academy of Management*

Greetings: **Denise Rousseau**, Carnegie Mellon University  
*Immediate Past President, Academy of Management*

All members of the Southwest Academy of Management are invited and encouraged to attend this meeting to discuss SWAM issues of importance. New officers and other individuals who have made a contribution to the program will be introduced. Please don't miss this meeting – as we will also be giving out a free drink ticket to the reception on Friday evening!

**SOUTHWEST ACADEMY OF MANAGEMENT  
(SWAM)**

**March 3, 2006  
(Friday)**

---

7:00 a.m. – 8:30 a.m.

Ballroom B

---

**SWAM Doctoral Student Breakfast with SWAM Officers and AOM Immediate Past President  
Denise Rousseau**

This event is open to all doctoral students participating in the SWAM meeting. Come join us for this opportunity to enjoy a light continental breakfast and discussion with SWAM officers and AOM Immediate Past President Denise Rousseau (Carnegie Mellon University).

---

8:30 a.m. – 10:00 a.m.

Room 16

---

**SESSION A**

**HUMAN RESOURCES / CAREERS / GENDER AND DIVERSITY IN ORGANIZATIONS (# 4)  
Cross-Cultural and Global Issues in HRM**

Chair: **Suzanne Clinton**, Cameron University  
Discussants: **Tracey Rockett Hanft**, University of Texas at Dallas  
**Keenan Andrews**, Colorado Technical University

*Do Mentors Make a Difference in Expatriate Career Outcomes?: An Empirical Examination of Home and Host Country Mentoring*

**Shawn Carraher**, Cameron University  
**Sherry Sullivan**, Bowling Green State University  
**Madeline Crocitto**, SUNY- Old Westbury

*Reactions to Different Levels of Personalized, Written Performance Feedback: The Moderating Effect of Personal Orientation*

**Feruzan Irani**, Auburn University  
**William Giles**, Auburn University  
**Hubert Feild**, Auburn 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!

**SOUTHWEST ACADEMY OF MANAGEMENT  
(SWAM)**

**March 3, 2006  
(Friday)**

---

8:30 a.m. – 10:00 a.m.

Room 17

---

**SESSION B**

**MANAGEMENT EDUCATION AND DEVELOPMENT / MANAGEMENT AND ORGANIZATIONAL COGNITION / SOCIAL ISSUES IN MANAGEMENT (# 2)  
Classroom Methods in Business Ed**

Session Chair: **Tim Peterson**, Texas A & M University  
Discussants: **Pat Fitzgerald**, Oklahoma City University  
**Tim Peterson**, Texas A&M University  
**Larry Garner**, Tarleton State University

*Powerful or Pointless: The Use of PowerPoint in Business Education*

**Karen James**, Louisiana State University in Shreveport  
**Lisa Burke**, Louisiana State University in Shreveport

*Applying the Cognitive Theory of Multimedia Learning in Management Education*

**Lisa Burke**, Louisiana State University in Shreveport

*Learning to Appreciate Diversity in Work Groups: The Scavenger Hunt*

**Allayne Pizzolatto**, Nicholls State University  
**Sonya Premeaux**, Nicholls State University

---

8:30 a.m. – 10:00 a.m.

Room 18

---

**SESSION C**

**FACULTY LEARNING AND INNOVATION (# 5)  
What? Me teach ethics?**

Symposium Leader: **Charlotte Sutton**, Auburn University

Quite often when the topic of teaching ethics comes up this is what we say. If you are one of these folks, come to this workshop and heard how Charlotte Sutton and a few of her colleagues go about teaching this slippery topic.

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, 2006  
(Friday)**

---

8:30 a.m. – 10:00 a.m.

Room 19

---

**SESSION D**

**ORGANIZATION DEVELOPMENT / CONFLICT MANAGEMENT (# 4)  
The New OD: Strategic Organization Development**

**Symposium**

Coordinator: **Peter F. Sorensen, Jr.**, Benedictine University  
Panel Members: **Norman Carroll**, Dominican University  
**Mark Pranaitis**, Benedictine University  
**Vincent Pellettiere**, Aurora University  
**Susan Quandt**, Benedictine University  
**Therese Yaeger**, Benedictine University

This symposium provides a look at new concepts and approaches to OD across various organizations. The session focuses specifically on the developing concept of Strategic Organization Development in terms of management succession, the use of structural interventions, and new models of change management.

