

Managing in a Global Economy XIII

“Management Challenges for a New World”

CONFERENCE PROGRAM

June 21 - 25, 2009
Rio de Janeiro, Brazil

Sponsored by:



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of Management
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IAG School of Business, Pontifical
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PREFACE

The officers and members of the Eastern Academy of Management welcome you to our Thirteenth International Conference on Managing in a Global Economy in Rio de Janeiro, Brazil. We are delighted to have you join us in an adventure of learning and discovery about Management Challenges for a New World. We believe that recent changes in the global economy, climate, and demographics have transformed the world in which we live and manage. It is fitting for us to examine the consequences of these changes in Brazil, a nation that embodies many of these challenges and opportunities. Our hope is that you will gain new perspectives that inform your research and enable you to foster solutions to the challenges of today's global economy. This learning process will be facilitated through a diverse array of academic studies, pedagogical discussions, executive presentations, panel discussions and on-site corporate visits.

In 1983 the Board of Governors of the Eastern Academy of Management recognized the need to facilitate linkages between its members and scholars and executives from countries around the world. Convinced of the importance of the project, the EAM made a commitment to creating a series of biennial international management conferences. The vision originated by the 1983 EAM Board of Governors has continued to develop through the years, most recently manifested in the creation of the African Management Scholars program, designed to encourage the exchange of ideas on African economies and management practices.

Many people were essential in creating this conference, and it is their collective effort that has made it possible for us to gather here in Rio de Janeiro to exchange ideas. We thank you for submitting your scholarly work, providing thoughtful peer reviews and making time in your busy schedules to attend this conference.

The Conference on Managing in a Global Economy XIII is not solely an Eastern Academy of Management undertaking. It is a joint project and we offer our deep appreciation and thanks to our host institution, The Pontifical Catholic University of Rio (PUC-Rio), and to Professor Paulo Cesar Motta, who served as the host program coordinator. In addition to managing the on-site logistics, Professor Motta and the staff at PUC-Rio have facilitated an outstanding group of corporate visits that include some of the most internationally recognized corporations in areas of sustainability, economic development and corporate social responsibility.

A special thanks to D. Anthony Butterfield, Mzamo Mangaliso and Joan Weiner for their guidance as EAM-I Directors and to Miles K. Davis for his tireless work as Conference Coordinator. We also thank Kathryn Bartol, Carlos Osmar Bertero, Eric Kessler and Jack Veiga for their service on the outstanding paper committee. In addition, we want to thank Heinz Weihrich, Sandra Morgan, Ellen Greenberg, Jill Woodilla, Hsu O'Keefe, Dilip Mirchandani, David Desplaces, George Farris, Jose Cruz and Theodore Peters for their service as domain chairs, recognize Joe Seltzer for his invaluable guidance with program scheduling, and acknowledge with appreciation the contributions of the EAM-I International Advisory Committee.

Finally, we would like to thank Rahul Sawhney of Aquinex Services for the efficient and gracious manner in which he delivered conference support service from beginning to end.

We hope that you will concur that the Program of this conference has stimulated your thinking and deepened your perspective about the economic, cultural, technological, sustainability and ethical factors that affect managers in the 21st century global economy.

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The Eastern Academy of Management

A regional affiliate of the Academy of Management, the Eastern Academy of Management holds its annual meeting and conference each May at locations in eastern North America. Competitive papers, symposia, and network groups emphasize the pursuit of excellence in teaching and scholarly research in the field of management. In 1985, the EAM initiated a series of biennial international conferences titled *Managing in a Global Economy (EAM-I)*. Jointly sponsored by EAM and local universities in international locations, the EAM-I Conferences have become a source of collaboration and learning among academics and practitioners. The first EAM-I conference was held in Tilburg in the Netherlands in association with Tilburg University. Most recently, after meeting in locations around the world, the 2007 EAM-I conference returned to the Netherlands where it was hosted by Amsterdam's Vrije Universiteit. Please visit www.eaom.org for more information about EAM and its local and international conferences.

The International Conference Series

The Eastern Academy of Management initiated the first of a series of biennial international conferences jointly sponsored with host institutions in countries outside North America. Each conference carries the theme "*Managing in a Global Economy*" as a challenge to both management scholars and executives to develop more diversified interests by engaging in a worldwide dialogue. Since their inception, conferences have been held:

1985: Tilburg, the Netherlands; Tilburg University.
1987: Athens, Greece; Deree College.
1989: Shatin, Hong Kong; Chinese University of Hong Kong.
1991: Nice, France; CERAM Ecole Superieur de Commerce Nice-Sofia Antipolis.
1993: Berlin, Germany; Paul-Lobe-Institute.
1995: Singapore; Nanyang Technological University.
1997: Dublin, Ireland; University College Dublin.

1999: Prague, Czech Republic; CMC Graduate School of Business.
2001: San Jose, Costa Rica; Instituto Centroamericano de Administracion de Empresas (INCAE).
2003: Porto, Portugal: Universidade Católica Portuguesa
2005: Cape Town, South Africa: University of Cape Town
2007: Amsterdam, The Netherlands: Vrije Universiteit
2009: Rio de Janeiro, Brazil (*current*)

Like its predecessors, EAM's 2009 Rio de Janeiro conference *Managing in a Global Economy XIII* is intended to foster an international exchange of ideas. The conference theme "Management Challenges for a New World" was chosen in recognition of the major changes in the world's economic, political and physical environment that necessitate new approaches for individuals, organizations, and nations if we are to continue to thrive on this planet. Since the conference theme was chosen, the financial crisis that has spread around the world has further highlighted the need to face the challenges of our integrated world and develop new models for sustainable economic activity. It is fitting that this conference should take place in Rio de Janeiro. As one of the "BRIC" countries, Brazil embodies both the enormous opportunities and the urgent challenges the world faces today. This conference is open to a discussion of broad and sweeping new perspectives on economic, cultural, technological, and ethical factors that affect managers in these challenging times. Scholars from eighteen countries in five continents are gathered to participate in this dialogue with each other and with private and public sector leaders in Brazil.

An important initiative in our 2005 Conference in Cape Town was the introduction of the African Management Scholars Program. It continues this year thanks to the generosity and vision of our major sponsors. This program was created to make it possible for a select number of lecturers/professors based at African Universities to attend the Conference. It is a good opportunity for the AMS Program recipients to establish networks and long-term partnerships with leading scholars. In turn, the knowledge they acquire will benefit their Universities and countries.

IAG-School of Business, Pontifical Catholic University of Rio (PUC-Rio)

PUC-Rio is a private non-profit Catholic University. It was created in 1941 by the Jesuit Company in order to develop knowledge based on humanistic values. Now with, approximately, 11,000 undergraduate students, 2,500 graduate students and 5,000 extension students, PUC-Rio is internationally recognized as the best private university in Brazil. It is committed to high-quality teaching, applied research and scientific development, in order to constantly contribute for the education of critical and conscious citizens. This commitment has helped the preparation of professionals who are capable of occupying high leadership and management posts, both in public service and private enterprises. It has also prepared students to become highly-qualified professionals in different areas and sectors, actively contributing to the development process of Brazilian society.

IAG, PUC-Rio's Business School, is one of the few Brazilian institutions to offer its students, on one campus, the opportunity to follow Undergraduate, Graduate, Doctoral and Executive Programs, as well as to carry out Research activities. In the last four decades, the Business School, IAG has educated more than fifty thousand professionals that now assume top positions in private and public firms, both national and multinational. Its fulltime faculty is intensely committed to research activities and produces a per capita average of over five scholarly papers each year.

EAM International Outstanding Paper Awards

The primary criterion for consideration as an EAM-I Outstanding Award Paper candidate is excellence in international management research and practice with an emphasis on the innovation, value, and thought-provoking ideas.

A panel of senior EAM faculty, with expertise in international business research, chooses from among the papers recommended by reviewers as nominees for the award. Up to two papers can be selected to receive either the Carolyn R. Dexter or the John Yanouzas EAM-I Outstanding Paper Award, named after the first organizers of the international conference series. Each recipient is presented with a plaque and \$500 US.

**The following papers were nominated for the Outstanding Paper Award.
The winner will be announced at the gala dinner on Wednesday, 24 June.**

A COMPARATIVE ANALYSIS OF ORGANIZATIONAL SUSTAINABILITY STRATEGY: ANTECEDENTS AND PERFORMANCE OUTCOMES PERCEIVED BY U. S. AND NON-U.S.-BASED MANAGERS

Joel Harmon, *Fairleigh Dickinson University, USA*
Kent D. Fairfield, *Fairleigh Dickinson University, USA*
Scott Behson, *Fairleigh Dickinson University, USA*

Monday, 4:15pm - 5:05pm in São Conrado

DEVELOPING STUDENTS' CULTURAL INTELLIGENCE: A COURSE ASSESSMENT FRAMEWORK

Elizabeth A. McCrea, *Seton Hall University, USA*
Jason Z. Yin, *Seton Hall University, USA*

Tuesday, 9:20am - 10:35am in Itaipú B

TRACING THE PATH TO 'TIGER HOOD' - IRELAND'S MOVE FROM PROTECTIONISM TO OUTWARD-LOOKING ECONOMIC DEVELOPMENT

Paul F. Donnelly, *Dublin Institute of Technology, Ireland*

Wednesday, 11:00am - 12:15pm in Guaratiba

LEADERSHIP IN "CONFUCIAN ASIA": SIMILARITIES AND DIFFERENCES OF JUSTICE, TRUST, AND LEADERSHIP OUTCOMES IN MAINLAND CHINA, HONG KONG, AND SINGAPORE

Rajnandini Pillai, *California State University, San Marcos, USA*
Jeffrey Kohles, *California State University, San Marcos, USA*
Michelle Bligh, *Claremont Graduate University, USA*
Melissa K. Carsten, *University of Nebraska-Lincoln, USA*
Glen Howard Brodowsky, *California State University, San Marcos, USA*

Thursday, 9:20am - 10:35am in Guaratiba

CROSS-CULTURAL HEALTH MANAGEMENT IN SOUTH AFRICA: HEALTH PROFESSIONALS' CHALLENGES IN MANAGING HIV/AIDS

Lynette Louw, *Rhodes University, Republic of South Africa*
Claude-Hélène Mayer, *Rhodes University, Germany*

Thursday, 11:00am - 12:15pm in Guaratiba

FOREIGN RESONANCE AND LOCAL DISSONANCE: THE INSTITUTIONAL DETERMINANTS OF THE DIFFUSION OF NORTH AMERICAN TRANSPARENCY AND DISCLOSURE PRACTICES TO JAPAN AND EMERGING ASIAN MARKETS

Jean McGuire, *Louisiana State University, USA*

Thursday, 11:00am - 12:15pm in Pontal

Outstanding Paper Selection Committee

Special thanks to the colleagues who undertook the difficult task of selecting the best papers among the excellent submissions nominated by the reviewers.

Kathryn Bartol, University of Maryland, USA (**Chair**)
Carlos Osmar Bertero, Getulio Vargas Foundation, Brazil
Eric Kessler, Pace University, USA
Jack Veiga, University of Connecticut, USA

Reviewers

The program committee is indebted to the following individuals for their generous participation in the review process. We offer our thanks and appreciation for their most valuable contribution.

★ - Outstanding Reviewers

Moses Acquaaah, University of North Carolina-Greensboro, USA ★

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Sunday, June 21

Conference Registration (in the Grumari Room on the 2nd Floor, Othon Palace Hotel)
03:00pm – 06:30pm

Sunday, 7:00pm - 9:00pm

Welcome Reception at the Marimbas Club (sailing club in Copacabana)

07:00pm – 07:15pm Welcome from the Eastern Academy of Management International

07:15pm – 07:45pm **Brazilian Music Workshop** (presented by noted Brazilian musician **Mila Schiavo**)
Brazilian music is typified by its intense and exuberant mixing of styles, from the European/African/Native American blends that brought about the original sambas of the early twentieth century to Brazilian pop music of today. The workshop will focus on the history of the samba and its development in the city of Rio de Janeiro until the birth of the Bossa Nova.

