



# Western Academy of Management 49<sup>th</sup> Annual Meeting

*Modern Organizations: Attaining Peak  
Performance, Speed, and Innovation*



March 26 - March 29, 2008  
Oakland, California  
Oakland Marriott City Center

# Welcome to WAM 2008!

This year's theme reflects the increasing pace of business and the need for organizations and individuals to perform at their best in order to seize strategic opportunities. The program brings together both academics and practitioners to explore the foundations of creativity and innovation and to advance our knowledge in these critical areas. Of course, true to the WAM tradition, we also continue many of the activities that make a WAM conference a unique event in the academy.

## CONFERENCE HIGHLIGHTS

### Opening Session: Cultural Innovation and Organizational Growth: The Emergence of the Burning Man Project

This session will explore how a very modern organization, the Burning Man Project, manifested an internal culture that not only produced the Burning Man organization as derived from that cultural emergence, but also created a model that is being imitated in significant ways by profit-seeking enterprises striving to achieve and maintain peak performance. The story's setting is the world famous Burning Man festival, held every year in the Black Rock Desert of Nevada. The panel will describe an ethnonarrative approach to data collection and participant observation that spans a 12-year period of Burning Man. The panel will highlight the 10 cultural principles of Burning Man as they evolved from communal participation in the remote setting of the desert, and will illustrate how the Burning Man Project is now focused on 'cultural outreach', taking those principles back into society and using them as fuel for innovation and growth. Of course, audience participation is invited and expected.

#### Moderator:

- J. Duane Hoover, Ph.D., Instructor of Management, Rawls College of Business, Texas Tech University

#### Panel members:

- Larry Harvey, Burning Man Founder and Executive Director; Head of nonprofit Black Rock Arts Foundation
- Marian Goodell, Director of Business, Communications and the Department of Public Works; Manager of Public Relations
- Harley DuBois, Chief Operations Officer; Director of Community Services and the Playa Safety Council

### The Outcomes Assessment Workshop in the Pre-Conference

This is a long-term effort to track outcomes associated with teaching, research and administrative issues in different WAM region schools.

## Doctoral/Junior Faculty Consortium

Leading scholars share their experiences with Ph.D. students and junior faculty.

## The Ascendant Scholar Presentations

Recognizes members of WAM, early in their careers, that are on track to be leaders in their respective fields.

## The JMI Outstanding Scholar Award

### Fireside Chat

- Joan Winn (one of this year's JMI Scholars) of Denver University will be interviewed

The Last Session Hospitality Suite Thursday and Friday, featuring the WAM Jammers!



## FACULTY OPPORTUNITIES

Menlo College invites applications for full-time, open rank faculty positions. The College's mission is to educate and develop future leaders in a small, innovative, private undergraduate college of management that integrates programs in business, mass communication, and liberal arts.

- o Entrepreneurship/New Venture Management
- o Human Resources Management/Psychology
- o Management Information Systems (management of technology)
- o Marketing - strategy and/or international marketing
- o Marketing - consumer behavior and/or marketing communications

Minimum qualifications for faculty positions: Doctorate in respective discipline for assistant professor, and appropriate experience and publications for associate or professor rank.

Applicants should submit a complete and current curriculum vitae, as well as names, addresses, telephone numbers, and email addresses of five references. A cover letter of interest and the above materials should be sent to:

Faculty Search Committee  
Office of the Executive Vice President and Provost  
Menlo College  
1000 El Camino Real  
Atherton, California 94027

The College has a diverse student body and values a diverse faculty, staff, and administration. To learn more about Menlo College, go to: <http://www.menlo.edu>. For more information about faculty positions and qualifications, go to: <http://hr.menlo.edu/jobs/> Review of applications is ongoing and will continue until the positions are filled.