---

10:00 a.m. – 10:30 a.m.

Ballroom C

---

**FBD Coffee Break**

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!

---

10:30 a.m. - Noon

Room 15

---

**SESSION A**

**ORGANIZATIONAL BEHAVIOR / ORGANIZATIONAL COMMUNICATION (# 4)  
Dear Katrina: The University of New Orleans Response**

Chair: **Jim Logan**, University of New Orleans

This invited session will feature several stakeholders from the University of New Orleans providing their report and reflection what actually happened to them during and after Hurricane Katrina and what the future is likely to bring. Dr. Jim Logan, Associate Dean of the College of Business Administration will lead this discussion of organizational responsiveness and human experience during crisis conditions.

**SOUTHWEST ACADEMY OF MANAGEMENT  
(SWAM)**

**March 3, 2006  
(Friday)**

---

10:30 a.m. - Noon

Room 16

---

**SESSION B**

**MANAGEMENT EDUCATION AND DEVELOPMENT / MANAGEMENT AND ORGANIZATIONAL COGNITION / SOCIAL ISSUES IN MANAGEMENT (# 3)  
Learning Issues in the Business Classroom**

Session Chair: **Kyle Ristig**, Louisiana State University in Shreveport  
Discussants: **Pat Fitzgerald**, Oklahoma City University  
**Joan Mileski**, Texas A&M University, Galveston

*Group and Individual Level Factors Contribute to the Success of a Team Examination*  
**Lee Revere**, University of Houston - Clear Lake  
**Max Elden**, University of Houston - Clear Lake

*The Adult Attention Span: Implications for Business Education*  
**Lisa Burke**, Louisiana State University in Shreveport  
**Ruth Ray**, Louisiana State University in Shreveport

---

10:30 a.m. – Noon

Room 17

---

**SESSION C**

**INTERNATIONAL MANAGEMENT, ORGANIZATIONAL AND MANAGEMENT THEORY,  
CRITICAL MANAGEMENT STUDIES (# 4)  
History, Culture, and Country-Specific Situation**

Session Chair: **Nagarajan Ramamoorthy**, University of Houston-Victoria  
Discussants: **Norma Juma**, Washburn University  
**Vinh Nguyen**, Mississippi State University  
**Thongchai Srivardhana**, Louisiana State University

*Thailand: Southeast Asian Tiger or Historical Underachiever*  
**Thongchai Srivardhana**, Louisiana State University  
**John James Cater**, Louisiana State University

*Corporate Culture in India: A Study in Entrepreneurship*  
**Shawn Carraher**, Cameron University  
**Alvin Jackson**, Centurion American Development Group  
**Samuel Lane**, Lane Import

*Karl Marx and the Development of Management Theory: The Influences upon Vietnamese Situation*  
**Vinh Nguyen**, Mississippi State University

**SOUTHWEST ACADEMY OF MANAGEMENT  
(SWAM)**

**March 3, 2006  
(Friday)**

---

10:30 a.m. - Noon

Room 18

---

**SESSION D**

**FACULTY LEARNING AND INNOVATION (# 6)  
Crafting Effective Learning Environments for Graduate Students**

Symposium Leaders: **Charlotte Sutton**, Auburn University  
**Victor Sower**, Sam Houston State University  
**Dennis Smart**, Texas State University - San Marcos  
**Julianna Lilly**, Sam Houston State University  
**Jo Ann Duffy**, Sam Houston State University

A group of seasoned professors will begin the symposium by reflecting on how they have crafted an effective learning environment for graduate students. Their discussions, drawn from their own experience with graduate students, are intended to spark further discussion among the attendees about the important issues affecting the quality of the graduate student's learning experience. Dr. Jo Ann Duffy will moderate this exchange of views about effective graduate education.

---

12:00 p.m. – 1:30 p.m.

---

**Lunch Break**

---

1:30 p.m. – 3:00 p.m.

