



Eastern Academy of Management

42ND ANNUAL MEETING PROGRAM

*Managing Ethically
in
Times of Change*

MAY 11-14, 2005 · SHERATON HOTELS · SPRINGFIELD, MA

HOST: WESTERN NEW ENGLAND COLLEGE

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WELCOME TO THE 42nd ANNUAL MEETING OF THE EASTERN ACADEMY

Managing Ethically in Times of Change

Ethics has taken center stage in the management of organizations. The underlying values of individuals, groups and organizations have a significant impact, not only on the organizations, but also on society as a whole. The bankruptcy of Enron, the dissolution of Arthur Andersen, and the controversies surrounding human cloning all emphasize how a disregard for ethics in decision making can have profound consequences. Governments, companies, and regulatory bodies have become sensitive to issues of ethics and social responsibility. Now is the time for us as academics and practitioners to make the discipline of ethics more accessible to students and management professionals through our teaching and research.

The business environment is becoming increasingly complex, dynamic, and diverse. Increased globalization, pervasiveness of technology in decision making, and workplace diversity all necessitate that we reexamine our existing ethical frameworks. How can we as individuals develop an ethical competence that is sensitive to all the changes around us? Are there core values, such as respect for the individual and respect for the environment, that are universal and other values that are relative and dependent on national context, individual morals, and organizational culture? Over the next four days, we will collectively explore the answers to these and many other questions through a lively and engaged conversation.

This year the EAM had a record 224 submissions distributed over 14 tracks. We accepted only 55% of all submissions for a very high quality, exciting program. The 300 reviewers did a tremendous job sending in high quality and timely reviews. Many exciting papers, symposia, professional development workshops, cases and experiential learning exercises will be presented here at the conference. We also have a number of interesting invited sessions on each of the three days.

On Thursday, May 12th the “Showcase Keynote Panel” with David Callahan (Demos), Ed Hartman, (Rutgers University), Bob Fredericks (Bentley College), and Sandra Waddock (Boston College) will discuss how organizations can develop a sense of ethics. James Bailey (Editor, AMLE) will moderate the panel. On Friday, our keynote speaker Eric Pillmore, Senior VP, Ethics and Corporate Governance will talk about “Restoring Stakeholder Trust at Tyco International.” Our second featured panel with Anthony Buono (Bentley College), Laura Beauvais (University of Rhode Island) and Jeff Lenn (George Washington University) will discuss “AACSB and Business Ethics Education.” Our featured speaker on Saturday, Greg Dess, (UT, Dallas) will share his views on “Entrepreneurial Orientation.”

I encourage the junior faculty and the doctoral students to attend the two consortia that have been designed to address the specific needs of each of these two groups. We have exciting social events on all three days. On Thursday evening, we have the Conference Social. On Friday, we have the Presidential Awards Luncheon, and an Evening of Jazz sponsored by McGraw Hill. Saturday morning features the Business Meeting where the new EAM officers will be elected.

I want to thank David Desplaces, VP Local Arrangements, Paul Bacdayan (Fund raising) and Gina Vega (Exhibitors) who have all worked tirelessly with the hotel, sponsors, and the exhibitors to raise money and organize many fun events for all of you. We appreciate the generosity of our sponsors and exhibitors whose support makes the conference possible. The program committee worked very hard to put this wonderful program together. For their constant support, I would like to specially acknowledge Steve Meisel, Marguerite Schneider and the many others who make the EAM a very special place. Finally, I owe a debt of gratitude to Rahul Sawhney of Aquinex Services for his work on the Internet submission interface and the program.

I look forward to sharing a great conference with all of you in Springfield.

Shanthi Gopalakrishnan
Program Chair, 2005.

Eastern Academy of Management

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*- Outstanding Reviewers

Outstanding Award Nominees

Outstanding Empirical Paper Award

THE IMPACT OF PERSONAL AND PROFESSIONAL LEADERSHIP ON EMPLOYEE WILLING COOPERATION, JOB SATISFACTION, AND ORGANIZATIONAL COMMITMENT: A STUDY OF A GOVERNMENT AGENCY

Erik R. Eddy, *Siena College*
Steven Joseph Lorenzet, *Rider University*
Angelo Mastrangelo, *Binghamton University*

THURSDAY, from 3:45pm - 5:00pm in Suffolk

ATHENA, PROMETHEUS, AND ASCLEPIUS: GREEK ARCHETYPES THAT FRAME OUR ROLES AS PROFESSORS

Danna Greenberg, *Babson College*
Judith A Clair, *Boston College*
Tammy L. Maclean, *Suffolk University*

THURSDAY, from 3:45pm - 5:00pm in King George

DO ALLIANCES HELP FIRMS DECREASE THEIR RISK?

Patrizia Porrini, *Long Island University*

THURSDAY, from 2:00pm - 3:15pm in Suffolk

Outstanding Conceptual Paper Award

HUMAN RESOURCE AND CAREER DEVELOPMENT STRATEGIES IN INDIA

Madeline M. Crocitto, *SUNY, Old Westbury*
Sherry E. Sullivan
Howard S Tu, *University of Memphis*

FRIDAY, from 11:15am - 12:30pm in Waterford

PRACTICING WHAT WE TEACH –THREE ETHICAL FRAMEWORKS FOR SCHOOLS OF BUSINESS

Cam Caldwell, *University of Houston - Victoria*
Elena P. Antonacopoulou, -
Thomas Leo Matula, *University of Houston - Victoria*
Ranjan Karri, *Bryant University*
Carol D. Watson, *Rider University*
Daniel Conrad Naegle, *Blinn College*

FRIDAY, from 11:15am - 12:30pm in King Edward

ABOVE AND BEYOND: TRANSCENDENT BEHAVIOR IN CRISIS SITUATIONS

Daniel S. Halgin, *Boston College*

THURSDAY, from 12:30pm - 1:45pm in King Edward

Best Experiential Exercise Award of the Experiential Learning Association

PLAYING BY THE RULES. . .OR NOT: AN IN-BASKET EXERCISE ON ETHICS AND DECISION-MAKING

Kathleen Dechant, *University of Connecticut*
Timothy Golden, *Rensselaer Polytechnic Institute*
John F. Veiga, *University of Connecticut*

THURSDAY, from 2:00pm - 3:15pm in Worthy

PITCHING TO THE HOME SHOPPING NETWORK: AN EXERCISE IN OPPORTUNITY ASSESSMENT & PERSONAL SELLING

Kimberly Eddleston, *Northeastern University*
John H. Friar, *Northeastern University*
Edmund L. Clark, *Northeastern University*

THURSDAY, from 2:00pm - 3:15pm in Worthy

“NUTS!?”: AN EXPERIENTIAL EXERCISE IN ETHICS AND DECISION MAKING

Jeff Lenn, *George Washington University*

THURSDAY, from 2:00pm - 3:15pm in Worthy

Outstanding Paper of the EAM Careers Divisions

DEVELOPMENT AND EXPLORATION OF A MODEL OF SENIOR MANAGEMENT ASPIRATIONS: DOES GENDER MATTER?

Barrie Elise Litzky, *Penn State University Great Valley*

FRIDAY, from 11:15am - 12:30pm in Waterford

I KNOW SOMEONE YOU DON'T KNOW: THE PROCESS OF BROKERING CAREER CONTACTS

Wendy Carol Marcinkus, *Boston College*

FRIDAY, from 11:15am - 12:30pm in Waterford

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WEDNESDAY, May 11th

Registration: from 2:00pm - 5:00pm in the Foyer

EAM Board of Governors' Meeting: From noon - 5:00pm in the Executive Board Room

WEDNESDAY, from 6:00pm - 8:00pm in Ballroom
(North & Center)

Welcome Buffet

(Prepayment and reservation is required)

Sponsored by Western New England College

WEDNESDAY, from 9:00pm - 11:00pm in
King Edward

Conversation and Collegiality

THURSDAY, May 12th

Registration: from 8:30am - 5:00pm in the Foyer

EAM Board of Governors' Meeting: From 8:30am - noon in the Executive Board Room

THURSDAY, from 10:00am - 10:30am in Ballroom
(South)

Refreshment Break

Sponsored by The Prudential Business Ethics Center at Rutgers

THURSDAY, from 10:30am - 5:00pm in Ballroom
(South)

EAM Café

Exhibitors & Free internet Access

THURSDAY, from 8:30am - 11:30am in King George

Junior Faculty Consortium

Coordinator: **Mzamo P. Mangaliso**, *University of Massachusetts, Amherst*

Panelists: **Bonnie Betters-Reed**, *Simmons College*
Tony Butterfield, *University of Massachusetts, Amherst*
Bill Ferris, *Western New England College*
Jeff Lenn, *George Washington University*
dt ogilvie, *Rutgers University*

The consortium will focus on the issue of preparing oneself for a rigorous academic career. The discussion will be guided by a panel of experienced senior professors from the EAM. They will lead us in examining the key roles and responsibilities of a business school professor, namely research, teaching, and service. The formal presentations will be rounded out by a presentation of the most coherent way to present your academic portfolio or dossier as a developmental tool, or as an evaluative product for personnel decisions such as tenure, promotion, and post-tenure review.

Continental Breakfast will be available for participants from 8:00am - 8:30am in Foyer
There will be a mid-session refreshment break from 10:00am -10:30am in Ballroom (South)

THURSDAY, from 8:30am - 11:30am in King Edward

Doctoral Consortium

Coordinator: **Joan Weiner**, *Drexel University*

Panelists: **James R. Bailey**, *George Washington University*
Tony Butterfield, *University of Massachusetts, Amherst*
Mickey Kavanaugh, *SUNY, Albany*
Alison Konrad, *University of Western Ontario*
Joe Seltzer, *La Salle University*
Joan Weiner, *Drexel University*

The doctoral student consortium will focus on "crafting an academic career" and "networking of doctoral students." In addition to traditional issues like how to complete the dissertation, the facilitators will also focus on issues like how to do good research in non-conventional or less traditional settings, how to find the appropriate university placement that meets one's career goals, and how to channel one's work in the graduate curriculum toward potential publications.

Continental Breakfast will be available for participants from 8:00am - 8:30am in Foyer
There will be a mid-session refreshment break from 10:00am -10:30am in Ballroom (South)

THURSDAY, from 8:30am - 11:30am in Mahogany

CASE: How to write a case workshop

Herb Sherman, Southampton College – LIU

*Continental Breakfast will be available for participants
from 8:00am - 8:30am in Foyer
There will be a mid-session refreshment break from
10:00am -10:30am in Ballroom (South)*

THURSDAY, from 12:30pm - 1:45pm in Waterford

HRM/IM: HR Implications of Outsourcing

Facilitator: **Craig Tunwall, Empire State College**

**ARE YOU COMMITTED? UNDERSTANDING THE
POST-OFFSHORING EMPLOYEE**

Raza A. Mir, William Paterson University
Fuan Li, William Paterson University

“Post-offshoring workers” encounter an atmosphere characterized by a paradoxical combination of high hopes and declining trust. In this paper, we contend that attitudes toward the changing corporate workplace is one of diminishing affective commitment to the organization, coupled with a paradoxically increased work commitment. Based on this contention, we present a model whereby HR managers attempt to raise the affective commitment of these workers without compromising their work commitment. At a conceptual level, the model suggests that the employee-organization relationship has begun to shift from a psychological contract to instrumental economic exchange.

**GLOBAL OUTSOURCING OF INFORMATION
TECHNOLOGY: STRATEGIC, LEADERSHIP, AND
ETHICAL IMPLICATIONS**

Francesco La Masa, Pace University
Eric H. Kessler, Pace University

Touted by many as the new Silicon Valley, locations in India such as Bangalore, Mumbai, and Chennai have undergone a period of astronomical development in the technology sector. Due to this development, several large scale corporations have outsourced a portion of their information technology jobs to India. This paper explores the viability of hypotheses related to technology professionals, corporations, and project performance through several cases. Implications for firm strategy, leadership, and ethics are discussed.

**HUMAN RESOURCE PLANNING DURING
OUTSOURCING**

Shilpa Khanna, University of Richmond
J. Randolph New, University of Richmond

We propose a new Human Resource Planning (HRP) model and suggest best practices for planning and implementing an outsourcing arrangement. Based on dynamic HR planning theory and research into current outsourcing cases and approaches, we believe this paper provides a useful roadmap to business and HR managers as they confront the challenges of outsourcing. We also suggest directions for further research on contemporary outsourcing issues.

THURSDAY, from 12:30pm - 1:45pm in King George

BPS: Entrepreneurship

Facilitator: **Joanne Scillitoe, Michigan Technological University**

**ECONOMIC BUBBLES AND VENTURE CAPITAL
INVESTMENT PATTERN:A LOOK AT THE US
VENTURE CAPITAL INDUSTRY IN THE 1990S**

Kunal Banerji, Florida Atlantic University
Ashok Abbott, West Virginia University
Sharon J. Stratton, West Virginia University

This study looks at the investment behavior pattern of Venture Capital (VC) firms during the recent economic bubble. The basic research question in this study being - How does an economic bubble influence the investment behavior of firms in the VC industry? We argue that three key parameters of activity in the VC industry – total investments, total number of deals and the average size of the deal will track the economic expansion and contraction through the bubble cycle. A statistical analysis of the VC industry investment pattern between 1995 and 2003 provides strong support for our arguments. All three parameters tracked the broad economic trend.

**AN EXAMINATION OF EXPERIENTIAL VERSUS
TRADITIONAL LEARNING IN
ENTREPRENEURSHIP**

Peter S. Sherman, University of Evansville
Terrence C. Sebor, University of Nebraska
Lester A. Digman, University of Nebraska

There has been a strong push in recent years to make entrepreneurship courses more experiential. Yet to date very few studies have examined what the impact of these studies have on students’ intentions to become an entrepreneur. This study examines the differences in various pedagogical approaches in entrepreneurship. The study indicates that there are significant differences in these approaches for entrepreneurship students’ decision to become an entrepreneur and differences in whether that impact was positive or negative. Data was gathered from 100 students in a large Midwest University.

VENTURE CAPITAL: SPATIAL DISTRIBUTION OF FIRMS AND INVESTMENTS, 1997-1999

David E. Desplaces, *University of Hartford*
Henry T. Ulrich, *Central Connecticut State University*

Venture capital is considered a driving force in the development of technologies, and is considered a major indicator of regional economic development. The purpose of this research is two fold. First, it attempts to update previous research that explored the geography and supply of venture capital funding across regions. Second, it extends that research by adding new variables not previously explored. This study extends our understanding of the spatial characteristics and availability of venture capital and provides suggestions as to how a regional economic development agency might foster and maintain viable and sustainable technology-based industry.

