

# EAM-I Managing in a *Global Economy XVI*

June 21-25, 2015 | Lima, Peru

*“At the Intersection of Old and New”*



Sponsored by:



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Management - International



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## PREFACE

Welcome to the 2015 EAM-I conference in Lima, Peru. The conference is designed to foster an international exchange of management research and practice among scholars and managers from around the world. The conference theme, “At the Intersection of Old and New” was chosen recognizing that Peru has a legacy of an ancient sophisticated civilization that created amazing splendor and has been able to successfully embrace the modern global business world to develop a strong economy. In many fields of management we face the same challenge: How do we keep and appreciate past learnings as we innovate for the future. This is a dilemma we face in many areas (i.e., classroom technology, MBA curriculum, leadership paradigms, and research methods).

Lima, the capital of Peru, is located on the coastal plain. Its metropolitan population of nearly nine million people is highly diverse, and the city is a major player in Peru’s emerging economy. It also has three restaurants on the latest list of the world’s 50 best restaurants. The third largest country in South America, Peru is home to some of the world’s most famous natural and ancestral cultural sites – inherited from diverse pre-Columbian cultures, with Machu Picchu, Lake Titicaca, and the Nazca Lines as main tourist attractions.

Scholars from 19 countries in Africa, Asia, Australia, Europe, North American, and South America are gathered to participate in this dialogue with each other and with private and public sector leaders in Peru. And new this year, Research in Management Learning and Education (RMLE) Unconference will be conducted at EAM-I on the last day of the conference. CARMA (the Center for the Advancement of Research Methods and Analysis) will also be conducting two sessions before the conference begins for those interested in learning about the latest developments in statistics and research methods.

An array of academic studies, pedagogical discussions, executive presentations, panel discussions and site visits to diverse enterprises will facilitate the learning process. We hope the new perspectives gained here will stimulate your thinking and enable you to find innovative solutions for the complex problems in our world.

## ACKNOWLEDGEMENTS

The collective effort of many people has made it possible for us to exchange ideas, discuss our work and build collaborative alliances here in Lima. We thank you, as well, for submitting your scholarly work, providing thoughtful peer reviews and making time in your busy schedules to attend this conference.

Our special thanks to our host institution – CENTRUM Católica Graduate Business School and the faculty and staff who have spent countless hours organizing the minute details of the conference logistics. Thanks to the Director General, Fernando D’Alessio and the Academic Director, Beatrice Avolio for providing the opportunity to hold the EAM-I conference at the university. Thanks to Carolina Pretell, Clara Rosselló, Carlos Vites, Cecilia Castro, Gisella Butron, and Giovanna di Laura, for all of their help with the local arrangements. Thanks as well are due to the following faculty members for their service to the conference: Sergio Chi6n, Gregory Scott, Luis Felipe Zegarra, and Raul Hopkins.

We would like to offer our sincere thanks to the directors of EAM-I - Miles Davis, Shanthi Gopalakrishnan, and Joan Weiner for their invaluable contributions. Without their contribution and their willingness to share the experiences from prior conferences, this conference could never have happened. And to Tony Butterfield for his behind the scenes assistance with planets and other arrangements.

We had a truly international team of domain chairs and several faculty members from CENTRUM Católica served in this capacity. Acknowledgement and thanks to Shalei Simms, Jeanie Forray, Kathy Lund Dean, Vishal Gupta, Bill Ferris, Cheryl Tromley, Marie-Line Germain, Lisa Lambert, Sergio Chion, Orlando Richard, Sarah Kovo6r-Misra, Shanthi Gopalakrishnan, and Raul Hopkins for their service as track chairs. We would also like to thank Amy Kenworthy and George Hrivnak for bringing the RMLE Unconference to the EAM-I conference and coordinating that track within the program. We also acknowledge the contributions of the EAM-I International Advisory Board.

Finally, we would like to thank Rahul Sawhney of Aquinex Services for being on call to support the conference from beginning to end.

### *Program Chair:*

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Lawrenceville, NJ, USA

### *Coordinators*

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University of Texas-Dallas  
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Charles Vincent  
CENTRUM Cat6lica  
Graduate Business School  
Lima, Peru

**EAM-I**  
***Managing in a Global Economy XVI***

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Joan Weiner, Drexel University, USA

**Program Chair**

Joy Schneer, Rider University, USA

**Conference Coordinator**

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# The Eastern Academy of Management – International

A regional affiliate of the Academy of Management, the Eastern Academy of Management sponsored the first Managing in a Global Economy Conference in Tilberg, Netherlands in 1985. The success of the first EAM-International conference led to a series of biennial international conferences organized by EAM-I in partnership with local host universities in locations around the world. The EAM-I conferences are a source of international collaboration and learning among academics and practitioners.

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

2011: Bangalore, India: Indian Institute of Management Bangalore

2013: Seville, Spain: Universidad Pablo de Olavide (UPO)

2015: Lima, Peru (Current)

## CENTRUM Católica Graduate Business School

CENTRUM Católica Graduate Business School, part of the Pontifical Catholic University of Peru, is the leading business school in Peru. Founded in 2000, it is the only business school in Peru and the seventh in Latin America to have achieved AACSB, EQUIS, and AMBA accreditations. It offers DBA, MBA (both in English and Spanish, part-time and full-time, in-campus and off-campus), Executive Education, and In-Company Training Programs, throughout Peru and beyond. To date it has served more than 50,000 students. It has numerous alliances with universities, business schools, international associations and corporate partners all over the world.

## 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.

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\* - *Outstanding Reviewer*

# Sunday, June 21

**Conference Registration** - 3:00 – 6:00 pm Swissotel - Second Floor Foyer. Persons who have signed up for the Machu Picchu trip can pick up materials from the travel agent during this time.

**Sunday, 1:00pm - 2:45pm in INKA 1**

## **Pre-Conference: CARMA Research Methods Workshop #1 - Introduction to Confirmatory Factor Analysis**

Larry J. Williams, *University of North Dakota*

This workshop will introduce participants to the basics of confirmatory factor analysis. Topics to be covered include model specification and evaluation, and interpretation of results. Emphasis will be placed on how this technique is used in management research. Conference attendees can attend this pre-conference event at no extra charge.

**Sunday, 3:00pm - 4:45pm in INKA 1**

## **Pre-Conference: CARMA Research Methods Workshop #2 - Introduction to Moderated Mediation and Mediated Moderation**

Lisa Schurer Lambert, *Georgia State University*

This workshop will introduce participants to the basics of testing moderated and mediated models and will emphasize how to combine both approaches into integrated models. Topics include issues associated with statistical procedures for testing integrated models and on how these techniques are used in management research. Conference attendees can attend this pre-conference event at no extra charge.

**Sunday, 7:00pm - 10:00pm in Museo Larco museum**

## **Welcome Reception**

**Buses will depart the Swissotel for Museo Larco at 6:00 pm**  
**Buses will depart Museo Larco to return to the Swissotel at 10:00 pm**

The reception will be held at the Museo Larco museum. Come see the treasures from ancient Peru at the Tripadvisor #1 thing to do in Lima. The Larco Museum is housed in an 18th century viceroyalty-era mansion and holds a vast collection of pre-Columbian art and artifacts from gold and jewelry to ceramics and textiles. We will have guided tours of the museum followed by a reception with drinks, heavy hors d'oeuvres and dessert in the beautiful gardens surrounding the museum.

# Monday, June 22

**Conference Registration** - 8:45 am – 12:30 p.m.  
CENTRUM Auditorium Main Entrance

**Bus pick up from Swissotel to CENTRUM University (7:45 am)**

**Monday, 9:00am - 10:00am in CENTRUM Auditorium**

## **Opening Welcome and Plenary**

**Welcome to EAMI-2015 from:**

*CENTRUM Católica Graduate Business School:*

Dr. Fernando D'Alessio, Director General  
Dr. Charles Vincent, Host Program Coordinator

*Eastern Academy of Management International:*

Dr. Joy Schneer, Program Chair  
Dr. David L. Ford Jr., Conference Coordinator  
Dr. Miles Davis, Director

## **KEYNOTE ADDRESS**

*Economic and Commercial Policies for a Dynamic Peru: Retrospect and Prospect*

Mark Cullinane, Economic Counselor, U. S. Embassy – Lima Peru

**Monday, 10:00am - 11:15am in CENTRUM 201**

## **SIM: Ethics & Corruption**

Facilitator: **Julia Richardson**, *York University, Canada*

## **ETHICS FOR THE DEVELOPMENT OF ORGANIZATIONAL CULTURE AND MANAGEMENT: THE CASE OF A BLOOD DONORS ASSOCIATION IN ITALY**

**Silvia Ivaldi**, *Università Cattolica del Sacro Cuore, Italy*  
**Giuseppe Scaratti I**, *Catholic University of Milano, Italy*

The paper describes an intervention-research oriented to the analysis and resolution of contradictions related to ethical dimensions inside organizations. Specifically the paper describes an experience inside the biggest Italian voluntary blood donors association (AVIS).

The paper underlines at first the research approach adopted to identify contradictions and create a socially recognized ethical code of practice. Finally the paper underlines the intervention methodology through which the researchers and participants plan actions for change, in order to put ethics in action and supervise the ethical culture of the association in respect to values that are recognized as significant by the organizational players.

## EXPLORING THE EMOTIONAL RESPONSE TO A BRIBE SITUATION

**C. Gopinath**, *Jindal Global University & Suffolk University, USA*  
**Muntakim Mannan Choudhury**, *University of Massachusetts Amherst, USA*

Bribery is ubiquitous in most developing countries. The macro impacts of bribery on areas such as governance, foreign direct investment, and competitive environment have been studied extensively. In this study, we take a micro perspective to examine the emotional response of individuals faced with a decision of whether to bribe or not to bribe. We analyze individuals' post-event self-reports to explore their cognitive and affective response. We identify the specific basic emotions of both groups and these have implications for further research and practice.

## WHITE LIES, TRUST, AND THE HARSH TRUTH

**Long Wang**, *City University of Hong Kong, Hong Kong*  
**J Keith Murnighan**, *Northwestern University, USA*

The choice between white lies and harsh truths creates a common and important 'trust dilemma' for organizational and interpersonal actors. This research investigated the effects of white lies and the harsh truth on interpersonal trust. Studies 1 showed in a variety of organizational settings that people trusted harsh truth-tellers more than benevolent white liars, as a result of attributions of integrity. Using controlled scenarios, Studies 2 and 3 showed that people trusted harsh truths more than either Pareto-efficient (benefitting both liars and recipients) or altruistic white lies (only benefitting recipients). Study 4 replicated these results with a behavioral trust measure.