Room 15

---

**SESSION A**

**ENTREPRENEURSHIP / SMALL BUSINESS / MANAGEMENT CONSULTING (# 4)  
Publishing Entrepreneurship and Small Business Research: A Time with Editors**

Session Chair: **Brent Kinghorn**, New Mexico State University

*Panel Presentation 1: Current Trends in Entrepreneurship and Small Business Articles/Issue in the Journal of Business Strategies. Submission and Publication Tips.*

**Jo Ann Duffy**, Journal of Business Strategies

*Panel Presentation 2: Current Trends in Entrepreneurship and Small Business Articles/Issue in the Journal of Business & Entrepreneurship. Submission and Publication Tips.*

**Jane Licata**, Journal of Business & Entrepreneurship

This panel of editors of journals who publish work in our area will present the current state of the field in their journals, the processes of submission, revision and publication and address questions from the audience. What a great chance to visit with and get to know current editors!

**SOUTHWEST ACADEMY OF MANAGEMENT  
(SWAM)**

**March 3, 2006  
(Friday)**

---

1:30 p.m. – 3:00 p.m.

Room 16

---

**SESSION B**

**FACULTY LEARNING AND INNOVATION (# 7)  
Scholarly Teaching or The Scholarship of Teaching?**

Symposium Leader: **Tim O. Peterson**, Texas A&M University

Panel Presentations:

Outstanding teachers do not pose this as an either/or question. They understand why both are critical to the advancement of our profession. Join Tim Peterson, one of a select few named Master Teachers by the AACSB, as he leads a discussion about the difference between scholarly teaching and the scholarship of teaching and about how each of us needs to be involved in both.

---

1:30 p.m. – 3:00 p.m.

Room 17

---

**SESSION C**

**ORGANIZATION DEVELOPMENT / CONFLICT MANAGEMENT (# 1)  
Change Management: Emerging Issues and Perspectives**

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

*Assessing Change in Entrepreneurship Research*

**Shawn Carraher**, Cameron University

**Ronald Buckley**, Cameron University

**W.J. Mea**, Cameron University

*Emerging Principles of Change Management*

**Robert Kjar**, Benedictine University

*Multi-Dimensional Approach to assess an organization's need, readiness and risk for a planned change*

**Vincent Pellettiere**, Aurora University

*Aligning Values: Self, OB&D and Business*

**Greg Timberlake**, Timberlake Consulting

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, 2006  
(Friday)**

---

1:30 p.m. – 3:00 p.m.

Room 18

---

**SESSION D**

**AACSB International: Accreditation and Thought Leadership**

Invited Speaker: **Dan LeClair**, *Vice President and Chief Knowledge Officer*, AACSB

AACSB International is the premiere accrediting association for business schools worldwide and, as a thought leader, plays a vital role in identifying emerging issues and assisting business school leaders to confront and address the challenges they face. In this provocative session, AACSB's Chief Knowledge Officer will discuss the evolution of AACSB accreditation and issues of critical importance to business faculty, such as doctoral faculty shortages, the rankings dilemma, value of management education, ethics education, and the impact of research on practice.

---

3:00 p.m. – 3:30 p.m.

Ballroom C

---

**FBD Coffee Break**

---

3:30 p.m. – 5:00 p.m.

Room 15

---

**SESSION A**

**ORGANIZATIONAL BEHAVIOR / ORGANIZATIONAL COMMUNICATION (# 3)**

**Working Together: Moderators of Effectiveness**

Session Chair: **Teresa Weldy**, University of South Alabama

Discussant: **Tim Peterson**, Texas A&M University

*Justice-Aggression Research: Shortcomings and Future Research Directions*

**I.M. Jawahar**, Illinois State University

*Crystallization and Intensity of Norms: Development of a Multi-dimensional Instrument to Measure Prescriptive Social Norms*

**Troy Voelker**, University of North Texas

**Dwight Hite**, University of North Texas

**Tip M.A. Robertson**, University of North Texas

*Mediating Role of Strategic Choices Between Top Management Team Diversity and Firm Performance: Upper Echelons Theory Revisited*

**Satyanarayana Parayitam**, McNeese State University

**Bradley Olson**, University of Lethbridge

**Nicholas W. Twigg**, McNeese State University

**SOUTHWEST ACADEMY OF MANAGEMENT  
(SWAM)**

**March 3, 2006  
(Friday)**

---

3:30 p.m. – 5:00 p.m.