07:45pm – 09:00pm Botequim Carioca – Cocktail party with Brazilian music and dance

Monday, June 22

Conference Registration (in the Grumari Room on the 2nd Floor, Othon Palace Hotel)
08:00am – 4:30pm

Monday, 8:30am - 9:00am in Itaipú B

Welcome Session

Luiz Felipe Jacques da Motta, *Dean of IAG – PUC-Rio's Business School, Brazil*

Paulo Cesar Motta, *IAG-PUC-Rio, Brazil Host Program Coordinator*

D. Anthony Butterfield, *University of Massachusetts, Amherst, USA, Director EAM-International*

Dilip Mirchandani, *Rowan University, USA, President, Eastern Academy of Management*

Monday, 9:00am - 10:00am in Itaipú B

The Impact of the Current Crisis on Brazil's Insertion within the Global Economy

Ambassador Roberto Abdenur

Ambassador Abdenur received a degree in law from PUC-Rio and in economics from the London School of Economics. He has served as Brazilian Ambassador to the United States, Germany, Austria, China and Ecuador.

Monday, 10:00am - 11:00am in Itaipú B

An Overview of Brazil

Roberto DaMatta, *Professor of Anthropology, Pontifical Catholic University of Rio de Janeiro, and Professor Emeritus University of Notre Dame*

Professor DaMatta is a member of the Brazilian Academy of Sciences and of the American Academy of Arts and Sciences. He has been awarded the Medal of Scientific Merit by the Brazilian National Research Council and the Roquette Pinto Medal by the Brazilian Anthropological Association. He is a pioneer in the study of rituals and festivities in urban centers. He has several books published in Portuguese and English, and is considered one of the most important names in Brazilian Anthropology.

Monday, 11:00am - 11:30am in Foyer - 1st floor

Conversation and Coffee Break

Monday, 11:30am - 11:45am in Itaipú B

Introduction to the conference program

Kathleen Suchon, *University of Massachusetts Dartmouth, USA*
EAM-I 2009 Program Chair

Monday, 11:45am - 12:45pm in Itaipú B

Strategic Planning in State Government: The Case of Rio de Janeiro

Paulo Vicente dos Santos Alves – *Sub Secretary of Planning, State of Rio de Janeiro*

Monday, 1:00pm - 2:30pm in Patio Tropical Restaurant

Lunch

Lunch will be served in the Patio Tropical Restaurant, on the 3rd floor of the Rio Othon Palace Hotel

Monday, 2:30pm - 3:45pm in Guaratiba

Org. Theory & Bhvr.: Emotions and Organizational Activities

Facilitator: **Carlos Alsua**, *University of Alaska Anchorage, USA*

ANGER EPISODES IN ORGANIZATIONS: REVIEW AND AN AGENDA FOR RESEARCH

Donald Eric Gibson, *Fairfield University, USA*

Anger is an important emotion in the workplace and organizations are likely to generate situations prompting anger. This has led to a range of studies exploring the implications of anger for critical organizational phenomena including leadership, employee relations and satisfaction, workplace aggression, gender issues, status and power, and conflict management and negotiation. Despite the dramatic increase in scholarly attention over the last decade to understanding anger experience and expression in organizations, there exist few current reviews and little integration of this diverse literature. This paper provides a framework for considering episodes of anger, and an agenda for future research.

IT TAKES THREE TO TANGO: LEADERSHIP AND HOSTILITY IN THE SERVICE ENCOUNTER

Hana Medler-Liraz, *Bar-Ilan University, Israel*
Ronit Kark, *Bar-Ilan University, Israel*

This paper explores a model suggesting that the quality of leader-member exchange (LMX) relates negatively to the display of negative emotions of employees during their interaction with customers, subsequently effecting employees' performance and customers' emotions. The model was tested on a sample of 95 service employees and on 485 interactions of these employees with their customers. The findings show that LMX was negatively related to the display of hostility by employees. Employee hostility was negatively related to the employees' ability to provide a solution to the customer's problem, which was further related to customers' hostility.

TEAM EMOTIONAL INTELLIGENCE AND TEAM PERFORMANCE: THE ROLE OF INTERPERSONAL TRUST AND LEADER EMOTIONAL INTELLIGENCE

Jin Wook Chang, *Seoul National University, South Korea*
Thomas Sy, *University of California, Riverside, USA*
Jin Nam Choi, *Seoul National University, South Korea*

We proposed that team EI indirectly affects team performance by shaping team processes among members. Further, we hypothesized that the effects of team EI on trust and team performance are moderated by team leaders' EI. Team EI and leader EI increased interpersonal trust among members, which in turn promoted team performance. Team EI and leader EI had a complementary relationship in predicting team performance. This pattern was particularly strong with the appraisal-of-emotion dimension of EI. Our study lends support to theoretical conceptions of EI as resources that teams can draw on to share and compensate for one another.

Monday, 2:30pm - 3:45pm in Itaipú B

PANEL: Integrating Management Theory and Practice

Heinz Wehrich, *University of San Francisco, USA*

The objective of this session is to illustrate the integration of management theory and practice. Brazilian executives will discuss their experiences of successfully applying managerial concepts in their respective enterprises and share their insights regarding surviving and thriving in these challenging economic times.

Monday, 2:30pm - 3:45pm in Mar Azul

Teaching: Experiential: Cultural Identity and Ethical Decision Making

Cheryl Tromley, *Fairfield University, USA*
Catherine Connelly Giapponi, *Fairfield University, USA*
Roselie McDevitt, *Mount Olive College, USA*

This experiential exercise uses a short case and a series of worksheets to enable students to explore an ethical decision and the relationship between cultural identity (as operationalized by Hofstede) and ethical decision-making. It includes options for classes of students from different cultures and students primarily from the same culture. Complete instructions for running and debriefing the exercise and all materials are included.

Monday, 2:30pm - 3:45pm in Pontal

Entrep. & Small Biz.: International Perspective in Social Entrepreneurship: The Brazilian Case

Jeffrey A. Robinson, *Rutgers, The State University of New Jersey, USA*
dt ogilvie, *Rutgers, The State University of New Jersey, USA*

In this panel symposium, Brazilian social entrepreneurs will present the challenges and insights from practice as a step towards creating more robust theories of entrepreneurial action. The Brazilian case of social entrepreneurship is significant because of the great disparities that exist in this nation. Social entrepreneurship, therefore, becomes a mechanism for reconciling these disparities in wealth, opportunity, educational access, and environmental issues. Participants will be guided in this discussion by two scholar who lead The Center for Urban Entrepreneurship & Economic Development at Rutgers Business School.

Monday, 2:30pm - 3:45pm in São Conrado

Org. Strat. & Design: Strategy in Theory and Practice

Facilitator: **Mary Therese Rogers**, *Framingham State College, USA*

EPISTEMOLOGICAL ANALYSIS IN STRATEGIC MANAGEMENT

Vadake K. Narayanan, *Drexel University, USA*

Lee J. Zane, *Drexel University, USA*

Epistemology lies at the center of any theoretical enterprise, and attention to epistemological issues has a heavy bearing on the quality of theoretical developments and conversations within an academic field. Epistemological concerns have not been prominent in much of strategic management literature. The paucity of attention to epistemology has also led to missed opportunities for theory building, refinement and development. The objective of this paper is to highlight the applicability of epistemological analysis to strategic management. We anchor our exposition in both the persistent tensions that have animated the field, and some current controversies that have occupied the field's attention.

HOW DOES FIRM-SPECIFIC MANAGERIAL EXPERIENCE MODERATE THE SOCIAL CAPITAL-PERFORMANCE RELATIONSHIP? AN EMPIRICAL ANALYSIS FROM A SUB-SAHARAN AFRICAN TRANSITION ECONOMY

Moses Acquah, *University of North Carolina-Greensboro, USA*

This paper examines the direct and moderating effects of firm-specific managerial experience (FSME) on the relationship between social capital and performance. Using data from Ghana, the findings show that social capital from bureaucratic officials and community leaders, and FSME has a positive influence on performance, while social capital from politicians have a negative influence on firm performance. Furthermore, FSME positively moderates the relationship between social capital from politicians and community leaders, and performance. Firm-specific managerial experience, therefore, attenuates the detrimental effects of social capital from politicians on performance. The findings contribute to knowledge in the social capital and RBV literatures.

THE RELATIONSHIP BETWEEN ORGANIZATIONAL CULTURE, COMMITMENT AND BIOGRAPHICAL VARIABLES AT A SELECTED MUNICIPALITY IN SOUTH AFRICA

Mattheus Johannes Louw, *Rhodes University, Republic of South Africa*

Jolise van Stuyvesant Meijen, *Rhodes University, Republic of South Africa*

Jeremy Steven Baxter, *Rhodes University, Republic of South Africa*

In transforming organisations managing organisational cultures is imperative. Organisational culture, in turn influences organisational commitment. A fit between culture, commitment and biographical variables should contribute towards improved service delivery. The objective of this research was therefore to diagnose the relationship between organisational culture, commitment and biographical variables of employees at the selected municipality (N=148). A survey was conducted to establish the differences in culture, commitment and gauge the cultural and commitment gaps. Based on the research findings it can be concluded that there is a relationship between culture, commitment and the biographical variables of employees which can affect service delivery.

Monday, 3:45pm - 4:15pm in Foyer - 1st floor

Conversation and Coffee Break

Monday, 4:15pm - 5:05pm in Guaratiba

Org. Strat. & Design: Country and Company Strategies for a Globalized World

Facilitator: **Jean McGuire**, *Louisiana State University, USA*

OFFSHORE FINANCE AS DEVELOPMENT STRATEGY: ARE THE CAYMAN ISLANDS A ROLE MODEL OR OBJECT LESSON?

Christopher A. Whann, *SUNY Empire State College, USA*

The Cayman Islands have become wealthy because of their status as an offshore finance center and tax haven. The territory is assessing the implications of an offshore finance-based development strategy. This paper examines the Caymans' strategy, the offshore financial center (OFC) strategy in general, and the risks and rewards of this strategy. Contemporary global strategy and emerging markets literatures do not explain the offshore finance center-based strategy for growth and development, nor do they explain how this strategy works for other small countries. This paper explores a research agenda to investigate the Caymans' strategy and the offshore finance strategy elsewhere.

TRANSNATIONALIZATION OF BRAZILIAN COMPANIES: LESSONS FROM THE TOP 20

Jase Ramsey, *Funadacao Dom Cabral, Brazil*

Paulo Resende, *Funadacao Dom Cabral, Brazil*

Andre Almeida, *Funadacao Dom Cabral, Brazil*

The purpose of this paper is to discuss the transnationalization processes of Brazilian Multinationals, based on their 2006 ranking positions. This paper takes a deep look at the process of internationalization from Brazil. Specifically we look at foreign assets, sales, and employment of the largest 20 Brazilian multinationals. We also present explanations for recent changes based on contacts with the companies.

Monday, 4:15pm - 5:05pm in Itaipú B

PANEL: Management Challenges for the New World - a Health System Perspective

Joan Weiner, *Drexel University, USA*

Ellen Greenberg, *Sofia University "Kliment Ohridski", Bulgaria*

Sophie Mogotlane, *University of South Africa, Republic of South Africa*

Louise Tourigny, *University of Wisconsin-Whitewater, USA*

Among the many "Management Challenges for the New World" is the effective delivery of health system services. Whether it is the impact of a single disease, the delivery of service in a changing political and economic environment, the differences of staffing practices on health service providers, or general management systems, all are part of this complex system and all present challenges. The focus of this session is to share insights about some of these issues and (hopefully) form some new linkages for their further study.

Monday, 4:15pm - 5:05pm in Mar Azul

Teaching: Virtual Learning Communities: How Management Education Is Globally Evolving

Bob Barrett Jr., *American Public University, USA*

This paper will provide an historical overview of how distance education has evolved, with the help of technology in terms of meeting the ever-changing needs of students, educators, and educational institutions. Specifically, this paper will explore how education is globally evolving. While technology has provided a powerful infrastructure, the emerging technologies have allowed educational institutions, educators, and students to achieve education on a much higher playing field – in a virtual learning environment. Consequently, the business world has also worked with technology in this venture to help assist educational institutions in becoming more modern and adaptive for change.

