

CONFERENCE PROGRAM SCHEDULE

WEDNESDAY APRIL 30, 2003

11:00 – 5:00 Registration (Coat Room)

Noon – 5:00 pm EAM Board of Governors' Meeting
- Camden I -

6:00 – 7:00 pm Reception for the EAM Board of Governors
in honor of Mzamo Mangaliso hosted by the Isenberg
School of Management, University of Massachusetts Amherst
- Camden II -

7:00 – 8:30 pm Welcome Buffet Dinner (Open to All)
- Harborview I -



THURSDAY MAY 1ST



Thursday
9am – Noon
Camden I

EAM BOARD OF GOVERNORS MEETING

Thursday
9am – Noon
Camden II

DOCTORAL CONSORTIUM

FACILITATORS

Mariann (Sam) Jelinek, College of William and Mary
Joan Weiner, Drexel University

Thursday
9am – Noon
Loch Raven I

CASE EMBRYO WORKSHOP

Panelists:

Carolyn Stumpf, Georgian Court College
Herbert Sherman, Southampton College - LIU
Terence P. Curran and Linda Richardson, Siena College

CASES

FOURTH NATIONAL BANK: PARTS A AND B

James S. Sagner

COMANCHEE

John W. Motay

FAST VIDEO

Alan B. Eisner and Robert F. Dennehy

WILLIAM TELL

George Schatz

BUD BLACK

John Wasserman

PHYSICIAN'S UNION

Ruth Ann Althaus and Brian J. McKenna

GETTING FROM A TO B

Jan Williams



Thursday

1:30 – 3:00

Severn I

CONFERENCE EXHIBITORS

Thursday

1:30 – 3:00

Severn II

STRUCTURES FOR STUDENT FEEDBACK AND SKILL BUILDING

Chair: Craig Tunwall, Empire State College

CASE-BASE MODELING TO ENHANCE SKILL DEVELOPMENT

Paul Lyons, Frostburg State University

Case-based modeling is an arrangement of instructional tasks. When the tasks are completed in an ordered sequence they help students learn how to shape and practice general and routine management skills. Case situations used with team research, study and practice provide the bases for skill identification and continuous improvement. The instructional approach and a brief experiment are demonstrated in this paper. The case-based modeling approach may be adapted to many different business disciplines where decision situations can be embedded in case material. The instructional approach enables teamwork, reinforces team effort, and enhances personal performance and self-efficacy.

LEARNING PERFORMANCE: VIRTUAL VS. TRADITIONAL FEEDBACK SEEKING

Alvin Hwang, Pace University

There has been increasing interest in using electronic medium for classroom interactions (Alavi, Yoo, & Vogel, 1997) despite very few empirical studies on their efficacy (Arbaugh, 2000a). Results from a pilot study comparing traditional feedback-seeking activities (Hwang, Ang & Francesco, 2002) and participation on the electronic discussion board showed that both in-class feedback seeking behaviors and use of the electronic discussion board have significant impact on grade performance. There were no significant differences between male and female students in hypothesized feedback-seeking to grade performance relationships. The implications of these findings are discussed.

QUIZZING FOR PREPAREDNESS

Paul Bacdayan, University of Massachusetts– Dartmouth

Quizzes represent a familiar instructor response to the problem of students who do not prepare for class. Alternatives to quizzing exist, however, and a sample of 78 management instructors provides data about the perceived efficacy of various techniques such as graded homework, cold calling, and inspirational speeches. The data also shed light on perceived drawbacks of quizzes, and on the actual practices of quizzers (e.g., number of quizzes given per semester, weight assigned to quiz scores).

Thursday

1:30pm – 3pm

Camden I

MONEY, MORALE, AND MOTIVATION

Chair: Elizabeth McCrae, Pennsylvania State University

IMPACT OF JOB INSECURITY ON PERCEPTIONS OF KEY ACCOUNT MANAGERS

William D. Reisel, St. John's University

Swee L. Chia, Pennsylvania State University-Abington

Cesar M. Maloles, California State University-Hayward

This paper examines the linkage between job insecurity and four key account management (KAM) outcomes: customer performance, effectiveness with customers, adaptiveness to changing competitive conditions, and esprit de corps. A total of 312 U.S. based employees responded to a survey instrument. The findings of this research suggest that the effects of job insecurity may negatively influence employee perceptions of the key accounts that are so vital to organizational performance. These findings were consistent for all four key account management outcomes and imply that organizations need to identify and respond to employee job insecurity. Implications for theory and practice are offered.

AN ORGANIZATIONAL LEVEL EXAMINATION OF THE IMPACT OF PERSONAL AND PROFESSIONAL LEADERSHIP AND NON-WILLING COOPERATION: DIRECT AND MEDIATED EFFECTS

Angelo Mastrangelo, Binghamton University - SUNY

Erik R. Eddy, The Group for Organizational Effectiveness
Steven J. Lorenzet, Rider University

A model of professional and personal leadership's impact on willing cooperation was developed and tested. Respondents provided perceptions of the leadership of their organizations and reported the extent they willingly cooperate with their organization's leadership. Perceptions of "organizational" leadership as opposed to individual leaders were measured. The direct effects of personal and professional leadership on willing cooperation were examined. Personal leadership was also examined as a mediator of professional leadership's impact on willing cooperation. Results revealed direct effects and support for a mediated model. Limitations as well as research and practical implications are discussed.

ORGANIZATIONAL COMMITMENT OF INFORMATION TECHNOLOGY PROFESSIONALS: ROLE OF TRANSFORMATIONAL LEADERSHIP AND WORK-RELATED BELIEFS

Priya Chandna, Xavier Labor Relations Institute, Jamshedpur, India
Venkat R. Krishnan, Xavier Labor Relations Institute, Jamshedpur, India

Impact of transformational leadership and five work-related beliefs (work ethic, Marxist, organizational, leisure ethic, and humanistic) on affective, continuance, and normative commitment was studied using 34 manager-subordinate pairs from information technology (IT) and 44 pairs from manufacturing organizations in India. Analyses of variance show that normative and continuance commitment, transformational leadership, and three beliefs--work ethic, Marxist, and organizational--are less in IT than in non-IT sector. Continuance and normative commitment continue to be lower even after controlling for beliefs. Transformational leadership appears to have no direct effect on commitment in non-IT and no effect at all in IT sector.

Thursday
1:30pm – 3pm
Camden II

CULTURE'S CONSEQUENCES AND THE GLOBAL WORKER

Chair: Beverly Sauer, Johns Hopkins University

HIGH PERFORMANCE MULTICULTURAL TEAMS: A CROSS CULTURAL COMMUNICATION PERSPECTIVE

Alexei V. Matveev, The College of Staten Island, CUNY
Richard G. Milter, Ohio University

Many multinational companies seek to carry out their organizational goals by employing multicultural teams. This article presents an analysis of the performance of multicultural teams from a cross-cultural communication perspective. A working definition of high performance multicultural teams and the challenges they face are discussed. Observations of American and Russian managers working in multicultural teams are reported to support the importance of cross-cultural communication competence in improving the performance of these teams. This article provides useful theoretical and practical information for international managers, consultants, learning designers, and educators.

PARTICIPATION, JUSTICE, AND EMPLOYEE OUTCOMES IN SAMPLE OF CHINESE EMPLOYEES

Thomas Begley, Northeastern University

Soon Ang, Nanyang Technological University

Linn Van Dyne, Michigan State University

In two-way interactions, Chinese employees lower on participation in decision making attended more to procedural justice as a predictor of job satisfaction, whereas those higher on participation attended more to distributive justice. In three-way interactions, when justice judgments were mixed, lower participation predicted higher organizational citizenship behavior and performance.

CROSS CULTURAL COMPARISON OF IMPACT OF ROLE STRAIN ON JOB PERFORMANCE: U.S. VS. CANADA

Robert Engle, Quinnipiac University

Melvin Prince, Southern Connecticut State University

This study reviews contributions that support the value of cross-cultural research between the USA and Canada. The present study extends what is known by testing cross-cultural differences in the impact of role strain on job performance, job satisfaction and life satisfaction with these two countries. The research literature suggesting similarities and differences between cultural patterns of these two societies are culled to generate hypotheses about relationships between these variables.

CULTURAL DIFFERENCES IN THE CONCEPT OF EMPLOYMENT RELATIONSHIPS PSYCHOLOGICAL CONTRACT IN KOREA

Min Soo Kim, Ph.D, Central Connecticut State University

I explored the cultural influence on the creation of employment relationship in Korea by using the concept of psychological contract, an unwritten agreement that individuals form based on their beliefs concerning the terms of an exchange agreement with their employer. The results of a series of semi-structured interviews with Korean samples revealed thirteen employer obligation items and fifteen employee obligation items, some of which were not included in the lists of obligations developed with American samples. The factor analyses for these obligation items did not confirm the 'transactional vs. relational' typology that has been used in the previous literature. Two different dimensions for the employer obligation and two different dimensions for the employee obligation were found through another series of semi-structured interviews.