Room 16

---

**SESSION B**

**ENTREPRENEURSHIP / SMALL BUSINESS / MANAGEMENT CONSULTING (# 5)  
Entrepreneurship, Small Business & Management Consulting: A Time with Mentors**

Session Chair: **Brent Kinghorn**, New Mexico State University

*Optimizing Time Between Moments of Truth: The Structural Component of the Service Delivery System*

Author: **Kathy Voelker**, University of North Texas

Mentor: **Tyge Payne**, University of Texas at Arlington

*Marketing Research as Strategy: Creating Competitive Advantage Through Focused Marketing Research*

Author: **Micheal Latta**, Coastal Carolina University

Mentor: **Greg Dess**, University of Texas at Arlington

*Workplace Violence: Not Just for the "Big Boys"*

Authors: **Suzanne Clinton**, Cameron University

**Janie Gregg**, Mississippi University for Women

**James Chester**, Cameron University

Mentor: **Lowell Busenitz**, University of Oklahoma

---

3:30 p.m. – 5:00 p.m.

Room 17

---

**SESSION C**

**INTERNATIONAL MANAGEMENT, ORGANIZATIONAL AND MANAGEMENT THEORY,  
CRITICAL MANAGEMENT STUDIES (# 3)  
International Managerial Issues**

Session Chair: **Jay Van Wyk**, Tilburg University

Discussants: **Norma Juma**, Washburn University

**Brenda Geren**, West Texas A&M University

**Somnath Lahiri**, University of Memphis

*Compensation Satisfaction among employees of entrepreneurial and non-entrepreneurial organizations in the Baltics and the USA*

**Shawn Carraher**, Cameron University

**Jane Whitney Gibson**, Nova Southeastern University

**Ronald Buckley**, University of Oklahoma

*Offshore Outsourcing: How Theoretical Perspectives Can Guide Practice*

**Somnath Lahiri**, University of Memphis

*Selecting International Strategic Partner: Courtship, Marriage and Divorce...the Inevitable Path?*

**Norma Juma**, Washburn University

**Jennifer Sequeira**, University of Southern Mississippi

**SOUTHWEST ACADEMY OF MANAGEMENT  
(SWAM)**

**March 3, 2006  
(Friday)**

---

3:30 p.m. – 5:00 p.m.

Room 18

---

**SESSION D**

**FACULTY LEARNING AND INNOVATION (# 4)**

**Something for Everyone: Tips on Incorporating Multiple Teaching Approaches in the Classroom**

Symposium Leader: **K. Michele Kacmar**, University of Alabama  
*2005 SWAM Outstanding Educator*

To maximize learning, professors should present course material in a variety of ways. This session will offer an opportunity to participate actively in experiential learning while we review some of the many ways in which classroom knowledge can be imparted.

---

3:30 p.m. – 5:00 p.m.

Room 19

---

**SESSION E**

**Evidence-Based Management: Implications for Teaching Practice**

Presenter: **Denise Rousseau**, Carnegie Mellon University  
*Immediate Past President, Academy of Management*

Join us for this insightful teaching seminar on evidence-based management from AOM Immediate Past President Denise Rousseau.

---

5:00 p.m. – 6:00 p.m.

Room 16

---

**Meeting: Planning for the 2007 SWAM Meeting**

Presiding: **Larry Garner**, Tarleton State University  
*2007 SWAM Program Chair*

Please join us for this event to share ideas and formats for the 2007 meeting. Larry Garner will lead the discussion to open up innovative ideas for managing next year's conference. All members of the Southwest Academy of Management are invited and encouraged to attend this meeting.

---

6:30 p.m. – 7:30 p.m.

Ballroom A

---

**SOUTHWEST ACADEMY OF MANAGEMENT RECEPTION**

Come join us for 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 4, 2006  
(Saturday)**

---

7:00 a.m. – 8:30 a.m.