Monday, 4:15pm - 5:05pm in Pontal

Gvrnce, Ethics, Soc. Resp.: Developing Corporate Governance in Two Balkan Nations

Facilitator: **Corinne Angela Patrick**, *American Public University System, USA*

FACING A “DOUBLE PARADOX” OF CORPORATE GOVERNANCE: HOW DIRECTORS OF INTERNATIONAL JOINT VENTURE (IJV) BOARDS BALANCE DIFFERENT IJV PARTNERS’ AGENDAS

Jelena Petrovic, *University of Wolverhampton, United Kingdom*

This paper investigates how individual board directors balance the agendas of partners in international joint ventures (IJVs). Case studies of thirteen board members in three Serbian-foreign joint ventures were conducted. Contrary to a view in the previous literature, the participants do not see the partners’ agendas as the partners’ different goals about the IJV but as the partners’ different views about how to achieve their common IJV goal. Such a perception is manifested through the “de-mystification” of the issue of balancing of the different partners agendas within the IJV board director’s role. The research has implications for theory and practice.

PRIVATIZATION AND CORPORATE GOVERNANCE - FINANCIAL AND LEGAL ASPECTS: THE CASE OF CROATIA

Marina Klacmer Calopa, *Faculty of Organization and Informatics, Croatia*

Marijan Cingula, *Faculty of Economics and Business, Croatia*

This study investigates privatization process in Croatia and the Croatian introduction to the process of corporate governance. Similarly to other countries in transition, Croatia has been facing an inevitable need for the development and implementation of corporate governance principles. The prerequisite for the use and improvement of corporate governance principles is the reorganization of legislation and economy on the national level. The reformed and enhanced legislation and economy system encourage the capital market development and the active investments into shares of enterprises listed on national and international capital markets.

Monday, 4:15pm - 5:05pm in São Conrado

Sustainability: Global Comparisons of National and Organizational Sustainability Strategies

Facilitator: **Claudia G. Green**, *Pace University, USA*

★Nominee: Outstanding Paper Award★

A COMPARATIVE ANALYSIS OF ORGANIZATIONAL SUSTAINABILITY STRATEGY: ANTECEDENTS AND PERFORMANCE OUTCOMES PERCEIVED BY U. S. AND NON-U.S.-BASED MANAGERS

Joel Harmon, *Fairleigh Dickinson University, USA*

Kent D. Fairfield, *Fairleigh Dickinson University, USA*

Scott Behson, *Fairleigh Dickinson University, USA*

This paper offers insights for leaders of sustainability efforts around the world to deepen and extend their environmental, social, and financial achievements. It investigates the conditions that enable companies to respond to sustainability needs, specific factors driving and inhibiting that response, practices that companies are engaged in, and the impacts on organization performance. A model based on a worldwide survey (N = 1,514) establishes how these factors are linked and shows how U.S. respondents differ from their foreign counterparts in perceiving and reacting to these challenges. It also points toward further streams of inquiry to refine and extend this research.

OIL USERS, AIR POLLUTERS, AND FOREST ABUSERS: MACRO-LEVEL SEGMENTATION OF 121 COUNTRIES BASED ON RESOURCE USAGE EFFICIENCY PER CAPITA

Adam J. Sulkowski, *University of Massachusetts Dartmouth, USA*

Steven White, *University of Massachusetts Dartmouth, USA*

This paper makes a vital contribution to the fields of sustainability studies and environmental policy-making by presenting evidence that contradicts widely accepted conventional wisdom about the relative environmental efficiency of countries. Significant findings include the existence of clusters of relative resource usage efficiency that are not entirely explained by geography, stages of economic development, or other conventional theories. To the best knowledge of the authors, this is the first time that a three-dimensional cluster analysis has been used to address this question of ranking the relative environmental efficiency of countries.

Tuesday, June 23

Conference Registration (in the Grumari Room on the 2nd Floor, Othon Palace Hotel)
08:00am – 1:00pm

Tuesday, 8:00am - 9:15am in Itaipú B

Plenary Session: The Creation of a National Franchise to Sell Cotton Products from the Cooperative of Organic and Naturally Colored Cotton

Luciana Rabay, *Partner, Manager, and Senior Consultant, Brazilliant Consultancy, Brazil*

Brazilliant was founded in 2004 as an answer to the ever-growing need of the World's population and organizations for continuous development and constant adaptation to the ever-changing global market. Its mission is to assist, in a just and ethical way, the sustainable and continual development of companies, cooperatives, craftsmen, and the community in the Northeast of Brazil, through the efficient and effective supply of quality services.

The company started upon the arrival and return of two of its founding partners to Brazil after over 10 years in the US and Europe. The experience gained there was coupled with the desire to help the local community in promoting and better positioning their products and services locally, nationally, and internationally. The Northeast of Brazil has great professionals, products, services and organisations, but they did lack the ability to reach the highest levels of quality possible, and the knowledge to prepare, qualify, and adapt themselves to the global market.

In this session Luciana Rabay will discuss the initiative of Brazilliant in association with the Cooperative of Organic and Naturally Colored Cotton to create a nationwide franchise to sell the coop's products in shops throughout Brazil.

Tuesday, 9:20am - 10:35am in Guaratiba

Org. Theory & Bhvr.: Focus on Employees

Facilitator: **Louise Tourigny**, *University of Wisconsin-Whitewater, USA*

DISTRIBUTIVE JUSTICE, PROCEDURAL JUSTICE, AFFECTIVE COMMITMENT, AND TURNOVER INTENTION: A MEDIATION-MODERATION FRAMEWORK

June M. L. Poon, *Universiti Kebangsaan Malaysia, Malaysia*

This study tested the predictive effect of distributive justice on turnover intention as mediated by affective commitment and moderated by procedural justice using a path-analytic mediation-moderation framework. Survey data from 168 employees showed that affective commitment mediated and procedural justice moderated the relationship between distributive justice and turnover intention. Specifically, hierarchical multiple regression results showed that at high levels of supervisory procedural justice, affective commitment partially mediated the distributive justice-turnover intention link. At low levels of procedural justice, however, affective commitment fully mediated the distributive justice-turnover intention link. Implications of the findings and suggestions for future research are discussed.

INTERACTIVE EFFECTS OF SOCIAL EXCHANGES ON IN-ROLE AND EXTRA-ROLE BEHAVIORS

Amanuel G. Tekleab, *Wayne State University, USA*

Linn Van Dyne, *Michigan State University, USA*

Dishan Kamdar, *Indian School of Business, India*

A plethora of studies have examined social exchanges during the last two decades. These studies have demonstrated direct effects of perceived organizational support (POS), leader-member exchange (LMX), and trust in the organization (TO) on work outcomes. The current study goes beyond the direct effects and examines the interactive effects of these three types of social exchange on employee work behaviors. Results demonstrate enhancer effects of POS and TO on the LMX—work outcomes and POS—work outcomes relationships, respectively. We conclude by emphasizing the theoretical and practical benefits of viewing social exchange as multi-faceted and simultaneously considering multiple forms of social exchange.

WHAT TRIGGERS TURNOVER INTENTIONS? EXPLORATORY EVIDENCE FROM CHINA, JORDAN, TURKEY AND THE UNITED STATES

Hao Chen, *The University of Texas at Dallas, USA*

David L. Ford Jr., *University of Texas at Dallas, USA*

Gurumurthy Kalyanaram, *GK Associates, USA*

This paper examines the turnover intentions of professional employees from China, Jordan, Turkey, and the United States in a multilevel framework, which incorporates the individual, organizational, cultural, and economic environment conditions. We attempt to answer the question: what triggers turnover intention of these professional employees? We find that the environmental factors moderate the relationships between job satisfaction, organizational commitment, and turnover intentions. In addition, we provide support for the mediating effect of organizational commitment on the relationship between job satisfaction and turnover intentions. The results call for our attention in taking into consideration of the environment.

Tuesday, 9:20am - 10:35am in Itaipú B

Teaching: Cultural Competence and Cultural Intelligence

Facilitator: **Cheryl Tromley**, *Fairfield University, USA*

COMMUNICATION AND CULTURAL COMPETENCE OF U.S. GLOBALIZATION GRADUATES

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

Too frequently, United States citizens are unaware what is happening elsewhere, are unable to speak a language other than their Americanized version of English, prefer staying at home to working abroad, and are singularly unconcerned about these shortcomings. Paradoxically, the business literature repeatedly focuses on globalization and the need to prepare students for doing business abroad. To explore this dichotomy, the study examined requirements for undergraduate globalization majors at selected U.S. colleges and universities and compared these requirements to standards for communication and cultural understanding. The results highlight some limitations in program requirements and implementation, and present suggestions for improvement.

★Nominee: Outstanding Paper Award★
DEVELOPING STUDENTS' CULTURAL INTELLIGENCE: A COURSE ASSESSMENT FRAMEWORK

Elizabeth A. McCrea, *Seton Hall University, USA*
Jason Z. Yin, *Seton Hall University, USA*

For their global business requirement, students may take either an international study tour (IST) or our Global Business Colloquium (GBC). We believe that ISTs and GBCs both improve students' cultural intelligence. However, given student self-selection and differences in course content/delivery, students' learning outcomes are likely unequal. This course assessment framework proposes that IST participants gain a deeper level of cognitive and metacognitive intelligence, while GBC students gain wider breadth. Also, given direct exposure and opportunities to practice in realistic settings, we propose that IST participants will gain greater motivational and behavioral intelligences. Our next step is to test these propositions.

Tuesday, 9:20am - 10:35am in Mar Azul

Mgmt. in Action: Management and Research Issues in a Global Economy: Reflections by Past Presidents of the Academy of Management

Rosalie Tung, *Simon Fraser University, Canada*
Kathryn M. Bartol, *University of Maryland, USA*
Mary Ann Von Glinow, *Florida International University, USA*

In this symposium, three Past Presidents of the Academy of Management will present a variety of perspectives that pertain to management and research in a global economy. Collectively, these three presentations represent some of the emerging trends in management research that span across international boundaries.

Tuesday, 9:20am - 10:35am in Pontal

Org. Theory & Bhvr.: Frameworks for Understanding Organizational Behavior

Facilitator: **Donald Eric Gibson**, *Fairfield University, USA*

HOW DO FORMS DIFFER, AND WHY DOES IT MATTER.

Andre Luiz de Souza Guimaraes, *BNDES - Brazilian Development Bank, Brazil*

Alan B. Eisner, *Pace University, USA*

Helaine J. Korn, *Baruch College - The City University of New York, USA*

This paper develops a theory-based organizational classification system based on: rationality, informational context, and coordination and control mechanisms. The RIC framework is presented and applied to contrast markets, hierarchies, networks, fiefs and clans.

MANAGING IN THE NEW WORLD OF SERVICES: EFFECTS OF EMPOWERMENT AND CUSTOMER ORIENTATION ON SERVICE WORKERS' ORGANIZATIONAL ATTITUDES.

Gabriel Gazzoli, *Cesar Ritz Colleges, Switzerland*
Murat Hancer, *Oklahoma State University, USA*
Yumi Park, *Oklahoma State University, USA*

The goal of this article is to contribute to the knowledge of how empowerment, employee customer orientation (CO), job satisfaction, organizational commitment and job involvement relate to each other. Data from 308 employees of 9 full-service restaurants located in central United States is used for the structure equation modeling (SEM) analysis. The results indicate that empowerment plays a significant role on employee customer orientation and the latter positively affects employees' responses to their jobs (job satisfaction, job involvement, and organizational commitment). Finally, important managerial implications are discussed and suggestions for future research are presented.