THURSDAY, from 12:30pm - 1:45pm in King Edward

EDGE: Change Comes From The Edge: New Ideas In Organizational Life

Facilitator: **Rayshad A. Holmes**, *George Washington University*

★ Outstanding Award Nominee ★ ABOVE AND BEYOND: TRANSCENDENT BEHAVIOR IN CRISIS SITUATIONS

Daniel S. Halgin, *Boston College*

In crisis situations, certain individuals rise above the limitations of the situation and perform courageous acts that go above and beyond all expectations and create a positive change in the environment. This type of behavior can be labeled transcendent. This paper investigates transcendent behavior of individuals in organizational crisis situations and proposes a model in which sensemaking ability (influenced by preparedness), and dispositional characteristics (altruism, risk-taking, and locus of control) are contributors to various preconditions of transcendent crisis behavior. This model can inform the training of individuals who work in high risk environments, and can also provide insight into their behaviors in such situations.

CREATING SACRED SPACE AT WORK: GUIDELINES AND APPLICATIONS

Judith A. Neal, *University of New Haven*

This descriptive paper examines the six most common approaches that help to create sacred space at work: (1) Working with the physical space, (2) Energy work, (3) Silence, (4) Beauty and aesthetics, (5) Workplace rituals, and (6) Computers and the Internet. Each of these will be described, including several corporate examples, and practical suggestions will be offered about how the ideas and concepts can be applied in the reader's life and work. This paper is based on observations, interviews, literature review, and site visits.

NETWORK MOBILITY, FRIENDSHIPS, AND JOB SEARCH BEHAVIORS: SITUATING GRANOVETTER'S WEAK TIES HYPOTHESIS

Bradley A. Almond, *Boston College*

In this paper I argue for the correction and extension of the highly-cited weak ties hypothesis (Granovetter 1973). My argument follows two lines of formal reasoning, both of which pinpoint flaws in Granovetter's theory by considering general historical, social, and economic contingencies omitted from the original hypothesis. This paper opens up new avenues of discovery with regard to job search behaviors and the general flows of job information within relational networks.

THURSDAY, from 12:30pm - 1:45pm in Suffolk

Ethics/OBT: Organizational Knowledge, Variation, and Resource Dependence

Facilitator: **Leah Ellen Ritchie**, *Salem State College*

EVOLUTIONARY PATTERNS OF VARIATION IN ORGANIZATIONAL FORMS

Monica Yang, *Adelphi University*

A growing number of studies have identified sources of variation in the institutional diffusion of new forms/actions, however, there is very little understanding of how variation in organizational forms/actions evolves over time. This paper reviews literature of dynamic evolution of organizational forms, addresses various patterns of variation in organizational forms, and generates propositions by specifying conditions under which a particular pattern of variation in organizational forms is more likely to occur than others. Finally, this paper concludes with the discussion and suggestions for future research directions.

REACTIONS TO POWER IN AGENCY RELATIONSHIPS: INTEGRATING AGENCY AND RESOURCE DEPENDENCE THEORIES

Ian J. Walsh, *Boston College*

In this paper, I examine reactions to perceived power in agent-owner relationships through integration of agency theory and resource dependence theory. Despite the divergent perspectives from which these theories generate, they offer complementary lenses into the political and economic forces that influence actor behavior. Through consideration of common and divergent premises of these theories, I propose a broader understanding of behaviors engaged by both parties that incorporates the political and economic perspectives of these research streams. Both agents and owners who perceive power advantages engage in monitoring and incenting behaviors, whereas those perceiving a weak position engage in balancing operations.

THE CEO PAY GAP: CONSIDERING OPTIONS AS A SOURCE OF DISPARITY WITH PERFORMANCE CONSEQUENCES

Robert E. Till, *University of Massachusetts, Amherst*

The majority of CEO pay research has been conducted by agency theorists and focused on the link between pay and performance, or CEO equity holdings and performance. A less explored area is the possible consequences of the increasing pay disparity between the CEO and the other employees of the firm. Considering the importance of stock options as a source of disparity, I examined the relationship between option dispersion and both market returns and several of Fortune Magazine's key attribute rankings. The analysis of market returns demonstrates that there is a positive relationship between market returns and a more egalitarian distribution of options.

THURSDAY, from 12:30pm - 1:45pm in Longford

HRM/OBT: Attitude Aggression & Fairness

Facilitator: **Theodore D. Peters**, *Merrimack College*

ATTITUDES TOWARD OLDER WORKERS: DEVELOPMENT OF A NEW ORGANIZATIONAL CLIMATE MEASURE

Michael J. Kavanagh, *SUNY, Albany*

John W. Michel, *SUNY, Albany*

Brian D. Lyons, *SUNY, Albany*

Xiaoya Liang, *SUNY, Albany*

As the "baby-boomer" generation leaves the workforce, organizations are facing the loss of valuable skills and the possible shortage of new employees. To circumvent this issue, organizations can either decide to retain and/or retrain high-performing older workers. In either case, it is argued that one of the factors that will influence success in either retaining or retraining programs is understanding the attitudes toward older workers. This study describes the development of a new measure of organizational climate that assesses employee attitudes toward retaining and/or retraining older workers.

INJUSTICE AND INTERPERSONAL AGGRESSION: A SUSPENDED AGGRESSION MODEL

Constant D. Beugre, *Delaware State University*

A suspended aggression is one in which the guilty party is not punished for the current infraction but is kept in check by the victim. Should the offender be found guilty in the future, he or she will be punished for the present as well as past misdeeds. Three hypotheses were tested. Hypothesis 1 predicted that respondents would report higher scores of suspended aggression for a first-time offender than for a repeat offender. H2 predicted that respondents would tend to forgive a first-time offender than a repeat offender; and H3 predicted that respondents would be more likely to express aggressive intentions against a repeat offender than against a first-time offender.

INTEGRATING THE PSYCHOLOGICAL CONTRACT WITH FAIRNESS THEORY

Kevin Patrick Farmer, *University of Massachusetts, Amherst*

Psychological contracts embody an employee's perceived mutual exchange of promises with an employer. Fairness theory is invoked when an injurious event occurs and blame is to be assigned. Although it is primed for integration with Fairness Theory, the Psychological Contract construct can only be fully assimilated if the hallmark of Fairness Theory—accountability—imbues the Psychological Contract construct with equal vigor. To accomplish that end, refocusing on organizational agents, rather than organizations, with an emphasis on promise linkage augurs a more prominent role for the Psychological Contract in Fairness Theory.

THURSDAY, from 12:30pm - 1:45pm in Mahogany

CASE: Leadership and Technology Cases

Facilitators: **Thomas C. Leach**, *University of New England*

Elizabeth McCrea, *Penn State Great Valley*

A CASE WITHIN A CASE: CAN LEADERSHIP BE TAUGHT?

Cynthia V. L. Ward, *Johnson & Wales University*

An instructor who has never before taught a course in leadership has the daunting task of teaching the subject to doctoral students, many of whom have held or currently hold leadership positions in their organizations. Her dilemma revolves around capturing and channeling the knowledge and experiences of the class members into making this a learning experience for all. To do so, she enlists the assistance of the students in developing a case study, thus the project becomes an interactive one between the instructor and her students, and allows each to shine in their respective areas of expertise. It is a case within a case approach.

LEADING AND LEARNING: KRISTENN EINARSSON & THE NORWEGIAN BOOK CLUBS

John F. McCarthy, *University of New Hampshire*

The world is turning at De norske Bokklubbene (The Norwegian Book Clubs), a Norwegian organization facing industry-wide changes that present considerable challenges for the company's management and employees. Although the 40-year old company enjoys a dominant market position, as the largest and most successful distributor of literature in Norway, regulatory changes and increased competition threaten to topple its long-standing business model. The company's CEO, Mr. Kristenn Einarsson, carefully reflected on the company's strategic position along with his own leadership practices and instituted a radical organizational change process to attempt to prepare the company for an increasingly hostile and uncertain future.

OIL CHANGE OPERATIONS

Narendar Sumukadas, *University of Hartford*

The chore of taking his car for an oil change brings Professor S to two quite different providers of this service. Both the companies are nationally recognized brands. One company charges a premium price, but offers a quick and timely service with the added convenience of unscheduled drop-ins. The other company offers a good deal, but only by appointment. It also promises rather slow service, and sometimes takes even longer than promised. Prof. S's experiences and observations at these two companies reveal some deeper underlying differences in their processes and operations.

THE ENGLISH ARE COMING, THE ENGLISH ARE COMING....MAYBE

Norman F. Foy, *Mercy College*

Top management of this U.K.-based company was dissatisfied with the growth in sales and they were concerned that one reason may be that they were using a sales and service that was mostly contracted, and used very few company employees. They were unsure if they should use U.S. employees or bring U.K. personnel to the U.S. They were concerned that cultural and business differences and similarities between the countries were key to the decision, but they were unsure what these key differences and similarities might be.

TRANS-ATLANTIC CONNECTIONS

Mary Garlington Trefry, *Sacred Heart University*

Trans-Atlantic Connections, a case in three parts, stimulates exploration of the potential for misunderstanding in e-mail communications, especially e-mails sent to recipients from a different cultural background. The story is told by Diana as she reflects on a phone message from her Luxembourg colleague who is obviously upset by e-mails sent from Diana's USA-American colleagues. Scrutiny of the e-mails, included in the case, enables readers to identify how the messages, as written, might have negatively affected the business relationship of the parties involved. Discussion questions highlight cross-cultural concepts that help to explain the differing interpretations of the messages.

WHEN THE PROJECT CHAMPION EXITS: THE MAINE LEARNING TECHNOLOGY INITIATIVE

James A. Suleiman, *University of Southern Maine*
John J. Voyer, *University of Southern Maine*

At the beginning of the fall semester, 2002, every 7th grade student across the state of Maine was provided with a laptop that she or he could use in school and take home. The program, known as the Maine Learning Technology Initiative (MLTI), is being implemented while the state budget is dramatically declining. Because of term limits, the governor who championed the initiative left office in 2003. This case examines the effects of a strong project champion and asks students to examine the ramifications of the champion's exit. It is designed for courses discussing the management of information technology.

THURSDAY, from 12:30pm - 1:45pm in Worthy

ELA: Experiences in Leadership

Facilitator: **David D. Palmer**, *University of Connecticut*

EXERCISE: SCENARIO PLANNING

Paul Miesing, *SUNY Albany*

This exercise lets students experience the frustrations and satisfactions of developing scenarios as the basis for developing a strategy. This section provides some background information to prepare the exercise, an estimated schedule, and the steps to follow. It also contains a couple of useful Appendixes. The next section is a Supplement instructors can use for their focal organization if they do not want to use their own. The final section is the teaching note, which includes student comments and references.

SUPER VALVE 2005

David D. Palmer, *University of Connecticut*
Deborah Kidder, *Towson University*

The Super Valve 2005 exercise explores the effectiveness of different leadership styles in group decision-making situations as well as how individuals react to different leadership/decision-making styles. This exercise represents a substantial modification of the exercise "Who Works Saturday Night?" The one critical component retained from the original exercise is the fact that the leader is privately informed to emulate one of Vroom's leadership/decision styles. The exercise involves a decision about a relationship between the top management team of Super Valve, Inc., and another company called Wicked Good Technology. The team's decision involves four choices: acquiring Wicked Good; forming a strategic alliance with Wicked Good; subcontracting to Wicked Good; or forming cross-functional teams within Super Valve, Inc.

THE STARFISH GROUP LEADERSHIP EXERCISE

Jerry Duane Hoover, *Texas Tech University*

An experiential group leadership exercise based on the biological characteristics of the starfish has been developed. This exercise has several interesting characteristics: 1) It allows the facilitator to more or less freeze content and thus to focus on process 2) It is lively and highly involving 3) It taps into inter-group competition 4) It utilizes group strategizing and group decision-making 5) It allows individual group members to experience the challenges of both leading and following sequentially and in the same format 6) It rewards focus and effort 7) It reinforces perspectives of utilizing expertise, situational leadership and leadership effectiveness 8) It is fun.

THURSDAY, from 2:00pm - 3:15pm in Waterford

G&D: Diversity and Workplace Issues

Facilitator: **Diana Sharpe**, *Monmouth University*

DISCRIMINATION, LEGAL COSTS AND REPUTATIONAL COSTS

William Donald Bradford, *University of Washington*

What are the potential costs when managers mis-manage diversity in the firm? This study analyzes 1,240 racial or gender discrimination lawsuits that occurred between yearend 1979 and yearend 2001; and market price reactions to the announcements of 163 racial or gender discrimination lawsuits during that same period. Our results imply that racial and gender discrimination differ in how they are treated in the courts and in the market's reaction to the filing of lawsuits. We also find that for publicly traded companies, discrimination charges can lead to both reputational and legal costs; and thus managers should be concerned with minimizing both.

E-MAIL SEXUAL HARASSMENT: PERCEPTIONS IN A NEW CONTEXT

Alisa Heather Watt, *Rensselaer Polytechnic Institute*
Robyn Ann Berkley, *Rensselaer Polytechnic Institute*

The purpose of this paper is to present a model for predicting e-mail sexual harassment. The frequency of this type of harassment has grown over the last few years and is expected to increase as e-mail becomes one of the primary means of communication in an organization. We propose that the gender/gender identity, as well as race/racial identity, of the observer, the race, gender, and power of the actors, and characteristics (informality, privacy beliefs, technophobia, familiarity with medium) associated with e-mail structure will each have an effect on perceptions of e-mail harassment.

GENDER-ROLE ATTITUDES AND EARNINGS: A THREE YEAR MULTINATIONAL STUDY

Lisa T. Stickney, *Temple University*
Alison M. Konrad, *University of Western Ontario*

Data collected in multiple countries in 1988, 1994 and 2002 were used to test the effect of gender-role attitudes on annual earnings. Two different measures of societal level egalitarianism were used in parallel analyses. In general, egalitarianism was associated with higher earnings for both men and women. In both analyses, significant interactions were found between gender-role attitudes and hours worked, indicating that egalitarianism had a stronger positive effect on earnings for those who worked more hours. Mixed results were found for the hypothesis that the gender-role attitudes and earnings relationship is moderated by societal-level egalitarianism.

THURSDAY, from 2:00pm - 3:15pm in King George

WIP: Information, Technology and Innovation

Facilitator: **Brian Whitworth**, *New Jersey Institute of Technology*

EXPLORING THE IMPORTANCE OF INFORMATION ASSURANCE IN CORPORATE AMERICA

Ebrahim Randeree, *SUNY, Buffalo*

The attention given to information security and information infrastructure protections has increased. The extent to which corporations have been preparing their information assurance program is not apparent. This study investigates the emergence of Information Assurance from the IT department to the Corporate radar screen. Content analysis of CEO's letter to the shareholders of Fortune 500 companies was conducted to evaluate the prevalence of information assurance initiatives. The pilot study results show that almost nothing regarding information assurance is visible on the corporate agenda.