**Monday, 10:00am - 11:15am in CENTRUM 202**

## BPS: Pricing and Profitability in Organizations

Facilitator: **Dzingai Katsamba I**, *University of South Africa, South Africa*

## AN INVESTIGATION INTO THE BALTIC DRY INDEX PRICE DETERMINANTS AND ITS PREDICTIVE PROPERTIES IN SOUTH AFRICA

**Kurt Sartorius**, *University of the Witwatersrand, South Africa*

This paper investigates whether the Baltic Dry Index can be used to predict share reaction. The paper adopts a mixed methods approach. The results show that the BDI price is driven by a multitude of variables, as well as shows a cyclical component. The results of the lagged regression model indicate the BDI can be considered as a predictor of economic activity in a South African context. The usefulness of the study is that it shows an alternate method to predict medium term economic activity, however, further empirical investigation is required in order to generalize the conclusions of the paper.

## EXAMINING THE RELATIONSHIP BETWEEN LABOR COST VARIABILITY, SLACK, UNCERTAINTY AND PROFITABILITY

**Mousumi Bhattacharya**, *Fairfield University, USA*  
**Bruce Bradford**, *Fairfield University, USA*

The relationship of labor cost variability with other firm variables has not been explored adequately. In this study we examine labor cost variability in relation to slack, uncertainty of sales and firm assets, as well as firm profitability. Results from a large sample of U.S. firms indicate that slack and uncertainty positively affect labor cost variability. However labor cost variability is negatively related to asset turnover and operating income over assets. Only firms that have higher uncertainty and high labor cost variability, exhibit greater efficiency and greater profitability. We discuss implications for research and practice.

**Monday, 10:00am - 11:15am in CENTRUM 203**

## HR: Diversity and Differences

Facilitator: **Habte Woldu**, *The University of Texas at Dallas, USA*

## CONTEXT, GOVERNANCE, ASSOCIATIONAL TRUST AND HRM: DIVERSITY AND COMMONALITIES

**Marc Goergen**, *Cardiff University, United Kingdom*  
**Chris Brewster**, *University of Reading, United Kingdom*  
**Geoffrey T. Wood**, *University of Warwick, United Kingdom*  
**Salim Chahine**, *American University of Beirut, Lebanon*

This article explores societal trust through the mechanism of its relationship with specific HRM practices. Based on the findings of a large scale internationally comparative survey, we conclude that there are important variations along national lines: countries with high levels of societal trust – such as the Nordic social democracies – are generally associated with higher trust work and employment relations. At the same time, the picture is a complex one and variations in high trust HRM practices do not completely match existing country typologies and we speculate about why that is.

## ORGANIZATIONAL INTERVENTIONS TO PROMOTE GENDER-EQUALITY: THE DIGIGIRLZ SCHOOL PROGRAMS

**Pramila Rao**, *Marymount University, USA*

This study showcases an organizational intervention of Microsoft to promote females pursue STEM (science, technology, engineering and math) educational programs and careers. Several domestic and global institutional studies have demonstrated that females are largely underrepresented in technical courses and professional jobs. This research details Microsoft's DigiGirlz program in both the US and Indian markets. This initiative helps the organization collaborate with schools to foster an interest in technology among young girls. This paper follows a qualitative approach to understand the topic better. The study provides an emic perspective as it showcases this organizational intervention both in US and India.

## THE IMPACT OF BIASED PERCEPTIONS OF LEADERSHIP POTENTIAL ON JOB PROSPECTS FOR MALE AND FEMALE ATHLETES

**Lucy Gilson**, *University of Connecticut, USA*  
**Laura J. Burton**, *University of Connecticut, USA*  
**Caren Goldberg**, *Universidad Peruana de Ciencias Aplicadas, Lima, USA*  
**Kevin B. Lowe**, *University of Auckland, New Zealand*

Using a sample of 231 evaluators, we examined perceptions of leadership potential for male and female athletes and non-athletes in a gender neutral or gender specific sport in a simulated employment context. In addition, participant level of sexism was measured. Results were analyzed to examine the interaction among participation in sport, sex of applicant, and participant level of sexism. Findings supported the presence of subtle bias toward female athletes and female non-athletes. Those holding lower levels of sexism rated female athletes and non-athletes as having highest leadership potential. These findings are discussed in the context of role congruity theory.

**Monday, 10:00am - 11:15am in CENTRUM 204**

**OB & T Symposium: Lonely but Learning at the Top: Examples from Research and Practice**

**Suzanne C. de Janasz**, *Seattle U., USA*

**Maury Peiperl**, *IMD, Switzerland*

**Alvaro Valdez**, *Navitranso, Peru*

**Ronald Schellekens**, *Vodafone, United Kingdom*

**Anders Fleischer**, *RIGHTThought GmbH, Switzerland*

With shortening tenure and increasing shareholder demands—not to mention complex global webs of regulation and competition, external crises, and the expectations of key stakeholders that the new CEO can do it all (after all, s/he got the top job, right?)—CEOs had better be fast learners. However, most senior leaders assuming new roles receive little in the way of onboarding. The symposium panelists (academics, practitioners and a CEO) will share insight and examples on how mentoring, coaching, onboarding and personal reflection facilitate learning at the top of organizations, and in so doing, will stimulate future research and innovative practices.

**Monday, 10:00am - 11:15am in CENTRUM 205**

**MED: Entrepreneurship and Personal Development**

Facilitator: **Peter Bemski**, *Northcentral University, USA*

**OPPORTUNITY MANAGEMENT IN SOCIAL ENTREPRENEURSHIP EDUCATION**

**Jane Yann Ching Chang**, *University of Westminster, United Kingdom*

**David Chalcraft**, *University of Westminster, United Kingdom*

**Alison Rieple**, *University of Westminster, United Kingdom*

This empirical paper shows how live projects enhance students' engagement with opportunity management within a social entrepreneurship context. A 'learning by doing' pedagogical framework allows students to practise OM which reflect on their experiences which creates empathy with challenges faced by social entrepreneurs, but not explored. Our data comprised students' reflective accounts of their experiences which show evidence of the three main theoretical categories of opportunity management: causation/rational, effectuation and bricolage. Our results show that students use all three categories to identify means of solving social needs as well as raising necessary funds: the process made them feel like 'social-entrepreneurs-in-the-making'

**DEVELOPMENT OF VIRTUE IN MANAGEMENT EDUCATION: HUMAN FLOURISHING THROUGH THE CHAKRA SYSTEM**

**Kathryn Pavlovich**, *University of Waikato, New Zealand*

This paper explores the development of 'radical' management in a business school through integrating eastern and western philosophies. In a course, Self-actualising Leadership, students have to write a final assignment on their learning of one virtue, its association with the vedic chakra system and how it informs their leadership. Quotes from student journals are documented for each virtue and illustrated in this paper, and implications of this framework are discussed. A radical management teaching andragogy seeks to assist students own self-awareness that will then develop managers who act in ways that are morally invested for human flourishing.

**Monday, 10:00am - 11:15am in CENTRUM 301**

**RM Workshop: Overview of Longitudinal Models and Analyses**

**Lisa Schurer Lambert**, *Georgia State University, USA*

Much of organizational research is arguably about causal processes of change even as many theories and analyses of change are deficient in the extent to which they specify or test temporal changes. There are many different approaches for measuring change. Each approach embodies a set of assumptions about what change is, what constitutes evidence of change, and some methods are oblivious to evidence of other types of change. This workshop is an overview of longitudinal models and analyses. We will cover how to properly specify a theory regarding change over time and discuss designs for collecting longitudinal data, as well as introducing multiple approaches for analyzing longitudinal data.

**Monday, 11:15am - 11:30am in CENTRUM Catolica Courtyard**

**Conversation and Coffee Break**

**Monday, 11:30am - 12:45pm in CENTRUM 201**

**Dean's Panel**

**dt ogilvie**, *Rochester Institute of Technology, USA*

**Miles Kevin Davis**, *Shenandoah University, USA*

**C. Gopinath**, *Jindal Global University & Suffolk University, USA*

In 2013, AACSB-accredited business schools became governed by a new set of standards. AACSB International revised its standards to ensure that business schools that are accredited meet the needs of their main stakeholders—students and employers. The new accreditation standards are meant "to drive innovation, engagement, and impact with students, employers, and the communities they serve." However, is this accurate? What are the international implications? How do these standards impact faculty? This panel discussion will touch on these factors, as well as discuss overall challenges to business school education.

**Monday, 11:30am - 12:45pm in CENTRUM 202**

**Diversity: Diversity and Identity in a Global Economy**

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

**COMMITMENT TO CAREER AND FAMILY ROLES AMONG AMERICAN AND CHINESE BUSINESS STUDENTS**

**Joy Schneer**, *Rider University, USA*

**Nicholas Beutell**, *Iona College - Hagan School of Business, USA*

This study examines expectations regarding career and family along with the commitment to combine career and family roles among American and Chinese business students. U.S. students were significantly more likely to expect to get married, have more children, have children later, and work more years before having children, but were less likely to quit their job for their spouse's career than Chinese students. Mothers of the Chinese students were significantly more likely than U.S. mothers to have worked. Gender differences were also found with respect to children. Gender, mother's work, and country interact significantly to predict anticipated career-family commitment.

## **EXPATRIATE FAILURE: THE ROLE OF SOCIAL CAPITAL IN DEVELOPING CROSS-CULTURAL COMPETENCE**

*Sofia Vaschetto, Seton Hall University, USA*

Causes of international firm failure have commonly been attributed to inadequate cross-cultural competence (CC) levels of expatriate managers. This conceptual study views CC from a knowledge-based perspective, which justifies the inclusion of social capital as an antecedent and moderator to the development of CC. The model proposed herein fills in some of the identified gaps between the “knowing” and “doing” components of previously accepted models, and incorporates the element of timing to differentiate how social capital can contribute to CC pre-departure and post-arrival to the host country. This study provides an additional theoretical framework for guiding future international business studies.

## **A THEORETICAL EXPLORATION OF OUT-GROUP VERSUS IN-GROUP PERSPECTIVES ON THE DYNAMICS OF TEAM EFFECTIVENESS**

*Cristina Vlas, University of Texas - Dallas, USA*

*Huy Nguyen, University of Texas - Dallas, USA*

*Radu Vlas, UNIVERSITY OF HOUSTON-CLEAR LAKE, USA*

Research on transactive memory systems treated the focal team as an isolated entity. Not much research has explored the existence of TMS beyond the boundaries of the focal team. We first define the construct of out-group TMS and investigate the relationship between in-group TMS, out-group TMS, and team effectiveness. Second, we explore different models in which in-group and out-group TMS might be structured to affect team effectiveness: a mediation model, an interaction model, and an additive model. The two-phase design helps us investigate the dynamism of TMS over time, extending our understanding of how team cognition works in dynamic environments.

**Monday, 11:30am - 12:45pm in CENTRUM 203**

### **HR: International Considerations**

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

## **CULTURAL VARIATIONS IN RECOVERY EXPERIENCES, RESILIENCE, AND OCCUPATIONAL WELL-BEING OF WORKERS IN BRAZIL AND THE UNITED STATES**

*Juanita Trusty, University of Memphis, USA*

*Christian J. Calderon, University of Memphis, USA*

Culture affects workers' response to job stressors, job demands and situational constraints and their occupational well-being. This study looks at how cultural variations affect the response to job stress in the United States and Brazil. It examines job stress in light of Hofstede's cultural dimensions and offers propositions on how the recovery experiences in the two cultures differ and how these experiences affect the occupational well-being of workers.