SOCIAL IDENTITY THEORY AND RELIGIOUS BIAS TOWARD WORKPLACE OTHERS

James E. King Jr., *University of Alabama, USA*
Marcus M. Stewart, *Bentley College, USA*
Ian O. Williamson, *Melbourne Business School, Australia*
Patrick McKay, *Rutgers, The State University of New Jersey, USA*

Utilizing social identity theory, we develop reasoning and empirically assess how and why the perception of a co-worker might be biased by differences in religious affiliations. Using a sample of college students (N = 286), results showed that differences in religious affiliation led to less favorable attitudes toward working and socializing with a potential co-worker, but do not impact perceptions of competence. The respondent's social dominance orientation (SDO) moderated the relationship between religious affiliation and bias, while their level of individual religiosity did not. The findings suggest that the in-group/out-group dynamics of SIT extend to religion in the workplace.

Tuesday, 9:20am - 10:35am in São Conrado

Comp. Mgmt. & Policy: International Management Cultures and Diversity

Facilitator: **Jill Woodilla**, *Sacred Heart University, USA*

A THREE-COUNTRY EXPLORATORY STUDY OF BELIEFS ABOUT INEQUALITY

Jane K. Miller, *University of Massachusetts, USA*
Daniel J. Miller, *Central Connecticut State University, USA*
Chun Guo, *University of Massachusetts Amherst, USA*
Yao Xiaojun, *Huazhong Agricultural University, China*
Mehmet Devrim Aydin, *Hacettepe University, Turkey*

The current study examines beliefs about inequality in three disparate countries – China, Turkey, and the United States. While previous studies have explored preferences for various distributive justice rules across cultures, this study compares underlying beliefs about the causes and consequences of inequality at the individual and societal level. Results suggest that all three cultures share a common belief about human nature but differ markedly in other underlying beliefs. Implications for political unrest and sustainability of capitalistic practices are discussed.

SIX DECADES OF AFFIRMATIVE ACTION IN INDIA: A REVIEW

Sudhir K. Saha, *Memorial University of Newfoundland, Canada*

This paper explores effectiveness of affirmative action with special reference to the Reservation System in India. A brief literature review is presented first. This is followed by a report of a survey of managers from India. Findings indicate that managers were marginally in favour of hiring minority candidates. The paper concludes that while affirmative action in India has produced some positive results, the country needs to strengthen managerial values toward affirmative action. Managerial implications of the findings are also discussed.

TOWARD A RECONCILIATION OF THE EMERGENT MANAGEMENT CULTURES IN AFRICA AND THE ISLAMIC WORLD WITH TRADITIONAL MANAGEMENT CULTURES

Mzamo P. Mangaliso, *University of Massachusetts, USA*
Nomazengele A. Mangaliso, *Westfield State College, USA*
David Thomas Weir, *CERAM, France*

As the world economy is becoming more globalized, there are several opportunities for the emergence of newer models of management styles and business values, rooted partly in indigenous traditions of the developing world. In this paper we seek to enlarge the discourse by drawing attention to the opportunities for mutual learning between Southern Africa and the largely Islamic countries of Northern Africa and the Middle East. We compare and contrast the Ubuntu and Fourth Paradigm models and conclude with some positioning points for the emerging dialogue on what systems of management best fit the fast-evolving patterns in South Africa.

Tuesday, 10:35am - 11:00am in Foyer - 1st floor
Conversation and Coffee Break

Tuesday, 11:00am - 12:15pm in Guaratiba

Org. Theory & Bhvr.: Examining the International Experience

Facilitator: **Rajnandini Pillai**, *California State University, San Marcos, USA*

IMPORTANCE OF CROSS CULTURAL COMMUNICATION: A COMPARISON ACROSS AMERICAN, GERMAN AND EXPATRIATES IN THE UNITED ARAB EMIRATES.

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

This study builds on work by Matveev & Nelson (2004) which investigated the cross-cultural communication differences among American, Russian, and expatriates leaving in the UAE. This study examined the impact of national and multi cultures have across the three groups. While overall communication competence differed between American and the combined Expatriates and German group, only Cultural Empathy of the four dimensions of cross-cultural communication competence combined was found to be significantly different between Americans and Germans/Expatriates. No difference was found for dimensions of Interpersonal Skills, Team Effectiveness, and Cultural Uncertainty. The implications on staff selection for overseas assignment are discussed.

TOWARD A MORE COMPLETE UNDERSTANDING OF OFFSHORING: BRINGING EMPLOYEES INTO THE CONVERSATION

Melissa Woodard, *University of Massachusetts Amherst, USA*
Kimberly Sherman, *University of Massachusetts Amherst, USA*
Han Ou, *University of Massachusetts Amherst, USA*

Despite growing interest in understanding the offshoring phenomenon, little research has focused on the consequences for affected employees. Accordingly, the purpose of this paper is to review the limited research that has examined the impact of offshoring on both domestic and offshore employees; identify theoretical perspectives that may be helpful in understanding employee reactions to these implementations; and highlight the questions that remain about the relationship between offshoring and important employee outcomes.

WHY PEOPLE DON'T ASK: UNDERSTANDING INITIATION BEHAVIOR IN INTERNATIONAL NEGOTIATIONS

Roger James Volkema, *American University, USA*

For many individuals, initiating a negotiation (i.e., asking for what one wants) is a critical yet challenging task, made more difficult in an international context. This paper describes the personal characteristics and situational factors that influence an individual asking for what he or she wants in a negotiation, with specific attention to seven cultural variables that can affect if and how one initiates a request. The impact of these variables is illustrated for three countries that are prominent in international business and trade, and that have distinctly different cultures – the United States, China, and Brazil.

Tuesday, 11:00am - 12:15pm in Itaipú B

WORKSHOP: New Sources of International Strategic Information for Markets, Competition and Growth

Stephen P. Coelen, *University of Massachusetts, Amherst, USA*

New data on detailed markets--their structure, size, competition and growth has just been released for the first time in a fully integrated and accessible form. Strengths, weaknesses, currency, and the ability to hook this information into other data bases are described. Twenty years in the making, the new data can deal with more than 20,000 commodities including both consumer end products and supply chain commodities utilized in further processing and production across 179 countries.

Teaching: Geographic and Structural Issues in Educating a New Generation of Leaders

Facilitator: **Cynthia V. L. Ward**, *Johnson & Wales University, USA*

PERSPECTIVATION SYSTEM: ADVANCING THE EDUCATION OF RESPONSIBLE BUSINESS LEADERS

Norman de Paula Arruda Filho, *ISAE/FGV, Brazil*
Cleusa Rocha Asanome, *ISAE/FGV, Brazil*

Perspectivaction (Perspectivação, in Portuguese) is an exclusive learning system developed by ISAE/FGV in 2002, focused on leadership formation. It aims at the development of knowledge that is not usually offered in MBA curricula and that is founded in guiding principles for a responsible management education. It offers 10 programs, five business units, projects, techniques and several tools to develop students' competences personally, professionally and as citizens concerned about sustainability. It is recognized for the capacity to ally theory to practice, and for advancing the development of a systemic view of the corporative environment.

STRATEGIC ALLIANCES IN DISTANCE EDUCATION: A FUTURE FOR THE HEIS (HIGHER EDUCATION INSTITUTIONS) OF SANTA CATARINA

Lenise Saraiva de Vasconcelos Costa, *UNISUL- Universidade do Sul de Santa Catarina, Brazil*
Angilberto Freitas, *Pontifical Catholic University of Rio (PUC-Rio), Brazil*

This study is the initial part of a greater research under development, which is still in the data gathering refinement. Its purpose is to point to the necessity of organizing the institutions of higher education of Santa Catarina in a strategic alliance of networks based on the new technologies in Distance Education as a means to meet, mainly, the demands caused by the excessive competition of such environment and, at the same time, structure them to follow the new guidelines of international education. The final research intends to offer a specific network design in Distance Education.

THE GLOBAL VISION... WHAT ABOUT GEOGRAPHY IN BUSINESS EDUCATION?

Claudia G. Green, *Pace University, USA*
Suzanne K. Murrmann, *Virginia Tech, USA*

People are realizing that geography is more than reading a map. Geography, as the study of space and place, goes beyond simple description of physical landscapes. It spans the topics of environment, economics, culture, and politics and can provide insights to how business is and should be done. Therefore, it is important that business students have a working knowledge of geography and its impact on the global business and strategic advantages/disadvantages of areas of the world. The purpose of this study is to assess the geography knowledge skills of business students in accredited business schools in the United States.

Innov. & Tech.: Organizational Innovation

Facilitator: **Vishal K. Gupta**, *Binghamton University, USA*

A NEW MODEL FOR INFORMATION SYSTEM CONVERSION

Efrem G. Mallach, *University of Massachusetts Dartmouth, USA*

Conversion is an essential part of any information system (IS) development. Without it, no system can be used; without usage, no system can be considered a success. Yet the IS specialist's view of conversion is often narrow, considering only the technical components of the system. This paper presents a more complete view of the issues, explains why the human side must be considered along with the technical aspects, and makes management recommendations for achieving that goal.

CREATIVITY AND PROBLEM SOLVING IN THE DEVELOPMENT OF ORGANIZATIONAL INNOVATION

Fernando Sousa, *INUAF, Portugal*
Rene Pellissier, *University of South Africa, Republic of South Africa*
Ileana Monteiro, *University of Algarve, Portugal*

This research focuses on creativity in organizational innovation. A conceptual model is presented that establishes a culture of organizational innovation through internal development of individual and team creativity using Basadur's problem solving technique (problem finding, fact finding, problem definition, solution finding and decision implementation). The model relies on management's commitment and people to identify problems. These steps are carried out using specific techniques w.r.t to initiate the process until problems are defined. For each defined problem, project teams develop and implement solutions. Thus follows a system for individual and team creativity to establish organizational innovation.

INNOVATION AND PERFORMANCE: THE ROLE OF ENVIRONMENTAL DYNAMISM ON THE SUCCESS OF INNOVATION CHOICES

Ana Pérez-Luño, *Pablo de Olavide University, Spain*
Shanthi Gopalakrishnan, *New Jersey Institute of Technology, USA*
Ramón Valle, *Pablo de Olavide University, Spain*

Innovations can be internally generated or can be sourced externally. Innovations can also vary in terms of degree of radicalness. Here, we use a sample of 400 Spanish firms, to empirically test how organizations, to be competitive, identify the appropriate type of strategies – in terms of innovation vs. imitation and extent of radicalness – that are coherent with the environment that they operate in. We find that in dynamic environments companies should focus on internally generated innovations to enhance performance, while in stable environments, they should focus on instrumentality and/or on radical internally generated innovations to be successful.

Tuesday, 11:00am - 12:15pm in São Conrado

Teaching: A Roundtable Discussion for Curricula Design and Teaching Methods

Larry Froman, Towson University, USA

The global economy presents challenges and opportunities for faculty who design and teach courses in such disciplines as Human Resource Management, Industrial-Organizational Psychology, Leadership, and Change Management. While each of these disciplines have a core set of useful theories, the academic community must reexamine the “sacred cows” of its disciplines and find new ideas and ways of educating and training future global managers for career paths in an uncertain, volatile, and increasingly demanding global economy. A roundtable discussion is proposed to consider how training future global managers requires consideration of cross-disciplinary curricula and innovative teaching methods.

Tuesday, 12:20pm - 1:10pm in Itaipú B

Plenary Session: Issues and Challenges for Managing Sustainably

It has been over two decades since the Brundtland Commission defined sustainability as “addressing the needs of the present without jeopardizing the ability of future generations to meet their needs.” While there has been considerable development and debate at the highest political levels, along with an emerging set of global institutions, significant challenges remain with respect to the inter-relationship between economic, environmental, and social imperatives. Panelists will discuss the progress made to date and outline some of the most difficult strategic challenges that lie ahead. Perspectives specific to nations, regions, and historical context will be explored to generate novel alternative viewpoints.