**49<sup>th</sup> Annual Meeting  
Western Academy of Management  
Oakland Marriott City Center, Oakland, CA, USA**

**Program Chair:**

Phil Gorman, *California State University, Northridge*

**Local Arrangements Team:**

Sally Baack, *California State University, San Francisco*

Marcia Frideger, *Holy Names University*

Richard Stackman, *University of San Francisco*

**WAM 2008 PROGRAM COMMITTEE**

Jan Black, *New Mexico State University*, Entrepreneurship/Technology and Innovation Track Chair

Kim Hinrichs, *Minnesota State University*, Human Resource Management, Organizational Development and Careers

Brian Kim, *Occidental College*, Organization and Management Theory and Research Methods

K. Praveen Parboteeah, *University of Wisconsin—Whitewater*, International Management/Ethics and Spirituality Track Chair

Gerry Ramey, *Eastern Oregon University*, Pipeline/Other Track Chair

Lois Shelton, *California State University, Northridge*, Business Policy and Strategy

Chris Zatzick, *Simon Fraser University*, Organizational Behavior

**WAM 2008 SPONSOR**



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## FUTURE WAM MEETING SITES

2009 - Midway, Utah (near Park City)  
2010 - Kona, Hawaii

## **BEST PAPER NOMINEES** (listed in no particular order)

- Sensemaking and Emotion in Organizations  
Sally Maitlis (University of British Columbia), Timothy Vogus (Vanderbilt University), Thomas Lawrence (Simon Fraser University)
- Sustainability Management at the Sonoma Wine Company  
Asbjorn Osland (San Jose State University)
- Implications of Intuition for Strategic Thinking: Practical Recommendations for Gut Thinkers  
Ida Kutschera (Bellarmine University), Mike H. Ryan (Bellarmine University)
- Towards a Conceptual 'Weather Map' of Industrial Relations Climates in Emerging Economies  
Carol Reade (San Jose State University), Mark Reade McKenna (Nova Southeastern University)
- Perspective Taking and Transformational Leadership  
K. Nathan Moates (Valdosta State University), Brian T. Gregory (Northern Arizona University)
- Coming Full Circle in Spirituality & Religion at Work: Exploring Negative Relationships  
Charles J. Fornaciari (Florida Gulf Coast University), Kathy Lund Dean (Idaho State University),

## **BEST STUDENT PAPER NOMINEES** (listed in no particular order)

- Do I Really Want to Work Here?: Pre-entry Perceived P-O Fit, Career Learning, and Job Acceptance Intentions for MBA Job Seekers  
Gerard Beenen (Carnegie Mellon University)
- Standard Setting Coalitions: Managing Roles for Future Market Share  
Kory Brown (University of Utah)
- Is There Life After Work? The Impact of Aging and Retirement on Canadian 'Seniorpreneurs'  
Megan S. McDougald (University of Alberta)
- Diversity 3.0: Liberty-Based Dignity  
Michael D. Theno (Lecturer, Menlo College & PhD student, Capella University)

## **OUTSTANDING REVIEWERS**

- Laura Black (Montana State University)
- John Bruton (California State University, Northridge)
- Kay Devine (Athabasca University)
- Brian Kim (Occidental College)
- Megan McDougald (University of Alberta)
- Doug Polley (St. Cloud State University)
- Charles Vance (Loyola Marymount University)
- Steven Wallis