## **RELATIONSHIPS BETWEEN NATIONAL CULTURE, DEMOGRAPHICS AND GENERALIZED DISPOSITION TO TRUST: FOSTERING UNDERSTANDING THROUGH FRAMES OF REFERENCE**

*Joseph T. Kuvshnikov, Kent State University, USA*

This study explored whether differences in relationships exist between national culture, demographics and generalized disposition to trust depending on level of analysis. Cultural differences were assessed using Hofstede, Hofstede, Minkov & Vinken's (2008) dimensions. Trust was operationalized as four subconstructs in McKnight et al.'s (2002) trust model. Graduate business students in Poland, United States, and Uruguay were surveyed. A levels-of-analysis approach utilized qualitative analysis to explore relationships across country borders and quantitative analysis to explore both specific country and transcendent relationships. Findings suggest trust may be differentially bound to national culture, demographics and individual disposition based on level of analysis.

## **THE ROLE OF GLOBAL HUMAN RESOURCE MANAGEMENT IN PROMOTING GLOBAL CAPITALISM: A CRITICAL ANALYSIS OF THE DISCOURSE OF BUSINESS LEADERS IN GLOBAL HRM AND ORGANIZATION DEVELOPMENT**

*Steve McKenna, York University, Canada*

Using theories of global capitalism as a frame and critique this article investigates the nature of the discourse used by 27 senior human resource management and organizational development executives in North America to describe, develop and effectuate the role of global human resource management in the processes of globalization. In particular the article investigates how they perceive globalization; what the role of global human resource management is in enhancing globalization and; more specifically the importance of global mobility, global leadership development, global talent management and, global careers are in driving internationalization of a capitalist agenda.

**Monday, 11:30am - 12:45pm in CENTRUM 204**

### **OB & T: Leadership: Organizational Crises and Charisma**

Facilitator: **Kathleen Suchon**, *University of Massachusetts Dartmouth, USA*

## **LEADERS AS VICTIMS OR VILLAINS DURING ORGANIZATIONAL CRISES! IMPLICATIONS FOR FOLLOWERS**

*Sarah Kovoov-Misra, University of Colorado Denver, USA*  
*Shanthi Gopalakrishnan, New Jersey Institute of Technology, USA*

In this study, we examine the differing effects of followers' judgments that their leaders, versus other external stakeholders, were responsible for causing an organizational crisis. We investigate the effects of these forms of judgment on followers' trust towards their leaders, emotional exhaustion, and organizational identification in an organization that filed for bankruptcy. Our study contributes to research on crisis attribution effects and crisis leadership, and provides evidence from an organization experiencing an actual crisis, rather than from laboratory subjects that tend to be the norm in research on followers' crisis attributions.

## THE ABSENT PRESENCE OF LEADERSHIP AND THE INCORPORATION OF CHARISMA POST-MORTEM

**Emma Bell**, *Keele University, United Kingdom*  
**Scott Taylor**, *University of Birmingham, United Kingdom*

The death of a charismatic leader challenges the stability of the belief structure that the community's system of authority is founded on. This paper focuses on follower responses to the death of an organizational leader widely regarded as charismatic, former Apple CEO Steve Jobs. Followers sought to incorporate the attributed charisma in two ways: for consumers, in material and embodied practices directed towards maintenance, while organization members sought to incorporate charisma into brand. The analysis shows the potential for a reframed notion of charismatic leadership as absent presence, taking account of the importance of existential meaning-making and organizational brands.

**Monday, 11:30am - 12:45pm in CENTRUM 205**

### **MED Symposium: Evolving Faculty, Knowledge and Media: Future Chasqui Runners**

**Mzamo P. Mangaliso**, *University of Massachusetts, USA*  
**Bradford John Knipes**, *Westfield State College, USA*  
**Nomazengele A. Mangaliso**, *Westfield State College, USA*  
**Ben Abraham Kahn**, *Massachusetts College of Liberal Arts, USA*  
**Rene Pellissier**, *UMass Amherst, USA*  
**Mary Therese Rogers**, *Framingham State College, USA*  
**Nancy L. Ovitsky**, *Massachusetts College of Liberal Arts, USA*

The participants are the original faculty of the first collaborative multimedia distance learning business honors course. Nearly fifteen years ago, students and faculty from 5 campuses collaborated using online learning and videoconferencing, working in virtual teams, to solve business and economic issues of Massachusetts and the World. In this symposium, they recall that experience, how they have evolved their original model for different environments and applications, presented in several international conferences, and how that model still offers promise for the future.

**Monday, 11:30am - 12:45pm in CENTRUM 301**

### **Entrep: Off the Beaten Path in Entrepreneurship**

Facilitator: **Dorothy Mary Kirkman**, *University of Houston - Clear Lake, USA*

### **DO SOCIAL ENTREPRENEURS THINK DIFFERENTLY? ETHICAL ANCHORING, RISK PROPENSITY, AND FRAMING EFFECTS**

**Matthew Bird**, *Universidad del Pacifico, USA*  
**Vanina A. Farber**, *Universidad del Pacifico, Peru*

Do social entrepreneurs think differently compared to economic entrepreneurs? If so, is this difference one of degree or kind? This study seeks to answer this question via a hypothetical labor-market entry choice task, administered to a sample of 649 business school students in Lima, Peru. While it was hypothesized that social entrepreneurs would be distinct from economic entrepreneurs in that they are less susceptible to risk and gain/loss frames, thus demonstrating what we consider "ethical anchoring," we also discovered surprising heterogeneous gender effects, which moderated entrepreneurial decisions depending upon the risk and frame.

## THE MAYA WAY: THE ORGANIZATIONAL PRACTICES OF INDIGENOUS WOMEN

**Jennifer Manning**, *Dublin Institute of Technology, Ireland*  
**Paul F. Donnelly**, *Dublin Institute of Technology, Ireland*  
**Jose Imas**, *Kingston University, United Kingdom*

Western literature in management/organization studies tends to influence the way in which we understand the experiences of women in the developing or under-developed world, thereby occupying a privileged voice in contexts where such discourses seem either alien or simply do not apply. This raises important questions about how we come to understand, for instance, indigenous women organizations. To engage with such questions, we adopt a postcolonial critical feminist approach, grounded in critical ethnographic research with Maya co-operatives run by indigenous women in Guatemala, to reflect on the importance of incorporating the view of indigenous 'Third World women' to the field.

**Monday, 12:45pm - 1:45pm in Main Tent in Campus Garden (behind Auditorium)**

**Lunch**

**Monday, 1:45pm - 6:15pm**

### **Guided Tour of Lima**

The tour will begin at CENTRUM, where we will board the tour bus. We will continue on to the historic center, where we will begin our walking tour. The walking tour will include a guided tour of the Plaza Mayor and its historic buildings: Government Palace, Archbishop's Palace, Cathedral Basilica and Municipal Palace.

We will then walk over to visit Santo Domingo Church built in 1540 on land given to the Dominican Friar Vincente Valverde by Francisco Pizarro. The church of Santo Domingo is one of the oldest and most historic in Lima. Santo Domingo is home to the remains of the Peruvian saints, Saint Rose of Lima, Saint Martin de Porres, who was the first black saint in the Americas, and San Juan Masias.

We will then get back on the bus for sightseeing with guided commentary of the most traditional residential areas in the capital: San Isidro, with sights such as Huaca Huallamarca, an ancient pyramid right in the middle of the business district, and the San Isidro Olive Grove as well as the district of Miraflores with its cliffside parks and traditional churches. The tour bus will then drop us back to the Swissotel at the end of the tour.

# Tuesday, June 23

**Conference Registration** – 12:30 pm – 4:00 p.m.  
CENTRUM Auditorium Main Entrance

**Bus pick up from Swissotel for Site Visits (7:45 am)**

*Tuesday, 9:00am - 1:00pm*

## Industry Site Visits (Advanced Sign Up Required)

**Alicorp** (food company)

**Creditex** (textile/clothing manufacturer)

**Inka Crops** (food company)

**Kimberly Clark** (consumer products company producing personal and family hygiene products)

**Laive** (food company)

**Parque Villa el Salvador** (Industrial cluster)

*Tuesday, 1:00pm - 2:15pm in Dining Patio Courtyard*

**Lunch**

*Tuesday, 2:15pm - 3:30pm in CENTRUM 201*

## Cases: Diversity and Sustainability

Facilitator: **Scott Taylor**, *University of Birmingham, United Kingdom*

### WOMAN IN THE EYE OF THE STORM

**Monika Lynne Hudson**, *University of San Francisco, USA*

Although they say lightning does not strike twice, a female African American attorney realizes she is seeing signs of the same counterproductive behaviors that caused her to abandon her previous employer. Despite her continued efforts, why does she feel she always has to demonstrate her competence? What will it take for her to be seen as just another good attorney contributing to her firm's success? Self-as-source stereotype threat as well as other-as-source stereotype threat underpin an examination of issues related to performance evaluation, promotion and retention in a legal firm.

### THE CHALLENGES OF SUSTAINABLE TOURISM MANAGEMENT IN BRAZIL: CASE STUDY OF ILHA GRANDE

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

**Marcos Cohen**, *Pontifical Catholic University of Rio de Janeiro, Brazil*

Brazil travel and tourism GDP is expected to grow 5.8% annually. (Brazil Benchmarking World Travel and Tourism Council, 2013). The question is whether or not this growth in tourism is sustainable. This case study examines the environment, social, cultural and economic challenges of tourism development on an island destination off the coast of the Brazil. Using the definition of sustainability, stakeholder theory and the life cycle model, this case study addresses the management of complicating factors such as lack of human resources and physical infrastructure, as well as threats to business development, environment, society and culture.

*Tuesday, 2:15pm - 3:30pm in CENTRUM 202*

## BPS: Research in New Markets

Facilitator: **Emma Bell**, *Keele University, United Kingdom*

### CHINA'S SOFT POWER ENGAGEMENT IN AFRICA

**Sofia Vaschetto**, *Seton Hall University, USA*

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

This paper analyzes China's business approach to Africa from the perspective of soft power strategy. In contrast to traditional Western powers' hard power and smart power approaches, the Chinese formulated a unique soft power strategy to differentiate itself and create long-term and mutually beneficial relations with African nations. We argue that although China's engagement in Africa is controversial, its soft power strategy has been successful in winning the trust and friendship from the region's countries through persuasion and attraction. Their coordinated efforts have played a principle role in China's peaceful and exceptional rise in Africa as a major key player.