Tuesday, 1:00pm - 2:00pm in Patio Tropical Restaurant

Lunch

Lunch will be served in the Patio Tropical Restaurant, on the 3rd floor of the Rio Othon Palace Hotel

Tuesday, 2:00pm - 6:00pm

Corporate Site Visits (sign-up requested)

BNDES

The Brazilian Development Bank (BNDES) is a federal public company, linked to the Ministry of Development, Industry and Foreign Trade (MDIC). Its goal is to provide long-term financing aimed at enhancing Brazil’s development, and, therefore, improving the competitiveness of the Brazilian economy and the standard of living of the Brazilian population.

Since its establishment, on June 20th, 1952, the BNDES has financed large-scale industrial and infrastructure operations, besides playing a significant role in the support of investments in agriculture, trade and the service industry. The Bank also supports small and medium-sized private businesses, as well as social investments in education and health, family farming (agriculture), public transport, and basic sanitation. In addition, a special interest is taken to foster cultural progress in Brazil through the sponsorship of projects in areas, such as architectural heritage, film and music, and collections, besides offering support to cultural enterprises through innovative financial instruments.

Petrobras

Petrobras is a major energy company, with more than 100 production platforms, sixteen refineries, 30,000 kilometers of ducts and more than 6,000 gas stations. Wherever you go you will notice Petrobras’ strong presence, contributing to Brazil’s development.

The company is headquartered in the city of Rio de Janeiro, and has offices and administrative managers in major Brazilian cities, such as Salvador, Brasília and São Paulo. Given the new highly competitive scenario of the energy industry, Petrobras has taken a new stance toward the future, using the most modern management tools.

According to a survey published by the Reputation Institute, Petrobras is the world's fourth most reputable company. The survey also ranks Petrobras the best among energy companies.

A new, strong, well-positioned structure is helping the company achieve its strategic goals of growth, internationalization, profitability and productivity.

Wednesday, June 24

Conference Registration (in the Grumari Room on the 2nd Floor, Othon Palace Hotel)
08:00am – 1:00pm

Wednesday, 8:30am - 9:20am in Guaratiba

Org. Theory & Bhvr.: Panel: Research on Africa and the Diaspora

Betty Jane Punnett, *University of the West Indies, Cave Hill, Barbados*

Terri Lituchy, *Concordia University, Canada*

David L. Ford Jr., *University of Texas at Dallas, USA*

Sunday Iyare, *University of the West Indies, Cave Hill, Barbados*

Cristina Jönsson, *The University of the West Indies, Barbados*

Robert Oppenheimer, *Concordia University, Canada*

An interactive panel on the effects of culture on African leadership and motivation. We will begin by presenting current research/results so far, and ask input from the audience on various aspects of the project. While there is little doubt about the importance of cultural values in effective management, virtually no research has focused on Africa and the African Diaspora. We examine “what aspects of culture impact effective leadership and employee motivation across Africa and the African diaspora?” The project is early in its development, and we hope to build and improve it through interactions with interested colleagues.

Wednesday, 8:30am - 9:20am in Itaipú B

Entrep. & Small Biz.: Panel: Ubuntu Leadership and Virtual Knowledge Parks for Economic Development

Mzamo P. Mangaliso, *University of Massachusetts, USA*

Ben Abraham Kahn, *Massachusetts College of Liberal Arts, USA*

Bradford John Knipes, *Westfield State College, USA*

Nancy L. Ovitsky, *Massachusetts College of Liberal Arts, USA*

Mary Therese Rogers, *Framingham State College, USA*

Rene Pellissier, *University of South Africa, Republic of South Africa*

Nomazengele A. Mangaliso, *Westfield State College, USA*

An advanced model of economic development on Knowledge Parks in Doha, and the continuing evolution of the undergraduate course "World Business and Economic Issues" to operationalizing collaborative educational technology beyond instruction to international problem solving. The panelists will demonstrate a prototype model for economic development incorporating Ubuntu leadership, virtual knowledge parks, local financial/production groups, and entrepreneurship. The model can be replicated to engage universities, individuals and businesses, governments and non-governmental organizations in distributed, issue-driven networks to support locally focused economic development. Shared knowledge, culture, and capital can moderate the risks that are catastrophic for impoverished families, and indeed for nations.

Wednesday, 8:30am - 9:20am in Mar Azul

Innov. & Tech.: Workshop on Collaborative Innovation in the Value Network

Howard S. Rasheed, *UNCW, USA*

Organizations spend tremendous resources on systems throughout the value chain process—from production to customer service. Although disruptive ideas are at the core of sustaining a competitive advantage, many do not invest in developing a collaborative system for transformational innovation.

The premise of the session is that future sustainability is accomplished by establishing a perpetual culture of open innovation. This collaborative innovation system facilitates interactions with diverse and globally dispersed stakeholders to anticipate “creative disruptions” in internal Value Chains and external Value Network. The methodological framework is an emergent, multi-disciplinary, and neuroscience-based ideation process for opportunity recognition and strategic planning.

Wednesday, 8:30am - 9:20am in Pontal

Teaching: International Education for Sustainable Entrepreneurship: A US-Brazil Four University Consortium Project

Raymond Amtmann, *Northern Michigan University, USA*

Marcel do Nascimento Botelho, *Universidade Federal Rural da Amazonia, Brazil*

Cristina Lelis Leal Calegario, *Universidade Federal de Lavras, Brazil*

Gordon P. Rands, *Western Illinois University, USA*

Warner P. Woodworth, *Brigham Young University, USA*

This workshop examines “A Brazilian and U.S. Partnership for People, Planet and Profits: Fostering Socially, Environmentally, and Economically Sustainable Entrepreneurship.” This four-university consortium project addresses several management challenges for a new world: increasing business’ environmental sustainability, creating socially beneficial small businesses and promoting inter-cultural sensitivity. Using a combination of international online and classroom education, it will help students develop skills for managing in a resource constrained global economy. The workshop will describe program elements, examine educational components, explore program strengths and weaknesses, seek feedback on how to improve the program, and facilitate attendees’ consideration of global innovative management education opportunities.

Wednesday, 8:30am - 9:20am in São Conrado

Entrep. & Small Biz.: Learning through Innovation

Facilitator: **Moses Acquaah**, *University of North Carolina-Greensboro, USA*

GENERATIVE LEARNING AND ENTREPRENEURIAL ORIENTATION IN SMALL AND MEDIUM SIZED HIGH-TECHNOLOGY FIRMS

Vishal K. Gupta, *Binghamton University, USA*
Douglas D. Moesel, *University of Missouri, USA*

In recent years, organizational learning and entrepreneurial orientation have been recognized as important in understanding the effective management of firms and their efforts to compete successfully. Despite a large body of research in the areas of organizational learning and entrepreneurial orientation, the relationship between these two constructs is not clear. We examine the relationship between generative organizational learning and entrepreneurial orientation using data collected from small and medium-sized high technology firms. We find that generative learning and entrepreneurial orientation are related to each other, and this relationship is moderated by contextual factors. Practical implications and future research directions are discussed.

HIGH GROWTH COMPANIES: THEIR DRIVERS AND SOME EVIDENCE FROM THE FIELD

Sergio Janczak, *The University of Western Ontario, Canada*
Franck Bares I, *ICN-Business School, France*

This exploratory study examines the dynamics of the growth of SMEs in France. We want to identify the variables that determine the emergence and growth of such enterprises and understand how the ties of such companies with their territory foster organizational growth. Based on twelve case studies, the results of this study indicate that gazelles are marked by a clear differentiation strategy which privileges their customers' needs, by clear procedures, by being flexible, and by a very structured HR management. Gazelles smartly use the resources available in their territory. Technology and personal features of the entrepreneurs are only moderating variables.

Wednesday, 9:30am - 10:30am in Itaipú B

Plenary Session: The HIV/AIDS Malady in Southern Africa – Observations from the Epicentre

R. A. Mogotlane, *University of Pretoria, Republic of South Africa*

Professor Mogotlane trained and practiced as a surgeon prior to joining academia. He currently serves as the Vice Chancellor at the University of Pretoria. He has presented on HIV/AIDS around the world.

Wednesday, 10:35am - 11:00am in Foyer - 1st floor

Conversation and Coffee Break

Wednesday, 11:00am - 12:15pm in Guaratiba

Comp. Mgmt. & Policy: Seeking Competitive Advantage in International Business

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

ANALYZING THE COMPETITIVE ADVANTAGES AND DISADVANTAGES OF INDIA WITH THE TOWS MATRIX-- AN ALTERNATIVE TO PORTER'S MODEL

Heinz Wehrich, *University of San Francisco, USA*
Chunguang Ma, *University of International Business & Economics, China*

Every nation is concerned about competing effectively in the global market. Competitiveness does not only depend on the effectiveness of individual companies, but also on the industries and the socioeconomic system of a nation. The rapidly changing environments of the free world markets dictate that nations fully utilize their comparative advantages to remain and become prosperous in the future. Political and economic leaders must evaluate the opportunities in and threats from the external environment in order to build appropriate national strategies that take advantage of their nation's strengths and to shore up its weaknesses.

THE EFFECT OF COUNTRY-OF-ORIGIN PERCEPTIONS IN INTERNATIONAL BUSINESS DECISIONS: "MADE IN BRAZIL" IN CHINA

Luis Cunha, *Macau Polytechnic Institute, Macau*
Jose Alves, *Macau Inter-University Institute, China*

This paper examines the effects of country-of-origin, -design, and -assembly (respectively COO, COD, and COA) on consumer evaluations of products in international business settings (to export or to invest as FDI). Survey data was collected in China to examine how consumers perceive the quality of products manufactured, designed, and assembled in China, Brazil, and Japan. Contrary to our expectations, findings suggest that Brazilian products manufactured in China are perceived as having higher quality than if they were exported to China. Additionally, simple and non-durable products manufactured in China have more quality than complex and durable products also manufactured in China.

**★Nominee: Outstanding Paper Award★
TRACING THE PATH TO 'TIGER HOOD' - IRELAND'S MOVE FROM PROTECTIONISM TO OUTWARD-LOOKING ECONOMIC DEVELOPMENT**

Paul F. Donnelly, *Dublin Institute of Technology, Ireland*

Up to very recently, Ireland was spoken of in very adulatory terms, to the point of being dubbed the 'Celtic Tiger.' Taking path dependence as lens, this paper looks at an early sequence of events that shaped the country's path to 'tiger hood', i.e., the policy shift from protectionism to outward-looking economic development. From relatively contingent and unpredictable beginnings has evolved an outward-looking institutional matrix, with a clear focus on the global, that, ex ante, could not have been predicted when it was first established.

Emerging Ideas Roundtable 1

Facilitator: **Jane K. Miller**, *University of Massachusetts, USA*

A COMMERCIAL LIVELIHOOD FOR INDIGENOUS PEOPLES IN GUYANA

Dianna Darsney, *Conservation International, Guyana*
Richard G. Linowes, *American University, USA*

The Wai Wai community is an indigenous tribe living in the remote jungles of Guyana that is creating income by selling their handicrafts in the country's capital city on the coast. Their efforts are being organized and coordinated by Conservation International which is endeavoring to protect the pristine forest by providing these people with a livelihood that avoids the destructive impact of mining, logging and wildlife trade. Connecting them with their urban retailer, however, is logistically challenging and fraught with misunderstanding.

A STUDY OF CORPORATE BOARD ACCOUNTABILITY FOR BEST-PRACTICE, ORGANIZATIONAL REFORM BASED ON GOVERNANCE RESEARCH THEORY

Barbara Marie Vallera, *Sacred Heart University, USA*

The relative control of corporate boards of directors over management has been a subject of theoretical analysis and debate in literature on organizational theory, economics, and management (Fama & Jensen, 1983; Herman, 1981; Mizruchi, 1983; Vance, 1983). This study was designed to examine elements of accountability and social responsibility on the part of the BOD that hold official seats of jurisdiction and leadership over their corporate leader. A second objective was to compare resulting themes against survey responses from a peripheral sample of board of directors in the United States.