FACILITATING SELF-SELECTION WITH WEB RECRUITING: ACHIEVING STRATEGIC VALUE CONGRUENCE

Brian D Lyons, *SUNY, Albany*
Janet H Marler, *SUNY, Albany*

More than ever before, organizations are using the world-wide-web for recruitment purposes. Since web access is readily available, a disconcerting issue with using web recruitment is the increased possibility of receiving a higher number of unqualified applicants. This article proposes that to reduce the burden on HR within web recruiting, organizations should maximize self-selection by providing organizational-relevant information that could be effortlessly located within the job announcement. A theoretical model is proposed that incorporates the concepts of P-O fit and attraction to assist HR in the initial stages of web recruiting. Specific applications and issues related to HR are discussed.

IMPROVING FIRM PERFORMANCE THROUGH THE ACQUISITION OF TACIT KNOWLEDGE RESOURCES

Ebrahim Randeree, *SUNY, Buffalo*

This paper uses empirical analysis to determine if tacit knowledge drives growth strategies, specifically mergers and acquisitions. Recognizing and measuring tacit knowledge can be very difficult as the determinants of tacit knowledge are elusive. Post-merger and acquisition, harnessing this tacit knowledge is also a key success factor. In this paper, I attempt to identify key measures of tacit knowledge. I will then apply those constructs to firms in the biotechnology and internet industry. The paper will cover an empirical analysis of performance data of the parent company pre, post, and 5 years post-M&A.

LEADER'S SOCIAL NETWORK: IMPLICATION FOR GROUP INNOVATION CAPABILITY

Jaeyoung Kang, *SUNY, Albany*

With the increased dynamics of environments, the leader's ability to encourage subordinates to generate innovations becomes critical to organization success. Guided by social network theory, this research investigates how leader's social network influences innovativeness of subordinates. This study develops several propositions on roles of leader's internal and external social network. I suggest that leader's strong ties and low centrality to subordinates will increase the innovativeness in a group and that leader's connectedness to external network will influence innovation. In addition, the social cohesion between leader and subordinates will moderate the relationship between external conceitedness and group innovativeness.

THURSDAY, from 2:00pm - 3:15pm in King Edward

Ethics: SYMPOSIUM: The Ethical Bystander and Ethical Tolerance: An Examination of Context, Role, and Decisions

THE ETHICAL BYSTANDER AND ETHICAL TOLERANCE: AN EXAMINATION OF CONTEXT, ROLE, AND DECISIONS

Paul S. Szwed, *U.S. Coast Guard Academy*
Steven I. Meisel, *La Salle University*
Laurel Goulet, *U.S. Coast Guard Academy*

Many ethical models describe the role of the individual as primary actor in making ethical decisions. This symposium is focused on those observing the actors, the ethical bystanders. Further, this symposium will also discuss the bystander's tolerance for the ethical decisions of the primary actors. The panel will present a contextual model of ethical behavior. Panelists will discuss the decision-making foundations and contextual bias, address how training for ethical competence shapes the cultural context, and address how role definition effects assessment of others' ethical behavior. Those attending this symposium will participate in an exercise to understand bystander ethical tolerance and will be invited to discuss the model as well as suggest variables and conditions critical to the development of this theory.

THURSDAY, from 2:00pm - 3:15pm in Suffolk

BPS: Stakeholder Influence

Facilitator: **Michael Reto Braun**, *University of Massachusetts, Amherst*

★ Outstanding Award Nominee ★

DO ALLIANCES HELP FIRMS DECREASE THEIR RISK?

Patrizia Porrini, *Long Island University*

This paper examines whether alliances decrease firms' systematic risk. Alliances are popular modes by which firms share resources and capabilities. Alliances can reduce firms' risk by decreasing firms' susceptibility to their environmental uncertainty, allowing for risk sharing, and allowing for reversibility of resource-commitments. Thus alliances can limit firms' exposure to risk as alliances help firms avoid being locked out of new technologies, and help firms defend and extend their strategic positions. The study examines 407 alliances where all partners are public US-based firms and finds that alliances decrease firms' systematic risk.

FURTHER ON SALIENT STAKEHOLDER THEORY: DEFINING WHY AND WHEN DOES THE WHO REALLY COUNTS

Sujit Sur, *Concordia University*

This paper proposes that firms identify and revise their salient stakeholders (and subsequently their institutional structure) contingent on their emergent circumstances. Managers allocate attention between potential stakeholders and accordingly adopt and modify their institutional structures to reflect the interest of (and the firm's interest in) their salient stakeholders. This process is determined by a combination of strategic choice and firm's institutional environment. The propositions state that culture, industry, life-cycle stage, and firm size determine this process of identification of salient stakeholders, and the consequent adoption and modification of institutional structure, and this process is preceded by changes in cooperative agreements.

THE DOUBLE EDGED SWORD REVISITED: DUALITY WITH INFORMAL CONTROLS

Robert E. Till, *University of Massachusetts, Amherst*

The volatility of the markets since the turn of the century, coupled with the highly publicized corporate scandals, has renewed the debate on issues surrounding duality. The empirical evidence of the impact of duality on firm performance is mixed, and guidance in terms of superiority of structures is limited. This paper suggests the validity of the model being tested could be obscured by several confounding variables including: the existence of a lead outside director, a non-CEO board member with a significant equity stake, and the homogeneity of board characteristics. Adding these variables to the model might enhance our understanding of the relationship between duality and firm performance.

THURSDAY, from 2:00pm - 3:15pm in Longford

PDW: WORKSHOP: How to Create an Environment of Open Classroom Communication

HOW TO CREATE AN ENVIRONMENT OF OPEN CLASSROOM COMMUNICATION

David T. Hapke, *Pace University*
Robert Edmund Luce, *Marist College*

This workshop is intended to share field-tested techniques for increasing classroom communication and participation. Specifically, the program will provide the audience with an opportunity to discuss the methods they have used to stimulate and encourage open classroom communication. The leaders will present a series of actions they have found useful to increase participation and communication in both the historic classroom and in the electronic or online classroom. Handouts will be both substantial and immediately useful. In addition, participants will later receive a summary of workshop results

THURSDAY, from 2:00pm - 3:15pm in Mahogany

CASE: Embryo Case Workshop

Facilitators: **Barry R. Armandi**, *SUNY-Old Westbury*
James J. Carroll, *Georgian Court University*
Timothy W. Edlund, *Morgan State University*
John F. Mccarthy, *University of New Hampshire*
Margaret J. Naumes, *University of New Hampshire*
Herbert Sherman, *Southampton College*

"PUSHING NO SWEAT: THE TRIPLE BOTTOM LINE?"

Carl W. Nelson, *Northeastern University*

COLD HANDS.....

Gil Brookins, *Siena College*

PREMI 2--A GIFT EXPERIENCE

Gil Brookins, *Siena College*

THE CASE OF MADEA: THE ENTREPRENEURIAL JOURNEY OF TYLER PERRY

Kenneth Mitchell, *Shaw UNIVERSITY*

TRICHOLOGY.... ITCH OR NICHE?

Carrie N Randle, *Shaw University*
Adrian D. Clayton, *Shaw University*
Kenneth Mitchell, *Shaw UNIVERSITY*

UNITED STATES OF AMERICA V. TIMOTHY LLOYD

Elizabeth McCrea, *Penn State Great Valley*
Gladys Marie Torres-Baumgarten, *Kean University*

THURSDAY, from 2:00pm - 3:15pm in Worthy

ELA: Best Experiential Exercises, 2005

Facilitator: **Donald E. Gibson**, *Fairfield University*

★ Outstanding Award Nominee ★

"NUTS!": AN EXPERIENTIAL EXERCISE IN ETHICS AND DECISION MAKING

Jeff Lenn, *George Washington University*

This exercise introduces participants to the ethical dimension of individual decision making through a series of three choices about a can of cashews in a small retail store. It focuses on principles as the primary component of ethics and lays the foundation for understanding the nature of business ethics. The goals of the exercise are to 1) link personal values and behavior in decision making; 2) make a decision and articulate an ethical rationale for it; 3) explain the importance of relationships in making decisions; and 4) identify principles as the primary component of ethics.

★ Outstanding Award Nominee ★

PITCHING TO THE HOME SHOPPING NETWORK: AN EXERCISE IN OPPORTUNITY ASSESSMENT & PERSONAL SELLING

Kimberly Eddleston, *Northeastern University*
John H. Friar, *Northeastern University*
Edmund L. Clark, *Northeastern University*

The purpose of this exercise is to help students of entrepreneurship understand the opportunity assessment and personal selling process. After watching a short video about the challenges and opportunities of launching a product on the Home Shopping Network (video is optional), students are asked to identify a unique product that could be successfully sold on the Home Shopping Network. Students are then required to pitch their product to the class demonstrating how their product suits HSN's requirements, meets customer needs, and can be personally sold effectively to the network's audience. By participating in this exercise students will experience the opportunity assessment process, aspects of marketing strategies, and the importance of personal selling.

★ Outstanding Award Nominee ★
PLAYING BY THE RULES. . .OR NOT: AN IN-BASKET EXERCISE ON ETHICS AND DECISION-MAKING

Kathleen Dechant, *University of Connecticut*
Timothy Golden, *Rensselaer Polytechnic Institute*
John F. Veiga, *University of Connecticut*

In light of the scourge of ethics scandals over the last decade, more and more companies have created, updated or clarified their corporate codes of conduct. Even though tougher and more detailed guidelines are in place, managers often find themselves questioning the validity and application of some rules in certain situations. In particular, when managers experience a disconnect between company rules and what is actually occurring on the job, they are faced with the choice of whether or not to adhere to the rules, or bend or break them. This is an in-basket exercise which simulates a day in the life of a corporate manager who faces such a challenge.

THURSDAY, from 3:15pm - 3:45pm in Ballroom (South)

Refreshment Break

Sponsored by Friendly's & Western New England College

THURSDAY, from 3:45pm - 5:00pm in Waterford

IM/OBT/T&IS: Public Learning, Policies and Practices: Issues with Governance and Unions

Facilitator: **Ed Christensen**, *Monmouth University*

DISCERNING THE GOLD, BRONZE AND TIN AMONG REINVENTING GOVERNMENT PRACTICES: FINDINGS AND IMPLICATIONS FROM AN IMPIRICAL STUDY

Marguerite Schneider, *New Jersey Institute of Technology*
Fariborz Damanpour, *Rutgers University*

Using survey and panel of experts data, we analyze the three attributes of cost, difficulty of implementation, and impact on local government for 25 innovative management practices across 725 US local governments. Results indicate significant differences across the practices in terms of these attributes, and three distinct clusters of the practices emerge from the data. Based on our comparison of the practices' attributes with their implementation rates, local governments may be driven to implement reinvention practices that are low cost rather than those with greater positive impact. Policy implications and further research on managerial practice attributes are discussed.

MEXICAN BUSINESS ETHICS? UNIONS AND NEPOTISM IN MONTERREY

Susan W. Tratner, *SUNY – Empire State College*

Understanding ethical “gray areas,” such as allowing business decisions to be made based on loyalty, are more difficult when addressing people with different cultural values. Even seemingly basic business decisions look different when seen through an appropriate cultural lens. This paper describes the ethics of businessmen in Monterrey, Mexico regarding nepotism and union negotiations. Favoritism and nepotism runs rampant and advancement usually requires some type of personal relationship. Although most unionized workers do not have a close connection with management, they still expect paternalistic treatment.

PUBLIC LEARNING: A CASE STUDY

Karan Sonpar, *University of Alberta*
Sari Marjatta Honkanen, *University of Alberta*

We propose that the transfer of knowledge into the public domain is a useful though under-explored area of research in improving public health outcomes. We argue that healthcare literature in Canada has an under-developed notion of impact on formal structures and networks on innovation diffusion, and show why it is important to contextualize knowledge to the meet the requirements of the domain to which it is transferred. We demonstrate through a case study how hermeneutic analysis of research reports in the knowledge on trends of HIV in Canada enables us to break down relevant problems into smaller and manageable parts.

THURSDAY, from 3:45pm - 5:00pm in King George

MED: Ethical Frameworks

Facilitator: **Duncan P. Ryanmann**, *Empire State College*

★ Outstanding Award Nominee ★
ATHENA, PROMETHEUS, AND ASCLEPIUS:GREEK ARCHETYPES THAT FRAME OUR ROLES AS PROFESSORS

Danna Greenberg, *Babson College*
Judith A. Clair, *Boston College*
Tammy L. Maclean, *Suffolk University*

The focus of this paper is on understanding how professors define their role and on exploring the implications these definitions have for who we are, what we teach, and how we relate to students. Based upon a qualitative research project of management professors' classroom responses to a world crisis, we rely on three archetypes from Greek mythology to frame how professors enacted their roles as they responded to this unexpected, emotional event. After describing and contrasting these archetypes, we discuss their implications for the construction of our professional identities as professors and for management education as a whole.

CONCEPTIONS OF WORK FROM THE MIDWEST

Leslie A. Korb, *Georgian Court University*
Kay Ann Hodge, *University of Nebraska at Kearney*
David K. Palmer, *University of Nebraska at Kearney*

This study sought to examine how rural students enrolled at a medium sized Midwestern university conceive of work as well as the work-related messages they receive from their families. Following a study conducted by Chaves et al. (2004), this research suggests that the conceptions of work held by students generally represent a means of self-expression or fulfillment. By understanding how these students view work, business school curriculum can be modified and communicated to take advantage of powerful family work messages.

TEACHING BUSINESS ETHICS - IS IT A LOST CAUSE?

Bruce W. Warren, *Simmons College*

The conference theme this year is most appropriate in light of the array of corporate scandals. This paper reviews the current corporate scandals to include such noteworthy examples as Frank Quattrone, Martin Grass, Martha Stewart, Tyco, WorldCom, Adelphia Communications, Fannie Mae, Parmalat, Qwest Communications, Rite Aid, Health South, Enron and Kenneth Lay, to name a few. Several key individuals involved with these scandals are graduates of business schools and this paper examines what some of those business schools and other business schools have done regarding their respective curricula in the ethics area and the potential implications for the future.

THURSDAY, from 3:45pm - 5:00pm in King Edward

Ethics: PANEL: Research Forum on Organizations and the Natural Environment

RESEARCH FORUM ON ORGANIZATIONS AND THE NATURAL ENVIRONMENT

Terry Porter, *University of Massachusetts, Amherst*
Lynne Mary Andersson, *Temple University*
Sandra Rothenberg, *Rochester Institute of Technology*

Environmentalism has become an important topic in organization studies today, as well as a key component of ethics. The surging interest, though welcome, may also have its drawbacks, particularly in conditions where a field is rapidly expanding. Multiple disconnected frameworks may be applied to similar types of problems; scholars may have difficulty keeping up with empirical results; and students and emerging researchers may be overwhelmed before even making a start. This research forum offers an opportunity for scholars of all levels and from all disciplines to come together in an informal atmosphere to share interests and concerns, develop connections, and consider emerging ideas and projects.