### MIRACLES IN THE MAKING - INSTITUTIONALIZING INDUSTRIAL DEVELOPMENT IN IRELAND AND TAIWAN

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

**Michelle F. Hsieh**, *Academia Sinica, Taiwan*

Both Ireland and Taiwan are considered to have experienced "economic miracles" that, ex ante, could not have been predicted when the two countries started along the road of industrial development in the late 1940s / early 1950s. Taking the view that industrial development does not appear as a ready formed institution, as an essence that always-already existed, what is of interest in this paper is the work of institutionalizing or institutionalization as an on-going process. Accordingly, and through the lens of actor-network theory, the paper follows how both countries structured/organized themselves to facilitate, encourage and achieve industrial development in practice.

**Tech & IS: Technology - Its Impact on Knowledge Sharing and Depersonalization of Communication**

Facilitator: **Jia Lin Xie**, *University of Toronto, Canada*

**EXPLORING KNOWLEDGE SHARING IN A PROFESSIONAL NETWORK: A CENTRAL EURASIAN EXAMPLE**

**David L. Ford Jr.**, *The University of Texas at Dallas, USA*  
**Laurie L. Ziegler**, *The University of Texas at Dallas, USA*  
**Ray Fang**, *University of Toronto, Canada*  
**Oscar Holmes IV**, *Rutgers University School of Business, USA*

Increasingly, managers of global teams are faced with the challenge of how to foster knowledge sharing within a virtual or hybrid community. In this study, we replicate Chiu, Hsu, & Wang's (2006) study of the influence of social capital factors on knowledge sharing in virtual communities and extend it to reveal how both the quantity and quality of knowledge sharing may mediate between social capital factors and network involvement and commitment. The context of our investigation is a professional hybrid community in Central Eurasia. Our study provides partial support for the proposed model. Implications for research and practice are discussed.

**FACTORS INFLUENCING ADOPTION OF TECHNOLOGY BY BASE OF THE PYRAMID FARMERS**

**Kamala Gollakota**, *University of Redlands, USA*  
**James B. Pick**, *University of Redlands, USA*  
**Manju Singh**, *Symbiosis International University, India*

This paper explores the reasons underlying the slow pace of adoption of Information and Communication Technology by farmers at the base of the economic pyramid (BOP). Integrating literature on poverty technology adoption we developed a model to fit the context of rural BOP users. We tested this model empirically on a sample of 145 BOP farmer-users from India. Results indicate information quality, relative advantage and self-efficacy played an important role in ICT adoption with development oriented uses of ICT. For adoption with traditional uses of ICT, effort expectancy, and cost were important. These and other findings are explained and discussed.

**KANT IN A CYBERWORLD: HONESTY AND LEAN COMMUNICATION METHODS**

**Karen M. Druffel**, *Framingham State College, USA*  
**Joseph D'Andrea**, *Framingham State University, USA*  
**T. Bridgett Perry-Galvin**, *Framingham State University, USA*

A 2010 study explored differences in ethical behavior among MBA students between two groups using different lean communication media, using moral disengagement theory to examine justification of lying. This study compares the impact of whether communication consists of email or handwritten notes on lying among undergraduate students in different disciplines. Kant's categorical imperatives has been used as a framework to consider how using email contributes to depersonalization and ambiguity, thereby altering assumptions about the relationship between rational beings and truth as well as those of human autonomy. An examination of factors in the Moral Disengagement Theory influencing student behavior is presented.

**OB & T Symposium: Leading in Multi-cultural Contexts: Traditional and Modern Approaches**

**Rajnandini Pillai**, *California State University, San Marcos, USA*  
**Pramila Rao**, *Marymount University, USA*  
**Neus Raines**, *University of Missouri-Columbia, USA*  
**Kantha Dayaram**, *Curtin University, Australia*  
**Sarah Kovoov-Misra**, *University of Colorado Denver, USA*  
**Melissa K. Carsten**, *Winthrop University, USA*  
**Palash Deb**, *California State University, San Marcos, USA*  
**Patricia Amelia Tomei**, *Pontificia Universidade Católica do Rio de Janeiro (PUC-Rio), Brazil*  
**Shu-Cheng Chi**, *National Taiwan University, Taiwan*  
**Ben Cherry**, *California State University, San Marcos, USA*  
**Pia I. Ulvenblad**, *Halmstad University, Sweden*  
**Maria Fay Rola-Rubzen**, *Curtin University, Australia*  
**John Burgess**, *Curtin University, Australia*

The rapid pace of globalization has created unprecedented challenges of leaders of organizations around the world. Managers and leaders are responsible for inspiring and motivating their people to achieve organizational goals. In this context, it is of great importance that they understand the value systems of an ever increasing multi-cultural workforce. This symposium presents an interesting array of papers that examines cross-cultural leadership from multiple perspectives in contexts as varied as Australia, Brazil, India, Mexico, Sweden, and Myanmar. The studies use both qualitative and quantitative techniques to examine both traditional and emerging leadership challenges in cross-cultural contexts.

**MED Symposium: Doing Well and Doing Good: Balancing Economic and Social Concerns in Management Education**

**Eric H. Kessler**, *Pace University, USA*  
**Joel Harmon**, *Fairleigh Dickinson University, USA*  
**William P. Ferris**, *Western New England University, USA*  
**Kent D. Fairfield**, *Fairleigh Dickinson University, USA*  
**Joan Weiner**, *Drexel University, USA*  
**Shanthi Gopalakrishnan**, *New Jersey Institute of Technology, USA*

The conference theme challenges participants to consider complex connections and path-dependent interactions, stakeholder perspectives and multidimensional problem solving, and as such nuanced balancing acts. At its core resides a dialectic mindset seeking to reconcile 'thesis' and 'antithesis' into a higher-order harmonic 'synthesis'. This is difficult to teach...and particularly so in business programs that traditionally emphasize more discrete, linear methods. In this symposium we adopt a 'lifecycle' approach to consider the inherently complementary and internationally critical objectives of 'doing well' AND 'doing good' as manifest in broadly relevant global issues such as service, community, sustainability, and social responsibility.

**Tuesday, 2:15pm - 3:30pm in CENTRUM 301**

**RM Workshop: Addressing Issues of Common Method Variance in Confirmatory Factor Analysis**

**Larry J. Williams**, *University of North Dakota, USA*  
**Alyssa Mcgonagle**, *Wayne State University, USA*

Common method variance (CMV) is an ongoing topic of debate and concern in the organizational literature. This workshop will present four sets of latent variable confirmatory factor analysis (CFA) model designs for assessing and controlling for CMV – those for measured method variables, marker variables, and unmeasured latent method constructs, as well as a hybrid design wherein these three designs can be used concurrently.

**Tuesday, 3:30pm - 3:45pm in CENTRUM Catolica Courtyard**

**Conversation and Coffee Break**

**Tuesday, 3:45pm - 5:00pm in CENTRUM 201**

**Cases: The Globalization of Entrepreneurship**

Facilitator: **Marius Potgieter**, *North-West University, South Africa*

**MONDRAGON. "COOPERATIVE CULTURE AND THE GLOBALIZATION PROCESS: WHEN DOES THE NEED FOR COMPROMISE BECOME COMPROMISING?"**

**Olivier Roche**, *Salisbury University, USA*  
**Frederick Freundlich**, *Mondragon University, Spain*  
**Frank Shipper**, *Salisbury University, USA*  
**Charles C. Manz**, *University of Massachusetts, USA*

This is a case study about the globalization process of the world's largest integrated cooperative network. From its humble beginnings in the Basque country of northern Spain, Mondragon has grown to become an umbrella structure that has achieved global sales in excess of 12.57€/\$17.28 billion in 2013. The case is based on interviews with members of the senior management team. It focuses on the evolution of the organization's culture, the dynamic of its decision-making process and the organizational changes it has undergone due to the globalization pressures faced by the group since the early 1990's.

**CALCULATED COMPASSION FROM THE BASE OF THE PYRAMID: WHEN THE INDIGENOUS ENTREPRENEURS BECOME GLOBAL ENTREPRENEURS**

**Eileen Kwesiga**, *Bryant University, USA*  
**Norma Juma**, *Washburn University, USA*  
**Joy Olabisi**, *Rochester Institute of Technology, USA*  
**Benson Honig**, *McMaster University, Canada*

Access to trade and international markets is fundamental for poor countries and marginalized indigenous communities. We study the inter-linkages of compassion, trust and social capital as an indigenous community strives to cultivate a sustainable business opportunity with international partners. The indigenous community utilizes compassion mechanisms to initiate a partnership with an international nonprofit that leverages trust within the community and externally with an international nonprofit and a multinational organization. Our findings support that compassion involves a rational evaluative process between all partners. Trust emerges as integral in sustaining relationships and for leveraging and building social capital for international social ventures.

**Tuesday, 3:45pm - 5:00pm in CENTRUM 202**

**Come Meet the Editors: A "How To" Panel on Publishing in the Scholarship of Teaching and Learning (SoTL) Domain**

If you are interested in the scholarship of teaching and learning (SoTL), then come to this session to hear about "tips, tactics, and techniques" for turning your conference presentations into manuscripts ready for journal submission. The panelists include editors and associate editors of the "top four" management education journals - the *Academy of Management Learning and Education*, the *Decision Sciences Journal of Innovative Education*, the *Journal of Management Education*, and *Management Learning*. Throughout the session, the panelists will not only share their "lessons learned" for successful manuscript submission but also be available to answer your most pressing questions related to the publication process in their respective journals. For anyone who is working toward publishing a management learning and education piece, this is a session you won't want to miss!

Panelists:

**Emma Bell**  
Associate Editor, *Management Learning*  
Professor of Management and Organization Studies, Keele University

**Kathy Lund Dean**  
Co-Editor, *Journal of Management Education*  
Distinguished Professor of Leadership & Ethics, Gustavus Adolphus College

**Jeanie Forray**  
Co-Editor, *Journal of Management Education*  
Professor of Management, Western New England University

**Vijay Kannan**  
Editor, *Decision Sciences Journal of Innovative Education*  
Professor of Operations Management, Utah State University

**Christine Quinn Trank**  
Editor, *Academy of Management Learning and Education*  
Senior Lecturer in the Department of Leadership, Policy and Organizations, Vanderbilt University

Facilitator: **Maribel Blasco**, *Copenhagen Business School, Denmark*

**Tuesday, 3:45pm - 5:00pm in CENTRUM 203**

**HR: Competitive Advantage**

Facilitator: **Habte Woldu**, *The University of Texas at Dallas, USA*

**CAN HUMAN RESOURCE MANAGEMENT PROFESSIONALS BE FRIENDS WITH THEIR INTERNAL CLIENTS ?**

**Alexis Nicole MacDonald**, *York University, Canada*  
**Steve McKenna**, *York University, Canada*  
**Amanda Peticca-Harris**, *York University, Canada*  
**Julia Richardson**, *York University, Canada*

This paper is an exploratory qualitative study of the dynamics of friendship among a group of 22 HR professionals. Its primary focus is to problematize the notion of friendship and explore the extent to which HR professionals' willingness and capacity to establish workplace friendships is impacted by their perceptions of their professional role. The study finds that while HR professionals view friendships generally as based on proximity, trust and openness, their professional role constrains them to behave in a way that is distal, neutral and objective in order to maintain the image of fairness and professionalism in organizational contexts.