Thursday

1:30pm – 3pm

Sassafras

ENTREPRENEURIAL EXPERIENCES

Chair. Kunal Banerji, Florida Atlantic University

TECHNOLOGY ENTREPRENEUR & EXPERIENTIAL EDUCATION: ISSUES AND OPPORTUNITIES

Michael V. Laric, University of Baltimore

Ann Patrice Rinker, University of Baltimore

Lanny Herron, University of Baltimore

This paper describes our experiences in teaching technological entrepreneurship using an experiential model. Ten years ago we created a graduate program for students from business, law, liberal arts, and engineering. The learning objectives of this program were the arts of commercialization, technology transfer, and entrepreneurship. In addition to learning from readings, lectures, and discussions, we formed the students into multi-disciplinary teams that applied what they were learning to leading edge technologies from locally accessible laboratories. The teams investigated market opportunities, engaged in commercial planning, and, where appropriate, moved the technologies into the commercial startup phase. A case study and implications are included.

WHAT DRIVES FIRM-LEVEL ENTREPRENEURIAL INITIATIVES?

Zeki Simsek, University of Connecticut

Michael H. Lubatkin, University of Connecticut

John F. Veiga, University of Connecticut

While firms engage in a variety of entrepreneurial initiatives, including innovation, venturing and strategic renewal, we know very little about what drives such initiatives. As a step toward understanding these drivers, we propose, test, and find support for a structural model of firm-level entrepreneurial initiatives (EI) using survey data from 495 firms. Our model positions unabsorbed slack as mediating the relationship between EI and three dimensions of the firm's competitive environment, munificence, dynamism, and complexity. As a step toward building a more comprehensive model, we also theorize the role of a firm's risk taking orientation and incentives as two salient mediators of the slack/EI relationship.

THE IMPACT OF SOCIAL NETWORKS ON SUCCESS RATES OF NASCENT ENTREPRENEURS ON EMPIRICAL INVESTIGATION

Scott L. Newbert, Rutgers University

Social networks are a chief source of the resources essential for the success of emerging organizations. This paper will argue and present empirical results demonstrating that the larger, the more age diverse, and the weaker the tie strength within an entrepreneurial social network, the greater the probability of establishing an operating business. In so doing, this paper not only supports the tenets of network theory, but also attempts to provide much needed theoretical and empirical rigor to entrepreneurship research as well as practical advice to nascent entrepreneurs as they face the high risk of failure associated with the start-up process.

Thursday

1:30pm – 3pm

Loch Raven I

CASE SESSION I

FACILITATORS

Mary Trefry, Sacred Heart University
Jill Woodilla, Sacred Heart University
Alan B. Eisner, Pace University

CASES

DOING BUSINESS IN THE MIDDLE EAST
David Desplaces

ELA RAMESH BHATT
Barbara C. Potter
John F. (Jack) McCarthy

Thursday
1:30pm – 3pm
Loch Raven II

HUMOR IN THE CLASSROOM: IS IT FUNNY OR NOT?

Moderators:
James P. Grinnell, Merrimack College
Theodore D. Peters, Merrimack College

Panel:
Laurel Goulet, United States Coast Guard Academy
Steven I Meisel, La Salle University
D. Kent Zimmerman, James Madison University

The panel will address the role of humor in the classroom – different types of humor, different messages, different audiences, and different outcomes! The richness of these discussions, derived jointly from panel members and solicited comments from the audience, will seek to establish a framework of what humor has created in the classroom, as well as to develop a working hypothesis of what humor could/should do in the classroom. Therefore, the panel audience will be invited to respond to the classroom humor model and to share their thoughts on the characteristics of what, if anything, they find funny in class.



Thursday
3:30pm – 5pm

Severn I

CONFERENCE EXHIBITORS

Thursday
3:30pm – 5pm
Severn II

GENDER, DIVERSITY, AND VOICE IN ORGANIZATIONS

Chair: Deborah Litvin, Merrimack College

BATTLE OF THE SEXES? THE IMPACT OF SEX-ROLE PROTOTYPES IN EVALUATING GUBERNATORIAL CANDIDATES

D. Anthony Butterfield, University of Massachusetts
Serge F. Voronov, University of Massachusetts
James P. Grinnell, Merrimack College

Using the Bem Sex-Role Inventory, data from 283 voting age students indicated that in the 2002 Massachusetts gubernatorial election an “Ideal Governor” was seen as masculine, confirming the preference for a masculine prototype seen in U. S. presidential election research. The male candidate, Mitt Romney, was seen as significantly higher on masculinity than femininity; the female candidate, Shannon O’Brien, was not, though her femininity scores were not higher than her masculinity scores. Romney won the election. Men and women differed slightly in their views of the candidates, but they agreed on the masculine leadership prototype.

THE IMPACT OF GENDER ON MANAGERIAL ASPIRATIONS: A STUDY OF COLLEGE STUDENTS

Sidka Nihal Colakoglu, Drexel University
Jeffrey H. Greenhaus, Drexel University

This study examined the mechanism by which gender influences the managerial aspirations of business college students. We found that gender indirectly affected managerial aspirations through its effects on three family-work orientation variables (family focus, anticipated employment gaps and relative career priority) and two career success attributes (status and time for family and self). The implications of these findings were discussed and directions for future research were presented.

VOICE LESSONS: TEMPERED RADICALISM AND THE USE OF VOICE AND SILENCE

W.E. Douglas Creed, Ph.D, University of Massachusetts-Boston

This paper explores the ontology of voice and silence in the context of tempered radicalism. The career experiences of gay and lesbian Protestant ministers illuminate key issues for understanding voice and silence in organizations. First, social actors’ discursive context provides genres and plots for the construction of self-hood that shape their use of voice and silence. Second, voice and silence are ambiguous, intertwined phenomena. When you are saying one thing, you are not saying another. Third, self-authorization – a form of institutional change agency – legitimates action that falls

outside institutional norms for authorized resistance, while also being enactments of institutional values and beliefs.

Thursday
3:30pm – 5pm
Severn III

THE INTERNATIONAL CONFERENCE EXPERIENCE: PORTO 2003

Chair, Theo Peridis, York University

Panel:

Heidi Vernon, Northeastern University

Kathy Dechant, Univ. of Connecticut

Dilip Mirchandani, Rowan University

Mahesh Joshi, George Mason University

Mzamo Mangaliso and **Anthony Butterfield**, University of Massachusetts

EAM's aspiration to be the most international of the five regional affiliates of the Academy of Management is advanced through the upcoming June 2003 conference in Porto, Portugal, as well as other activities that encourage all its members to explore the international dimensions and implications of their teaching and research endeavors. In this session, a number of individuals explore EAM's internationalization efforts and share their experiences and the benefits they derive from their involvement. Suggestions and an open invitation are extended to all that are interested to join in. Highlights of the Porto conference are presented together with the numerous opportunities to get involved.

Thursday
3:30pm – 5pm
Camden I

CAREER CONNECTIONS AND INTERRUPTIONS

Chair: Gayle Porter, Rutgers University

CONNECTING ACADEMICS & PRACTITIONERS

Allen Gibson, Seton Hall University

The purpose of this paper is to describe an example of business school collaboration and to suggest some possible generalizations of its merits. The paper explores how business schools in one state (New Jersey) undertook a collaborative effort to partner with the business community on a project that resulted in achieving important public-relations objectives in a cost-effective manner. The example illustrates how the interests of each individual institution may have been best served by collaboration with their possible "competitors".

PUBLIC SCHOOL INVOLVEMENT IN ECONOMIC DEVELOPMENT

P. Bacdayan, University of Massachusetts-Dartmouth

Survey data from 138 business faculty and 142 Chamber of Commerce leaders in New England indicate each group's support for five different areas related to economic development. The two receiving the highest joint ratings are 1) the teaching of degree programs, and 2) the overlap of teaching with technical assistance. Specific activities of shared interest include: internship/co-op programs, a placement office, degree programs for locally-employed adults, and non-degree skill training for working adults. Because faculty are not interested in some areas that business emphasizes, it may be useful to hire or ally with non-faculty resources in order to meet the full spectrum of community needs.

****OUTSTANDING EMPIRICAL PAPER AWARD****

NEGATIVE IMPACTS OF MANAGER CAREER INTERRUPTIONS:
DO THEY EVER END?

Frieda Reitman, Pace University

Joy Schneer, Rider University

As downsizing continues to be part of corporate life, this study examines the long-term impact of career interruptions on income and satisfaction. Effects are examined for MBAs who were surveyed three times over a thirteen-year period. The traditional model of a successful managerial career involved a steady climb up a corporate ladder and thus interruptions resulted in penalties. Current trends may help to mitigate the negative impact of a discontinuous career history. The findings of the study reveal that the negative impact continues even 25 years after the gap. Men's satisfaction appears to be impacted more than women's.