THURSDAY, from 3:45pm - 5:00pm in Suffolk

OBT: Leaders and Followers

Facilitator: **Matthew Eriksen**, *US Coast Guard Academy*

OF FEAR, AWE, AND THE VIRTUAL REALITY OF OLIGARCHIC TRENDS IN 'EGALITARIAN' ORGANIZATIONS

David A. Morand, *Pennsylvania State U.*
Michael Travisano, *Pennsylvania State U. - Harrisburg*

This paper uses sociolinguistic theory and research on politeness phenomena to explore power relations in organizations, particularly relative to oligarchic resurgence -- the tendency for hierarchic patterns to reassert themselves. The focus is at the face-to-face level, particularly language used in everyday conversation. Framing interaction dramaturgically, the paper describes how speech varies as a function of actors' relative power, and why. A specific focus is on actors' emotional and motivational states, and how these states often reinforce the organizational status quo, to the detriment of planned organizational change relative to status leveling, employee involvement, participation in decision-making, and the like.

THE BIG FIVE MODEL OF PERSONALITY AS A PREDICTOR OF JOB PERFORMANCE AND LEADERSHIP CAPABILITY

James Michael, *Wagner College*

The Big Five Model of personality has reactivated interests in using broad traits as an assessment tool to predict job performance and leadership capabilities in individuals. A critical assessment of the Big Five's psychometric properties and predictive validities related to main, moderating, and mediating effects are examined. Empirical findings indicate that it has acceptable psychometric properties and only Conscientiousness has a modest main effect relationship with job performance. There is conflicting evidence on how the Big Five traits affect the various aspects of leadership yet its parsimonious framework provides a common tool by which researchers can incorporate the effects of personality into advanced theories of job performance and leadership models.

★ Outstanding Award Nominee ★

THE IMPACT OF PERSONAL AND PROFESSIONAL LEADERSHIP ON EMPLOYEE WILLING COOPERATION, JOB SATISFACTION, AND ORGANIZATIONAL COMMITMENT: A STUDY OF A GOVERNMENT AGENCY

Erik R. Eddy, *Siena College*

Steven Joseph Lorenzet, *Rider University*

Angelo Mastrangelo, *Binghamton University*

Based on prior research (Mastrangelo, Eddy & Lorenzet, 2004) a model of professional and personal leadership's impact on several outcomes was tested in a government agency. Respondents evaluated the leadership in their organization and reported perceptions of the willing cooperation, job satisfaction, and organizational commitment. Results suggest that, when studied independently, both professional leadership and personal leadership are positively related to all three outcomes. Additionally, results suggest that personal leadership mediates the effect of professional leadership on all three outcomes. Practical implications for the current organization, and other organizations, are discussed.

THURSDAY, from 3:45pm - 5:00pm in Longford

PDW: PANEL: Enabling a Community of Practice

EIP (ENTHUSIASTIC INNOVATION-MINDED PROFESSOR) SEEKS SAME TO CREATE ACADEMIC COMMUNITIES OF PRACTICE

Paul S. Szwed, *U.S. Coast Guard Academy*

Laurel Goulet, *U.S. Coast Guard Academy*

EIPs (Enthusiastic Innovation-minded Professors) seek accepting community to engage in their passion. Although framed as a classified ad, this workshop engages participants in a discussion of creating academic communities of practice for the continuous improvement of teaching, learning, and research. This workshop focuses on an informal version of professional development whereby enthusiastic individuals create their own communities to explore innovations. Following a brief introduction, participants will engage in a mock community of practice, seek out ideas to explore, and learn about how to develop their own communities of practice.

THURSDAY, from 3:45pm - 5:00pm in Mohogony

CASE: VIP Panel and Reviewing Workshop

Panelists: **James J. Carroll**, *Georgian Court University*

Timothy W. Edlund, *Morgan State University*

John Seeger, *Bentley College*

THURSDAY, from 3:45pm - 5:00pm in Worthy

ELA: Writing Experiential Exercises: A Primer

Facilitator: **Joseph Seltzer**, *La Salle University*

Colleagues and I have presented ELA sessions on designing your own experiential exercises and creating exercises from movies and TV. This year is a workshop on how to write your exercise to submit. We have two exercises as examples, but some of the time will discuss exercises brought by the audience.

To make this workshop work, please think about that great exercise you developed and love to use, but have never gotten around to writing. Come prepared to talk about it; the workshop will help you write it for submission.

Hopefully next year you will submit it to ELA.

CORE CONCEPTS: AN INTRODUCTORY EXERCISE FOR A CAPSTONE COURSE

Marianne Salmon Gauss, *La Salle University*

Joseph Seltzer, *La Salle University*

An icebreaker exercise was developed to help students gain an understanding of the capstone course and integrating nature of business. The course is less about content than processes. Students will recognize that there is already a great deal of knowledge in the classroom and that they can take ownership of their own knowledge. The exercise asks students to list the core concepts that they have learned in their business school courses. Then a discussion of the knowledge required to manufacture and sell an object is held. Students see that most of what is needed is already listed on the board.

TRAINING STUDENTS IN INTERVIEW SKILLS

Mark E. Sandberg, *Rider University*

Joseph Seltzer, *La Salle University*

Improving interview skills is important to undergraduates because they want the best possible internships and permanent jobs. A classroom design is suggested to provide opportunities for practicing and obtaining feedback about interviewing. Students participate in a series of mock interviews, each posing the same question and followed by feedback. A further design for a nine session training program is presented.

**THURSDAY, from 5:15pm - 6:30pm in Ballroom
(North & Center)**

KEYNOTE PANEL

**How Can Organizations Develop a
Sense of Ethics?**

Panelists

David Callahan, *DEMOS*

Robert E. Fredericks, *Bentley College*

Edwin M. Hartman, *Rutgers University*

Sandra Waddock, *Boston College*

Moderator

James R. Bailey, *George Washington University*

THURSDAY, from 6:30pm - 8:30pm in Atrium

Conference Social

Sponsored by New Jersey Institute of Technology

THURSDAY, from 9:00pm - 11:00pm in King Edward

Conversation and Collegiality

FRIDAY, May 13th

Registration: from 8:00am - 5:00pm in the Foyer

FRIDAY, from 8:00am - 5:00pm in Ballroom (South)

EAM Café

Exhibitors & Free internet Access

FRIDAY, from 8:15am - 9:30am in King George

BPS/IM: Strategic Alignment and Implementation

Facilitator: **dt ogilvie**, *Rutgers University*

ALIGNING PRODUCT DEVELOPMENT TO BUSINESS STRATEGY

Elizabeth McCrea, *Penn State Great Valley*

This qualitative study examines the relationship between the alignment of the new product development (NPD) process to business strategy and product success. As expected, alignment with strategy at the end of the development process (i.e., at product launch) was positively correlated with success. What was surprising was that alignment at the beginning of the process was somewhat negatively correlated with success and uncorrelated with ending alignment. Qualitative data were used to examine the dynamics that underlie the findings. Several factors explain the divergence, including changes in strategy, changes in product specifications, and unfounded assumptions. Limitations and next steps are presented.

CROSS-CULTURAL COMMUNICATION AND MULTICULTURAL TEAM PERFORMANCE: A GERMAN AND AMERICAN COMPARISON

Steven W. Congden, *University of Hartford*
Alexei V. Matveev, *City University of New York*
David E. Desplaces, *University of Hartford*

This study builds on work by Matveev & Nelson (2004) which investigated the relationship between cross-cultural communication competence and multicultural team performance using American and Russian Managers. This study examined the impact of national culture for German and American subjects. While a relationship between cross-cultural communication competence and multicultural team performance was found, it did not differ by overall national culture. Of the four dimensions of cross-cultural communication competence, only Cultural Empathy, was found to be significantly different between Americans and Germans. No difference was found for dimensions of Interpersonal Skills, Team Effectiveness, and Cultural Uncertainty.

STRATEGIC ADAPTATION: AN INTEGRATED VIEW

Rangamohan V Eunni, *Youngstown State University*
James E. Post, *Boston University*

Drawing upon theoretical research in the strategic management field, we propose that strategic adaptation ability of a firm is a function of two types of coherence or alignment: a) the alignment among the strategy, structure and culture within the organization or internal alignment, and b) the alignment of the organization as a whole with the external environment or external alignment. By relating performance differentials between top and poor performers to differences in their alignment properties, we formulated certain research hypotheses for empirical validation.

FRIDAY, from 8:15am - 9:30am in King Edward

EDGE/T&IS: Seeing The Light: Sense-Making In Technology

Facilitator: **Joseph A. Mitchell**, *National-Louis University*

LEVERAGING TECHNOLOGY TO MANAGE BOUNDARIES: UNDERSTANDING TELEWORKER PRODUCTIVITY

Alisa Heather Watt, *Rensselaer Polytechnic Institute*
Timothy Golden, *Rensselaer Polytechnic Institute*

Telework is often described as a program that enables individuals to become more productive by increasing one's ability to manage the boundaries between the work and family roles. After making large investments into telework programs, however, many organizations have learned that not everyone is able to maintain productivity while working from home. Using boundary theory (Ashforth, et al., 2000), we therefore examine how telework alters productivity by investigating its impact on role management. Our investigation into factors associated with effective role transitions and the altered boundaries of telework suggests rich avenues for research into this growing form of technology-enabled work.

MAKING SENSE OF THE VISUAL IMAGE

Karan Sonpar, *University of Alberta*
Sari Marjatta Honkanen, *University of Alberta*

This paper draws upon sociology of the image to make sense of the media coverage on the war on Iraq. We use a combination of the grounded theory approach and critical interpretivism to make sense of the photographic coverage of the war. We argue how the image serves as a powerful, though, inadequately understood medium of expression. We explain how actors, both the photographers, as also the people being photographed, use this medium to attract our attention. We conclude by arguing how the rhetorical properties of the image might, in fact, create a crisis of the real.

NANOTECHNOLOGY: A SCIENTIFIC REVOLUTION WITH CRITICAL STRATEGIC, MANAGERIAL, AND ETHICAL IMPLICATIONS

Michael Charles, *Pace University*
Eric H. Kessler, *Pace University*

Nanotechnology, the ability to manipulate materials on the atomic and molecular level changing their properties and thus creating new structures and materials, is at the forefront of a new paradigm shift whose impact may equal or surpass that of computers and the Internet. We advance propositions related to nanotechnology's potential effect on business strategy, processes, and leadership and management. Select case studies of companies involved in nanotechnology are examined as preliminary assessment of the propositions. Finally we discuss some critical scientific, ethical, and social implications of developments in nanotechnology.

FRIDAY, from 8:15am - 9:30am in Suffolk

Ethics: Ethical Decision Making: Issues of Hierarchy, Referent Groups, Motivation, Pay Equity and Culture

Facilitator: **Anthony F. Buono**, *Bentley College*

CULTURAL DIFFERENCES IN BUSINESS ETHICS

Fuan Li, *William Paterson University*

Cultural and socioeconomic environments may place constraints on multinational and transnational marketers who attempt to develop international codes of ethics. To enhance our understanding of cultural impacts on individuals' ethical perception and behavior, the present study compares different views of business ethics between collectivists and individualists. The comparison reveals that collectivists and individualists differ in their ethical values, behavioral norms, moral philosophy, sensitivity to ethics, and perceived ethical responsibility. These differences further lead to different behavioral standards and prescriptive judgment, thus affecting ethical behavior. Implications for international or global marketers are discussed.

THE RELATIONSHIP BETWEEN HIERARCHY AND PREFERENCES FOR REFERENT GROUP IN ETHICAL DECISION MAKING

Sarbjee Singh Rayat, *University of Massachusetts, Amherst*

Does one's organizational rank influence one's preference for referent group to resolve one's work-related ethical dilemmas? Addressing this question in my paper, I examine the existing literature on ethical decision making and infer that the questioned relationship is very likely to exist. I derive a set of 7 propositions from the literature to propose a model explaining the manner in which the influence of hierarchy on preference for referent group is most likely to occur. My argument in this paper is that this relationship exists, is mediated by moral cognitive development and by focus of commitment, and that these two mediated relationships in turn are moderated by age and tenure respectively.

THE UNDERLYING SOURCES OF MOTIVATION IN HISTORICAL AND CONTEMPORARY THEORIES OF ETHICS

John E. Barbuto, *University of Nebraska-Lincoln*
Gerald M. Parsons, *University of Nebraska-Lincoln*

This paper seeks integration between historical and contemporary theories of ethics and motivation. The ethical theories are discussed from the major perspectives of virtue, utility, and deontology, with additional dialogue of egoistic/hedonistic and contractarian perspectives. The motivation theories are discussed using a meta-theory of motivation, derived from historical and contemporary conceptualizations. The five sources of motivation include intrinsic process, instrumental, self-concept-external, self-concept-internal, and goal internalization. The paper develops testable propositions linking motivation to ethical perspectives and provides directions for future research.

FRIDAY, from 8:15am - 9:30am in Longford

EDGE/MED: Doing What We Do...Only Better

Facilitator: **Bruce W. Warren**, *Simmons College*

CROSS COLLEGE COLLABORATION TO DEVELOP TEAM SKILLS

Andrea Welker, *Villanova University*
Walter G. Tymon, *Villanova University*

This paper describes the collaboration between Engineering and Management faculty to develop team skills in engineering students within the engineering curriculum from sophomore through senior year. In its development and delivery, the two project faculty members paid particular attention to the relevance and integration of the skills to the engineering curriculum. The instruction is presented to students in a just in time approach with immediate relevance to their engineering projects. Student feedback on the value of this new initiative has been positive. In addition, these types of initiatives are a useful way to build bridges between colleges within a university.

MOVING BEYOND PRE-FREDERICK TAYLOR PRACTICES: A RESEARCH-BASED APPROACH TO CONTINUOUS IMPROVEMENT IN BUSINESS EDUCATION

Peter W. Hess, *Western New England College*
Julie I. Siciliano, *Florida Institute of Technology*

The growing emphasis on improving performance in business school programs relies on a continuous improvement model designed for manufacturing and business service organizations. However, adapting the model to higher education is problematic due to the complexity of learning assessment and the lack of technical expertise in learning processes among most faculty members. We propose integrating a research basis into the current continuous improvement model that will result in practices and processes shaped by scientific research. Issues associated with implementation are discussed.