Ballroom A

---

**SWAM OFFICERS' MEETING**

**Presiding:** **Gayle Baugh**, University of West Florida  
*2006 – 2007 SWAM President*

---

8:30 a.m. – 9:30 a.m.

Ballroom B

---

**SOUTHWEST ACADEMY OF MANAGEMENT DOCTORAL CONSORTIUM**

Coffee, Picture, and Research Networking Roundtable

---

9:30 a.m. – 11:45 a.m.

Room 15

---

**SOUTHWEST ACADEMY OF MANAGEMENT DOCTORAL CONSORTIUM**

9:30 - 10:00

*Staying Involved with SWAM ... what can you do?*

**Larry Garner**, Tarleton State University, 2007 SWAM Program Chair

10:15 - 11:45

*Getting Published: An Opportunity to Meet with the Editors*

**Jo Ann Duffy**, Sam Houston State University, Editor, Journal of Business Strategies

---

8:30 a.m. – 10:00 a.m.

Room 16

---

**SESSION A**

**JOINT SESSION BETWEEN FACULTY LEARNING AND INNOVATION AND  
MANAGEMENT EDUCATION AND DEVELOPMENT (# 1)  
Responsibility in Business Education: Grading and Skills Coverage**

Session Chair: **Nicholas Twigg**, McNeese State University

Discussants: **Nicholas Twigg**, McNeese State University  
**David Van Fleet**, Arizona State University

*Challenges of Implementing Broad Skills Across the Business Curriculum: Writing*

**Joan Mileski**, Texas A&M University at Galveston

*The Ethics of 0: The Moral Implications of Assigning a Sub-Failing Grade*

**Mark Phillips**, Abilene Christian University



**SOUTHWEST ACADEMY OF MANAGEMENT  
(SWAM)**

**March 4, 2006  
(Saturday)**

---

8:30 a.m. – 10:00 a.m.

Room 17

**SESSION B**

**ENTREPRENEURSHIP / SMALL BUSINESS / MANAGEMENT CONSULTING (# 6)  
Entrepreneurship Centers & Outreach: Examples from the Southwest**

As the entrepreneurship area has grown academically, more and more universities are seeing this area as the way that they can contribute to the economic development of their communities. This is a panel of center directors from the top 100 Entrepreneurial Colleges and Universities according to Entrepreneur magazine that are located in the southwest. They will address the development of entrepreneurship centers and other outreach. Come and see what they are doing and how they have made an impact in their areas.

Session Chair: **Rebecca Luce**, Texas Christian University

*The McGuire Entrepreneurship Program and the Karl Eller Center of the University of Arizona*  
**Sherry Hoskinson**, University of Arizona

*The Murphy Enterprise Center of the University of North Texas*  
**Eileen Resnick**, University of North Texas

*Wichita State University's Center for Entrepreneurship*  
**Don Hackett**, Wichita State University

*The Entrepreneurship Center of the Michael F. Price College of Business of the University of Oklahoma*  
**Jim Wheeler**, University of Oklahoma

---

8:30 a.m. – 10:00 a.m.

Room 18

**SESSION C**

**BUSINESS POLICY AND STRATEGY / PUBLIC AND NONPROFIT ISSUES (# 2)  
Strategic Decisions: Visions, Tenure and Trust**

Session Chair: **Daniel Jennings**, Texas A&M University  
Discussants: **Ralph Parrish**, University of Central Oklahoma  
**Nan Muir Bodensteiner**, University of Houston - Clear Lake

*Vision Statement Word Choices in Relation to Organizational Role*  
**William Price**, University of Texas - Permian Basin

*Intra- and Inter-Organizational Trust Decision-Making Strategy: A Systemic Rethinking*  
**Kuei-Hsien Niu**, University of North Texas  
**Patti Collect**, University of North Texas

**SOUTHWEST ACADEMY OF MANAGEMENT  
(SWAM)**

**March 4, 2006  
(Saturday)**

---

10:30 a.m. – Noon

Room 16

---

**SESSION A**

**HUMAN RESOURCES / CAREERS / GENDER AND DIVERSITY IN ORGANIZATIONS (# 5)  
Majority Influences over Minority Interests**