Thursday

3:30pm – 5pm

Camden II

ELA WORKSHOP: KALEIDESCOPE

COMPLICATING BOUNDARIES AS A METHOD FOR REDUCING CONFLICT IN
GROUPS

Karen Proudford, Morgan State University

Diversity can seem burdensome if individuals conclude that they cannot cognitively or emotionally handle the myriad of differences that may be generating conflict in a group. This workshop offers a structured dialogue format that enables individuals to become aware of their own group memberships and of the group memberships of others. Individuals are encouraged to discuss their group membership structures and their structures of advantage or disadvantage. The process undertaken complicates the boundaries in the group in a way that reduces the tendency for individuals to focus on a single difference -- such as race or gender -- as the source of dissension and conflict.

Thursday

3:30pm – 5pm

Sassafras

SYMPOSIUM: STUDENT PERCEPTIONS AND LEARNING

PANEL:

Regina Bento, University of Baltimore
Lanny Herron, University of Baltimore
Ed Kemery, University of Baltimore
Alan Rudolph, University of Baltimore

This symposium presents a cooperative model of web teaching and discusses the results of a multi-faculty study of online and face-to-face versions of the same course. Three of the presenters taught four concurrent sections of MGMT504 -OB/HR, an introductory core MBA course. Two of the sections used the original online version of the course, and two used a different version, taught both online and face-to-face. Students' perceptions and learning in the four environments were compared using a questionnaire, containing self-assessment and content/ application items based on the learning objectives of the course. Faculty perceptions and insights will also be discussed.

Thursday
3:30pm – 5pm
Loch Raven I

CASE SESSION II: TO LEAD OR NOT TO LEAD: IS THERE ANY QUESTION?

Facilitators

David Desplaces, University Of Rhode Island
John F. (Jack) McCarthy, Boston University
Ruth Ann Althaus, Saint Xavier University

CASES

BALANCING ACT

Mary Trefy

BENSONWOOD WOODWORKING

David T. Hapke
James C. Hall

CAREER CONNECTIONS COLLABORATIVE, INC.

Cynthia Ingols
Cathyann Swindlehurst

Thursday
3:30pm – 5pm
Loch Raven II

CitiStat: Effecting True Public Accountability through Comprehensive Performance Management

Chair: Timothy W. Edlund, Morgan State University

Speaker

Matthew D. Gallagher, Director of Operations, CitiStat Program,

Mayor's Office, City of Baltimore, MD

CitiStat is a data-driven accountability tool that has become an internationally renowned model for municipal performance management. It has helped transform Baltimore from what was once reputed to be "the deadliest city in the U.S."-with more than 300 homicides per year for over a decade- to a vibrant center where violent crime has been cut by 24 per cent. CitiStat is currently used to improve performance across 14 departments in this city of 650,000 people. See a live program demonstration and hear how Baltimore has saved over \$40 million (US) since adopting CitiStat in 2000.



Thursday
5:15 – 6:30pm
Loch Raven I & II

EAM KEYNOTE SPEAKER

MATTHEW PITTINSKY, CHAIRMAN, BLACKBOARD, INC.

Thursday
6:30 – 8:00pm
Harborview Ballroom

⌘ A SWELL BALTIMORE RECEPTION ⌘

Thursday
8:00 – 11:00pm
Camden I

Hospitality, Conversation, & Collegiality



FRIDAY MAY 2ND



Friday
8:15am – 9:45am
Severn I

CONFERENCE EXHIBITORS

Friday

8:15am – 9:45am

Severn II

PROFESSIONAL DEVELOPMENT WORKSHOP: INCREASING CAPACITY TO LEARN IN ORGANIZATIONS

Neal Chalofsky, The George Washington University

The purpose of this workshop is to explore and discuss on how to increase learning capacity. This innovative session is designed to involve participants in a different paradigm for learning and in actions that foster more meaningful learning at all levels of the organization. This session is applicable for academics, HR professionals, and managers who are interested in assisting others to achieve more meaningful workplace learning experiences.

Friday

8:15am – 9:45am

Severn III

SCHOLARLY TECHNOLOGY IN THE WILD: MEET THE E-JOURNAL EDITORS

Chair: Ted Peters, Merrimack College

Participants:

Steffen Bohm, Editor, '*ephemera: critical dialogues on organization*'

(www.ephemeraweb.org)

Campbell Jones, Editor, '*ephemera: critical dialogues on organization*'

(www.ephemeraweb.org)

Herb Sherman, Editor, *JBAM: Journal of Behavioral and Applied Management*

(www.jbam.org)

Ken Peffers, Editor-in-Chief, *JITTA: Journal of Information Technology Theory & Application* (<http://www.jitta.org/>)

Jeanie M. Forray, Editor-in-Chief, *OMJ: Organization Management Journal*

(www.wnec.edu/omj)

Over the past few years, a number of management-related Internet-only scholarly journals have been inaugurated or will soon be introduced into cyberspace. This is truly 'technology in the wild.' Online-only journals offer the academic community not only added venues for scholarly works but also the challenges and controversies of new publication outlets. However, these challenges and controversies do not simply mirror those of new print publications; they also speak to the legitimacy of the delivery system, as well as the benefits and drawbacks of a technology which functions without page limits or printing restrictions and with the ability to foster timely dialogue. This session will be a new service to the EAM membership.

Friday

8:15am – 9:45am

Camden I

OLD WINE IN NEW BOTTLES

Chair: Bonita Betters-Reed, Simmons College

IDENTIFICATION OF STRATEGIC GROUPS USING THE RESOURCE-BASED VIEW OF THE FIRM MARKET PRODUCT STRATEGIES AND MANAGERIAL MENTAL MODELS

Phillip H. Phan, Rensselaer Polytechnic Institute

Soo Hoon Lee, Morgan State University

Fan Gao, National University of Singapore

Drawing from various theoretical perspectives, this study proposes a framework to define, measure and validate strategic groups in the context of the Singapore hotel industry. It utilizes managerial mental models as well as the resource-based view of the firm to show the existence of strategic groups by converging them with market product strategies.

IMPROVISATION AND THE NPD PROCESS

Gary S. Lynn, Stevens Institute of Technology

Richard R. Reilly, Stevens Institute of Technology

Yassir M. Samra, Stevens Institute of Technology

For many years, the long established referred process for developing and commercializing new products has been called a phased-review or "Stage-Gate" system. When each phase or stage is executed proficiently the probability of success is increased. A recent modification to the formal "Stage-Gate" process was introduced by Cooper and Kleinschmidt, in which they assert that flexibility throughout the NPD process increases the odds of success (Cooper & Kleinschmidt, 1995). The purpose of this article is by using a large sample, to test whether or not improvisation increases the odds of faster product launch and greater new product success. Our results indicate that improvisation throughout the "Stage-Gate" system can have a positive impact on NPD.

ARE INTERMEDIARIES GOOD FOR ACQUISITIONS? INVESTIGATING THE SHORT-TERM AND LONG-TERM PERFORMANCE OF ADVISED AND UNADVISED DEALS

Patrizia Porrini, Long Island University

Investment bankers' and legal advisors' roles in acquisition transactions can influence acquisition performance. This study investigates agency conflicts between intermediaries and their acquisition clients in acquisition transactions by examining whether the presence of intermediaries in acquisition transactions correlates with short-term and long-term performance. The study examines a sample of 531 acquisitions completed between January 1, 1988 and December 31, 1998 and finds that acquirers' and targets' investment bankers and legal advisors correlate with both short-term and long-term performance.

SEQUENTIAL DECISIONS IN TECHNOLOGICAL ACQUISITIONS: A CONCEPTUAL FRAMEWORK OF ANTECEDENTS AND CONSEQUENCES

Jianfeng Wu, Purdue University
Beiqueng (Emery) Yao, University of Pittsburgh

In this study we develop a dynamic view of corporate acquisitions and treat related decisions as sophisticated planning processes rather than standalone events. We seek to explore major factors motivating firms to select sequential rather than outright acquisitions and also attempt to assess the impacts of ex ante cooperative experience on post-acquisition integration and performance. We propose that asymmetric information, exogenous uncertainty, and inadequate combinative capability may direct firms to sequential acquisitions. In addition, we suggest that ex ante cooperative experience contribute to post acquisition performance through knowledge sharing, trust building, and compatibility enhancement.