**GROWING UP POOR (OR RICH): THE RELATION OF SOCIOECONOMIC BACKGROUND TO JOB PREFERENCE**

**Jane K. Miller**, *University of Massachusetts, USA*  
**Daniel J. Miller**, *Central Connecticut State University, USA*  
**Melissa Woodard**, *University of Massachusetts Amherst, USA*  
**Chun Guo**, *Sacred Heart University, USA*  
**Sudhir Nair**, *University of Victoria, USA*  
**Mehmet Devrim Aydin**, *Hacettepe University, Turkey*  
**Ana Heloisa da Costa Lemos**, *Pontifícia Universidade Católica do Rio de Janeiro, Brazil*  
**Vilmante Kumpikaite-Valiuniene**, *Kaunas University of Technology, Lithuania*  
**Liu Ming**, *Qingdao Technological University School of Management, China*

Using relative deprivation theory, this study examines the relationship between socioeconomic conditions and preferences for financial rewards in a job and organizational choice context. We tested hypotheses using country-level standard of living data, as well as individual-level survey data provided by upper-level business students from 6 countries. Results indicate that the country-level standard of living, the rate of change in the standard of living, and respondents' socioeconomic status were negatively related to the emphasis placed on financial attributes of jobs and organizations. Preferences were also influenced by participant gender.

**HRM STRATEGY AND THE DEVELOPMENT OF FINANCIAL PARTICIPATION OVER TIME: EVIDENCE FROM A EUROPEAN SURVEY**

**Chris Brewster**, *University of Reading, United Kingdom*  
**Erik Poutsma**, *Institute for Management Research, Radboud University Nijmegen, Netherlands*  
**Andrew Pendleton**, *University of Durham, United Kingdom*  
**Paul Ligthart**, *Radboud Universiteit, Netherlands*

Using an extensive international database, this paper explores the development of financial participation (employee stock options and profit-sharing) over time in ten European countries. We find that the antecedents of these developments are complex but that the impact of country effects outweighs those of sector or size effects, or the impact of MNEs, and that the varieties of capitalism literature explains developments in stock options but not in profit sharing.

**Tuesday, 3:45pm - 5:00pm in CENTRUM 204**

**OB & T Workshop: Teaching OB Experientially: Reviving and Expanding Your Repertoire**

**Suzanne C. de Janasz**, *Seattle U., USA*  
**Monica Forret**, *St. Ambrose University, USA*  
**Caren Goldberg**, *Universidad Peruana de Ciencias Aplicadas, Lima, USA*  
**Maury Peiperl**, *IMD, Switzerland*  
**Joy Schneer**, *Rider University, USA*

Using a roundtable or "potluck" format, attendees will be able to choose among a variety of OB topics to expand their repertoire of successful experiential exercises by topic area. A menu of short descriptions of each of the exercises will be provided at the opening of the session. Participants sample up to two "dishes" by attending table sessions led by dynamic faculty from around the world who will provide a brief introduction to the exercise, run participants through some or all of the exercise, and discuss implications and modifications that may be appropriate for different audiences and/or classroom settings.

**Tuesday, 3:45pm - 5:00pm in CENTRUM 205**

**MED: Exploring Gaps in Expectations, Cultural Intelligence, and Leadership Development Among Future Young Professionals**

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

**ABRIDGED SUMMARY OF THE CULTURAL LEARNING AND LEADERSHIP DEVELOPMENT THROUGH GLOBAL VIRTUAL TEAMS REPORT**

**RT Good**, *Shenandoah University, USA*  
**Christine Naschberger**, *Audencia Nantes. School of Management, France*  
**Bethany Galipeau-Konate**, *Shenandoah University, USA*

This abridged report summarizes cultural learning and leadership development through global virtual teamwork. The objective of this study was to better understand to what degree cultural intelligence and leadership qualities are developed through working in a global virtual team. This investigation includes quantitative and qualitative analysis from a sample of 77 MBA participants from culturally diverse backgrounds from two higher education institutions. This study involved exploratory methodological design to advance action research. The level of intercultural and leadership competencies were measured for change in a pre/post study design over three months utilizing Cultural Intelligence and Student Leadership Practices Inventories.

## **BRIDGING THE GAP BETWEEN YOUNG PROFESSIONALS AND EMPLOYERS**

**Stephan Corporaal**, *Saxion University of Applied Sciences, Netherlands*

**Sandra Antoinette Hoomans**, *Saxion/Radboud University, Netherlands*

**Tinka van Vuuren**, *Open University Netherlands, Netherlands*

The purpose of this paper is providing empirical input for a discussion session about the differences between employers' expectations of young professionals vs. young professionals' expectations of employers. Our study reveals that employers expect young professionals to show flexibility, multidisciplinary, attention for sustainability, pro-activity and creativity. On the other hand, young professionals expect clarity, structure and development from employers. In a discussion session we would like to share best practices and ideas about bridging the gap between young professionals and employers in (undergraduate) business education.

**Tuesday, 3:45pm - 5:00pm in CENTRUM 301**

### **SIM: Remittances, Social Initiatives & Microfinance**

Facilitator: **Kathleen Suchon**, *University of Massachusetts Dartmouth, USA*

## **AN EXAMINATION OF REMITTANCES AND THEIR IMPACT ON EXPORTS: THE LATIN AMERICAN EXPERIENCE**

**Richard Andrew McGowan**, *Boston College, USA*

**John F. Mahon**, *University of Maine, USA*

This paper is novel in two ways. We will examine the effects of remittances on Latin American exports at the regional level. The circumstances of remittances in Latin America are highly unique. The proximity to the United States of Latin American nations, and the high levels of migration, lead us to believe that money remitted to Central and South America might behave differently than it might in other developing regions. This will allow us to separate the effects of the money itself from the influences arising from the externalities imposed by remittances on the mechanics of the domestic economy.

## **BUSINESS AND SOCIAL INITIATIVES IN IN LATIN AMERICA: CONTEXT, CONCEPTS, AND OPERACIONAL GUIDELINES**

**Gregory Scott**, *CENTRUM Católica Graduate Business School, Peru*

This paper analyzes business and social initiatives in Latin America by delineating their conceptual foundations and reviewing the factors influencing their trajectory. In so doing, the paper examines the longstanding linkages between social concerns and business endeavors in the region, highlighting how the symbiosis between the two spheres has shifted over time as each affected the other and both in turn were influenced by political, social, and economic changes both within and outside Latin America.

## **CONSUMPTION: A MISLEADING INDICATOR FOR EVALUATING MICROFINANCE**

**Sofia Vaschetto**, *Seton Hall University, USA*

In recent decades, microfinance lending has bred life into some of the most impoverished communities, empowering citizens with collateral free credit leveraged for entrepreneurship. With an almost perfect repayment rate, the volume of micro-lending continues to increase; indeed, many have attributed a significant rise in living standards in developing countries to the success of microfinance programs. In an attempt to assess their impact, many studies evaluate changes in the consumption patterns of borrowers because increases are thought to be indicative of rising wealth. However, when applied to the poor, consumption, as an economic variable, poses inherent challenges.

**Bus back to Swissotel (5:00 pm)**

# Wednesday, June 24

**Conference Registration** - 8:45 am – 1:00 pm Swissotel – Second Floor Foyer. Persons who have signed up for the Machu Picchu trip can pick up materials from the travel agent during this time.

*Wednesday, 9:00am - 10:15am in Paracus 2*

## Plenary Session - Dr. Piero Morosini

Dr. Piero Morosini is an internationally recognized consultant with wide experience especially in the European market. He has also worked as a top executive in several global institutions such as McKinsey in Madrid and London; and JP Morgan in Milan. Dr. Morosini holds a Ph.D. in Management, M.A. in Decision Sciences, and MBA from Wharton. He is also the best-selling author of Seven Keys to Imagination, a book that has been translated into several languages. Dr. Morosini has been selected as one of the world's next generation thought leaders in management Next Generation Business Handbook; and was a worldwide award winner for thought leadership at Accenture. He also serves as a Visiting Professor and Researcher in CENTRUM Católica when he is in Peru.

*Wednesday, 9:00am - 5:00pm in Nazca (Second Floor)*

## RMLE Unconference

Facilitators and Discussants:

**Emma Bell**, Keele University, United Kingdom  
**Maribel Blasco**, Copenhagen Business School, Denmark  
**Jeanie Forray**, Western New England University, USA  
**George Hrivnak**, Bond University, Australia  
**Vijay Kannan**, Utah State University, USA  
**Amy Kenworthy**, Bond University, Australia  
**Kathy Lund Dean**, Gustavus Adolphus College, USA  
**Christine Quinn Trank**, Vanderbilt University, USA

### COACHING AND MANAGEMENT DEVELOPMENT: COMBINED BUT UNEVEN GLOBAL DEVELOPMENT?

**David E. Gray**, University of Greenwich, United Kingdom

### CONCEPTUALISING CURRICULAR SPACE IN BUSYNESS EDUCATION: AN AESTHETIC APPROXIMATION AND A RESEARCH AGENDA

**Maribel Blasco**, Copenhagen Business School, Denmark

### CREATING LEARNING SOLUTIONS FOR EXECUTIVE EDUCATION PROGRAMS

**Philip Arthur Dover**, Babson College, USA  
**Sharm Manwani**, Henley Business School, United Kingdom

### DESIGNING SELF-ASSESSMENT OF REFLECTIVE JOURNALS

**Kathryn Pavlovich**, University of Waikato, New Zealand

### EDUCATIONAL MANAGEMENT AND INTERNATIONALIZATION STRATEGY USING ICT: WHAT TO EXPECT WHEN THEY MEET?

**Mariella Olivos I**, Universidad ESAN, Peru

### EVALUATING ENTREPRENEURSHIP EDUCATION

**Jeff McNally**, University of New Brunswick, Canada

### EXAMINING ACADEMIC VS. APPLIED DOCTORATES

**Zoltán Baracska**, Doctus Consulting, Hungary  
**Viktor Dörfler**, University of Strathclyde Business School, United Kingdom  
**Jolán Velencei**, Obuda University, Hungary  
**Marc Stierand**, Ecole Hoteliere de Lausanne, Switzerland

### EXPLORING THE KEYS TO CREATING A SUCCESSFUL INDEPENDENT STUDY PROGRAM

**William D. Schaefer**, Franklin & Marshall College, USA

### GLOBALIZATION EXPANDS AS EXPATRIATE MANAGERS FAIL

**Sofia Vaschetto**, Seton Hall University, USA

### I FLIPPED THE CLASSROOM.....NOW WHAT?

**Anjali Chaudhry**, Dominican University, USA

### IS THE SMALL CLASS SIZE NECESSARILY BETTER?

**Christine Quinn Trank**, Vanderbilt University, USA

### MANAGERS ON THE GROUND. SITUATED LEARNING AND MANAGEMENT EDUCATION FOR INNOVATIVE ORGANIZATIONAL CHALLENGES

**Giuseppe Scaratti I**, Catholic University of Milano, Italy  
**Silvia Ivaldi**, Università Cattolica del Sacro Cuore, Italy