OVER THE CUTTING EDGE: EDUCATING BETWEEN PRACTICE AND CLASSROOM

Gene C. Baten, *Central Connecticut State University*
David S. Fearon, *Central Connecticut State University*
Cheryl A. Harrison, *Quinnipiac University*

We are a team of Management professors who once shared rare use of our teaching loads doing action research in a hospital. Our mission, to embed a system educating managers of clinical operations in the real-time flow of practice. After months of experimentation, our system took hold. Project time ran out. We returned to the classroom. Now, we share a dilemma. Seeing how avidly managers learn, when the real situations of their practice determined what, when, and how we teach, are we able to produce such powerful learning in our classrooms? Presented are three ways we are bridging to practice.

FRIDAY, from 8:15am - 9:30am in Mahogany

CASE: Developing Cases

Facilitators: **Drew L. Harris**, *Longwood University*
Noushi Rahman, *Pace University*
Mary Garlington Trefry, *Sacred Heart University*

JETBLUE AIRWAYS: A GLANCE INTO THE FUTURE

Timothy W. Edlund, *Morgan State University*
Burak N. Malatyali, *Morgan State University*
Osmund Josiah Marcellin, *Morgan State University*
Prisca Owiddo, *Morgan State University*
Sanya Rattray, *Morgan State University*

As 2002 ended, David Neeleman reflected on the growth of his company, knowing that there was still great growth potential. Competition in the US airline industry would tighten as more companies sought to capitalize on the low cost carrier market. He had taken his previous airline experience and honed his skills setting up JetBlue - a new low cost carrier. But, with increasing competition on the horizon, JetBlue faced key decisions and questions that could either propel the company into the future or impede its goals. A key decision at case time was whether to add another hub airport to its only one in New York; and, if so, where to locate that hub.

NUCOR IN 2005

Lester A. Hudson, *Queens University of Charlotte*

Nucor Corporation is the largest manufacturer of steel in the US. This case examines Nucor's reactions to the changes taking place in the highly competitive global steel industry. Nucor is the low cost producer of steel in the US as a result of its technology, culture, incentive pay system, and decentralized approach to management. It uses this advantage to position itself among competitors in a mature industry to achieve exemplary performances. Can Nucor sustain this position? What should the CEO do to position the firm for future success? Concepts illustrated: industry analysis, firm analysis, competitive advantage, culture, low-cost manufacturing, strategic direction, managing change.

Pfizer Inc.: The Pharmaceutical Drug Industry

James Buscemi, *St. John's University*

Robert Mockler, *St. John's University*

Marc E. Gartenfeld, *St. John's University*

Mary Elizabeth Moran, *St. John's University*

On July 25, 2003, Pfizer Chairman and Chief Executive Officer Henry McKinnell Jr. stated that Pfizer's second quarter performance would be characterized by rapid integration of Pharmacia, plus continued growth from industry's broadest array of products and an unprecedented investment in research and development. With Pfizer's leadership position in all major regions of the world, the main question to be resolved was how to differentiate Pfizer with the integration of Pharmacia, from its' competition to achieve a winning edge in the pharmaceutical industry over the short-term, intermediate, and long-term amidst a rapidly changing political and economic environment.

The Demise of Southampton College – Long Island University

Herbert Sherman, *Southampton College*

This is a field-based, anthropological two-part "case in progress" (lacks a teaching note). In Part A (The Day the Music Died), a college professor is confronted with an e-mail from the President of his University (LIU) announcing the transfer of all undergraduate programs from his college of employment (Southampton College) to a sister campus (C.W. Post). In Part B (The After "math") the professor searches the college's website and finds financial data for the college for the last five years as well as cashflow data by campus for the university for the past fifty years.

Volkswagen 2003

Katerina Felixova, *SUNY New Paltz*

Nicole Giordano, *SUNY-New Paltz*

Jun Lin, *SUNY New Paltz*

Veronika Safarova, *SUNY New Paltz*

Ali Muntaz Sahin, *SUNY-New Paltz*

Vanishree Venkateswarulu, *SUNY-New Paltz*

The main purpose of this paper is to analyze Volkswagen from a global business viewpoint. It includes a description of the overall automobile industry and the general environment, Volkswagen's history, and an analysis of Volkswagen's operations and performance. Then we identify several global issues Volkswagen is facing and the challenges for Volkswagen. This case could be used in global business class to discuss the issues of (1) how to evaluate the opportunities and threats in global environment; (2) how to match a firm's global strategy to the environment; and (3) how to develop recommendations to respond to challenges a global company is facing.

FRIDAY, from 8:15am - 9:30am in Worthy

ELA: The Road Inward: Self-Examination

Facilitator: **Kent D. Fairfield**, *Fairleigh Dickinson University*

Leadership Conundrum: A Self-Directed Inquiry

Matthew Eriksen, *US Coast Guard Academy*

Benjamin Alan Cooper, *US Coast Guard Academy*

The Leadership Conundrum is a semester-long, personal leadership inquiry that provides students with a self-directed learning opportunity. The guiding framework for this leadership inquiry is a personal leadership conundrum developed by students. Students engage in problem-based learning and reflect on their experience to develop a clear understanding of their conundrum and how they might resolve it in practice. The exercise provides a structure through which leaders can become life-long learners. In addition to the students' personal development, through interviews conducted by the students, the project creates a community of inquiry into leadership within the institution in which it is employed.

Using Guided Meditation to Develop Learning Objectives for Adult Learners – An Experiential Exercise

Jerry Biberman, *University of Scranton*

Robert Lee Mckeage, *University of Scranton*

Adult learning is one of the biggest growth fields in higher education. To be most effective teachers of adult learners need to adjust their style of teaching from the traditional student. The characteristics of the adult learner differ greatly from the traditional student. Adult learners approach learning differently than the traditional student. This exercise will help in the early stages of instruction of the adult learner by assisting participants in developing learning objectives.

FRIDAY, from 9:30am - 10:00am in Ballroom (South)

Refreshment Break

Sponsored by Central Connecticut State University

FRIDAY, from 10:00am - 11:00am in Ballroom
(Center)

KEYNOTE ADDRESS
**Restoring Stakeholder Trust at Tyco
International**

Eric Pillmore - *Senior Vice President -
Corporate Governance for Tyco International*

Facilitator: Shanthi Gopalakrishnan, *New
Jersey Institute of Technology*

FRIDAY, from 11:15am - 12:30pm in Waterford

Careers: Career Strategies and Transitions

Facilitator: **Kimberly Eddleston**, *Northeastern University*

★ Outstanding Award Nominee ★

**DEVELOPMENT AND EXPLORATION OF A
MODEL OF SENIOR MANAGEMENT
ASPIRATIONS: DOES GENDER MATTER?**

Barrie Elise Litzky, *Penn State University Great Valley*

This research seeks to contribute to the careers literature by gaining an understanding of the factors that influence an individual's aspirations to advance to senior-level management and whether or not they are the same for men and women. The model tested in this study positions senior management aspirations as a component in the career decision-making process. Structural equation modeling was employed to examine the impact that gender has on the development of senior management aspirations. The findings suggest that women are less likely than men to see themselves as "fitting" into positions in senior level management.

★ Outstanding Award Nominee ★

**HUMAN RESOURCE AND CAREER
DEVELOPMENT STRATEGIES IN INDIA**

Madeline M. Crocitto, *SUNY, Old Westbury*
Sherry E. Sullivan, *Bowling Green State Univ.*
Howard S Tu, *University of Memphis*

As more and more Western companies consider investing in India, it is important that strategic human resource management (HRM) and career issues be examined as part of the decision making process. Much of the past writings on Western investment in India have focused on marketing or financial issues. We take a different perspective on the investment decision by examining how human capital can be built through HRM and career development. The purpose of this article is to examine key HRM and careers issues and to provide a practical guide for managers evaluating India as a potential location for expansion or initial investment opportunities.

★ Outstanding Award Nominee ★

**I KNOW SOMEONE YOU DON'T KNOW: THE
PROCESS OF BROKERING CAREER CONTACTS**

Wendy Carol Marcinkus, *Boston College*

Networking is the active process of building and maintaining relationships, associated with career and job search skills. Within a social network, brokers span structural holes between disconnected individuals or groups, allowing them to mediate the flow of information or resources. New businesses are capitalizing on the idea of using brokers to expand an individual's network as a job search technique. Using mixed methods, I develop a process model of brokering at a university career center and explore the conditions under which brokers tend to collapse structural holes and communicate networking skills that help contacts build their own networks.

FRIDAY, from 11:15am - 12:30pm in King George

**Meet the Journal Editors: Panel with the
Editors of AMLE, GOM and OMJ**

Panelists: **James R Bailey**, *George Washington University*
Alison M. Konrad, *University of Western Ontario*
Jeanie M. Forray, *Western New England College*

FRIDAY, from 11:15am - 12:30pm in King Edward

**Ethics: Organizational Structures and Ethical
Practices**

Facilitator: **David E. Dudek**, *University of Massachusetts
- Amherst*

**DO LIMITED LIABILITY PARTNERSHIPS
DIMINISH THE PUBLIC TRUST OF THE
PROFESSIONS? AN ETHICAL ANALYSIS**

John D. Keiser, *SUNY Brockport*

Typically, individuals and their organizations are held liable when their, or their organization's, actions are guilty of malpractice or breach of ethical behavior. Increasingly, professionals, the group of occupations most trusted by society, are bypassing this liability by adapting limited liability partnerships, which restricts a partner's obligation when another partner is guilty of negligence or fraud. Using Rawlsian Justice Theory, this paper questions the ethical implications of professions using this organizational structure as protection when society already rewards the professions more favorably than other occupations.

ORGANIZATIONAL FORMS AND ETHICAL NORMS

Sarbjee Singh Rayat, *University of Massachusetts, Amherst*

Researchers have studied organization structure and organizational culture for their independent effects and not for their interactional effects on ethical decision making of organizational members. In this paper, I argue for the need to study the organization structure-culture relationship and propose the study of organizational forms and ethical norms as one way of doing this. Identifying key features of four organizational forms, viz. functional, divisional, matrix and network form, I examine the literature to propose the likely outcomes of ethical norms in each organizational form. I conclude the paper with a discussion of some of the limitations and significances of this study.

★ Outstanding Award Nominee ★

PRACTICING WHAT WE TEACH –THREE ETHICAL FRAMEWORKS FOR SCHOOLS OF BUSINESS

Cam Caldwell, *University of Houston - Victoria*

Elena P. Antonacopoulou

Thomas Leo Matula, *University of Houston - Victoria*

Ranjan Karri, *Bryant University*

Carol D Watson, *Rider University*

Daniel Conrad Naegle, *Blinn College*

The raging cynicism felt toward businesses and business leaders is a by-product of perceived violations in the social contracts owed to the public. Business schools have a unique opportunity to make a significant impact on present and future business leaders, but “practicing what we teach” is a critical condition precedent. This paper introduces three frameworks for assessing the social contracts owed by business schools in their role as citizens in the larger community.

FRIDAY, from 11:15am - 12:30pm in Suffolk

BPS: Transactions

Facilitator: **Sujit Sur**, *Concordia University*

ARE INVESTMENT BANKERS GOOD FOR ACQUISITION PREMIUMS?

Patrizia Porrini, *Long Island University*

Since the 1980s, the number of acquisition deals has increased as has the use of investment bankers. Among their many strategic and financial advisory roles, investment bankers negotiate acquisition premiums. Studies have found support for agency conflicts between acquirers' bankers and their acquiring clients, resulting in bankers being associated with acquirers' payments of higher acquisition premiums. This study investigates the transaction-specific attributes under which acquirers' bankers are associated with greater acquisition premiums and whether bankers' first-tier status attenuates the premium paid by acquirers when they use bankers.

DIVISIONAL REVERSE LEVERAGED BUYOUTS: RETHINKING CAUSES AND CONSEQUENCES OF LBOS

Michael Reto Braun, *University of Massachusetts, Amherst*

The leveraged buyout (LBO) has received considerable attention from scholars interested in answering whether, how and for whom it creates shareholder value. Jensen's (1986) free cash flow hypothesis has stood as the leading rationale for the LBO's emergence and efficacy. However, traditional LBOs have given way to LBO variants that shake conventional thinking about the buyout's agency mechanism. This paper focuses on the divisional reverse leveraged buyout (D-RLBO) to show that this variant fractures previously held tenets about the causes and consequences of LBOs, and offers propositions to test the boundaries of the agency mechanism at work in this organizational phenomenon.

THE OTHER FACE OF AGENCY: THE AGENCY COSTS OF DEBT

Jean Mcguire, *Concordia University*

Sandra Dow, *Université du Québec à Montréal*

Strategic management has examined the strategic implications of leverage primarily from a transaction cost perspective. This manuscript argues that use of leverage engenders agency conflicts between managers, shareholders, and creditors. After discussing the sources of the agency costs of debt, it discusses the strategic implications of these agency costs.

FRIDAY, from 11:15am - 12:30pm in Longford

PDW: PANEL: Sociological Reflection for Teaching and Learning

REFLECTIONS ON THE SOCIOLOGICAL IMAGINATION AND INTELLECTUAL CRAFTSMANSHIP: ISSUES RAISED FOR THE FIELD OF MANAGEMENT TEACHING AND RESEARCH.

Diana Sharpe, *Monmouth University*

Raza A Mir, *William Paterson University*

Over forty years ago C.Wright Mills (1959) invoked the Sociological Imagination in scholars and the pursuit of intellectual craftsmanship. His work has been described as being based on an awareness of the main moral issues of the time (Gitlin 2000) and involved a moral encouragement of scholars as intellectual craftsmen. For Mills the sociological imagination was the most needed quality of mind of that time. This roundtable focuses on a discussion of the relevance today of the 'Sociological Imagination' and 'Intellectual Craftsmanship' to how we approach our teaching and research endeavors and the ways in which Imagination and Craftsmanship may be understood in today's context.

FRIDAY, from 11:15am - 12:30pm in Mahogany

CASE: Strategy Cases and Case Evaluation

Facilitators: **James J. Carroll**, *Georgian Court University*
Donald H. Schepers, *Baruch College*
Herbert Sherman, *Southampton College*

BETTER THINKING, EASIER GRADING: NEW IMPROVED PROCESS FOR CASE ANALYSIS AND WRITING

Drew L. Harris, *Longwood University*

This paper presents a structured approach to case analysis and writing that results in improved analysis and application of theory for students while making the coaching and grading process easier for professors. The process, ITAC (Issues, Theory, Analysis and Conclusion) creates a structure for easy and accurate diagnosis of learning skills levels. The formal structure decreases the time students spend creating written work and decreases grading time for professors. With accurate skill diagnosis, learning-theory supportive structure, and less time spent on grading, the system provides a context for making substantial improvements in students thinking skills.

DAVID WALENTAS' TWO TREES MANAGEMENT CO.