THE SILENT ENTREPRENEURS BRIDGING OPPORTUNITIES AND NECESSITIES: A CONCEPTUAL PAPER

Carmen Leonor Martinez-Lopez, *The City University of New York/BMCC, USA*

This paper examines silent entrepreneurs; the unit of analysis is the worker cooperative. The main question of this conceptual paper is: Is the worker cooperative enterprise an institution of self-organization by necessity or an institution of self-organization by opportunity? After I interviewed the manager of Colors Restaurant, a worker cooperative enterprise; the co-director of the Restaurant Opportunities Center of New York; the executive director of the Green Worker Cooperative; and reviewed the theories related to entrepreneurship, ownership, and worker cooperatives, I concluded that it is necessary to conduct empirical research on worker cooperatives.

Emerging Ideas Roundtable 2

Facilitator: **Daniel J. Miller**, *Central Connecticut State University, USA*

STUDENTS AS FUTURE PERFORMERS: COMPREHENSIVE CASE IN LITHUANIA AND ESTONIA

Vilmante Kumpikaite, *Kaunas University of Technology, Lithuania*
Ruth Alas, *Estonian Business School, Estonia*

Students' motivation is a widely recognized problem and will remain in the foreseeable future. It is very important that students would understand the importance to become good performers in their work life and would be motivated to reach this. This paper focuses on factors determining human performance. The paper reports the findings of a study of 236 university students in Lithuania and Estonia. Results showed that students do not plan their career and they basically are motivated by satisfaction of safety needs. The main factors, influencing students' career are their personal health, country's economical situation and support of their family.

UNIVERSITY STUDENTS ACADEMIC DISHONESTY: A NEW MANAGEMENT CHALLENGE FOR A NEW WORLD

Lynn Marie Kendrick, *St. Thomas University/ Keiser University, USA*
Marie-Line Germain, *St. Thomas University, USA*

The literature on student academic dishonesty in North American higher education abounds. In fact, much of the research on the problem of college cheating started back in the early 1960s. Business students are no exception to the problem. Indeed, several studies show that they are, in fact, one of the most dishonest in their university work. Regardless of gender, business major students are seen to have severely lower ethical standards. The purpose of the session is to provide educators with tangible tools to detect students' creative cheating tools. Best practices of how cheating is handled will also be discussed.

Sustainability: Workshop: Managing for Global Sustainability

James A.F. Stoner, *Fordham University, USA*
Frank Werner, *Fordham University, USA*

This workshop will address the challenges of transforming management systems to meet the needs of global sustainability. The presenters will suggest that one important antecedent of managing for global sustainability is the quality management revolution of the latter part of the 20th century. Characterizing management as a technology, the presenters will describe their early explorations into what a new management technology might look like. Workshop participants will then discuss and build on this view to explore how management systems might evolve to support a more sustainable world.

Wednesday, 11:00am - 12:15pm in Mar Azul

How to Publish: Tips from Journal Editors

William P. Ferris, *Western New England College, Chair—Editor-in-Chief, Organization Management Journal (OMJ)*. This journal is sponsored by the EAM.

George Farris, *Rutgers, The State University of New Jersey—Editor-in-Chief, IEEE Transactions in Engineering Management*

This is your opportunity to hear from those making publication choices what characteristics they seek in articles for their journals.

Editors will briefly discuss their journals and invite questions and participation from people interested in submitting articles, reviewing, and becoming involved in journal activities.

OMJ is an international peer-reviewed journal sponsored by the Eastern Academy of Management. It publishes basic, applied, and pedagogical research having to do with any aspect of scholarship, practice, and education relating to organizations and management. See www.palgrave-journals.com/omj.

IEEE Transactions in Engineering Management is a research-based, refereed journal in engineering management, published quarterly since 1954 by the IEEE Engineering Management Society. In order to achieve its purpose, it invites contributions from both managers and researchers of technology as well as educators and students of technical management. The contributions can be conceptual, theoretical, empirical, or situational. See <http://andromeda.rutgers.edu/~ieeetem>.

Wednesday, 11:00am - 12:15pm in Pontal

PANEL: African Management Scholars

Chair: **dt ogilvie**, *Rutgers, The State University of New Jersey, USA*

Panelists:

Elsie Omolara Babajide, *Olabisi Onabanjo University Ago Iwoye, Nigeria*

Lynette Louw, *Rhodes University, Republic of South Africa*

Sophie Mogotlane, *University of South Africa, Republic of South Africa*

Rene Pellissier, *University of South Africa, Republic of South Africa*

Edna Van Harte, *Stellenbosch University, Republic of South Africa*

An important and continuing feature of the EAM-I is the African Management Scholars program originally made possible with funding from the University of Massachusetts, Amherst and the National Research Foundation of South Africa. African Management Scholars selected for this year's panel will share their perspectives on the challenges of management research and scholarship in Africa.

Wednesday, 11:00am - 12:15pm in São Conrado

Teaching: Symposium in Case Teaching and Research: A Global Perspective

Carlos Rodriguez, *University of North Carolina Wilmington, USA*

David E. Desplaces, *College of Charleston, USA*

Jill Woodilla, *Sacred Heart University, USA*

The goal of cases is to develop a learner's critical thinking skills by linking theories to real situations. This symposium is designed to engage participants not only in creating a tool kit for both case teaching and case research, but also in developing the skills and materials that will suit the learning styles and paces of their students. Emphasis will be given to the use of cases in International Business, International Management, Global Strategy, and Global Entrepreneurship courses.

Wednesday, 12:20pm - 1:10pm in Itaipú B

Plenary: The EAM-I Conference – Where We've Been, Where We Are, and Where We're Going

A preview of the 2011 conference and beyond. Come and hear our plans for the future and share your views about the direction the conference should take.

Wednesday, 1:10pm - 2:00pm in Patio Tropical Restaurant

Lunch

Lunch will be served in the Patio Tropical Restaurant, on the 3rd floor of the Rio Othon Palace Hotel

Wednesday, 2:00pm - 6:00pm

Excursions (sign-up requested)

Ambev Brewery Tour

Visit the largest and most modern plant of Ambev in Brazil (Imbev is the international group).

Guanarbara Bay Schooner Cruise

This schooner cruise on Guanabara Bay gives you an opportunity to experience the magnificent views of Rio de Janeiro and its surroundings from the water.

Tour of Metro Rio de Janeiro

The "Rio-Metro" (Metrô Rio) is a mass-transit underground railway network that serves the city of Rio de Janeiro.

Wednesday, 7:30pm - 11:45pm

Gala Dinner at Porcão Rio's

07:30pm: Buses Leave Hotel

08:00pm: Gala Dinner at Porcão Rio's

Dinner will be held at Porcão Rio's, where we will enjoy an ample buffet of salads, vegetables and churrascaria (Brazilian barbecue), while being entertained by live music.

Thursday, June 25

Conference Registration (in the Grumari Room on the 2nd Floor, Othon Palace Hotel)
08:00am – 10:00am

Thursday, 9:20am - 10:35am in Guaratiba

Org. Theory & Bhvr.: U.S. Theories Studied in Various International Contexts

Facilitator: **Patricia Amelia Tomei**, *Pontifical Catholic University of Rio (PUC-Rio), Brazil*

CULTURE AS THE CONTEXT OF ENVIRONMENTAL UNCERTAINTY, STRUCTURAL DECENTRALIZATION, AND STRATEGIC SIGNIFICANCE OF INFORMATION

Mzamo P. Mangaliso, *University of Massachusetts, USA*
Nomazengele A. Mangaliso, *Westfield State College, USA*
Bradford John Knipes, *Westfield State College, USA*

With the rapid rate of globalization, the volume and complexity of the information managers use has increased exponentially. However, there is little research to understand the characteristics of information considered important by managers. This study empirically investigated the impact of culture, environmental uncertainty and decentralization on the usefulness of information in three countries. We found that the contextual variables had an impact on the perception of information usefulness. Future studies should consider the pre-existing epistemological differences among different countries. Expected national cultural differences were not significant. The tentative results support global management systems to deal with contemporary global business issues.

★Nominee: Outstanding Paper Award★

LEADERSHIP IN "CONFUCIAN ASIA": SIMILARITIES AND DIFFERENCES OF JUSTICE, TRUST, AND LEADERSHIP OUTCOMES IN MAINLAND CHINA, HONG KONG, AND SINGAPORE

Rajnandini Pillai, *California State University, San Marcos, USA*
Jeffrey Kohles, *California State University, San Marcos, USA*
Michelle Bligh, *Claremont Graduate University, USA*
Melissa K. Carsten, *University of Nebraska-Lincoln, USA*
Glen Howard Brodowsky, *California State University, San Marcos, USA*

A model of leadership, organizational justice, trust, and work outcomes was studied in Mainland China, Hong Kong, and Singapore, several members of the so called "Confucian Asian Cluster" in the GLOBE study. Data were collected from 489 executives in the Mainland, Hong Kong, and Singapore. Results indicate that transformational leaders in the Mainland build trust through procedural justice whereas transformational leaders in Hong Kong build trust through distributive justice. Trust in the leader is, in turn, related to job satisfaction and commitment. Leaders in Singapore work through both distributive and procedural justice mechanisms to build trust and work outcomes.

SHIFT WORK AND JOB STRESS AMONG AIRLINE EMPLOYEES IN MAINLAND CHINA: THE MODERATING EFFECT OF JOB DESIGN

Louise Tourigny, *University of Wisconsin-Whitewater, USA*
Vishwanath V. Baba, *McMaster University, Canada*
Xiaoyun Wang, *University of Manitoba, USA*

This study investigates the impact of role stressors on job stress. The moderating effects of shift work and job design are analyzed. Data were collected using a field survey in Mandarin from 485 airline employees, including pilots, flight attendants and service employees from five major cities in Mainland China. The findings demonstrate that both shift work and its interference with non-work activities significantly elevated the detrimental effect of role overload on job stress. Decision latitude mitigated the detrimental effect of role overload on job stress for employees working on fixed shift, but not for employees working on rotating shift.

Thursday, 9:20am - 10:35am in Mar Azul

Mgmt. in Action: New Approaches to Management in Globalized Environments

Facilitator: **Jeffrey A. Robinson**, *Rutgers, The State University of New Jersey, USA*

TOURISM IN A TERRORIST WORLD: JORDAN'S 9-11 AND THE AMMAN MARRIOTT HOTEL

Robert R. Haynie, *Georgetown University, USA*
Richard G. Linowes, *American University, USA*

This case study examines the actions of the general manager of the Amman Marriott Hotel in response to the terrorist bombings of three other hotels in Amman, Jordan. It tells the story of how he dealt with the crisis when it occurred and his initiatives following the event, and examines his actions in the context of international security policy adopted by Marriott Hotels worldwide.

UBUNTU MANAGEMENT: AN AFRICAN MANAGEMENT APPROACH

Kula Ishmael Theletsane, *Stellenbosch University, Republic of South Africa*

Edna Van Harte, *Stellenbosch University, Republic of South Africa*

Generally, organisations accept and even embrace technological advancement. There seems to be less of a tendency to be innovative and accepting when it comes to changing the paradigm in people management. How can the concept of Ubuntu and African values be integrated into the organisation in such a way as to provide opportunity for leadership to dismantle the past organisational culture, promote the development of a new, more inclusive culture, and in the final instance, create a set of leadership skills and competencies to deal with management challenges? Values such as Ubuntu should not only be seen as African values.

VALUE CHAIN BASED STRATEGIES OF CHINESE ENTERPRISES IN THE CONTEXT OF GLOBALIZATION

Chunguang Ma, *University of International Business & Economics, China*

This paper firstly touches upon the features of the globalization trend and environmental factors related to the internationalization initiatives of the Chinese enterprises from four perspectives. Secondly, the author further discusses the international operations of Chinese enterprises by applying a two-dimension model and suggests that the localization strategy is most appropriate for the Chinese enterprises in their present globalization drive. Based on a detailed analysis of some model Chinese enterprises with the industrial value chain perspective, the authors specify the priorities for the Chinese enterprises in their international operations.