Friday
8:15am – 9:45am
Sassafras

DYSFUNCTIONS OF THE TECHNOLOGY JUNGLE

Chair: Filiz Tabak, Towson University

TECHNOLOGY GONE WILD: CONCERNS OF SELF-DEFINITION AND EXCESS
Gayle Porter, Rutgers University-Camden

The use of technology could be a pathway to more leisure and better realization of the whole person. Current trends, however, indicate that many people are having the opposite experience – technology creates constant connection to work and heavier demands on time. The direction of technological innovation in the past 50 years introduces new risks to well-being, expressed here as danger to individuals' development of clear, strong self-concept, as well as a susceptibility to excess in the form of work addiction, technology addiction, or an interwoven combination of the two.

THE EFFECT OF INFORMATION TECHNOLOGY ON JOB SKILLS
Xiaoya Liang, The University at Albany-SUNY
Janet H. Marler, The University at Albany-SUNY

This field study examined the impact of adopting and using two new IT systems on employees' perceptions of the changing nature of work in an accounting division of a large organization using longitudinal data over 5 years to compare pre- and post-intervention effects. Analyses of matched samples reveal significant changes in perceptions of the importance of analytical and social skills. Moderated hierarchical regression also shows job complexity is significantly related to increased use of computers but that these outcomes depend on whether the job involved routine service or knowledge work

INFORMATION TECHNOLOGY AS A DOUBLE-EDGED SWORD: A MODEL OF CYBER DYSFUNCTIONAL BEHAVIOR
Constant D. Beugre, Delaware State University

Drawing from the organizational behavior literature on dysfunctional behaviors, the present article develops a model of cyber dysfunctional behavior, which contends that information technology can be used as a medium for dysfunctional behaviors in organizations. Cyber dysfunctional behaviors include cyber destruction, cyber incivility, cyber loafing, and cyber theft. The model considers organizational policies related to computer use and Internet access and employee perceptions of fairness as antecedents of cyber dysfunctional behavior and control mechanisms as a potential moderator of the relationship between the antecedent variables and cyber dysfunctional behavior. Implications for practice and research are discussed.

Friday

8:15am – 9:45am

Loch Raven I

CASE SESSION: THE ART OF CASE WRITING

Chair: Alan Eisner, Pace University

Panel Speakers:

Cynthia A. Ingols, Simmons College

Jeannette Oppedisano, Southern Connecticut State University

John A. Seeger, Bentley College

Herbert Sherman, Southampton College, Long Island University

Description: Experienced case writers will discuss aspects of the case writing process and publishing strategies. All are welcome!

Friday

8:15am – 9:45am

Loch Raven II

ELA: BEST EXPERIENTIAL EXERCISES

Chair: Andra Gumbus, Sacred Heart University

EMOTIONS AT WORK: AN EXPERIENTIAL EXERCISE

Don E. Gibson, Fairfield University

This exercise explores how organizations affect individuals' feeling and expression of emotion. While recent attention by management theorists suggests that emotions are an important aspect of organizational life, I find that people's actual experience of emotions at work do not reflect this emphasis: workplace emotions remain, in large part, undiscussable. The purpose of this experiential exercise is to emphasize emotions as a central, rather than hidden, part of work life. In the exercise, students explore and discuss four emotion "episodes" from their work lives to learn about how organizations generate display rules for emotional expression and what this means for individual and organizational effectiveness.

A NEW WAY OF GETTING TO YES: USING FILM CLIPS AND A STUDENT NEGOTIATION EXERCISE TO TEACH PRINCIPLED NEGOTIATION

Sean M. Carroll, United States Coast Guard Academy

Craig A. Corl, United States Coast Guard Academy

Jonathan D. Heller, United States Coast Guard Academy

Since the publication of Fisher and Ury's (1981) *Getting to Yes*, management educators have searched for experiential ways for students to apply the concepts of principled bargaining in a classroom setting. And while exercises have been developed, we present a new way for educators and students to use principled bargaining concepts, utilizing both film and an experiential exercise. Session attendees will be shown a film clip, participate in a debriefing activity, be given a complete overview of the exercise and our experiences with it, and be provided with complete lecture notes on principled negotiation.

AN EXPERIENTIAL EXERCISE TO DEMONSTRATE PERSPECTIVES ON JOB DESIGN AND WORK ORGANIZATION

Kenneth E. Sumner, Montclair State University

Understanding work characteristics allows managers to understand ways work can be structured to enhance satisfaction, motivation, and productivity. This experiential exercise describes an in-class demonstration where teams of students applied various perspectives of work organization (e.g., scientific management, two-factor theory, job characteristics model, and sociotechnical systems) to work conducted by students assembling cardboard model cars. Using this experiential exercise, students were able to understand differences in perspectives and techniques to study jobs, and differences in theoretical systems to design jobs. Students were able to see the role job design plays in motivation, satisfaction, performance, leadership, and organizational effectiveness.



Friday

10:15am – 11:45am

Severn I

CONFERENCE EXHIBITORS

Friday

10:15am – 11:45am

Severn II

THE KNOWLEDGE OF TEAM BEHAVIOR

Chair: Stephen Betts, William Patterson University

TELLING TIME AND VIRTUAL TEAMS: THE IMPACT OF TECHNOLOGY ON BUSINESS COMMUNICATION

Gina Vega, Merrimack College

The Internet has had a significant impact on our style and method of communication in the business community. Telework and virtual teaming have created new work relationships and shifted our ability to be in touch and to work in teams. A model is presented that describes how organizational teams function at the nexus of the dimensions of Time and Place, taking into account strong ties and weak ties, social networks, and electronically mediated communication processes.

TEAMWORKING TECHNOLOGIES AND ORGANIZATIONAL BEHAVIOR

Diana Sharpe, Monmouth University

This paper is based on an ethnographic study of 'team based working' and develops a micro- level analysis of group processes and managerial control within alternative team contexts within one manufacturing company. It focuses on organizational behavior at the shop floor level following the introduction of a just-in-time, total quality management and team based system of work organization within a Japanese manufacturing subsidiary in the UK. The paper presents an analysis of how management sought to introduce and sustain these systems and a comparative analysis of worker responses across teams.

EMOTIONAL INTELLIGENCE IN SELF-MANAGED WORK TEAMS: PREDICTING PERFORMANCE ACROSS TASKS

Craig R. Seal, The George Washington University

D. Christopher Kayes, The George Washington University

Self-Managed Work Teams (SMWTs) provide an increasingly popular means to manage today's complex organizational environment. The role of emotional intelligence (EI) in teams is of growing interest as a means to improve SMWTs performance. The paper reports a study of 239 subjects in 47 teams performing three distinct task types. Results reveal that EI is predictive of team performance but specific emotional competencies that predict performance varies across task type. Future research is directed towards improving the psychometrics of EI and developing group level EI measures.

Friday

10:15am – 11:45am

Severn III

AN INTERACTIVE SESSION WITH PRINT JOURNAL EDITORS

Chair: Ellen A. Fagenson Eland, George Mason University

Participants:

Ellen Fagenson Eland, Associate Editor, *Academy of Management Executive*,
Don Bergh, Associate Editor, *Academy of Management Journal*, Pennsylvania
State University

James Bailey, Associate Editor, *Academy of Management Learning and Education*, The
George Washington University

Thomas Donaldson, Associate Editor, *Academy of Management Review*,
University of Pennsylvania

Katherine Klein, Associate Editor, *Journal of Applied Psychology*,
University of Maryland

Alison Konrad, Editor, *Group and Organization Management*, Temple University

Nicholas Carr, Editor at Large, *Harvard Business Review*

The session Chair will first introduce each of the Editors. The Editors will then
briefly address the following topics as it relates to their particular journal:

- * The mission statement of their journal, the journal's niche, and the
content and type of articles that are published
- * Guidelines to authors for the submission of articles, the acceptance and rejection rate
of the journal and the standards editor use when making decisions about manuscript
submissions
- * A discussion of the review process, exemplar papers and /or the most common errors
and greatest strengths of manuscripts submitted
- * The needs and wants of each journal such as ad hoc reviewers, articles on specific
topics, paper submission quality, on-line interaction forums and higher submission rates
- * The session Chair will then open the discussion up for questions and comments from
the audience.

Friday

10:15am – 11:45am

Camden I

CULTURE, KNOWLEDGE, & GLOBALIZATION

Chair: Peter Petersen, Johns Hopkins University

THE ROLE OF CULTURE ON KNOWLEDGE TRANSFER: THE CASE OF THE
MULTINATIONAL CORPORATION

Leyland M. Lucas, *Morgan State University*

Studies of multinational corporations have hinted at the importance of a country's culture
to their success, particularly in **CASES** where they affect knowledge transfer. However,
while the culture of the country where the acquiring subsidiary is located might be
important, also critical to the successful transfer of knowledge is the culture of the
country where the providing subsidiary is located. Building on Hofstede's cultural
dimensions, the argument is made that knowledge transfer between subsidiaries will
most likely be successful when subsidiaries are similarly located on the same cultural
dimension.