### MANAGING RELATIONSHIPS OF THE REPUBLIC OF SCIENCE AND THE KINGDOM OF INDUSTRY (REVISITED)

**Jorge F. S. Gomes**, ISEG - University of Lisbon, Portugal  
**Ana Venancio**, ISEG - Lisboa School of Economics and Management, Portugal

### PRACTICE BASED CURRICULUM FOR EFFECTIVE ENTREPRENEURSHIP EDUCATION IN HE

**Jane Yann Ching Chang**, University of Westminster, United Kingdom  
**David Chalcraft**, University of Westminster, United Kingdom  
**Alison Rieple**, University of Westminster, United Kingdom

### PROVOCATIVE METHODOLOGY AND PHILOSOPHICAL REFLEXIVITY

**Chris McLachlan**, University of Leeds, United Kingdom

### RESCUING OUR IMAGINATION

**Ian Fouweather**, University of Bradford, United Kingdom

### SUGGESTIONS WELCOME: METHODS FOR ASSESSING THE IMPACT OF TEACHING – JOURNALS, AOL, OR...?

**Alvin Hwang**, Pace University, USA  
**J.B. Arbaugh**, University of Wisconsin Oshkosh, USA  
**Charles J. Fornaciari**, Florida Gulf Coast University, USA

### SUSTAINABILITY AND ENTREPRENEURSHIP: CASE STUDIES IN BRAZIL

**Claudia G. Green**, Pace University, USA  
**Marcos Cohen**, Pontifical Catholic University of Rio de Janeiro, Brazil

### THE UNIVERSITY AT THE INTERSECTION OF OLD AND NEW

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

**Wednesday, 10:15am - 11:30am in INKA 1**

### **Publishing Your Work in Top Tier Journals**

**Jean M. Bartunek**, *Boston College*  
**Gabriel Natividad**, *Universidad de Piura*  
**Jia Lin Xie**, *University of Toronto*

Publishing in top tier journals is always a challenge, especially when the research includes international/global dimensions. This panel discussion includes scholars whose research explores topics as diverse as stressors in China and global microfinance institutions, and who have successfully published a good deal of their research in top tier journals. During the session the panelists will describe some of the challenges they have experienced as well as some of what they have found to be necessary for designing, carrying out, writing up (and then rewriting) research that is publishable in such journals. They will also discuss such publishing from the perspective of action editors for top tier journals.

**Wednesday, 10:15am - 11:30am in INKA 2**

### **BPS: Governmental Influence on Management Decisions**

Facilitator: **Jason Z. Yin**, *Seton Hall University, USA*

#### **AT THE INTERSECTION OF OLD PATTERNS AND NEW PARADIGMS: A REVIEW OF PRE AND POST-RECESSION SME ACCESS TO BANK CREDIT ACROSS THE AMERICAS**

**Linda Wabschall Ross**, *Rowan University, USA*  
**Kimble Byrd**, *Rowan University, USA*

Access to credit is essential for SMEs. We describe research on access to bank credit by SMEs in and across North, Central and South America. Data vary across countries. SMEs form a large part of private sector in many developed and developing countries. Building on this work, the paper steps beyond the scope of the U.S. analysis to look at the Americas and how lending is being assessed by scholars. The authors examine a range of research that uses multiple methods to understand historical pre and post recession era practices, processes and their implications.

#### **DECONSTRUCTING GOVERNMENT RISKS: IMPLICATIONS FOR MULTINATIONAL ENTERPRISE ENTRY IN EMERGING MARKETS**

**Jonathan Doh**, *Villanova University, USA*  
**Kalpna Seethepalli**, *The World Bank, Singapore*

In this manuscript, we extend transaction cost economics (TCE) and capital markets theory to deconstruct and specify different classes of risks posed by policies or interventions by host governments. We predict how discrete risks affect the entry strategies of multinational enterprise (MNEs) into emerging markets, finding that different classes of risks have differential effects on entry modes of MNEs. These findings provide a more sophisticated and variegated assessment of risk and show how TCE can support countervailing relationships between different risks and MNE strategy, and how insights from theory and practice on capital markets disciplines can complement traditional TCE logic.

### **STRATEGIC FIT: A CASE STUDY IN US FEDERAL GOVERNMENT SETTING**

**Anil Patel**, *University of Georgia, USA*  
**Mahesh P. Joshi**, *George Mason University, USA*

Based on the descriptive account of the strategic management system that illustrated the interconnections among multiple processes, internally and externally, for the U.S. Army Corps of Engineers (USACE), our paper finds the presence of internal and external strategic fit. By suggesting that processes create fit in the public sector strategic management framework, we posit that the rationale for (a) external fit is compliance to political reform, public law, openness to external environment and public expectations; and (b) internal fit is conformance to organizational coordination and organizational control.

**Wednesday, 10:15am - 11:30am in INKA 3**

### **HR: Human Capital Dilemmas**

Facilitator: **Scott Taylor**, *University of Birmingham, United Kingdom*

#### **BEING YOUNG, EMPLOYED AND REGIONAL LIVING**

**Kantha Dayaram**, *Curtin University, Australia*  
**Maria Fay Rola-Rubzen**, *Curtin University, Australia*  
**Hasnat Ahmad**, *Curtin University, Australia*  
**Naomi Britten**, *Curtin University, Australia*

A human capacity development framework is employed to examine the employment choices that youth living in regional locations make and explore their career preferences particularly in light of economic growth opportunities and regional challenges. The study was undertaken in Western Australia during the mining boom period. The findings reveal a sense of regional attraction that strengthens a better quality of life yet there is also a sense of dissatisfaction resulting from inadequate supporting mechanisms. Underpinning a 10-year mining boom, questions are raised about sustainable regional development and regional youth employment.

#### **WORK-RELATED SUICIDES IN INDIA AND IN THE UNITED STATES: A COMPARISON ANALYSIS AND RECOMMENDATIONS FOR HUMAN RESOURCES**

**Marie-Line Germain**, *University of North Carolina - WCU, USA*  
**Yogita Abichandani**, *Western Carolina University, USA*

The purpose of this study is to compare and analyze work-related suicides reports from India and from U.S. government agencies. India reported a steady increase of suicides 2% per year since the year 2000 till 2012 (Nimhans, 2007) while suicides in the United States increased by 22.2 percent between 1995 and 2010 and increased again between 2012 and 2013, making it the leading cause of death in the country (Germain, 2013). We compare, analyze, and provide recommendations to help Indian and North-American organizations address such drastic figures.

**Wednesday, 10:15am - 11:30am in INKA 4**

**OB & T Workshop: The Work of Leaders: What Visionary Leaders Do**

**Janice Maffei, VisionFirst, USA**

What do visionary leaders actually do?

This Professional Development Workshop introduces a new, research-based leadership framework to participants. Using a case study approach, participants will learn about the concrete behaviors underlying visionary leadership, and the alignment and execution practices that distinguish top tier leaders. Designed with maximum interaction, participants will explore the model through a variety of brief, experiential exercises and learn about the research supporting the model. They will leave with an understanding of the framework and ways to incorporate in their management education portfolio.

**Wednesday, 10:15am - 11:30am in INKA 5**

**MED Symposium: New Methods and Experiences to Enhance the Classroom**

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

**Vadake K. Narayanan, Drexel University, USA**

**C. Gopinath, Jindal Global University & Suffolk University, USA**

**Cesar Bandera, New Jersey Institute of Technology, USA**

**Gwen Jones, Fairleigh Dickinson University, USA**

**Eric H. Kessler, Pace University, USA**

Our symposium provides some new ideas for looking at old problems. The end goal is to suggest mechanisms to create a more engaged student that can develop and use the analytical skills gleaned from the courses to frame problems differently and identify creative solutions. In this symposium, we specifically focus on Strategy, Innovation, and Entrepreneurship courses, and show how we can use “active” learning, “team based” learning, and “inductive” learning methods to initiate the “journey of discovery” in the student. This new kind of classroom experience should better equip the students to confront the complex realities of a changing world.

**Wednesday, 11:30am - 11:45am in Swissotel 2nd Fl. Foyer**

**Conversation and Coffee Break**

**Wednesday, 11:45am - 1:00pm in INKA 1**

**SIM: Responsibility, Sustainability & Stakeholder Management**

Facilitator: **Rajib Sanyal, Ball State University, USA**

**SOUTH AFRICANS' CONCEPTION OF THEIR PERSONAL RESPONSIBILITY AS CONSUMERS**

**Marius Potgieter, North-West University, South Africa**

**Julia Mogale, North-West University, South Africa**

The well-being of Africa is not the responsibility of business management, governments, or consumers alone - all have rights and responsibilities. A study was conducted to establish Africans' conception of their consumer-related rights and responsibilities. The results indicate that Africans place more importance on their rights than agreeing that they have consumer responsibilities. Successive research should investigate the reasons for this, and also the potential benefits of a consumer-partnership between role-players all over Africa. This will then enable decision-makers to manage consumerism and the environment to the benefit of the people and Africa as a continent.

**CORPORATE SUSTAINABILITY, TECHNOLOGICAL CAPABILITY, AND THE FIRM'S ECONOMIC PERFORMANCE: EVIDENCE FROM LEADING US FIRMS**

**Jooh Lee, Rowan University, USA**

**Dilip Mirchandani, Rowan University, USA**

The significance of corporate sustainability for a firm's economic performance is a salient issue in management research. This study is designed to investigate the strategic impact of corporate sustainability and technological capability on firm performance. The main focus of this study is to investigate how corporate environmental green strategy and technological capability influence a firm's financial and market performance in leading U.S. corporations. Corporate environmental strategy and investment in technology development are linked to firm financial and market performance independently, but not jointly. The findings of this study will contribute to the development of integrated strategic paradigms of sustainability strategies.

**BLENDING ISSUES AND STAKEHOLDER MANAGEMENT: FINDING AN ELUSIVE SYNERGY**

**John F. Mahon, University of Maine, USA**

**Pursey P. M. A. R. Heugens, RSM Erasmus University, Netherlands**

Two separate frameworks exist for analysis of social predicaments where businesses play a role: issues and stakeholder management. We argue that the chasm dividing these two literatures is artificial, and potentially obstructive to the advancement of our knowledge. All social predicaments have an issues side as well as a stakeholder side, and that a dual focus on both issues and stakeholders is therefore essential to understanding the evolution of these predicaments/crucial to managerial dealings with these issues. We present an integrative co-evolutionary framework, explaining the dynamics between issues and stakeholders in all consecutive stages of a predicament's evolution.