Thursday, 9:20am - 10:35am in Pontal

Org. Theory & Bhvr.: Organiz@ in a Global Economy

Facilitator: **Orlando C Richard**, *UT-Dallas, USA*

FLEXIBILITY REVISITED: ORGANIZATIONAL THEORY AND THE CURRENT FINANCIAL CRISIS

Ali Mir, *William Paterson University, USA*

Raza A. Mir, *William Paterson University, USA*

Saadia Toor, *College of Staten Island, City University of New York, USA*

This paper contends that the current financial crisis can be seen as one arising from the management practices enacted in the late 20th century as a consequence of the search for “flexibility,” which itself was a notion that came about as a response to the crisis of “rigidity” that characterized the end of the age of Fordism. It suggests that the post-Fordist debates could be used by organizational theorists as a point of departure in order to engage with the current economic developments that are likely to reshape the terrain of our discipline in significant ways.

THE LIFE CYCLE OF OPEN SOURCE SOFTWARE DEVELOPMENT COMMUNITIES

Andre Luiz de Souza Guimaraes, *BNDES - Brazilian Development Bank, Brazil*

Alan B. Eisner, *Pace University, USA*

Helaine J. Korn, *Baruch College - The City University of New York, USA*

Drawing from the concept of entropy in open system theory, the study uncovers the development patterns of open source software projects in terms of effectiveness and activity levels. The findings of this study aid practitioners and policy-makers in assessing online communities. Academically, this study gives empirical support to the life cycle metaphor in the context of OSSDC. Taking an open system view of organizations, this study aids in reconciling some difficulties in life cycle theory such as the irreversibility and pre-determinacy of life cycle models, and adds to a young but fast growing stream of literature on open source projects.

THE TRIANGULAR MODEL FOR DEALING WITH CRISIS MANAGEMENT

Ruth Alas, *Estonian Business School, Estonia*

Results of 67 interviews in Estonian organizations indicate that despite experiencing a number of crises, the development of crisis management in Estonian companies is still in its initial phase and the majority of companies start reacting after a crisis has already happened and only do the minimum that is required under public pressure. The author proposes a matrix of strategies for crisis management and a triangle for dealing with crisis management in Estonian organizations. Implications for managers are elaborated how to implement change management practices in order to turn a crisis into added value.

Thursday, 9:20am - 10:35am in São Conrado

Sustainability: Social Strategies, Green Mapping and Public Health

Facilitator: **Joel Harmon**, *Fairleigh Dickinson University, USA*

EVALUATION OF COLLABORATIVE STRATEGIES USED BY GOVERNMENTS AND COMPANIES IN MANAGING NATURAL PARKS IN THE CITY OF RIO DE JANEIRO

Marcos Cohen, *Pontifical Catholic University of Rio (PUC-Rio), Brazil*

Jorge Ferreira da Silva, *Pontifical Catholic University of Rio (PUC-Rio), Brazil*

In the city of Rio de Janeiro, the management agencies of environmental conservation units of the park type have been attempting to meet five primary objectives set by the National System for Conservation Units (SNUC), in following participatory management guidelines and the search for partnerships for these units. This article presents the analyses and conclusions regarding the implementation of collaborative strategies with companies to achieve such objectives. Case studies were carried out in seven natural municipal parks by means of dozens of interviews with managers, business leaders, and other social actors, as well as by documentary research and direct observation.

GLOBAL SERVICE LEARNING THROUGH GREEN MAPPING IN THE BRAZILIAN ATLANTIC RAINFOREST

Claudia G. Green, *Pace University, USA*

Arthur G. Green, *McGill University, Canada*

This initiative demonstrates a global social responsibility service learning project in the Brazilian Atlantic Rainforest. The project outcomes are: 1) student business education through active service in an international community and 2) use of technology for the promotion of sustainable business practices in Paraty, Brazil. It is based on the development of public-private partnerships- United States, Brazil and the United Nations. Students incorporate “high technology” in the form of web based information sharing and collaboration and “high touch”, person-to-person interviews in Paraty, Brazil. Students interviewed businesses to learn their history; documented sustainable businesses; and designed web pages for sustainable locations.

TO WHAT DEGREE CAN POTABLE WATER FOSTER INTERNATIONAL ECONOMIC DEVELOPMENT AND SUSTAINABILITY? WHAT ROLE DOES HEALTH PLAY?

Bruce Wayne Clemens, *Western New England College, USA*
Thomas J. Douglas, *Southern Illinois University Edwardsville, USA*

Governments, international organizations and practitioners have long proclaimed that investments in potable water supply and sanitation promote economic development and public health in the third world. Unfortunately, scholars have not been able to quantify these relationships for a plethora of reasons.

Using a longitudinal approach, the study found significant relationships between investments in potable water and economic development. The study found moderate support for the hypothesis that the relationship between water supply and economic development is stronger in the presence of better health. Finally, the study found a direct and positive relationship between investments in public health and economic development.

Thursday, 10:35am - 11:00am in Foyer - 1st floor
Conversation and Coffee Break

Thursday, 11:00am - 12:15pm in Guaratiba

Org. Theory & Bhvr.: Issues in Health Care Management

Facilitator: **Ellen Greenberg**, *Sofia University "Kliment Ohridski", Bulgaria*

A NETWORK APPROACH TO UNDERSTANDING ORGANIZATIONAL LEARNING IN THE CONTEXT OF HOSPITAL INFECTION PREVENTION

Pavani Rangachari, *Medical College of Georgia, USA*

Some hospitals have suggested that the Positive Deviance (“PD”) approach may be more effective than the Toyota Production System (“TPS”) approach for preventing infections. “PD” has been distinguished from “TPS” as being a “bottom-up” approach to improvement (rather than “top-down”). However, knowledge networks theory suggests that networks rich in brokerage and hierarchy (i.e., “TPS”-like structures) may be more effective for collective learning and improvement in healthcare organizations, compared to networks rich in density (i.e., “PD”-like structures). This paper uses network theory to understand organizational learning/improvement in the context of hospital infection prevention. It concludes with recommendations for research and practice.

★Nominee: Outstanding Paper Award★
CROSS-CULTURAL HEALTH MANAGEMENT IN SOUTH AFRICA: HEALTH PROFESSIONALS’ CHALLENGES IN MANAGING HIV/AIDS

Lynette Louw, *Rhodes University, Republic of South Africa*
Claude-Hélène Mayer, *Rhodes University, Republic of South Africa*

Global changes in health management require new thinking, new practices and new research on health and its management, across the world. In South Africa, managers in health organisations are challenged by managing HIV/AIDS and health delivery structures, networking organisations on different levels as well as cross-cultural communication.

This case study presents selected research findings from a qualitative research study conducted in a selected health organization in South Africa.

Research findings indicate that health management is highly influenced by national and provincial health policies, donors, funders, cross-cultural health concepts, communication processes and culture-related stigmatisation impact strongly on managing the disease.

ORGANIZATIONAL CULTURE AND THE RECOVERY ORIENTATION OF COUNTY MENTAL HEALTH DEPARTMENTS

Christine Brown Mahoney, *University of California, Berkeley, USA*
Timothy Tyler Brown, *University of California, Berkeley, USA*
Mistique Felton, *University of California, Berkeley, USA*
Neal Adams, *California Institute for Mental Health, USA*

We examine the determinants of recovery orientation for a sample of county mental health programs in California. A two-level multilevel model with random intercepts was estimated. Level one included individual-level characteristics: differenced adhocracy score and age—both significant and negative; and education, which was significant and positive. Level two included organizational-level and county-level characteristics; the per capita county mental health budgets and manager’s satisfaction with their leadership, which were both significant and positively correlated with recovery orientation. These findings may have potentially significant implications for those interested in promoting systems change and a recovery orientation in county mental health systems.

Entrep. & Small Biz.: Family, Ethics, and Cultural Perspectives

Facilitator: **Elaine Davis**, *St. Cloud State University, USA*

CULTURAL PROTOTYPES OF THE SUCCESSFUL ENTREPRENEUR: A CROSS-CULTURAL COMPARISON OF ESTONIA, THE UNITED KINGDOM, AND CHINA

Elizabeth Rozell, *Missouri State University, USA*
Wesley A. Scroggins, *Missouri State University, USA*
Tiit Elenurm, *Estonian Business School, Estonia*
Ruth Alas, *Estonian Business School, Estonia*
Aimin Guo, *Henan University of Finance and Economics, China*
Simon Denny, *University of Northampton, United Kingdom*
Veronica Velo, *ESC-Rennes School of Business, United Kingdom*

This paper reflects the results of the first stage of the international research program “Entrepreneurship Work in Organizations Requiring Leadership Development” (E-WORLD). Focus group results in the United Kingdom, Estonia, and China are compared in order to highlight implicit beliefs about successful entrepreneurs in these countries. There are common features of entrepreneurs in the three countries: determination and persistence, active communication and networking, readiness to face new challenges and risks. However, cultural differences are evident in interpreting social obligations of entrepreneurs, in linking future orientation and communication, and in perception of entrepreneurial risks and challenges.

EXPLORING THE RELATIONSHIPS AMONG FUNCTIONAL STRATEGIES, COMPETITIVE STRATEGY AND FIRM PERFORMANCE: IS THERE A DIFFERENCE BETWEEN FAMILY AND NONFAMILY FIRMS?

Moses Acquah, *University of North Carolina-Greensboro, USA*
Kwasi Amoako-Gyampah, *University of North Carolina-Greensboro, USA*
Jayanth Jayaram, *University of South Carolina, USA*

The study examines the effects of HRM and manufacturing strategies on competitive strategy and performance and how they differ between family and nonfamily firms. Using data from 122 family and nonfamily manufacturing firms in Ghana, the findings show that HRM and manufacturing strategies have different associations with competitive strategy. Also HRM and manufacturing strategies have distinct influences on firm performance. These findings indicate that there are differences but no consistent pattern with regard to the relationships between the functional strategies and competitive strategy, and between the functional strategies and performance, for family and nonfamily firms.

MODAFUSION ON THE GLOBAL CATWALK: A NARRATIVE APPROACH TO STUDYING ETHICAL FASHION INDUSTRIES

Kim Poldner, *HSG St. Gallen, Switzerland*
Marcel Veenswijk, *Vrije Universiteit Amsterdam, Netherlands*

In this article, we focus on discursive responses which emerge in globalised ecopreneurship industries during the process of identity formation. The paper is based on a current PhD project on narratives related to the so called ‘ethical fashion movement’. Over the past ten years, a discourse on ecopreneurship and related subjects has been developed, such as social entrepreneurship and sustainable development. Through unravelling the grand narrative of ethical fashion within a start-up in Rio de Janeiro, we aim to get insight in the concept of ecopreneurship.

Comp. Mgmt. & Policy: Strategies for Doing Business in Different International Settings

Facilitator: **Alexei Matveev**, *City University of New York, USA*

BACK TO BASICS: COMPETITIVE INTELLIGENCE PRACTICES OF SMES IN INTERNATIONAL MARKETS

Kate Randall Haley, *University of Massachusetts Dartmouth, USA*
Kathleen Suchon, *University of Massachusetts Dartmouth, USA*

Competitive Intelligence (CI) is critical to success for small to medium-sized enterprises (SMEs) engaged in international business, but little work has been done to determine what CI strategies they utilized. In prior studies the authors have surveyed high-tech US SMEs operating internationally, with the surprising result that they did not favor internet-based CI. In this paper we present the results of structured interviews conducted with companies from the earlier study. We found that these companies often operate in unique niche markets where much competitor information is attainable through direct contact with customers, distributors, and others during normal business activity.

★Nominee: Outstanding Paper Award★ FOREIGN RESONANCE AND LOCAL DISSONANCE: THE INSTITUTIONAL DETERMINANTS OF THE DIFFUSION OF NORTH AMERICAN TRANSPARENCY AND DISCLOSURE PRACTICES TO JAPAN AND EMERGING ASIAN MARKETS

Jean McGuire, *Louisiana State University, USA*

This study investigates adoption of North American standards of transparency and disclosure by firms from Japan and East Asia. Based upon institutional and resource-dependence theory, I argue that while the adoption of more stringent disclosure may facilitate access to outside capital, it may also jeopardize support from the firm’s traditional local stakeholders. More stringent North American disclosure may also be incongruent with non North American cultural values. Using a sample of 281 firms from Japan and East Asia, I find evidence for local embeddedness as measured by reliance on local banks and auditors, and cultural effects.