Noushi Rahman, *Pace University*
Fabiha Naumi, *City College, CUNY*

Real estate entrepreneur-turned-mogul David Walentas has deliberately transformed Brooklyn's DUMBO neighborhood, where he holds about 3 million square feet of building space. Walentas has worked deliberately to give DUMBO a neighborhood feel. Initially, he allowed artists to move in for very low rent. As artists moved, so did culture, sophistication, and need for art-related things. This gave rise to multiple galleries, design studios, and printing services firms in the neighborhood. With an increasing population in the neighborhood, the government was more willing to invest in redeveloping State-owned properties in DUMBO. This had strong positive spillover for Walentas' Two Trees Management. Despite tremendous success, what the future holds for Two Trees is anyone's guess.

READER'S DIGEST: INFORM, ENRICH, ENTERTAIN AND INSPIRE – INSPIRE WHO? AND FOR HOW MUCH LONGER?

Pauline Assenza, *Pace University/U. New Haven/WCSU*
Alan B. Eisner, *Pace University*
Jessica Williams

Reader's Digest (RDA) net income had been steadily declining since 1999. Extensive restructuring, reduction in staffing levels, acquisitions and development of international business ventures, although part of an "intense effort" to retool the business, had not produced a significant improvement in earnings per share. Would Readers' Digest, once named one of the most successful magazines in the Western world, be able to redefine its product line and find a new demographic and new generation of customers to "inspire"?

REINVENTING THE CONGREGATION OF THE BLESSED VIRGIN MARY

Gina Vega, *Merrimack College*
Patrick Primeaux, *St. John's University*

The Congregation of the Blessed Virgin Mary (CBVM), a Catholic order founded in the early 1800s, was faced with a series of strategic concerns at the beginning of the 21st century. Some of the concerns facing the Catholic Church in America were sexual abuse, an aging clerical population, a changing laity, reduced finances, very limited vocations, and an evolving mission. Several of these issues were also facing the Catholic Church worldwide. These serious matters facing them were threatening the continued viability of the order.

SAILING THROUGH A LULL AT SABRE YACHTS

Thomas C. Leach, *University of New England*
Barry R. Armandi, *SUNY-Old Westbury*
Herbert Sherman, *Southampton College*

Derived from field interviews and secondary research, the case describes the dilemma that the Marketing Manager Bentley Collins of Sabre Yachts faces in developing a profitable marketing mix given the firm's current product line, competitors, industry and national economic trends. A majority of sales came from the New England and Mid-Atlantic regions with only sporadic success in other areas. Bentley worried that slower phone traffic in Spring of 2001 would be indicative of slower sales and wanted to know what actions the firm should take to continue their regional growth as well as their push to become a more nationally-based firm.

FRIDAY, from 11:15am - 12:30pm in Worthy

ELA: Responding to Ethical Dilemmas

Facilitator: **Catherine Connelly Giapponi**, *Fairfield University*

A MANAGER'S ACTION EXERCISE

David E. Desplaces, *University of Hartford*
John R. Ogilvie, *University of Hartford*

This exercise was based on one author's encounter in a drugstore. It is designed to introduce students to the traditional topics of sexual harassment but also extend these issues to customer interactions. This exercise can easily be customized for presentation at EAM using a limited time segment where by participants would read the case (4 minutes), take the quiz (3 minutes) and partially discuss the questions (4-6 minutes) in separate groups of men and women. The authors would then share with the group their classroom experiences and discuss some of the observed student learning (4-6 minutes).

REAL LIFE ETHICAL DILEMMAS: ETHICAL ANALYSIS IN THE BUSINESS ETHICS CLASSROOM

Andra Gumbus, *Sacred Heart University*
Stephen A Scarpati, *Sacred Heart University*

This experiential learning activity provides an opportunity for students to practice ethical decision making based on ten real life instances of unethical behavior in the workplace. Scenarios are presented and students vote to determine the outcome of the ethical dilemma from the perspective of the manager responsible for the decision. Decisions are discussed and posted before the facilitator reveals the actual decision made. Debriefing includes the exploration of everyday ethical situations faced by managers and employees and how the disregard for ethics impacts societal and organizational health.

STOP THE PRESSES! AN ETHICAL DILEMMA AT THE PAPER

Catherine Connelly Giapponi, *Fairfield University*
Laurel Goulet, *U.S. Coast Guard Academy*

This experiential exercise uses film to teach business ethics. Using a "start-stop-discuss" technique, clips from the film *The Paper*, provides the catalyst to engage students in the discussion of ethical issues, the factors influencing ethical decisions, and the potential outcome of those decisions. Session attendees will participate in an ethical discussion using the "start-stop-discuss" technique.

FRIDAY, from 12:30pm - 2:15pm in Ballroom (North&Center)

PRESIDENTIAL LUNCHEON

dt ogilvie, EAM President (Presiding)

Sponsored by Rutgers University

FRIDAY, from 2:30pm - 3:45pm in Waterford

MED: PANELS: The classroom as a Lab - Teaching Modes and Team Building

Facilitator: **Madeline M. Crocitto**, *SUNY, Old Westbury*

IT WAS THE BEST OF TEAMS; IT WAS THE WORST OF TEAMS: LESSONS FROM THE CLASSROOM ON BUILDING AND DEVELOPING TEAMS AND TEAM LEADERS

Kathleen Dechant, *University of Connecticut*
David D. Palmer, *University of Connecticut*
Bonita L. Betters-Reed, *Simmons College*
Steven I. Meisel, *La Salle University*

Over the years scholars and practitioners have developed and culled best practices and lessons from research and practice that illustrate how teams can be created and sustained to work across the boundaries of time, space and distance. As educators we have taken many of these lessons to heart by applying them within our own classrooms in our desire to develop teamwork skills to prepare our students for the workplace. However, because classroom teams differ from workplace teams in a number of ways, we must adapt, add, or change applications as needed. In the course of doing so, we have gained valuable insights into the creation and management of teams in the classroom.

TEACHING MANAGEMENT IN THREE MODES

Rilchard John Butler, *SUNY Empire State College*
Carol M. Carnevale, *Empire State College*
Duncan P. Ryanmann, *Empire State College*

The purpose of this panel is to provide a discussion of three modes of guiding student learning of management. The three modes are individualized tutorials, residency anchored learning, and distance learning using web technology. The presenters will highlight and contrast the strengths and challenges of these three modes of delivering management education. While the setting is a non-traditional educational environment, many of the facets discussed will be applicable to other settings.

FRIDAY, from 2:30pm - 3:45pm in King George

WIP: Strategy: New Models of Industry and Corporate Dynamics

Facilitator: **Dorothy Mary Kirkman**, *Rutgers University*

CORPORATE GOVERNANCE IN NON-PROFIT ORGANIZATIONS

Elizabeth Siler, *University of Massachusetts, Amherst*

Corporate governance has its roots in Berle and Means (1931), who wrote about separating ownership and control. Their goal was to protect the interests of minority shareholders of public corporations. Non-profit organizations have no owners, and managers have no claim on the residual cash flows, so governance become more complex—there is no clear mandate to protect a particular group's interests. This paper reviews the literature on corporate governance in non-profit organizations. Main areas government relations, role and structure of boards of directors, and governance functions. The conceptualizations are relevant to understanding governance of for-profit firms and non-profit organizations.

FROM NEGATIVE EXTERNALITIES TO INDUSTRIAL ILLEGITIMACY, AN EMPIRICAL ANALYSIS OF THE ILLINOIS LIVESTOCK INDUSTRY

Filipe K. R. Pereira, *University of Illinois at Urbana-Champaign*

Peter Goldsmith, *University of Illinois at Urbana Champaign*

An industry's legitimacy depends on stakeholders' perceptions and assessments of the appropriateness of its behavior across a wide array of settings. While products and services may be highly valued, and in some cases essential, business externalities serve as a powerful counterforce undermining legitimacy. The work draws on the theory of industrial legitimacy and employs a taxonomy of four different legitimacy sub components; pragmatic, regulative, normative, and cognitive. The paper identifies how externalities affect an industry's legitimacy and the relative contribution of each sub component. The research then empirically tests the theory using the case of the Illinois livestock industry.

MARKET PARTITIONING AND COMPETITIVE DYNAMICS IN THE TELECOM INDUSTRY

Jay Lee, *University of Pittsburgh*

This paper focuses on how the market partitioning and competitive dynamics evolve in the turbulent business environment. As supported by Boone et al. (2000) with empirical data of Dutch auditing firms from 1986 to 1992, market partitioning interacts with regulatory changes in the institutional environment in interesting ways. Given that one of the primary goals for policy change is to promote a competitive environment (Crandall, 2000), recently deregulated policy paradigms will impact on the overall processes of market partitioning and competitive dynamics.

RESOURCE AND RISK TRADEOFFS IN GUANXI-BASED IJVS IN CHINA

Noushi Rahman, *Pace University*

Irem Aktas

Guanxi is a key concept and a social phenomenon in China. Given that China is already the second largest national economy in the world, many Western firms are trying to conduct business in China. While extant literature suggests that firms should focus on developing guanxi to do business in China, we argue that the effects of guanxi are mixed. We offer eight propositions that linking guanxi and relative risks when IJVs are formed to access different kinds of resources.

FRIDAY, from 2:30pm - 3:45pm in King Edward

Ethics: PANEL: Turning the Mirror on Ourselves

TURNING THE MIRROR ON OURSELVES

Diana Stork, *Emmanuel College*

Jill Woodilla, *Sacred Heart University*

Sandra Morgan, *-University of Hartford*

Laurie Levesque, *Suffolk University*

Panel and workshop focused on faculty ethics. Management faculty members are role models to students, and we want to explore their role in developing and sustaining cultures of integrity. To start the conversation about what such a role might look like, we need to understand the range and types of ethical dilemmas, problems, or violations that faculty witness or experience. Panelists will present background information, a simple framework for categorizing ethical violations and dilemmas, and stories from their own experience. In the workshop portion, participants will share and discuss their own stories.

FRIDAY, from 2:30pm - 3:45pm in Suffolk

T&IS: Innovating in the Innovation Process

Facilitator: **Aron S. Spencer**, *New Jersey Institute of Technology*

A TAXONOMY OF PRODUCT DEVELOPMENT PHILOSOPHY

Elizabeth McCrea, *Penn State Great Valley*

Currently terms such as “product development strategy” and “product development program” mean different things to different people. This lack of common understanding is one factor that is hindering the advancement of the product development field. Rather than try to reconcile the different interpretations of these terms, I develop a new concept, product development philosophy (PDP), to address the need for a commonly understood concept that captures a firm-level perspective of product development. This work presents a PDP taxonomy derived from both existing product development literature and an in-depth qualitative study.

DESIGNING THE WORKPLACE TO PROMOTE FACE-TO-FACE COMMUNICATION IN NEW PRODUCT DEVELOPMENT TEAMS: A FIELD STUDY

James Burke Stryker, *Rutgers University*
George Farris, *Rutgers University*

A field study was conducted to quantitatively determine the effect of the design of the workplace environment on face-to-face (FTF), technical communication in new product development teams. The results indicated that high visibility workstations promoted team communication and FTF communication increased when high visibility workstations were moderated by high headcount density. Open workstations, as compared to closed offices, were found to promote team communication in situations with low visibility workstations. Providing collaboration opportunity in the form of informal meeting places promoted team communication for low visibility workstations in situations of high headcount density.

INTELLECTUAL CAPITAL AND THE RETAINED TECHNICAL VALUE OF INNOVATION

John Peter Meyer, *Iona College*

As organizational success becomes increasingly tied to the generation of new technologies and continual improvement of existing technologies, questions arise regarding the management of knowledge in ways that maximize the value of the resulting innovations. Scholars and practitioners alike need to gain a better understanding of how knowledge can be applied to the generation of technically valuable innovations, and also how that value can be captured and retained by the innovating organization itself. The research described in this study considers these issues by investigating the relationships among selected components of intellectual capital and the retained technical value of innovations.

FRIDAY, from 2:30pm - 3:45pm in Longford

OBT: Organizational Citizens

Facilitator: **John W. Michel**, *SUNY, Albany*

MISERY LOVES COMPANY: THE RELATIONAL BASIS OF EMOTIONS

Elizabeth Ann Hamilton, *Boston College*

Most organizational research on the influence of shared social processes has focused on how ideas, cognition, and attitudes are shared among individuals within the same social environment. Although a ubiquitous aspect of organizational life, limited organizational research has examined the transfer of emotions, or emotional contagion, within the workplace. This paper explores emotional contagion through the lens of social network theory and is guided by the research question - is there a relationship between network attributes and emotional contagion? After reviewing the relevant literature and developing related propositions, potential contributions, implications, and directions for future research are discussed.

ORGANIZATIONAL CITIZENSHIP BEHAVIOR: GOOD CITIZENS AT WHAT COST?

Diane Michelle Bergeron, *Columbia University, Teachers College*

Research on organizational citizenship behavior (OCB) shows these behaviors increase organizational effectiveness. Using a resource allocation framework, the assumption that OCB also has positive outcomes for individuals is questioned. Within this theoretical paper, several propositions are put forth. It is proposed that time allocated to OCB comes at the expense of task performance. Because most reward systems favor task performance, it is proposed that individuals may hurt their careers by helping the organization. This results in a paradox. A typology of five “types” of employee performers is presented. Implications and future research directions are suggested.

THE MEDIATING ROLE OF JOB INVOLVEMENT IN THE RELATIONSHIP BETWEEN SOCIAL NETWORKS AND ORGANIZATIONAL CITIZENSHIP BEHAVIOR

Thomas J Zagenczyk, *University of Pittsburgh*
Audrey J. Murrell, *University of Pittsburgh*
Scott Boss, *University of Pittsburgh*
Mike Ptaszenski, *SEI Investments*

A study of admissions department employees shows that centrality in both the organization’s advice and friendship networks was positively associated with job involvement, but that only advice network centrality was positively associated with organizational citizenship behavior (OCB). In addition, job involvement mediated the relationship between advice network centrality and OCB. We conclude that advice ties are positively associated with attachment to one’s job, and that this attachment is associated with OCB. Implications for research and practice are discussed.

FRIDAY, from 2:30pm - 3:45pm in Mahogany

CASE: Teaching Workshop

Panelists: **Bill Naumes**, *University of New Hampshire*
Barry Armandi, *SUNY - Old Westbury*

FRIDAY, from 2:30pm - 3:45pm in Worthy

ELA: Games People Play

Facilitator: **Sean M. Carroll**, *U.S. Coast Guard Academy*

**EXPLORING MOTIVATION IN THE
WORKPLACE--THE SORTER**

Bruce T. Murphy, *Point Park University*

This highly interactive experiential learning exercise exposes learners to concepts of motivation in the workplace. Volunteer participants engage in a series of "simple" tasks and receive tangible feedback from the facilitator based on their performance. Observers appraise the behavior of "sorters" and facilitator in order to make connections to actual workplace situations. Learning outcomes can include: evaluate various contingencies of reinforcement (Skinner) and their application to impact performance in the workplace; explain the use of reward and punishment in the workplace in terms of results and organizational costs, apply social learning (Bandura) as a method of motivation in the workplace.