## WAM 2008 Program Summary

Wednesday, March 26, 2008	Event	Room
3:00 PM to 4:00 PM	Doctoral / Jr Faculty Consortium Registration	Oakland Room
4:00 PM to 4:30 PM	Doctoral / Jr Faculty Consortium: Welcome	Oakland Room
4:30 PM to 6:00 PM	Doctoral / Jr Faculty Consortium	Oakland Room
6:30 PM to 8:30 PM	Doctoral / Jr Faculty Consortium Dinner	Off-site
Thursday, March 27, 2008	Event	Room
7:00 AM to 8:00 AM	Doctoral / Jr Faculty Consortium and Western Casewriters Association Breakfast	Simmons 1
8:00 AM to 4:30 PM	Doctoral / Jr Faculty Consortium	Oakland Room
12:00 PM to 1:30 PM	Doctoral / Jr Faculty Consortium and Western Casewriters Association Lunch	Simmons 1
8:00 AM to 4:45 PM	Western Casewriters Association Meeting	210/211
9:00 AM to 5:00 PM	Publishers Setup / Open	201
10:00 AM to 4:45 PM	Outcome Assessment Project	203
11:00 AM to 4:45 PM	Pipeline Sessions	204, 205, 206
5:00 PM to 6:15 PM	Opening Session: "Burning Man" Festival	Simmons Ballroom
6:15 PM to 7:30 PM	Opening Reception	AJ Toppers/21 <sup>st</sup> Floor
7:30 PM to 9:00 PM	WAM Board Meeting	WAM Suite
9:00 PM to midnight	Last Session	WAM Suite
Friday, March 28, 2008	Event	Room
7:00 AM to 8:15 AM	Newcomer's Breakfast*	Simmons Ballroom
8:15 AM to 9:30 AM	Concurrent Sessions (1)	202-207
9:00 AM to 5:00 PM	Publishers	201
9:30 AM to 9:45 AM	Break	201 and the vicinity
9:45 AM to 11:00 AM	Concurrent Sessions (2)	202-207
11:00 AM to 11:15 AM	Break	201 and the vicinity
11:15 AM to 12:30 PM	Concurrent Sessions (3)	202-207
12:30 PM to 2:15 PM	Presidential Luncheon / Awards	Simmons Ballroom
2:15 PM to 3:30 PM	Ascendant Scholar Presentations	210/211
3:30 PM to 3:45 PM	Break	201 and the vicinity
3:45 PM to 5:00 PM	Concurrent Sessions (4)	202-207
5:00 PM to 5:15 PM	Break	201 and the vicinity
5:15 PM to 6:15 PM	Fireside Chat	202
9:00 PM to midnight	Last Session	WAM Suite

Saturday, March 29, 2008	Event	Room
7:30 AM to 9:00 AM	WAM Business Meeting and Continental Breakfast	
9:00 AM to 10:15 AM	Concurrent Sessions (5)	202-206, 201, 211
10:15 AM to 10:30 AM	Break	201 and the vicinity
10:30 AM to 12:00 PM	Closing Session	Simmons

\*Anyone who has attended fewer than 49 WAM conferences qualifies.

Wednesday, March 26, 2008

## WAM 2008 SESSIONS

### **Doctoral/Junior Faculty Consortium Registration, 15:00-16:00**

Location: Oakland Room

### **Doctoral/Junior Faculty Consortium Session 1: Welcome, 16:00-16:30**

Facilitator: Marvin Washington, *University of Alberta*

Kimberly Boal, *Texas Tech University*

Bambi Douma (*University of Montana, Missoula*)

Berrin Erdogan, *Portland State University*

Alan Glassman, *California State University-Northridge*

David Hannah, *Simon Fraser University*

Amy Hurley-Hansen, *Chapman University*

Steven Sommer, *Pepperdine University*

Joan Winn, *Denver University*

Chris Zatzick, *Simon Fraser University*

Location: Oakland Room

### **Doctoral/Junior Faculty Consortium Session 2, 16:30-18:00**

Location: Oakland Room

### **Doctoral/Junior Faculty Dinner, 18:30-20:30**

Location: Offsite

Thursday, March 27, 2008

## **Doctoral/Junior Faculty Consortium/WCA Breakfast, 07:00-08:00**

Location: Simmons 1

## **Doctoral/Junior Faculty Consortium Session 3, 08:00-16:45**

Location: Oakland Room

## **Western Casewriters Association, 08:00-16:45**

Location: 210/211

## **Learning Outcomes Assessment Workshop, 10:00-16:45**

Location: 203

## **Pipeline 1, 11:00-16:45**

Location: 204

1. Micro-Business Hierarchies, Performance & the Context-For-Learning  
Janice Black (New Mexico State University)
2. Boosting Performance Through Boosted Self-Esteem: Method of Self-Enhancement  
Determines Performance Consequences  
Camille Johnson (San Jose State University), Diederik A. Stapel (Tilburg University)
3. Potholes and Detours on the Road to Organizational Change: a Model of  
Revolutionary Firm Change  
Alan Krause (University of Oregon)
4. The Value of Apology in Minimizing Aggression: Effects of Degree of Responsibility  
and Cost  
Karen Page (University of Wyoming)