THE STRATEGY OF CHINA INC. IN AFRICA

Jason Z. Yin, *Seton Hall University, USA*
Sofia Vaschetto, *Seton Hall University, USA*

This paper investigates China’s activities in Africa from the viewpoint of strategic management. It focuses on China’s differentiated approach compared to Western powers in the colonial and post-colonial era. This paper argues that although China’s engagement in Africa is primarily driven by its political and economic interests, its differentiation strategy has been successful in winning the trust from host African nations through non-interference policy and soft power play. China’s well coordinated trade, investment and aid activities have played a key role in building the infrastructure for sustainable economic growth and stability in Africa.

Org. Theory & Bhvr.: Social Issues in Society and Small Business

Facilitator: **Ali Mir**, *William Paterson University, USA*

CULTURAL MANAGEMENT IN FAMILY BUSINESS

Patricia Amelia Tomei, *Pontifical Catholic University of Rio (PUC-Rio), Brazil*

Patricia Jaguaribe Ferrari, *Pontifical Catholic University of Rio (PUC-Rio), Brazil*

This article's main goal is to analyze how the evolution of organizational culture can impact a family business performance. A single case study methodology was utilized based on primary and secondary data. We focused on its leader trajectory and implications on the organizational aspects of the life cycle of family business: the founder's dream and vision, succession and leadership, and difficulties in cultural management. We conclude that it is possible for an organization to get trapped by its culture formation and that it may not be capable of effectively manage the culture itself as well as its evolution.

DEMOCRACY'S CHILDREN: CHANGING VALUES IN ARGENTINA AND BRAZIL?

Silvia Inés Monserrat, *Universidad Nacional del Centro, Argentina*

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Madero Gómez Sergio, *Tecnológico de Monterrey, México*

We investigated generation value differences between Democracy's Children (18 years of age or younger in 1983 in Argentina; in 1985 in Brazil; 18-25 year olds) and Pre-democracy's Children (19 years of age or older in 1983 in Brazil or in 1985 in Argentina; 30 + year olds). In examining political value dimensions, Democracy's Children highly valued equality and a comfortable life; Pre-democracy's Children highly valued freedom and national security. Both groups placed equal importance on the political value dimensions a world at peace and independent; both highly valued health, family security and true friendship. We also provide implications for managers.

SOCIAL AND INSTITUTIONAL BARRIERS TO INNER CITY MARKETS

Jeffrey A. Robinson, *Rutgers, The State University of New Jersey, USA*

This paper presents a non-traditional approach to strategic management construct of entry barriers. I propose a theory of social and institutional entry barriers to markets to explain differential performance and outcomes for firms in inner city markets. I argue that firms that use strategies that address social and institutional barriers to the inner city market will be more successful than those who do not address these barriers. I present empirical evidence of the usefulness of this theory in a study of inner city business strategies from over 3000 firms in four U.S. metropolitan areas.

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EAM-I 2009 CONFERENCE SCHEDULE AT A GLANCE

Sunday, 21 June 2009

3:00pm – 6:30pm	Conference Registration – Grumari Room, 2 nd floor, Othon Palace
7:00pm – 9:00pm	Welcome Reception – Marimbas Club, Copacabana

Monday, 22 June 2009

8:00am – 4:30pm	Conference Registration – Grumari					
8:30am–11:00am	Welcome to EAMI-2009 from IAG-Puc-Rio and and the Eastern Academy of Management International * Keynote: Ambassador Roberto Abdenur, former Ambassador to US -The Impact of the Current Crisis on Brazil's Insertion within the Global Economy Keynote: Roberto DaMatta, Professor of Anthropolgy, PUC-Rio – An Overview of Brazil					
11:00am-11:30am	Conversation and Coffee Break – Foyer, 1 st floor					
11:30am-12:45pm	Introduction to the Conference Program * Keynote: Paulo Vicente dos Santos Alves, Sub Secretary of Planning, State of Rio de Janeiro – Strategic Planning in State Government: The Case of Rio de Janeiro					
1:00pm – 2:30pm	LUNCH – Patio Tropical Restaurant, 3 rd floor					
	Guaratiba	Pontal	São Conrado	Mar Azul	Itaipu A	Itaipu B
2:30pm – 3:45pm	Emotions and Organizational Activities	SYMPOSIUM: Social Entrepreneurship - The Brazilian Case	Strategy in Theory and Practice	EXPERIENTIAL: Cultural Identity and Ethical Decision Making		PANEL: Integrating Management Theory and Practice
3:45pm-4:15pm	Conversation and Coffee Break – Foyer, 1 st floor					
4:15pm-5:05pm	Country and Company Strategies for a Globalized World	Developing Corporate Governance in Selected Nations	Global Comparisons of National and Org. Sustainability Strategies	WORKSHOP: Virtual Learning Communities		PANEL: Management Challenges for Health Systems in a New World

Tuesday, 23 June 2009

8:00am – 1:00pm	Conference Registration – Grumari					
8:00am – 9:15am	Luciana Rabay, Brazilliant – Creation of a National Francise to Sell Cotton from the <i>Cooperative of Organic and Naturally Colored Cotton</i> *					
	Guaratiba	Pontal	São Conrado	Mar Azul	Itaipu A	Itaipu B
9:20am–10:35am	Focus on Employees	Frameworks for Understanding Organizational Behavior	International Management Cultures and Diversity	SYMPOSIUM: Past AOM Presidents Reflect on Research Issues in a Global Economy		Cultural Competence & Cultural Intelligence
10:35am-11:00am	Conversation and Coffee Break – Foyer, 1 st floor					
11:00am-12:15pm	Examining the International Experience	Organizational Innovation	ROUNDTABLE: Curricula Design and Teaching Methods	Geographic & Structural Issues in Educating a New Generation of Leaders		WORKSHOP: New Sources of Int'l Strategic Information
12:20pm-1:10pm	SYMPOSIUM: Issues and Challenges for Managing Sustainably *					
1:10pm – 2:00pm	LUNCH – Patio Tropical Restaurant					
2:00pm – 6:00pm	Corporate Site Visits – <i>sign-ups requested</i>					

* All plenary sessions held in Itaipu B

EAM-I 2009 CONFERENCE SCHEDULE AT A GLANCE

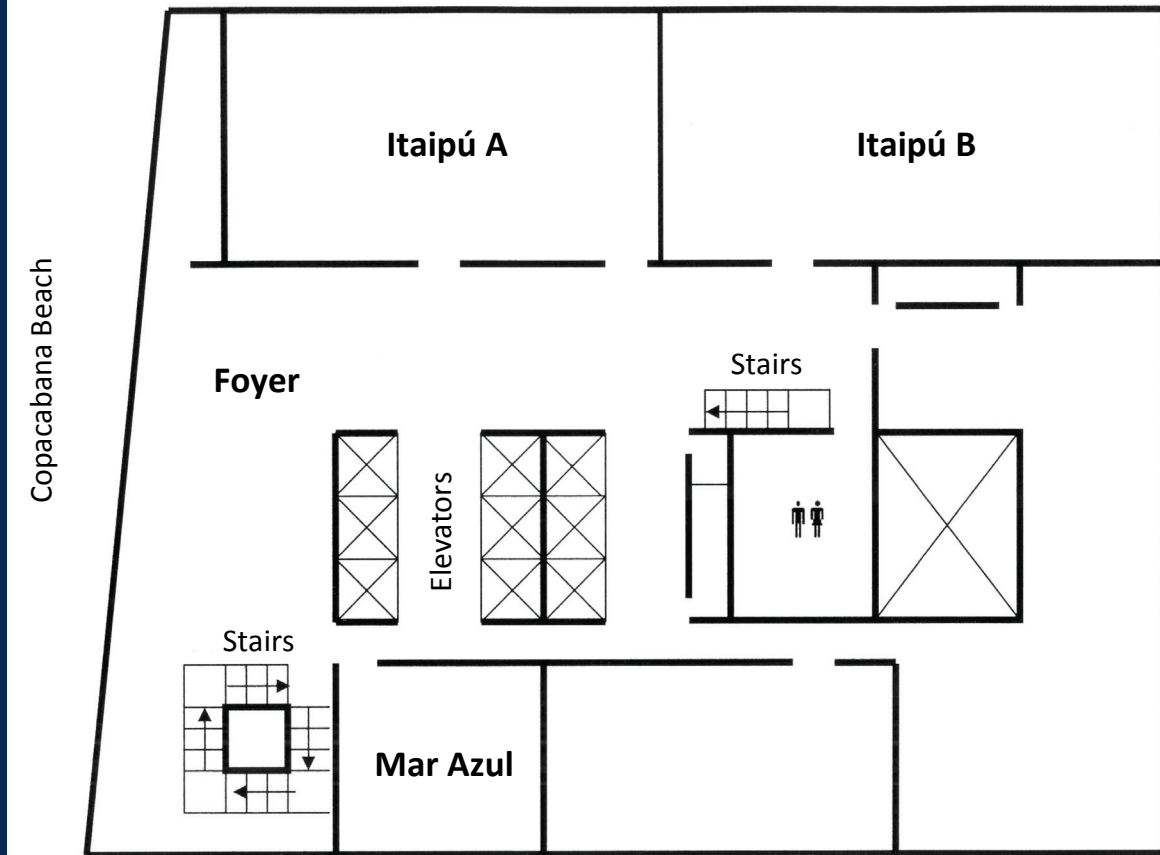
Wednesday, 24 June 2009						
8:00am – 1:00pm	Conference Registration – Grumari					
	Guaratiba	Pontal	São Conrado	Mar Azul	Itaipu A	Itaipu B
8:30am – 9:20am	PANEL: Research on Africa and the Diaspora	WORKSHOP: US-Brazilian Four University Consortium	Learning through Innovation	WORKSHOP: Collaborative Innovation		PANEL: Ubuntu Leadership and Virtual Knowledge Parks for Economic Development
9:30am-10:30am	R.A. Mogotlane, Vice Chancellor, University of Praetoria, South Africa - The HIV/AIDS Malady in South Africa: Observations from the Epicentre *					
10:35am-11:00am	Conversation and Coffee Break – Foyer, 1 st floor					
11:00am-12:15pm	Seeking Competitive Advantage in International Business	PANEL: African Management Scholars	SYMPOSIUM: Case Teaching & Research – A Global Perspective	How to Publish: Tips from Journal Editors	Emerging Ideas Roundtables 1 & 2	WORKSHOP: Managing for Global Sustainability
12:20pm-1:10pm	The EAM-I Conference: Where We've Been, Where We Are, and Where We Are Going *					
1:10pm-2:00pm	LUNCH – Patio Tropical Restaurant, 3 rd floor					
2:00pm-6:00pm	Excursions – <i>sign-up requested</i>					
7:30pm –	GALA DINNER at Porcão Rio's (churrascuria) – <i>sign-up requested</i>					

*** All plenary sessions held in Itaipu B**

Thursday, 25 June 2009						
8:00am-10:00am	Conference Registration – Grumari					
	Guaratiba	Pontal	São Conrado	Mar Azul		
9:20am–10:35am	US Theories Studied in Various Int'l Contexts	Organiz@ in a Global Economy	Social Strategies, Green Mapping and Public Health	New Approaches to Management in Globalized Environments		
10:35am-11:00am	Conversation and Coffee Break – Foyer, 1 st floor					
11:00am-12:15pm	Issues in Health Care Management	Strategies for Doing Business in Different Int'l Settings	Social Issues in Society and Small Business	Family, Ethics, and Cultural Perspectives		
1:00pm – 3:00pm	Post-Conference Visit to PUC-Rio – <i>sign-ups requested</i>					

Rio Othon Palace Hotel – Floor Plans

First Floor



Second Floor