Session Chair: **Tracey Rockett Hanft**, University of Texas at Dallas  
Discussants: **Suzanne Clinton**, Cameron University

*Can Organizational Dress Codes Violate Title VII? Jespersen v. Harrah's Operating Co., Inc. and Sex-Differentiated Appearance Policies*

**Robert K. Robinson**, University of Texas of the Permian Basin  
**Geralyn McClure Franklin**, University of Texas of the Permian Basin  
**Karen Epermanis**, University of Mississippi

*The Giraffe Effect: A Case Analysis of Status Hierarchy in a Professional Organization*  
*Vanessa Hill, Georgia Southern University*

**C. Douglas Johnson**, Georgia Southern University  
**Anthony Barilla**, University of Louisiana Lafayette

---

10:30 a.m. – Noon

Room 17

---

**SESSION B**

**JOINT SESSION BETWEEN SOCIAL ISSUES IN MANAGEMENT AND TECHNOLOGY AND  
INNOVATION MANAGEMENT (# 1)  
Managerial Innovation and Social Issues**

Session Chair: **Joan Mileski**, Texas A&M University - Galveston  
Discussants: **Joan Mileski**, Texas A&M University – Galveston  
**Chi Lo Lim**, Northwest Missouri State University  
**Nicholas Twigg**, McNeese State University

*Follower propensity to commit crimes of obedience: The role of leadership beliefs*  
**Kim Hinrichs**, Minnesota State University

*Joanna Cotton Mills: The Story of W.H. Regnery and His Company, Innovative Management in the 1950s*  
**Larry Garner**, Tarleton State University

*Environmental Reporting of Global Corporations: A Content Analysis Based on Website Disclosures*  
**Anita Jose**, Hood College  
**Shang-Mei Lee**, Hood College

**SOUTHWEST ACADEMY OF MANAGEMENT  
(SWAM)**

**March 4, 2006  
(Saturday)**

---

10:30 a.m. – Noon

Room 18

---

**SESSION C**

**ORGANIZATION DEVELOPMENT / CONFLICT MANAGEMENT (# 5)  
The New OD: The Promise of International OD**

**Symposium**

Coordinator: **Therese Yaeger, Benedictine University**

Panel Members: **Robert Kjar, Benedictine University**  
**Philip Mbeta, Benedictine University**  
**Mambo Mupepi, University of Michigan Health System**  
**Sarah Malone, Benedictine University**  
**Vince Sperduto, Benedictine University**

This symposium provides a look at concepts and issues associated with managing Organization Development processes across national boundaries. Increasing rates and scope of change have forged tremendous opportunities for international consulting work, particularly for organization development (OD) consultants, who can play significant roles in creating the futures of corporations, governments, communities, and nonprofit organizations (Dannemiller & Jacobs, 1994). Globalization, however, is changing the markets and environments in which organizations operate. New governments, new leadership, new markets, new countries and new technology are emerging and creating a new global economy (Cummings & Worley, 2005) that presents unique opportunities and challenges for business and management. The complexities of international and global management have attracted scholarly and practitioner interest as business leaders face rapidly changing political and market structures.

---

10:30 a.m. – Noon

Room 19

---

**Session D**

**ENTREPRENEURSHIP / SMALL BUSINESS / MANAGEMENT CONSULTING (# 7)  
Entrepreneurship with a Twist**

This symposium presents work that takes the entrepreneurship venue and innovatively tweaks it. From applying entrepreneurship to novel settings or allowing the transference from unexpected sources, the three presentations are examples of innovation in our field.

Session Chair: **Frances Fabian, University of North Carolina - Charlotte**  
Discussant: **Shawn Carraher, Cameron University**

*Terrorism: An Entrepreneurial Perspective*

**Janice A. Black, New Mexico State University**  
**Brent Kinghorn, New Mexico State University**  
**Richard L. Oliver, New Mexico State University**

*Social Entrepreneurship: Current Trends, Emerging Framework*

**Rebecca Luce, Texas Christian University**

*Entrepreneurship Transfer from Developing Countries to Developed One*

**Mike Peng, University of Texas, Dallas**