## **Pipeline 2, 11:00-16:45**

Location: 205

1. Effects of Downsizing on Labor Productivity: The Role of Consideration for  
Employees and High-Performance Work Systems  
Chris Zatzick (Simon Fraser University), Rick Iverson (Simon Fraser University),
2. Sustainability Practices of Small and Medium-Sized Manufacturers: Stakeholder  
Relations and Innovation  
Gregory Theyel (California State University, East Bay)
3. Saving Our Organizations From Nature Deficit Disorder  
Ellen Kaye Gehrke (National University)
4. Entry Deterrence in Local Cable TV Markets  
Rob Seamans (Haas School of Business, University of Berkeley)

Thursday, March 27, 2008

## **Pipeline 3, 11:00-16:45**

Location: 206

1. The Impact of CEO's Leadership Style on Strategic Change during Turnarounds: The Role of Top Management Team  
Jung-Hoon Lim
2. Communication Attributes of Virtual Teams Attaining Peak Performance  
Sharon Borowicz (Benedictine University)
3. Descent into Dissent: Do National Culture Dimensions Play a Role in This?  
Fariss-Terry Mousa (Washington State University), Aditya Simha (Washington State University)
4. Reframing Workplace Injury Using Insight Problem Solving Skills  
Bart Cunningham (University of Victoria), Jim MacGregor (University of Victoria), Jennifer Walinga (University of Victoria)

## **Doctoral/Jr. Faculty Consortium/WCA Lunch, 12:00-13:30**

Location: Simmons 1

## **Western Casewriters Association Business Meeting, 13:00-13:30**

Location: 210/211

## **Opening Session: Cultural Innovation and Organizational Growth: The Emergence of the Burning Man Project, 17:00-18:15**

Location: Simmons Ballroom

## **Opening Reception, 18:15-19:30**

Location: AJ Toppers (21<sup>st</sup> Floor)

## **WAM Board Meeting, 19:30-21:00**

Facilitator: Candace Ybarra

Location: WAM Suite

## **Last Session 1, 21:00-24:00**

Location: WAM Suite

Friday, March 28, 2008

## **Newcomers Breakfast, 07:00-08:15**

Location: Simmons Ballroom

## **Leadership and Project Teams, 08:15 - 09:30**

Discussant: Jennifer Walinga (University of Victoria)

Location: 202

1. Wholistic Leadership Development Model and Its Application  
Lyle Benson (Grant MacEwan College), Davar Rezania (Grant MacEwan College),
2. Transformational Leadership for Employee Creativity  
Jason Harris-Boundy (San Francisco State University), Xiao-Ping Chen (University of Washington)
3. Shared Leadership in Dispersed Project Teams  
Martin Hoegl (WHU - Otto Beisheim School of Management), Mirian Muethel (WHU - Otto Beisheim School of Management)
4. Perspective Taking and Transformational Leadership  
K. Nathan Moates (Valdosta State University), Brian T. Gregory (Northern Arizona University)

## **International Strategy and Financial Analysis, 08:15 - 09:30**

Discussant: Jon Westover (University of Utah)

Location: 203

1. The Effect of the New Bankruptcy Reform Act on the Ability to File for Bankruptcy  
Enoch K. Beraho (South Carolina State University)
2. "Norwegian Government Pension Fund - Global" and Shareholder Activism  
Maretno Agus Harjoto (Pepperdine University), Asbjorn Osland (San Jose State University)
3. The Relationships among Intellectual Capital, R&D Expenditure, Intellectual Property, and Firm's Market Performance in Taiwan IT  
Shulien Chang (Golden Gate University)
4. Valuation of International Initial Public Offering  
Yi Jiang (California State University, East Bay)

Friday, March 28, 2008

## **Experiential Learning and Emotional Intelligence, 08:15 - 09:30**

Discussant: Chris Zatzick (Simon Fraser University)