**Wednesday, 11:45am - 1:00pm in INKA 2**

**BPS: Managerial Decision Making**

Facilitator: **Joseph T. Kuvshnikov, Kent State University, USA**

**BALANCING INTERNAL AND NETWORK CONSTRAINTS IN ALLIANCE AMBIDEXTERITY DECISIONS**

**Cristina Vlas, University of Texas - Dallas, USA**

**Radu Vlas, University of Houston - Clear Lake, USA**

Strategic alliance studies overlook the influence that firm's routines have on the relationship between firm's position and its propensity to choose alliance partners. This study addresses this shortcoming by acknowledging the effect of internal knowledge exploration/exploitation strategy on firms' alliance formation. We find that firms exhibiting a high level of internal exploration are likely to enter focused alliances while having well-formed routines strengthens brokerage firms' tendency to follow focused alliances. Our study provides critical evidence that both internal knowledge exploration/exploitation strategy as well as development of routines constrain firms' alliance formation decisions by guiding them towards a more focused approach.

## THE EFFECT OF ACQUISITIONS ON RESEARCH PERSONNEL: EVIDENCE ON EARNINGS AFTER EMPLOYEE SEPARATION

**Douglas J. Miller**, *Rutgers Business School, USA*

Prior research investigates how job displacement affects earnings of workers. We extend this literature to the case of scientific and engineering personnel critical to firm success in R&D, in the context of M&A. Using the 1997 National Survey of College Graduates, we construct a sample of 2,269 workers who experienced job loss due to their company being taken over. Reported annualized salary, on average a few years after the displacement, shows that research personnel are more negatively affected by job loss due to acquisitions than other college-educated employees, and this negative effect is stronger for women, older workers, and non-citizens.

**Wednesday, 11:45am - 1:00pm in INKA 3**

## HR Symposium: Sustainable Careers and HRM Practices

**Hetty van Emmerik**, *Maastricht University, Netherlands*  
**Tinka van Vuuren**, *Open University Netherlands, Netherlands*  
**Kevin B. Lowe**, *University of Auckland, New Zealand*  
**S. Gayle Baugh**, *University of West Florida, USA*  
**Judith Semeijn**, *Open University Netherlands, Netherlands*  
**Marjolein Caniëls**, *Open University Netherlands, Netherlands*  
**Stephan Corporaal**, *Saxion University of Applied Sciences, Netherlands*  
**Maarten van Riemsdijk**, *Saxion University of Applied Sciences, Netherlands*  
**Hiske den Boer**, *Open University Netherlands, Netherlands*  
**Christiane Ada de Lange**, *University of Applied Sciences Groningen, Netherlands*  
**Beatrice I.J.M. van der Heijden**, *Radboud University, Twente University, Open University Netherlands, Netherlands*  
**Hilbrand K.E. Oldenhuis**, *University of Applied Sciences Groningen, Netherlands*  
**Maria Candida Baumer de Azevedo**, *Open University Netherlands, Netherlands*

In this symposium, papers will be presented from scholars of various places all over the world (USA, New Zealand, The Netherlands, Hungary, and Brazil) on sustainable careers. Opportunities and threats that individuals might face in the course of their career, as well as the opportunities and threats that organizations might face to manage their employees will be the focus. Papers will address a variety of topics regarding sustainable careers including theoretical considerations, ageing and HR practices, work preferences and employability, innovative task design, life long learning and parallel careers. We will wrap up with the most important implications for HRM in a global world.

**Wednesday, 11:45am - 1:00pm in INKA 4**

## OB & T: Morality and Creativity

Facilitator: **Rana Haq**, *Laurentian University, Canada*

## CREATIVITY AS A PRAGMATIC BUT DOUBLE-EDGED MORAL TOOL

**Long Wang**, *City University of Hong Kong, Hong Kong*

This research takes a new approach to investigate the relationship between creativity and morality. Study 1 showed that when people were creative, they did not violate rules directly; instead, they were more likely to use loopholes to circumvent the rules. Study 2 showed that creativity led people to circumvent rules/regulations to promote self-interest and to avoid immoral laws; it also resulted in more approval of moral rule circumvention than similarly creative immoral rule circumvention. Study 3 suggested that creativity was related to justifications of morally controversial issues (e.g., euthanasia) but not justifications of clearly immoral issues (e.g., bribery and cheating).

## EFFECTS OF INFLUENCE STRATEGIES AND INNOVATION ATTRIBUTES IN INNOVATION IMPLEMENTATION

**Holly H. Chiu**, *Brooklyn College of City University of New York, USA*

**Joshua Fogel**, *Brooklyn College, USA*

Employee acceptance and usage of an innovation is key to successful implementation. This study examines how managers influence strategy and innovation attributes impact employee attitudes and behaviors by surveying 237 employees from Taiwan. The results showed that persuasive strategy and relative advantage were significantly associated with increased attitudes while relationship-based strategy and complexity were significantly associated with decreased attitudes; assertive strategy and relative advantage were significantly associated with increased usage, while persuasive strategy, relationship-based strategy, and complexity were significantly with decreased usage. Both relative advantage and complexity mediated the relationship between persuasive strategy and employee attitudes and behaviors.

**Wednesday, 11:45am - 1:00pm in INKA 5**

## RM Workshop: Measurement Development

**Lisa Schurer Lambert**, *Georgia State University, USA*

The conclusions we can legitimately draw regarding the relationships among variables in a study rest on the definitions of our variables and the construct validity of measures of those variables. How construct validity is assessed, and the statistical analyses that can be applied to data, stem directly from choices made during the scale development process. This session will focus on best practices for scale development. A range of constructs and scales will be presented, but we will emphasize latent variables. Attendees will be encouraged to ask questions throughout the session. Please bring your own examples for discussion.

**Wednesday, 1:00pm - 2:15pm in Paracus 2**

## Luncheon

Enjoy a sumptuous plated luncheon and be the first to hear about the location for the EAM-I 2017 Conference!

**All Conference: Potpourri**

Facilitator: **Kathleen Suchon**, *University of Massachusetts Dartmouth, USA*

**TEAM COHESION IN CHINESE ENTREPRENEURIAL FIRMS: A GOAL THEORY PERSPECTIVE**

**Hao Chen**, *Tsinghua University, China*  
**David L. Ford Jr.**, *The University of Texas at Dallas, USA*

Entrepreneurial activities have increased substantially over the years in China. How to keep the team together and maintain a healthy level of cohesion within the entrepreneurial team and among team members have received increasing attention in the field and in the academia. Building on goal theory we develop a dynamic model of entrepreneurial team cohesion using a multiple-case study of four Chinese entrepreneurial firms. We proposed a theoretical model linking team goal and team member self-set goal with team cohesion and firm performance. Practical implications are provided.

**THE ROLE OF LEADER-MEMBER EXCHANGE IN THE EXPATRIATION PROCESS**

**S. Gayle Baugh**, *University of West Florida, USA*

The role of leader-member exchange as it influences the selection, retention, and repatriation of individuals who are considered for and accept an expatriation assignment is considered. Leader-member exchange quality may be included as a potential selection criterion. Once the assignment has been accepted, the relationship development skills may enhance the success of the expatriate. Finally, those same skills may ease the repatriation process. Additional potential considerations are also identified.

**THE ROLE OF SOCIAL MOVEMENTS IN DEVELOPING ECOSYSTEM POLICY AND MANAGEMENT**

**Mark Heuer**, *Susquehanna University, USA*

Given the embeddedness of corporate governance in economic institutions, as well as reciprocal political governance in the public sector, social movements, as well as social entrepreneurs, are a needed source of innovation to address ecosystem policy and management in emerging economies. While social movements offer no organizational panacea for such challenges, social movements have had historical success in supporting societal change. Accordingly, the focus in this paper is on social movements as mobilizing structures (Davis & McAdam, 2000) to develop ecosystem management and policy, especially in emerging economies.

**TOWARD A RENAISSANCE OF INDIGENOUS PHILOSOPHIES IN ORGANIZATION THEORY**

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

There is a disjuncture between the altruistic behavior that humans display and the individualistic bias found in most organization theories. The weak predictive validity of our theories in indigenous cultures has been demonstrated in the work of many researchers. The arguments advanced in this paper support the notion that a fundamental shift must happen in the way our theories are created in order for them to be truly reflective and inclusive of all human communities around the world. The paper begins by explicating the shortcomings of the theories and ends by mapping an agenda a renaissance of indigenous theory building.

**BPS: Strategic Decision Making in organizations: Shaping Middle Managers' Decisions**

Facilitator: **dt ogilvie**, *Rochester Institute of Technology, USA*

**ESTIMATING THE LIKELIHOOD OF STRATEGY IMPLEMENTATION FAILURE: AN EXPLORATION OF MIDDLE MANAGERS' MARKERS**

**Dorothy Mary Kirkman**, *University of Houston - Clear Lake, USA*

**Janine Sanders Jones**, *University of St. Thomas, USA*  
**T. Nichole Phillips**, *University of Mary Washington, USA*

Middle managers are essential to effective strategic implementation, but may possess specific innate characteristics (markers) that bias their ability to effectively execute a strategy. We employ manager marker analysis to propose relationships between three key middle management markers (regulatory focus, executive style, and decision-making approach) and strategic failure. Furthermore, we propose that human resource interventions and strategic communications with senior leadership can dampen the likelihood of failure when undesirable markers are present. This critical group of individuals is often ignored in management research, but may be a key factor in better understanding strategic failures.

**LIBERATING STRATEGY FROM THE ATAVISTIC AGENCY FRAMEWORK: LEASEHOLD MODEL**

**Martin Greller**, *The New School, USA*

Agency describes the relationship among organizations, owners, and the community. It has become the narrative for management, mutual obligations and corporate governance. There is a disconnection with the practice that guides strategy. In a world where principals are numerous, hard to engage, and ownership may be brief, it is appropriate to look at agents as integrated within organizations and principals as choosing from among investments based on the strategy presented by the existing agent-organization pairings. The Leasehold Model retains a market connection, while avoiding the pitfalls of current constructions of agency and corresponding more closely to management practice and strategy

**THE CHALLENGE OF KNOWLEDGE CORRUPTION IN HIGH VELOCITY, TURBULENT ENVIRONMENTS**

**John F. Mahon**, *University of Maine, USA*

**Nory B. Jones**, *University of Maine, USA*

We explore how knowledge can be corrupted, the role of culture on tacit knowledge transfer, specifically in high velocity, turbulent environments where nimble, rapid knowledge transfer is essential for adaptation, survival or for sustained competitive advantage. We first look at the knowledge development process, from recognition of new and novel situations (tacit knowledge) to the formalization of knowledge (explicit knowledge). We then look, briefly, at the literature on culture as it applies to knowledge transfer. From this analysis we develop a model of knowledge development and transfer and suggest propositions for further research and exploration.