A SEVEN-COUNTRY EXPLORATION OF THE SOURCES OF ALIENATION

Moshe Banai, Baruch College

William D. Reisel, St. John's University

This study examines the influence of leadership style, job characteristics, and individual performance on alienation in seven countries, including China, Cuba, Germany, Hungary, Israel, Russia and the United States. 2501 workers and non-managerial administrators were surveyed between the years 1994 and 1998. It was found that job characteristics offered the most consistent prediction of alienation in the seven countries studied and that leadership also explained alienation, albeit to a lesser extent.

NEW RULES FOR GLOBAL COMPETITIVENESS IN THE TWENTY-FIRST CENTURY: EMPIRICAL EVIDENCE FROM WORLDWIDE BUSINESS LEADERS

Abdalla Hagen, Grambling State University

Morsheda Hassan, Grambling State University

Ahmad Tootoonchi, Frostburg State University

Rapid advancement in the information and communication technologies created a new landscape in global markets. Today, firms face complexity, uncertainty, ambiguity, and discontinuities in the environment. This study used a theoretical framework identifying major new rules for global competitiveness in the 21st century. Surveying a sample of business leaders worldwide, the results revealed that the participants agreed with the components of the suggested framework as the major new rules for competition in global markets. However, the participating business leaders indicated a different ranking order for these new rules from the ranking order suggested in the framework developed by Zahra (1999).

Friday

10:15am – 11:45am

Camden II

LEADING IN BAD TIMES, LEADING TO BETTER TOMORROWS

Chair: Maureen Keefe, SUNY at Old Westbury

LEADING BEYOND TRAGEDY: THE POWER OF THE LEADER'S PERSONAL IDENTITY AND ADAPTABILITY

John F. McCarthy, University of New Hampshire at Manchester

David J. O'Connell, St. Ambrose University

Douglas T. Hall, Boston University

This paper examines an organization living through tragedy and their leader, exploring the approaches taken toward three polarities that face most leaders in crises: Speed, Vision, and Power Sharing. We find that, in navigating traumatic situations, leaders must have a deep awareness of self and comfort with one's personal values and in communicating them to constituents. Secondly, leaders must also be highly adaptive, knowing how to respond appropriately to crisis. These two key success factors, personal identity and adaptability, are "metacompetencies," since they enable leaders to learn how to learn and serve as focal points for leadership development.

MORAL PURPOSE AND ORGANIZATIONAL RESILIENCE: SANDLER O'NEILL & PARTNERS, L.P. IN THE AFTERMATH OF SEPTEMBER 11, 2001.

Steven F. Freeman, Massachusetts Institute of Technology

Larry Hirschhorn, Center for Applied Research

Marc Maltz, Triad Consulting Group

This study explores the extraordinary recovery of Sandler, O'Neill & Partners, a firm that lost 39% of its workforce and its entire physical plant in the 9/11 attacks. We conducted extensive interviews as part of a novel team-based case study design adopted to ensure rigor in data collection and inductive analysis. Our analysis concludes that the primary source of Sandler O'Neill's remarkable post-attack performance has been a compelling invocation of moral purpose. We detail the mechanics of resilience in a culture that facilitated teamwork and self-management. Findings suggest that, depending on the nature of the crisis and the pre-crisis health of the organization, organizations may be generally more resilient than received wisdom would suggest.

LEADERSHIP CHANGE, VOID, AND RENEWAL: A CASE STUDY ON THE IMPACT AND IMPORTANCE OF LEADERSHIP TO SENSEMAKING IN ORGANIZATIONS

Elizabeth A. Hamilton, Boston College

Sensemaking is the process by which organization members "make sense" of and create meaning from organizational events. Sensemaking facilitates the development of a shared understanding of situations and events among organization members that is used to guide behavior and frame future actions. A primary role of a leader in any organization is to influence the sensemaking of organization members. Using a case study approach, this paper describes the impact that a leader's departure, sustained position absence, and subsequent reappointment of a new leader had on the sensemaking of a hotel sales department. By focusing on the absence of leadership, this paper contributes to the current organizational literature, which stresses the importance of the leadership role to sensemaking in organizations.

Friday

10:15am – 11:45am

Sassafras

ORGANIZATIONS ON THE CUTTING EDGE

Chair: Timothy Golden, Rensselaer Polytechnic University

INNOVATION SPEED IN THE SMALL AND MEDIUM SIZED ENTERPRISE

Michael A. Allocca, Pace University

Eric H. Kessler, Pace University

In this era of fast-paced technological change companies are frequently forced to quickly bring innovative products to a competitive marketplace. Small and medium-sized firms (SMEs) have played a key role in innovative contribution and growth of the global economy. Yet scholars disagree on innovative contribution as a function of firm size, and have failed to develop a model of size and innovation speed. We will make the case that SMEs face unique challenges regarding to new product development and then develop

a conceptual model and research propositions to facilitate the applicability of innovation speed models to the context of SMEs

INTERNATIONAL ALLIANCES IN THE TELECOMMUNICATIONS INDUSTRY: A CONTENT ANALYSIS OF MAJOR CASES

Refik Culpan, Pennsylvania State University

TOWARD A KNOWLEDGE-BASED VIEW OF ENTREPRENEURIAL INITIATIVES AND PERFORMANCE

Zeki Simsek, University of Connecticut

Michael H. Lubatkin, University of Connecticut and EM Lyon

Using a three dimensional measure of a firm's knowledge-based capabilities, we propose and test a structural model that sequentially links these capabilities and a market's information carrying capacity to the sum of the firm's innovation, venturing and renewal initiatives. In turn, entrepreneurial initiatives serve as the mechanism that links their antecedent influences to firm performance. Survey data from the CEOs of 495 small- to medium-size firms supports the proposed model.

Friday

10:15am – 11:45am

Loch Raven I

CASE SESSION III: CHOCOLATE, DOT.COMS, AND SNOWFLAKES

Facilitators

Donald H. Schepers, Baruch College

Barry Armandi, SUNY@ Old Westbury

Robert F. Dennehy, Pace University

CASES

HERSHEY FOODS

Terence P. Curran

Linda Richardson

Andrea Smith-Hunter

CORCORAN.DOT AND THE MANHATTAN REAL ESTATE BUSINESS

Alan B. Eisner

LAUNCHING NRS ASSOCIATES, LLC: LEAVING NO SNOWFLAKE UNTURNED

John E. Woodilla

MARCONI PLC

Ioannis Ashiotis

Marc Gartenfeld

Robert Mockler

Friday

10:15am – 11:45am

Loch Raven II

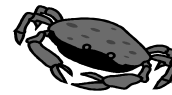
ELA WORKSHOP: DESIGNING EXPERIENTIAL EXERCISES, EXPERIENTIALLY

Facilitators

Terence Krell, *Western Illinois University – Quad Cities*

Joseph Seltzer, *La Salle University*

Many people use experiential activities in their classes, but often find a topic for which there seems to be no appropriate exercise. We suggest that you write your own exercise. We will discuss different types of exercises, give general guidelines for writing exercises of each type, and then provide an activity for people to gain experience in writing their own exercises.



Friday

Noon – 1:45pm

Harborview I & II

 **PRESIDENTIAL LUNCHEON** 

Friday

2pm – 3:30pm

Severn I

CONFERENCE EXHIBITORS

Friday

2pm - 3:30pm

Severn II

EXECUTIVE SPEAKER

Chair: **Regina Bento**, **University of Baltimore**

Panel:

Jay Steinmetz, CEO, Barcoding.com

David A. Shapiro, Director of Marketing, Barcoding.com

Bryan Berry, Barcoding.com

Executives will discuss the challenges of a high tech enterprise. Barcoding.com is a Baltimore-based technology company that installs and integrates wireless barcode systems utilizing handheld portable computing devices. Barcoding.com has provided wireless solutions for many companies within the manufacturing, distribution, and

warehousing industries. The company's capabilities range from on-site professional services to business-to-business e-commerce. Barcoding.com has been one of the first companies to install web-browser based technology on hand-held data collection devices.

Friday
2pm – 3:30pm
Severn III

THE BUSINESS OF HUMAN RIGHTS

Joseph H. Melrose, Jr. is a Senior Consultant on Counter-Terrorism to the U.S. State Department and former Ambassador to the Republic of Sierra Leone (1998-2001). He is currently Ambassador in Residence and Professor of International Relations at Ursinus College.

Mark Konrad is the founder and executive director of Global Importune (G.I.), a nonprofit human rights organization. Global Importune's goal is to promote respect for human rights and the prevention of human rights violations around the world. To explore the link between human rights and international business, Global Importune is also sponsoring a case writing series. Global Importune plans to award \$5,000 in funding to a grantee to write a high quality teaching case with full teaching notes for submission for publication.