LESSONS IN BACKGAMMON

Paul S. Szwed, *U.S. Coast Guard Academy*

Parlor games provide an excellent context for motivating discussions about a variety of management concepts. This exercise adapts and compresses the traditional board game of backgammon to motivate a series of discussions on strategy, decision-making, and other concepts like self-serving bias.

**THE DAY AFTER THE TEST: DEBRIEFING THE
HR EXAM**

Kristin Backhaus, *SUNY New Paltz*

In this experiential exercise, students are confronted with an organizational problem: evaluation of a corporate training program reveals that employees have not learned required information. Students work in teams to determine what the organization can do to solve the problem. After they develop a response to the problem, it is revealed to students that the actual problem is their own poor performance on an in-class exam. Students are then challenged with the task of applying their training solution to their own learning situation. Results of the exercise were favorable. Students were able to view the situation objectively and develop effective, non-judgmental solutions to improve their test performance.

FRIDAY, from 3:45pm - 4:15pm in Ballroom (South)

Refreshment Break

Sponsored by University of Hartford

FRIDAY, from 4:15pm - 5:45pm in Waterford

BPS: Alliances

Facilitator: **Elizabeth McCrea**, *Penn State Great Valley*

**DISENTANGLING ALLIANCE CAPABILITY:
MANAGERIAL DECISION MAKING IN
STRATEGIC ALLIANCES**

Jorge Walter, *New York University*

Christoph Lechner, *University of St. Gallen*

Franz Willi Kellermanns, *Mississippi State University*

We extend research on alliance management by empirically examining decision-making processes pertaining to strategic alliances as part of a firm's alliance capability. We employ a unique dataset comprising 106 high-tech alliances to test our hypotheses about the influence of five predominant decision-making characteristics on alliance performance. While we find significant relationships for our direct effects, we also find that the negative effect of politicality extends beyond its direct influence and significantly moderates the influence of the other decision characteristics. Our findings shed light on the quest for factors that constitute effective alliance management in terms of a firm's alliance capability.

**SOCIAL CONTRACTING AND COMMUNICATION
IN CROSS-CULTURAL STRATEGIC ALLIANCES**

Theo Peridis, *York University*

David Weitzner, *York University*

Culture and the divergent norms and behaviors between partners play a fundamental role in the effectiveness of international strategic alliances, yet our literature offers few concrete suggestions to guide managers in using communication to bridge the gap in understanding and working together with their partners. This paper takes a fresh look at the work that has been advanced in our understanding of culture to inform the role of communication in alliance performance. Introducing values as the common denominator of culture and communication allows us to develop propositions about a communications strategy between alliance partners that promise to provide better insights and lead to more effective alliances.

THE EFFECT OF ALLIANCE AND ACQUISITION EXPERIENCE ON ACQUISITION PERFORMANCE

Patrizia Porrini, *Long Island University*

This study examines whether acquirers' and targets' alliance and acquisition experience correlates with acquisition performance. The study uses robust regression techniques and explores whether the effects of acquirers' and targets' alliance and acquisition experience differ in high-tech and basic-tech acquisitions by analyzing these two groups separately. The study assesses changes in acquirers' return on assets two years following the acquisition announcement. It covers public acquisitions of public targets for a 10-year period from 1988 to 1997. The study finds that alliance and acquisition experience correlate with acquisition performance and these effects are different for high-tech and basic-tech acquisitions. The results offer valuable insights for future research and practitioners.

FRIDAY, from 4:15pm - 5:45pm in King George
AACSB and Business Ethics Education

Moderator: **David E. Desplaces**, *University of Hartford*

Panelists: **Anthony F. Buono**, *Bentley College*

Laura L. Beauvais, *University of Rhode Island*

D. Jeffrey Lenn, *George Washington University*

Corporate scandals in companies such as Enron and WorldCom have raised the consciousness of business educators to the issues of ethics sensitivity and training as a responsibility of business education. More importantly, they have raised serious doubts as to the quality and effectiveness of ethics instruction and how ethics has been integrated into business curricula. Our panelists offer to review what business education, and its accrediting body (AACSB), have done and can do to institutionalize business ethics in the classroom, campus life, production of knowledge, and outreach to the business world, in an effort to influence Corporate America.

FRIDAY, from 4:15pm - 5:45pm in King Edward

Careers/G&D: Gender & Careers

Facilitator: **Madeline M. Crocitto**, *SUNY, Old Westbury*

AND NOW . . . THE REST OF HER LIFE: A QUALITATIVE STUDY OF WORKING WOMEN'S VIEW OF RETIREMENT

Karen S. Whelan-Berry, *Utah Valley State College*

Judith R. Gordon, *Boston College*

Elizabeth Ann Hamilton, *Boston College*

Women entered the workforce in significant numbers in the 1970s, and within the next decade this first cohort of women who have worked full time throughout their career, regardless of choices related to home, family, and children, will reach retirement age. This qualitative exploratory study uses interviews with 100 working women age 35 and older to examine their views of retirement, and related retirement plans, transitions, and outcomes. This study highlights the importance of women's desire to have a staged approach to retirement, work part-time after retirement, and contribute to society in ways other than through paid work during retirement.

LEADERSHIP DEVELOPMENT WITH UNDERGRADUATE STUDENTS: AN ANALYSIS OF THE IMPACT ON CAREER SATISFACTION AND SUCCESS

Joy A. Schmeer, *Rider University*

Carol D. Watson, *Rider University*

The purpose of this study was to examine the career consequences of an inductive leadership development program for undergraduate students. The training effort focused heavily on developing interpersonal and intrapersonal skills through exercises and role-plays. The results of this study provide considerable support for the efficacy of an inductive leadership development effort with undergraduate students. Alumni who had participated in the leadership training program reported stronger political skills (networking, interpersonal skills, astuteness) and had greater post-graduation income and career satisfaction than alumni who were not in the program. The findings suggest the important role business schools can play in providing such training for their students.

THE RELATIONSHIP OF GENDER-ROLE ORIENTATION AND SPORTS PARTICIPATION

Jennifer Ann Swanson, *Stonehill College*
Kellyann Berube Kowalski, *University of Massachusetts Dartmouth*

This study analyzes the relationship between an individual's involvement in competitive, organized sports and his or her gender-role orientation. Sports participation has been found to be an important aspect in the development of personality and gender-role orientations. In turn gender-role orientations have a direct bearing on an individual's behavior across a variety of settings, including the workplace. The hypothesis of whether women and men who have participated in sports have gender-role orientations different from those of women and men who have not participated in sports was tested. Research results support the hypothesis that sports participants have a different gender-role orientation than non-sports participants and sports participants have a greater likelihood of having a masculine or androgynous gender-role orientation.

FRIDAY, from 4:15pm - 5:45pm in Suffolk

IM: Debates in International Management

Facilitator: **Dilip Mirchandani**, *Rowan University*

HUMAN RESOURCE DEVELOPMENT PRIORITIES: DIFFERENCES AMONG COMPANIES IN SHANGHAI

Alvin Hwang, *Pace University*
Hetty Van Emmerik, *Utrecht University*

Survey data from multinational corporations (MNCs), state owned enterprises (SOEs) and private enterprises (PEs consisting of small and medium companies) in Shanghai, China revealed differences in human resource development budget allocations across 11 of 36 different HRD programs. All the three types of organizations allocated more than 50 percent of their HRD budgets to operational related HRD activities to improve employee operational skills. State owned enterprises placed a high budget priority on computer applications while MNCs budgeted highest across various areas of professional competencies development. Possible causes of these differences, especially the social role of SOEs are examined.

INTERNATIONAL JOINT VENTURE PERFORMANCE: A KEY MEDIATING VARIABLE MODEL APPROACH

Mustafa Colak, *Temple University*
Hayat Ebru Erdost, *Ankara University*
Mumin Dayan, *Al Ghurair University*

International joint venture performance has been a central concern in the IJV literature since its inception as a field of study in the early 1970s. Over 3 decades of research has detected several determinants of the IJV performance. However, our understanding of IJV performance is still limited due to the simplistic conceptual and methodological approaches of earlier studies. This study offers a new perspective to the issue. Specifically, it borrows the concept of "strategic adaptation" from organizational theory, and, using the insights from the social exchange theory and seller-buyer relationships, explores its relevance to, and possible interactions with, some relational variables between the venture partners, leading to the formulation of several testable propositions.

THE IMPACT OF UNCERTAINTY AND DECENTRALIZATION ON INFORMATION USEFULNESS: AN INTERNATIONAL COMPARISON

Mzamo P. Mangaliso, *University of Massachusetts, Amherst*
Jose C. Alves, *University of Massachusetts, Amherst*
Arturo Enrique Osorio, *University of Massachusetts, Amherst*

This study investigates how middle managers in Argentina, China, and the US perceive the strategic usefulness of management information when faced with two contextual variables: environmental uncertainty and decentralized decision making. We develop a conceptual framework, formulate the hypotheses and test them empirically. Our findings indicate that even though the contextual variables have a significant impact on the perceptions of information usefulness in all three regions, they are not sufficient to account for possible differences among the regions. An implication of this study is that information, decentralization and uncertainty may be conceptualized differently across national cultures.

FRIDAY, from 4:15pm - 5:45pm in Longford

OBT: Ethical Behavior

Facilitator: **Alisa Heather Watt**, *Rensselaer Polytechnic Institute*

A TWO COMPONENT MODEL OF ETHICAL DECISION MAKING: PROCESS AND CONTENT

Roselie Mcdevitt, *Fairfield University*
Catherine Connelly Giapponi, *Fairfield University*
Cheryl Tromley, *Fairfield University*

This paper develops a two component model of ethical decision making, one component describing the decision-making process and the other defining the constructs. The first component is an adaptation of a decision model described by Janis and Mann (1977). The resulting process model describes an individual's information search when faced with an ethical dilemma. The second component describes the variables that influence the information search. The model is tested in two hypothetical cases. This test of the model supports its conceptual validation. The synthesized model aids in understanding the complexity of the decision process used by individuals facing ethical dilemmas and suggests variable interactions that could be field-tested.

COMMITMENT AND COGNITIVE REINFORCEMENT IN WORKPLACE VALUES-ORIENTED ETHICS PROGRAMS

Robert M. Krug, *JPMorgan Chase Bank*

Organizations requiring employees to maintain consistent standards of ethical behavior have need of a means of disseminating the required standards throughout the organization. The use of selected workplace programs, such as workplace ethics programs, has been found to fulfill that requirement. The creation of certain types of workplace ethics programs requires the establishment of employee commitment to those programs, as well as a means of reinforcing that commitment. This paper provides a preliminary conceptual framework for identifying and studying those elements that aid in the long-term sustainability of workplace ethics programs. Two theories, work commitment theory and innovation theory, provide the basis for future research.

TAKING THE GOOD (EMPLOYEES) WITH THE BAD (BEHAVIORS): HOW MANAGERS INADVERTENTLY ENCOURAGE UNETHICAL BEHAVIORS

Barrie Elise Litzky, *Penn State Great Valley*
Kimberly Eddleston, *Northeastern University*
Deborah Kidder, *Towson University*

Recent estimates of the costs associated with unethical behavior in the workplace are staggering. This is particularly prevalent in the service industry, where management relies upon autonomous customer-contact workers to produce and deliver products and services directly to customers. The nature of the customer-contact worker's job, within the context of a corporate culture which encourages customer service, can set the stage for managers to inadvertently encourage their otherwise honest employees to behave unethically. Using an ethical decision-making lens, we examined the behaviors that resulted from conflicts between managers and customer-contact workers. Agency and psychological contract theories guided our analysis.

FRIDAY, from 4:15pm - 5:45pm in Mahogany

CASE: Ethics Cases

Facilitators: **Timothy W. Edlund**, *Morgan State University*

Mary Elizabeth Moran, *St Johns University*
Margaret J. Naumes, *University of New Hampshire*

DOES IT MATTER HOW WE GET THERE (REALLY)? A CASE OF ETHICS IN BIDDING

Donald H. Schepers, *Baruch College*

This case centers on Jim Snelling (VP for Global Strategy and Operations) and the conflict he is experiencing regarding the actions of certain new employees. These employees brought a price list from their prior firm and used it to underbid a contract. Jim was looking to the new employees as a way of revitalizing the growth strategy of Spectro. Now, as a member of the Ethics Committee at Spectro, he must attend a meeting where Spectro's position vis-à-vis the client, competitor, and all employees will be decided. Students are left at the point of Jim entering that meeting, and should be encouraged to formulate a defensible position for Jim.

FIRING AND CONSPIRING AT EXISTO'S FRAMINGHAM OPERATION: PARTS A & B

Jason Mirabella, *Long Island University*
Barry R. Armandi, *SUNY, Old Westbury*
Herbert Sherman, *Southampton College*

Firing a sales staff which acts in an immoral and illegal manner may appear to be an easy solution, but, as the staff at Existo's finds out, is only the tip of the iceberg of the company's real problems. Students are confronted in this two-part case with two critical decision points that must be resolved in the best interest of the firm: In Part A, one of Existo's customers has in her possession a seemingly fraudulent letter from one of the ex-salesman from the Framingham operation which offered the customer a higher discount than the origin contract agreement.

THE MANAGEMENT OF ETHICS: IS IT ALWAYS BLACK AND WHITE?

Marc D. Hiller, *University of New Hampshire*
Theodore D. Peters, *Merrimack College*

If we accept that all plagiarism is wrong, the issue is black and white. Yet are there circumstances that allow shades of gray? What about unintended plagiarism? What about professors when working as a citizen, not as an academic? Is plagiarism mitigated when there is no financial gain? What about the writer's history of impeccable ethical integrity – does it matter? Should these factors be considered in the university administrative response – or non-response? These issues are raised in this case study of a university professor who unintentionally uses language from another's writing for an opinion piece for a local newspaper.

WEST ATLANTA HIGH SCHOOL ALUMNI ASSOCIATION: AN ETHICAL DILEMMA FOR A NONPROFIT ENTITY

James J. Donegan, *Western Connecticut State University*
Michele W. Ganon, *Western Connecticut State University*

This case describes an accounting and ethical dilemma faced by a high school alumni association and is told from the view-point of the organization's volunteer CPA treasurer. The core issue centers on provisions of a decedent's will. The case facilitates learning to share moral understanding, issues and conflicts. Students should attain a heightened awareness of the potential subtlety of ethical issues in a nonprofit environment and be more likely to identify such issues in their own careers. The case has been used successfully in sophomore undergraduate and MBA core accounting classes.