**Wednesday, 2:15pm - 3:30pm in INKA 3**

**Entrep: Non-Traditional Theoretical Perspectives in Entrepreneurship**

Facilitator: **Joseph T. Kuvshnikov**, *Kent State University, USA*

**ADVANTAGES AND IMMUNITIES OF NEWNESS: HOW YOUNG AGE MAKES INTERNATIONALIZATION POSSIBLE**

**Maija Renko**, *University of Illinois at Chicago, USA*  
**Sumit Kumar Kundu**, *Florida International University, USA*  
**Rod Shrader**, *University of Illinois at Chicago, USA*  
**Alan Carsrud**, *Åbo Akademi University, Finland*  
**Annaleena Parhankangas**, *University of Illinois at Chicago, USA*

This paper presents a conceptual discussion and a theoretical framework using liabilities of newness and liabilities of foreignness to explain why some new firms internationalize at an early age. We discuss theories regarding the two kinds of liabilities that international new ventures face and integrate insights from the existing body of literature on international new ventures to develop propositions for future empirical research based on our premise that “liabilities” of newness may moderate the effects of liabilities of foreignness when young firms internationalize.

**SCHUMPETERIAN ENTREPRENEURSHIP AS CAPITALIST DIALECTICS A SYSTEMIC PERSPECTIVE**

**J. Hanns Pichler**, *Austrian Institute for SME Research, Austria*

In neither classical-neoclassical nor Marxian visions, the entrepreneur explicitly figures. It is Schumpeter’s truly seminal interpretation of the capitalist process, wherein the entrepreneur as such takes centre stage as the “pioneering” and driving force in a dialectic sense as, in fact, sort of a villain, as the “antithesis” to the market system. As indeed an element constantly striving to outmanoeuvre constraining competition, to “trick” given market conditions and, thereby, forever challenging the “system” itself; or more pointedly still: when and wherever possible to be, or to become, a monopolist.

**Wednesday, 2:15pm - 3:30pm in INKA 4**

**OB & T: Leadership: Paternalism and LMX**

Facilitator: **Deborah Ann Noble**, *State University of New York: Empire State College, USA*

**PATERNALISTIC LEADERSHIP AND TEAM PERFORMANCE: THE MODERATING ROLE OF TEAM PROACTIVE PERSONALITY**

**Jia Lin Xie**, *University of Toronto, Canada*  
**Wen-dong Li**, *Kansas State University, USA*  
**Runtian Jing**, *Shanghai Jiao Tong University, China*

We investigate how the two components of paternalistic leadership, namely authoritarianism and benevolence, interact with team proactive personality in predicting team performance. We hypothesize that team proactive personality positively moderates the relationship between authoritarian leadership (AL) and team performance and negatively moderates the effects of benevolent leadership (BL). The study was conducted among 111 clinician teams (including 984 clinicians) from 12 hospitals in China. Results of team-level analyses showed that AL–performance relationship was positive among high-proactivity teams whereas it was negative among low-proactivity teams. The BL–performance relationship was slightly positive for low-proactivity teams and flat for high-proactivity teams.

**SCHEMAS ABOUT FOLLOWERS: INFLUENCE OF LEADER-FOLLOWER CONCEPTIONS ON FOLLOWER OUTCOMES**

**Thomas Sy**, *University of California, USA*

Schemas about followers or implicit followership theories (IFTs) were investigated in both field and experimental settings. Positive leaders’ IFTs (LIFTs) and followers’ IFTs (FIFTs), regarding effective follower prototypes, influenced follower relationship quality and performance. Interactive effects revealed LIFTs influenced follower performance more positively when followers conceived of their roles in less positive terms. Conversely, LIFTs influenced relationship quality more positively when followers conceived of their roles in more positive terms. Finally, relationship quality mediated the interactive effects of LIFTs and FIFTs on performance. Results challenge portrayals of leaders as omniscient actors and highlight the impact of implicit processes in organizations.

**Wednesday, 2:15pm - 3:30pm in INKA 5**

**RM Workshop: Using Social Networking Sites & Skype in Mgmt. Research: Possibilities & Pitfalls**

**Julia Richardson**, *York University, Canada*  
**Amanda Peticca-Harris**, *York University, Canada*

The use of information communication technologies (ICTs) is growing exponentially in both ‘private’ and ‘public’ spaces. This trend has had a particularly dramatic impact on business operations and employee work experiences. Yet, we know very little about how management scholars use ICTs for their research. Therefore, drawing on studies in other fields, this conceptual paper explores some of the possibilities and pitfalls of using social networking sites and Skype for data collection in management research. Acknowledging the potential pitfalls, we argue that management researchers have much to gain from using ICTs to innovate for the future of management research.

**Wednesday, 3:30pm - 3:45pm in Swissotel 2nd Floor Foyer**

**Conversation and Coffee Break**

**Wednesday, 3:45pm - 5:00pm in INKA 1-5**

**Manager's Panel**

Moderator: **Miles Kevin Davis**, *Shenandoah University*

Panelists:

**Ernesto Pye**, *Pacificlatam*  
**Ana Maria Soldevilla**, *Bolsa de Valores de Lima (Lima Stock Exchange)*  
**Francisco Raunelli**, *Angloamerican Quellaveco Mining*  
**Enrique Piqueras**, *APM Terminals*

**7:45pm - 10:30pm in Clausura La Dama Juana Restaurant**

**Gala Dinner**

**Buses will depart the Swissotel for the Gala at 7:00 pm and depart the Gala to return to the Swissotel at 10:30 pm**

La Dama Juana pays tribute to Peru and its people, its abounding culture, arts, cuisine and architecture. You will see colorful traditional dance performances and listen to folkloric music, while enjoying food from a buffet of traditional Peruvian dishes. Every aspect of the restaurant gives the sense of Peru’s hospitality and fosters an unforgettable experience. Cocktails and dinner will be followed by music, dancers and other entertainment.

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## EAM-I 2015 CONFERENCE SCHEDULE AT A GLANCE

<b>Sunday, 21 June (Swissotel)</b>	
	Welcome Reception - Museo Larco museum (Bus pickup at 6:00pm)

<b>Monday, 22 June (CENTRUM)</b>							
Opening Welcome and Plenary Keynote: Mark Cullinane, Economic Counselor, U. S. Embassy – Lima Peru - CENTRUM Auditorium							
	<b>CENTRUM 201</b>	<b>CENTRUM 202</b>	<b>CENTRUM 203</b>	<b>CENTRUM 204</b>	<b>CENTRUM 205</b>	<b>CENTRUM 301</b>	
9:00am - 10:00am	SIM: Ethics & Corruption	BPS: Pricing and Profitability in Organizations	HR: Diversity and Differences	OB & T Symposium: Lonely but Learning at the Top: Examples from Research and Practice	MED: Entrepreneurship and Personal Development	RM Workshop: Overview of Longitudinal Models and Analyses	
10:00am - 11:15am	Conversation and Coffee Break - CENTRUM Catolica Courtyard						
11:15am - 11:30am	Dean's Panel						
11:30am - 12:45pm	Diversity: Diversity and Identity in a Global Economy	HR: International Considerations	OB & T: Leadership: Organizational Crises and Charisma			MED Symposium: Evolving Faculty, Knowledge and Media: Future Chasqui Runners	Entrep: Off the Beaten Path in Entrepreneurship
12:45pm - 1:45pm	Lunch - Main Tent in Campus Garden (behind Auditorium)						
1:45pm - 6:15pm	Guided Tour of Lima						

<b>Tuesday, 23 June (CENTRUM)</b>						
Industry Site Visits (Bus pickup at 7:45am)						
Lunch – CENTRUM Dining Patio Courtyard						
	<b>CENTRUM 201</b>	<b>CENTRUM 202</b>	<b>CENTRUM 203</b>	<b>CENTRUM 204</b>	<b>CENTRUM 205</b>	<b>CENTRUM 301</b>
9:00am - 1:00pm	Cases: Diversity and Sustainability					
1:00pm - 2:15pm	Tech & IS: Technology - Its Impact on Knowledge Sharing and Depersonalization of Communication					
2:15pm - 3:30pm	BPS: Research in New Markets	OB & T Symposium: Leading in Multi-cultural Contexts: Traditional and Modern Approaches			MED Symposium: Doing Well and Doing Good: Balancing Economic and Social Concerns in Management Education	RM Workshop: Addressing Issues of Common Method Variance in Confirmatory Factor Analysis
3:30pm - 3:45pm	Conversation and Coffee Break - CENTRUM Catolica Courtyard					
3:45pm - 5:00pm	Cases: The Globalization of Entrepreneurship	Come Meet the Editors: A "How To" Panel on Publishing in the Scholarship of Teaching and Learning (SoTL) Domain	HR: Competitive Advantage	OB & T Workshop: Teaching OB Experientially: Reviving and Expanding Your Repertoire	MED: Exploring Gaps in Expectations, Cultural Intelligence, and Leadership Development Among Future Young Professionals	SIM: Remittances, Social Initiatives & Microfinance

# EAM-I 2015 CONFERENCE SCHEDULE AT A GLANCE

## Wednesday, 24 June (Swissotel)

Plenary Session - Dr. Piero Morosini – Room Paracus 2

RMLE Unconference – Room Nazca

	INKA 1	INKA 2	INKA 3	INKA 4	INKA 5
9:00am - 10:15am					
9:00am - 5:00pm					
10:15am - 11:30am	Publishing Your Work in Top Tier Journals	BPS: Governmental Influence on Management Decisions	HR: Human Capital Dilemmas	OB & T Workshop: The Work of Leaders: What Visionary Leaders Do	MED Symposium: New Methods and Experiences to Enhance the Classroom
11:30am - 11:45am	Conversation and Coffee Break - 2nd Fl. Foyer				
11:45am - 1:00pm	SIM: Responsibility, Sustainability & Stakeholder Management	BPS: Managerial Decision Making	HR Symposium: Sustainable Careers and HRM Practices	OB & T: Morality and Creativity	RM Workshop: Measurement Development
1:00pm - 2:15pm	Luncheon - Paracus 2				
2:15pm - 3:30pm	All Conference: Potpourri	BPS: Strategic Decision Making in organizations: Shaping Middle Managers' Decisions	Entrep: Non-Traditional Theoretical Perspectives in Entrepreneurship	OB & T: Leadership: Paternalism and LMX	RM Workshop: Using Social Networking Sites & Skype in Mgmt. Research: Possibilities & Pitfalls
3:30pm - 3:45pm	Conversation and Coffee Break - 2nd Fl. Foyer				
3:45pm - 5:00pm	Manager's Panel – Room INKA 1-5				
7:45pm - 10:30pm	Gala Dinner - Clausura La Dama Juana Restaurant (Bus pickup at 7:00pm)				

# CENTRUM Católica - Meeting Room Layout

CLASSROOM 2° LEVEL



Note: Room 301 is also used for the conference. It is on the third level, directly above Room 201.

# Swissotel Lima Hotel - Meeting Room Layout (Level 2)