Friday
2pm – 3:30pm
Camden I

HUMAN RESOURCE MANAGEMENT PRESENTATION: A EUROPEAN VIEW OF EMOTIONS AND AUTHENTICITY IN HUMAN RESOURCE MANAGEMENT

Chair: Jerry Biberman, University of Scranton

Invited Presenter:

J.A.C.M. (Hans) Doorewaard, *University of Nijmegen, The Netherlands*

Ever since Daniel Goleman published his study on emotional intelligence, the question of how important a role emotions play in HRM has been a subject of discussion. However, most of the main-stream HRM-theories, such as the 'Human Resource-based View of the Firm', have not been able to address this issue adequately. In this lecture, an alternative approach to emotions and HRM will be presented, an approach based on the so-called 'Relational Theory of Emotions'. From this perspective, it becomes clear that HRM should focus more on the emotional subroutines entwined in organizational practices. In addition, an empathic and respectful approach should be cultivated in regard to an employee's genuine and authentic feelings.

Friday
2pm – 3:30pm
Sassafras

MAKING SENSE OF TECHNOLOGY IN THE WILD

Chair: Kate Suchon, University of Massachusetts - Dartmouth

IDENTIFYING FACTORS UTILIZED IN THE EVALUATION OF COMMUNICATION COMPETENCE

Matthew H. Roy, University of Massachusetts-Dartmouth

Sanjiv S. Dugal, University of Rhode Island

Businesses facing new challenges brought about by technological advances and consumer demands have responded by creating new organizational forms. These inter and intra organizational forms are primarily collaborative in nature and dependent upon communication competence for success. This study identifies the specific criteria used to evaluate competent communication. Factor analysis of the results shows that communication competence is a complex, multidimensional phenomenon. Hence respondents often use multiple criteria to judge the competency of others. Further, individuals share many of the same evaluation criteria concerning competent and incompetent communicative behaviors. Knowledge of the factors used in judging communication competence should help readers alter communicative behaviors to meet the demands of the context.

SUPERHERO ORGANIZATION: LESSONS FOR EXTRAORDINARY MANAGEMENT

Eric H. Kessler, Pace University

One of the most useful (and profitable) approaches to management scholarship is through utilizing metaphor and analogy. This paper attempts the synthesis of superhero lore and organizational strategy, structure, and processes to conceptualize and develop lessons for extraordinary management. Drawing from socialization and learning models, it first maps the influence of superheroes on organizations and their members. The paper then sketches templates of some major superheroes and derives links with theory and implications for practice. It also considers issues such as culture and values, as well as proposes a new model of potential organizationally-based superheroes.

CONCEPTUALIZING AND APPLYING EMPLOYER BRANDING

Kristin Backhaus, SUNY- New Paltz

Surinder Tikoo, SUNY-New Paltz

Employer branding represents a firm's efforts to promote, both within and outside the firm, a clear view of what makes it different and desirable as an employer. Articles in the popular business press indicate that employer branding is gaining popularity among practicing managers. Given this managerial interest, we present a simple framework to initiate the scholarly study of employer branding. Our framework should help initiate

research that will eventually lead to the development of a model that researchers and human resource managers can use to conceptualize and apply employer branding.

CULTURAL DIFFUSION AND TECHNOLOGY ACCEPTANCE: IMPLICATIONS FOR MANAGING OUT OF AFRICA

Mattson Kudjo Atsunyo, Mount Saint Mary College

This research explores some of the poignant questions that arise from the diffusion urge in global managers/leaders to effect changes in African cultures to suit modern market economic conditions. Researchers have argued extensively that certain cultural systems are, at least, partly responsible for some nations' development of specific competencies that promote economic success and wealth creation. The paper examines the proposition that cultural diffusion can occur only if certain integration conditions are met. It calibrates diffusion theory with Africa's cultural dimensions, explores information technology diffusion, and deduces implications for global managers out of Africa.

MEASURING PERFORMANCE IN THE INFORMATION AGE: THE PERSON-ORGANIZATION FIT

Jeffrey F. Shields, University of Southern Maine

Lourdes White, University of Baltimore

What gets measured gets managed -- especially if rewards depend on it. For that reason many companies (over seventy percent in this survey) have upgraded their performance measurement systems so as to include a mix of financial and non-financial indicators. This study compares how companies currently measure performance for compensation purposes with how managers think performance should be measured. We find significant measurement gaps between actual and preferred measures, and we find that larger measurement gaps are related to lower overall performance. The choice of performance measures for compensation purposes is also related to the attitudes of managers towards manipulation of reported results.

THE MANAGER AS PHILOSOPHERS

Jay Bender, Southampton College (LIU)

Jeffrey Cross, St. Peter's College

William Morgan, Felician College

This essay looks at the historical instances of both philosopher and manager as one individual, in a number of ancient and non-western situations. The essay notes that while present day management thinking does overtly preclude a philosophic aspect to the education of modern managers, no such compunction was evident in the ancient and non-western worlds of activity. While the essay is primarily a historical tract, there are, perhaps, implications that can be drawn from the historical situations, which should give modern management thinkers food for thought.

MANAGERIAL KNOWLEDGE AS PROPERTY: RECONCEPTUALIZING THE ROLE OF MANAGEMENT EDUCATION

Raza Mir, William Paterson University

Ali Mir, William Paterson University

Nidhi Srinivas, New School University

In this paper, we argue that management education has been done a disservice by being transformed into a pedagogical tool for the benefit of corporations. We take the example of the transfer of management education from the US into India in the 1950s, and conclude that management education and pedagogy have been needlessly rendered subservient to the corporate priorities of multinational corporations. We use the broader example of the university as a transformative and activist institution to argue for action on the part of educators to transform management education into a more inclusive discipline.

Friday
2pm – 3:30pm
Loch Raven I

CASE: VIP SESSION

VIP Panelists
John Seeger, Bentley College
Timothy W. Edlund, Morgan State University
James J. Carroll, Georgian Court College

CASES
ENRON
Donald H. Schepers
Naomi A. Gardberg

JULIA'S DILEMMA
Andra Gumbus
Jill Woodilla

STEPPING OUT OF THE BOX AT NORTHERN BOX COMPANY: PARTS A & B
Robert Golove
Barry Armandi
Herbert Sherman

Friday
2pm – 3:30pm
Loch Raven II

ELA WORKSHOP: USING IMAGE THEATRE FOR TEAMBUILDING IN YOUR CLASSROOM, YOUR DEPARTMENT, AND BEYOND

William P. Ferris, Western New England College

Image Theatre, invented by Augusto Boal, offers a proven technique to enhance teambuilding by accessing and eventually discussing the ways in which team members may feel oppressed by their managers and other team members. It does this in a relatively non-threatening way and more quickly than other techniques. This session will involve participants experientially in either a classroom or department setting (or both) to demonstrate the technique. We will use actual situations contributed by participants. A digital camera and a laptop will help with the demonstration. By session's end,

participants should be encouraged to try improving the climate in their classroom, department, and beyond.



Friday
4pm – 5:30pm
Severn I

CONFERENCE EXHIBITORS

Friday
4pm – 5:30pm
Severn II

TECHNOLOGY TRUST, CHANGE MANAGEMENT AND TECHNOLOGY ADOPTION: FINDING COMMON GROUND

Chair: Joan Weiner, Drexel University

Panel

Susan K. Lippert, Drexel University
Howard Forman, Drexel University
Miles Davis, Shenandoah University

Understanding why individuals resist technology is important to both practitioners and researchers in order to predict how individuals will respond to using. This panel will investigate the role of various types of trust across several organizational contexts including: (1) the connection between interpersonal trust, technology trust, organizational trust, and adoption of technology; (2) the integration of all types of trust within these contexts; and, (3) the absence of all forms of trust from all commonly cited change models. A discussion pertaining to these issues will be undertaken. Intellectual exchange stimulated through an environment of open discussion is proposed for this panel presentation

Friday
4pm – 5:30pm
Severn III

LEADERSHIP, TRANSFORMATION AND COMMUNICATION

Chair: Soo Hoon Lee, Morgan State University

**AN ALTERNATIVE TO CONTROL: ACCOUNTABILITY IN SELF-MANAGING WORK
TEAMS**

C. Helen Takacs, Rutgers University

This paper develops a framework of accountability for self-managing work teams in organizations. The framework is built around Simons' (1995a, 1995b) four levers of control, which are beliefs, boundaries, diagnostic systems, and interactive systems. To maintain a moral view of organizational members, Maguire (1999) has suggested that we reframe our notion of control into one of accountability and emphasize autonomy and reciprocal responsibility. This concept of accountability is the premise for the framework presented herein.