WHEN POLITICS AND ETHICS COLLIDE: THE CASE OF TECHPOWER

Jamie J. Ladge, *Boston College*
Ian J. Walsh, *Boston College*

After receiving a shocking message about her company's new CEO, Janie Sharp faced a dilemma with both political and ethical implications. Her response could lead to the dismissal of Steel, members of the board who hired him, or even herself. This case provides an opportunity to understand how ethical considerations and political power create dilemmas for employees who are responding to issues about their leaders' behavior.

**FRIDAY, from 5:45pm - 6:45pm in King Edward
EAM-International Cape Town Meeting**

**FRIDAY, from 5:45pm - 6:45pm in Suffolk
Women's Networking Meeting**

**FRIDAY, from 5:45pm - 6:45pm in Longford
ELA Business Meeting**

**FRIDAY, from 5:45pm - 6:45pm in Exec. Board Room
CASE Business Meeting**

**FRIDAY, from 9:00pm - 11:30pm
in the MVP Pub (2nd floor of Sheraton Hotel)**

EAM Jazz Café / Dessert Bar

(Must get a ticket from the registration desk)

Sponsored by McGraw Hill

SATURDAY, May 14th

SATURDAY, from 8:30am - 9:00am in Ballroom
(center)

Continental Breakfast

Sponsored by University of Connecticut

SATURDAY, from 9:00am - 10:15am in King George

Ethics: Corporate Governance: Who Should be Minding the Store?

Facilitator: **Sarbjee Singh Rayat**, *University of
Massachusetts, Amherst*

ANOTHER LOOK AT THE DEBATE: STAKEHOLDER SUPREMACY? MAYBE. SHAREHOLDER PRIMACY? DEFINITELY NOT.

Caroline V. Rider, *Marist College*

Some still argue that the interests of shareholders in a for-profit corporation should have primacy over the interests of other stakeholders because management has a fiduciary, ethical responsibility to the firm's owners. Whatever flaws current stakeholder theory may have, the responsibility management has to the shareholders does not justify shareholder primacy over other stakeholders because "ownership" is a context-dependent concept, not one which automatically confers primacy. Further, since the law of at least one state clearly expects in some cases that other stakeholders' interests will be paramount, and in others prohibits shareholder primacy, "shareholder firsters" are clearly in error.

CAN THE BOARD EFFECTIVELY PREVENT ILLEGAL CORPORATE BEHAVIORS? BEYOND BOARD INDEPENDENCE

Qing Cao, *University of Maryland*
Long Jiang, *University of Maryland*

This paper addresses the following questions: Does board independence help prevent illegal corporate behaviors, and how? If so, in what conditions, can an independent board be more effective? Drawing on both agency theory and resource dependence theory, we argue that both the monitoring and advising functions of the board need to be considered as the mechanism through which board independence prevents illegal corporate behaviors. Then in a social cognitive lens, we discuss how directors' prior experiences influence the extent to which they fulfill their roles, and in turn moderate the relationship between board independence and illegal corporate behaviors.

SATURDAY, from 9:00am - 10:15am in King Edward

Entrepreneurial Orientation: Future Research Directions

Gregory G. Dess, *Andrew R. Cecil Endowed Chair in
Management at the University of Texas at Dallas*

Entrepreneurial orientation (EO) refers to the practices, processes, and decision-making activity that lead to new entry into new or established markets with new or existing goods or services. EO has been conceptualized as including a number of dimensions such as autonomy, innovativeness, risk taking, proactiveness, and competitive aggressiveness. Potential areas for future research in EO will be discussed to enhance both normative and descriptive theory. Both substantive and methodological considerations will be addressed.

SATURDAY, from 9:00am - 10:15am in Suffolk

MED: Teaching Ethical Values

Facilitator: **Kristin Backhaus**, *SUNY New Paltz*

TEACHING RESPONSIBILITY IN AN MIS COURSE: EMERGING FROM THE ETHICS GHETTO

Diane C. Shichtman, *Empire State College*

Management Information Systems (MIS) is typically a survey course providing an introduction to the use of information systems within organizations. Often, the issues of social responsibility are boxed up in an ethics "ghetto" where they have minimal impact on the substance of the course and are unlikely to impart any significant lessons for students to carry with them. In this paper, an approach is presented that is more consistent with the core of the MIS course, presenting the ethics material at the same level as the rest of the material.

THE FOUNDATIONS OF ETHICAL COMPETENCE: THE INTERSECTION OF ETHICAL DECISION-MAKING AND THE CAPACITY TO ACT

Linda K. Enghagen, *University of Massachusetts*

Public calls for teaching professional ethics in business schools are a direct result of recent business scandals. When responding to these demands, it is important to be clear about the goal of teaching ethics. If the goal is to reduce the number of Enron's of the future, ethics curricula must be designed accordingly. This requires more than teaching competing ethical theories or models of ethical decision-making. The role of psychological influences such as self-esteem and emotional intelligence must be taken into account. The foundations of ethical competence provides a model for including the role of these psychological factors.

THE ROLE OF ETHICAL CULTURE AND ETHICS EDUCATION IN THE DEVELOPMENT OF MORAL REASONING AND JUDGMENT COMPETENCE IN BUSINESS STUDENTS

David E. Melchar, *Roger Williams University*
Laura L. Beauvais, *University of Rhode Island*

This study uses theories of moral reasoning and moral competence to investigate how university ethical codes, ethical culture, academic pressures from significant others, and ethics pedagogy are related to the moral development of students. Results suggest that student perception of ethical codes and reinforcement practices, rather than the stated official policy and practice regarding ethics, are related to their perceptions of the ethical nature of the cultures within these institutions. Our results point to the need to further examine the connection between student moral development and academic structures and pedagogy.

SATURDAY, from 9:00am - 10:15am in Longford

WIP: Legitimacy, Deviance, and Criticality

Facilitator: **Ranjan Karri**, *Bryant University*

ORGANIZATIONAL-LEVEL DEVIANCE AND ITS INFLUENCE ON INSTITUTIONS

Raymond Paquin, *Boston University*

Organizational research on deviance has grown significantly in recent years, however, so far its focus has been on individual-level behavior. This paper expands deviance to include organizational-level deviance - organizational engagement in deviant behavior - and explores the influence of such deviance on institutions. In doing so, this paper explores deviance as a complement to existing institutional theory, discusses its potential causes and consequences within institutions, and its potential role in future organizational research.

THE DYNAMIC NATURE OF WORKPLACE DEVIANCE IN NEW HIRES: A MESO LEVEL ANALYSIS

Sujit Sur, *Concordia University*

This paper examines the phenomenon of workplace deviance in the context of new hires. The causal antecedents of workplace deviance are argued to be personality, interpersonal support, workgroup cohesion and organizational norms. It is argued that locus of control, self-monitoring and self-esteem should also be considered along with the 'big 5' to better understand the effect of personality. Utilizing a meso level analysis the dynamic interaction of these factors is clarified. It is also argued that different factors gain salience at different stages of newcomer socialization to determine the extent of workplace deviance.

THE INCIDENT COMMAND SYSTEM: UNDERLYING FACTORS THAT LEAD TO THE EFFECTIVE MANAGEMENT OF AN EMERGENCY INCIDENT

Carmine P. Nogara, *St. Francis College*

The incident command system (ICS) is a standardized method of managing emergency incidents caused by fires, accidents, hazardous materials, and other natural or human-caused disasters. This flexible system consists of established procedures for managing resources such as personnel, equipment, and communications. This study, involving the examination of a suburban volunteer fire department's use of ICS at all incidents, identifies the utilization of interdisciplinary training methods, the use of post-incident assessment techniques, and the formation of strategic alliances as the primary components that contribute to the effective management of an incident.

SATURDAY, from 9:00am - 10:15am in Worthy

ELA: Ethics, Contradictions, and Change

Facilitator: **Laurel Goulet**, *U.S. Coast Guard Academy*

AN EXPERIENTIAL EXERCISE THAT INTRODUCES THE CONCEPT OF THE PERSONAL ETHICAL THRESHOLD TO DEVELOP MORAL COURAGE

Debra R. Comer, *Hofstra University*
Gina Vega, *Merrimack College*

We present an experiential exercise introducing the concept of the personal ethical threshold (PET). The PET represents vulnerability to situational factors, i.e., how little or much it takes for organizational members to cross their proverbial line to act in ways they deem unethical. Exploring the PET can help account for why some people are sometimes able to withstand substantial organizational pressures to behave in congruence with their moral intentions, whereas others crumble in the face of apparently minimal situational forces. Students' exposure to and subsequent reflection upon their PET, via our exercise, may foster development of moral courage.

RESOLVING CONTRADICTIONS TO MANAGE ETHICALLY IN TIMES OF CHANGE.

James B. Lyttle, *Long Island University*
Jordan Kaplan, *Long Island University*

Despite of our best efforts to control ethics, there continue to be embarrassing scandals at the highest levels. We seem to be making little progress. Such frustrations are often attributable to an underlying contradiction (Morgan, 1996). Is it paradoxical to try and control an organization to adhere to unchanging universal ethical principles while reifying flexibility and instantaneous (near-automatic) adaptation to change? We conduct an exercise developed by Gareth Morgan to help participants unearth multiple perspectives on each side of the issue. This creates multiple entry points for finding common ground, and aligning the two sides of the underlying contradiction.

**SATURDAY, from 10:15am - 10:30am in Ballroom
(center)**

Refreshment Break

*Sponsored by Center for Business Ethics and the Bentley
Alliance for Ethics & Social Responsibility*

**SATURDAY, from 10:30am - noon in Ballroom
(North&Center)**

EAM Business Meeting

dt ogilvie, EAM President (Presiding)

EAM 2005 CONFERENCE SCHEDULE

Wednesday, 11 May 2005

	Waterford	King George	King Edward	Suffolk	Longford	Mahogany	Worthy
6:00pm - 8:00pm	<i>Welcome Buffet (Ballroom North and Center)</i>						
9:00pm - 11:00pm	<i>Conversation and Collegiality (King Edward)</i>						

Board Meeting from noon - 5:00pm in the Executive Board Room

Registration from 2:00pm - 5:00pm in the Foyer

Thursday, 12 May 2005

	Waterford	King George	King Edward	Suffolk	Longford	Mahogany	Worthy
8:30am - 11:30am		Junior Faculty Consortium	Doctoral Consortium			How to write a case workshop	
11:30am - 12:30pm	<i>Lunch (On your own)</i>						
12:30pm - 1:45pm	HRM/IM: HR Implications of Outsourcing	BPS: Entrepreneurship	EDGE: Change Comes From The Edge: New Ideas In Organizational Life	ETHICS/OBT: Organizational Knowledge, Variation, and Resource Dependence	HRM/OBT: Attitude Aggression & Fairness	CASE: Leadership and Technology Cases	ELA: Experiences in Leadership
2:00pm - 3:15pm	G&D: Diversity and Workplace Issues	WIP: Information, Technology and Innovation	Ethics: The Ethical Bystander and Ethical Tolerance	BPS: Stakeholder Influence	PDW: How to Create an Environment of Open Classroom Communication	CASE: Embryo Case Workshop	ELA: Best Experiential Exercises, 2005
3:15pm - 3:45pm	<i>Refreshment Break (Ballroom South)</i>						
3:45pm - 5:00pm	IM/OBT/T&IS: Public Learning, Policies and Practices	MED: Ethical Frameworks	Ethics: Research Forum on Organizations and the Natural Environment	OBT: Leaders and Followers	PDW: Enabling a Community of Practice	VIP Panel and Reviewing Workshop	ELA: Writing Experiential Exercises: A Primer
5:15pm - 6:30pm	Keynote Panel: "How Can Organizations Develop a Sense of Ethics?"						
6:30pm - 8:30pm	<i>Conference Social (Atrium)</i>						
9:00pm - 11:00pm	<i>Conversation and Collegiality (King Edward)</i>						

Board Meeting from 8:30am - noon in the Executive Board Room

Registration from 8:30am - 5:00pm in the Foyer

Exhibitors and free internet access from 10:30am - 5:00pm in Ballrom South

Friday, 13 May 2005

	Waterford	King George	King Edward	Suffolk	Longford	Mahogany	Worthy
8:15am - 9:30am		BPS: Strategic Alignment and Implementation	EDGE/T&IS: Seeing The Light: Sense Making in Technology	Ethics: Ethical Decision Making	EDGE/MED: Doing What We Do...Only Better	CASE: Developing Cases	ELA: The Road Inward: Self-Examination
9:30am - 10:00am	<i>Refreshment Break (Ballroom South)</i>						
10:00am - 11:00am	KEYNOTE: "Restoring Stakeholder Trust at Tyco International" - Eric Pillmore - Senior Vice President - Corporate						
11:15am - 12:30pm	Careers: Career Strategies and Transitions	Meet the Journal Editors	Ethics: Organizational Structures and Ethical Practices	BPS: Transactions	PDW: Sociological Reflection for Teaching and Learning	CASE: Strategy Cases and Case Evaluation	ELA: Responding to Ethical Dilemmas
12:30pm - 2:15pm	Presidential Luncheon (Ballroom North & Center)						
2:30pm - 3:45pm	MED: The classroom as a Lab	WIP: New Models of Industry and Corporate Dynamics	Ethics: Turning the Mirror on Ourselves	T&IS: Innovating in the Innovation Process	OBT: Organizational Citizens	Case Teaching Workshop	ELA: Games People Play
3:45pm - 4:15pm	<i>Refreshment Break (Ballroom South)</i>						
4:15pm - 5:45pm	BPS: Alliances	AACSB and Business Ethics Education	Careers/G&D: Gender & Careers	IM: Debates in International Management	OBT: Ethical Behavior	CASE: Ethics Cases	
5:45pm - 6:45pm	<i>EAM-I 2005 Cape Town Meeting (King Edward)</i> <i>Women's Networking Meeting (Suffolk)</i> <i>ELA Business Meeting (Longford)</i> <i>Case Business Meeting (Executive Board Room)</i>						
9:00pm - 11:30pm	EAM Jazz Café / Dessert Bar (MVP Pub: 2nd floor of Sheraton Hotel)						

Registration from 8:00am - 5:00pm in the Foyer

Exhibitors and free internet access from 8:00am - 5:00pm in Ballroom South

Saturday, 14 May 2005

	Waterford	King George	King Edward	Suffolk	Longford	Mahogany	Worthy
8:30am - 9:00am	Continental Breakfast (Ballroom Center)						
9:00am - 10:15am		Ethics: Corporate Governance	Featured Speaker: Gregory G. Dess	MED: Teaching Ethical Values	WIP: Legitimacy, Deviance, and Criticality		ELA: Ethics, Contradictions, and Change
10:15am - 10:30am	<i>Refreshment Break (Ballroom Center)</i>						
10:30am - noon	EAM Business Meeting (Ballroom North & Center)						