THE EFFECTS OF MONETARY INCENTIVES ON DEMORALIZATION

Faten M. Moussa, SUNY-Plattsburgh

Monetary incentive plans, despite being one of the most effective techniques for increasing productivity and modifying human behavior, have created much controversy in the literature. One of the negative side-effects often associated with these plans is demoralization. The present research is designed to examine the effects of monetary incentive plans on demoralization using a well-controlled lab study. The results of the present research showed that demoralization was significantly higher under monetary incentive plans than under alternative methods of pay such as hourly flat-rate plans. In addition, the study found that the amount of money received completely mediated the relationship between monetary incentives and demoralization.

EFFORTS OF HIGH INVOLVEMENT WORK PRACTICES ON EMPLOYEE SATISFACTION AND SERVICE COSTS IN THE VETERANS HEALTH ADMINISTRATION

Joel Harmon, Fairleigh Dickenson University

Dennis J. Scotti, Fairleigh Dickenson University

Scott Behson, Fairleigh Dickenson University

Gerard Farias, Fairleigh Dickenson University

High-Involvement Work Practices (HIWP) represent an holistic HRM work design that includes such core features as involvement, empowerment, development, trust, openness, teamwork, and performance-based rewards. This study found that HIWP were associated with both greater employee satisfaction and lower patient service costs in 146 Veterans Health Administration centers, indicating that such practices “pay off” in both humanistic and financial terms (amounting in this study to over \$1.2 million in savings for an average VHA facility).

Friday
4pm – 5:30pm
Camden I

LOVE THE ONE YOU'RE WITH

Chair: John Ogilvie, University of Hartford

IMPLICATIONS OF WORKPLACE ROMANCE: BE DISCREET OR 'FESS UP

Gwen E. Jones, Farleigh Dickinson University

Cheryl Gorski, Farleigh Dickinson University

Using a 2 x 2 x 2 experimental design and data from 112 full-time employees, this study examined the effects of three variables on attitudes toward a workplace romance. Specifically, the study proposed that respondents will react more negatively to a hierarchical workplace romance where the romantic partners: (a) are more obvious than discrete, (b) are untruthful about the relationship rather than truthful, and (c) are exclusive with each other in office communications rather than not. Results showed that obviousness of the relationship and exclusivity of the romantic pair had significant effects on reactions toward the coworkers involved in the romance. In addition there was an interaction effect between the nature of the relationship and truthfulness on coworker reactions.

DOES TELECOMMUTING HELP WORK-FAMILY CONFLICT? TOWARD A DEEPER UNDERSTANDING

Timothy Golden, Rensselaer Polytechnic University

John F. Veiga, University of Connecticut

Zeki Simsek, University of Connecticut

Robert Atkyns, AT&T

Joseph Roitz, AT&T

This paper challenges the popular notion that telecommuting helps balance competing work and family demands. We posit that while the extent of telecommuting is related to work-family conflict, the strength of this association depends on the direction of the conflict as well as the nature of the telecommuter's job. Our results suggest an inverse relationship between extent of telecommuting and work-to-family conflict, but not family-to-work conflict, which was moderated by the nature of the telecommuter's job. We interpret these results as suggesting that organizations need to understand the nature of a telecommuter's job when anticipating benefits from telecommuting.

THE HUMAN FACE OF TELECOMMUTING: QUALITATIVE INSIGHTS INTO THREE WOMEN'S PROFESSIONAL "HOMEWORK"

Linda M. Peters, University of Massachusetts

This paper attempts to identify and understand the dynamics of the telecommuting job design from a woman's perspective. Three women are interviewed and observed in a qualitative study utilizing the phenomenological genre. The findings suggest that women choose the telecommuting lifestyle primarily as a means of balancing the dual roles that are forced upon them by society, men and themselves. In addition, the concept of power and prestige through position take on less meaningful roles in their lives. Finally, this study examines the issue of personality and self-management skills and suggests that the former is not a determinant of the later.

Friday
4pm – 5:30pm
Camden II

IMPROVING ORGANIZATIONAL EFFECTIVENESS: LOW, MEDIUM, AND HIGH TECH APPROACHES

Chair: Linda Randall, Johns Hopkins University

AN OPERATIONAL STUDY OF KNOWLEDGE MANAGEMENT
Jay Liebowitz, Johns Hopkins University

The focus of the talk will be on an operational study of knowledge management activities in a leading philanthropic organization. As part of this study, an instrument was developed and used to determine knowledge sharing effectiveness in the organization. Based upon interviews and the survey responses, the knowledge sharing effectiveness was formulated in terms of communications flow, knowledge management environment, knowledge measurement, and organizational facilitation. Recommendations were then made which helped to create an improved knowledge management strategy for the organization.

BETTER SOFTWARE COST ESTIMATES THROUGH RE-ESTIMATION
William W. Agresti, Johns Hopkins University

Most software projects use models and tools to obtain pre-project estimates of cost and schedule. We investigate the problem of re-estimation once the project begins. Ideally we want the estimates to be refined based on the actual project experiences and reported metrics. In practice, effectively incorporating this feedback is not at all straightforward. We introduce and explore the use of a feedforward capability to improve re-estimation.

COMPLEX SYSTEMS METHODOLOGY AND ITS APPLICATIONS TO SOLVE COMPLEX PROBLEMS IN AN EMERGING GLOBAL WORLD
G. Reza Djavanshir, Johns Hopkins University

The complexity of our emerging new global techno-economic system requires a new powerful approach to analyze, understand, and resolve its problems. The focus of the discussion will be Non-linear Complex Systems methodology as a powerful alternative to traditional Linear Systems approach for solving the complex problems. The discussion will also include the applications of Non-linear Complex systems to solve complex managerial and technological decision making problems. Specific areas included in this discussion will be the Applications of Non-linear Complex Systems Methodology to Strategic Planning and Decision-making under uncertain environment.

Friday
4pm – 5:30pm
Sassafras

NAVIGATING THE TECHNOLOGY PROCESS

Chair: Shanthi Golapakrishnan, New Jersey Institute of Technology

THE SEARCH AND DISCOVERY PROCESS AND COGNITIVE TRANSFORMATION
Patrick G. Maggitti, University of Maryland

First-person documents of ten notable inventors were reviewed with structured content analysis. Significantly, the search and discovery process is largely affected by both the external context and the knowledge and experience of the searcher. The searcher continuously evaluates the ever-changing context in conjunction with their own knowledge and experience and revisits earlier steps in the process as new information emerges. The induced findings are further enriched by examination of the data through a cognitive psychological lens. The conclusion is that successful search and discovery is a recursive process with contextual, behavioral, and cognitive aspects that define, refine, and finally transform the knowledge structures of the searcher and result in physical discovery.

ORGANIZATIONAL INNOVATION: A MULTI-LEVEL DECISION – THEORETIC PERSPECTIVE
Eric H. Kessler, Pace University

This paper presents a multi-level decision making perspective of the innovation process in organizations, reconceptualizing its fundamental characteristics, stages, domains, and behavioral factors. Implications are discussed and propositions are offered which consider several critical tasks in the successful management of innovation decision process(es).

Friday
4pm – 5:30pm
Loch Raven I

CASE ASSOCIATION BUSINESS MEETING

Friday
4pm – 5:30pm
Loch Raven II

ELA: NEW TWISTS ON THE FAMILIAR

Chair: Kathy Dechant, University of Connecticut

USING COMPETITION/COLLABORATION EXERCISES TO REINFORCE EMOTIONAL INTELLIGENCE: A NEW DEBRIEF FOR “OLD” EXERCISES

Jonathan D. Heller, United States Coast Guard Academy
Laurel R. Goulet, United States Coast Guard Academy
Timothy Ciampaglia, United States Coast Guard Academy
Benjamin Cooper, United States Coast Guard Academy
Darell Singleterry, United States Coast Guard Academy
Catherine C. Giapponi, Fairfield University

Emotional Intelligence has garnered much attention from the academic community since the publication of Daniel Goleman's (1995) *Emotional Intelligence: Why it can matter*

more than IQ. In this session, we present a re-engineering of a competition/collaboration exercise, *Win As Much As You Can*, that includes an extensive additional debriefing component to reinforce emotional intelligence competencies. Session attendees will participate in a mock debriefing activity, as well as being provided with the complete Emotional Intelligence Debriefing Guide for competition/collaboration exercises.

HAVING FUN IN THE CLASSROOM: PUTTING STUDENTS IN JEOPARDY

Catherine Beyer Hurst, Simmons College

Deborah Marlino, Simmons College

Two marketing instructors in a school of management, one focused on undergraduate teaching, and one on MBA students, found that they both successfully use a *Jeopardy!* game as a class exercise. Undergraduate learning objectives focus on familiarity with current events and business publications, while MBA objectives emphasize course review using student involvement for greater retention. Both instructors want to incorporate an element of fun into their classes, believing that learning should be fun, and that fun reinforces learning. Student learning and feedback is highly positive in both class environments, demonstrating the value of enjoyment and novelty in the classroom.

A BUG'S LIFE AND OB: A HIGH INVOLVEMENT GROUP ASSIGNMENT WITH EXAMPLE

Joseph Seltzer, La Salle University

Brandy Y. Brooks, Xiao Yan Guo, Kathleen M. Heller, Paul M. Nanfah,

Lyonel J. Streat, & Dimanche Suy, all of La Salle University

A simple assignment has provided an excellent group exercise. Groups pick a movie or TV clip and show it in class for no more than five minutes. They must analyze it using concepts from the course and make a presentation. Used for the last class, it creates a high involvement atmosphere, a sense of closure for the semester and provides a review of course concepts. During the ELA session, a student example will be shown and discussed.



Friday

5:30pm – 6:30pm

Camden I

EAM Women's Network Meeting

Chair: Jeannette Oppedisano, Southern Connecticut State University

The Women's Network is a group of colleagues who are interested in sharing and/or gathering information on research, pedagogy, mentors, contacts, and job opportunities. Our purpose is mutual support, guidance, networking, and encouragement.



SATURDAY MAY 3RD



Saturday
8:45am – 10:15am
Severn II

ORGANIZATIONAL ETHICS AND TEACHING THE WHOLE PERSON

Chair: Lindsay Thompson Johns Hopkins University.

**LIVE AND LEARN: VALUES, ETHICS, AND SOCIAL RESPONSIBILITY IN
INTRODUCTORY BUSINESS/MANAGEMENT EDUCATION**

Catherine Beyer Hurst, Simmons College

Bruce W. Warren, Simmons College

Jill Woodilla, Sacred Heart University

Gina Vega, Merrimack College

The ethical scandals that have erupted during the past year have caused many faculty members to take a fresh look at how they are approaching the study of ethics and social responsibility, especially in courses for first-year business/management students. With students immersed in the bad news of corporate scandal, and living and learning in communities that have their own ethical dilemmas, how can institutions successfully encourage a sense of values and social responsibility? The paper examines a variety of issues, and then looks at techniques three different institutions are using to reinforce these very important topics in the business/management classroom.

INTEGRAL LEARNING: MANAGEMENT EDUCATION FOR THE WHOLE PERSON

Judith A. Neal, Association for Spirit at Work

Based on the work of Wilber (1996, 2000), this paper makes the argument that it is important to educate the whole person through helping them to (1) increase their physical well-being through exercise and nutrition, (2) enhance their mental abilities through traditional learning but also through increasing awareness about how the mind works, (3) nourish their emotional well-being through understanding the importance of emotional intelligence and their own emotional patterns, and (4) develop their spiritual well-being through an understanding of their core values and their sense of purpose and meaning in life. Using examples from management education in the corporate world, in consulting, and in academia, an integral approach is proposed for management education in universities.

**A FRAMEWORK FOR THE ETHICAL ANALYSIS OF CORPORATE POLITICAL
ACTIVITY**

William D. Oberman, Pennsylvania State University-Mont Alto

This paper presents a framework for surfacing major ethical questions associated with corporate political activity. The framework is derived from a model of how businesses develop political resources into sources of competitive advantage. The model focuses on the process through which businesses seek access to governmental decision makers, attempt to gain legitimacy, and influence and exploit public policy. The standard for judging the appropriateness of an action is seen as its effect on the contestability of the political system in terms of consequences for efficient representation, maintenance of shared democratic values, and maintenance of system legitimacy.

Saturday

8:45am – 10:15am

Camden I

WORKS IN PROGRESS

Chair: Alan Eisner, Pace University

Exploring the effect of National Culture on IT Adoption

ChiChun Kym Wong

SHARING TACIT KNOWLEDGE IN ORGANIZATIONS: AN ORGANIZATIONAL JUSTICE PERSPECTIVE

Constant D. Beugré & Tonjia Kenner, Morgan State University

THE OPEN ORGANIZATION

Andre Guimaraes, Pace University

THE RELATIONSHIP BETWEEN NEUROTICISM AND PERFORMANCE IN TEAM SITUATIONS: THE MODERATING EFFECT OF GOAL AMBIGUITY

Stephen C. Betts, William Patterson University

CORPORATE ALLIANCES: A STUDY OF CONSORTIA

George Schatz

ELECTRONIC VOTING MACHINES

Ana Bento, University of Maryland

Saturday

8:45am – 10:15am

Camden II

ME, MYSELF, AND THEE: SOCIAL DYNAMICS AND PERSONAL LEARNING

Chair: Harry William Holt, Jr., George Washington University

PERSONAL PROJECTS:IMPLICATIONS FOR ORGANIZATIONAL BEHAVIOR AND HUMAN RESOURCE MANAGEMENT

Brosh M. Teucher, University of Washington

Personal projects affect performance, personal development, well-being and personal meaning. Despite this, little attention has been given to their organizational implications. In this paper I present the personal projects construct, its definition, dimensions, theoretical roots and position within personality psychology. Next, I discuss the construct's measurement. Last, I discuss the theoretical, research, and practical implications of personal projects for job performance, well-being and personal meaning in a work context, human resource management, and leadership. For each of these domains I present a set of propositions to guide future research.

TRUST AMONG TEAM MEMBERS: FACTORS AFFECTING INITIAL TRUST

Gwen E. Jones, Farleigh Dickinson University

Michele D. Spector, Farleigh Dickinson University

Using a 2 x 2 x 2 experimental design and data from 127 professional level employees working in eight industries, this study assessed the effects of trusting stance and (a) the trustee's organization membership (internal or external), (b) the hierarchical relationship (supervisor vs. peer), and (c) gender of the trustee, on initial trust level for a new project team member. Trusting stance was found to be positively related to initial trust level. An interaction effect between respondent gender and trustee gender on initial trust was also found. Specifically, male initial trust level was higher for a new male team member and lower for a new female.

BLACK HOLES IN SOCIAL SPACE: THE OCCURRENCE AND EFFECTS OF NAME AVOIDANCE IN ORGANIZATIONS

David A. Morand, Pennsylvania State University

In contemporary organizations, subordinates often address superiors by first name. But subordinates are at times reluctant to use first names toward more powerful others due to this form's presumption of familiarity. Yet, the alternative -- title last name (Mr., Ms, Dr., and so forth) -- is also eschewed due to its connotation of deference and formality. The result is sometimes "name-avoidance" -- awkward silence. This article reports findings of a survey of 74 working individuals regarding avoidance. Avoidance occurs, varies as a function of the addressee's status, varies by gender, and is negatively associated with perceptions of communication openness.

Saturday

8:45am – 10:15am

Sassafras

Trust, EQ, and Diversity (ELA)

Chair: Eileen Higgins, Frostburg State University

IT'S A HOUSE OF CARDS: AN EXPERIENTIAL LESSON IN CORPORATE ETHICS

David S. Fearon, Central Connecticut State University

Presented is an original, inter-team competitive exercise using simple decks of cards. It can be used to create a vivid representation of how fast a corporate "house" may fall in the breaking of trust. Object of the exercise is to use all the cards to build a two-story house of cards. First team to complete the task within the time limit wins. To win, members must enact and witness trusting organizational behavior it takes to build a

house with these slippery playing cards. Afterwards, discuss how their house of cards depicts those trusting interdependencies built by continuously ethical corporate behaviors.

DISABILITIES IN THE WORKPLACE: FAMILIARITY BREEDS ACCEPTANCE
Elizabeth Cooper, University of Rhode Island

The discussion of diversity in the workplace often ignores the issue of disability. Yet, as more than 20 percent of the American population is disabled in some way, disability as diversity is an issue of growing importance. Awareness of and familiarity with individuals with disabilities is important to understand both work place and life issues these individuals face. To this end, a videotape of a panel discussion of disability in the workplace is shown. All members of this panel are disabled and include actor/director Christopher Reeve and news anchor Bree Walker. Completing a questionnaire and the ensuing discussion, help the participants get a better understanding of the disabled in the workplace.

DEVELOPING ONE'S EMOTIONAL INTELLIGENCE
J. Biberman, University of Scranton
Robert L. McKeage, University of Scranton

This exercise is designed to allow participants to better understand their current emotional intelligence quotient. The process involves the careful examination of participants' present feelings - giving them an opportunity to sharing these feelings with others and to receive feedback on their input. It will also guide participants in developing ways to increase their emotional intelligence.

Saturday
10:30 - Noon
Camden I & II

EAM BUSINESS MEETING

Saturday
1:00 – 3:00pm
Camden I

DOCTORAL CONSORTIUM

FACILITATORS

Marianne (Sam) Jelinek, College of William and Mary
Joan Weiner, Drexel University



HAVE A SAFE TRIP HOME



❖EAM 2004, PROVIDENCE, RI ❖