Location: 204

1. Retooling Experiential Learning Approaches in Organizational Behavior Education  
Matthew V. Brown, Jr. (Grant MacEwan College, Edmonton, AB)
2. Building Diversity Congruency: The Relationship Between Emotional Intelligence, Personality Structure, Ethnic Identity, and Employees' Perceptions of Affirmative Action and Diversity  
David Hurlic (Pepperdine University), Angela Young (California State University of Los Angeles)
3. Developing a Taste for Academic Rigor in the Working Adult  
Janice A. Black (New Mexico State University)
4. Expert Cognition in the Global Leadership Context  
Joyce Osland (San José State University), Sully Taylor (Portland State University), Mark E. Mendenhall (University of Tennessee, Chattanooga), Gary Oddou (CSU San Marcos), Asbjorn Osland (San José State University), Allan Bird (University of Missouri-St. Louis)

## **Leadership Education, 08:15 - 09:30**

Discussant: Brian Kim (Occidental College)

Location: 205

1. Striving Instincts and Conative Strengths: Assessing the Test-Retest Reliability of the Kolbe A (TM) Index  
Kathy Kolbe (Center for Conative Abilities), Angela M. Young (California State University, Los Angeles), Karen E. Gerdes (Arizona State University)
2. Making a Case for Today's Comics: Using the Graphic Novel Format to Enhance Business Student Learning  
Jeremy Short (Texas Tech University), Terrie Reeves (University of Wisconsin - Milwaukee)
3. Effective Leadership and Collaboration in Distributed Work Environments  
Deborah C. Hurst (Athabasca University), Karyn W. Ferguson (Canadian Professional Logistics Institute), Kay Devine (Athabasca University)
4. Patterns in Complex Organisational Change: A Research Agenda  
Jyoti Bachani (University of Redlands)

Friday, March 28, 2008

## **Ethics, Spirituality, and Leadership, 08:15 - 09:30**

Discussant: K. Praveen Parboteeah (University of Wisconsin - Whitewater)

Location: 206

1. The Impact of Ethical Executive Leadership on the American Public: The Mediating Role of Confidence in Executive Leadership  
Weichun Zhu (Claremont McKenna College ), Steve Norman (Mesa State College), Zongchao Peng (Tsinghua University )
2. Are Managers Curious about Ethics? A Process to Prepare Individuals for Engagement in Moral Action  
Dr. Leslie E. Sekerka (Menlo College)
3. Coming Full Circle in Spirituality & Religion at Work: Exploring Negative Relationships  
Charles J. Fornaciari (Florida Gulf Coast University), Kathy Lund Dean (Idaho State University)

## **Individual and Team Performance, 09:45 - 11:00**

Discussant: Martin Hoegl (WHU - Otto Beisheim School of Management)

Location: 202

1. Attaining Peak Performance from Passed Over Employees: Dignity, the Promotion Process, and Follower Motivation  
Kim T. Hinrichs (Minnesota State University, Mankato)
2. Making Post-Project Review an Integral Component of Organizational Learning Cycle: A Social Constructivist Approach  
Davar Rezania (Grant MacEwan College), Tony Lingham (Case Western Reserve University)
3. A Boundaryless Perspective: The Cybernetic Model of Voluntary Turnover  
Marco S. DiRenzo (Drexel University), Maliha Zaman (Drexel University), Jeffrey H. Greenhaus (Drexel University), Lee J. Zane (Drexel University),
4. The Role of Performance Feedback in Developing Professional Competency: Developing Medical Students' Clinical Performance  
Chalmer E. Labig Jr. (Oklahoma State University)

Friday, March 28, 2008

## **Government and Business, 09:45 - 11:00**

Discussant: Asbjorn Osland (San Jose State University)

Location: 203

1. Bilateral FDI and International Migration  
Sang Kyun Kim (Washington State University)
2. A State-Controlled Economy vs. a Rent-Seeking State: Why Entrepreneurs Would Support State Officials?  
Yuliya V. Ivanova (University of Alaska Southeast)
3. A Skeptical Model of Doing Good: CSR Under Uncertainty  
Siona Listokin (University of California, Berkeley)
4. Regulating Water: A Naturological Analysis of Golden State Water Company's General Rate Case for Ojai, CA  
Nancy B. Kurland (California State University, Northridge), Deone Zell (California State University, Northridge)

## **Culture in a Global Economy, 09:45 - 11:00**

Discussant: Joyce Osland (San Jose State University)

Location: 204

1. The Impacts of Globalization on Changing Job Quality and Worker Satisfaction: From a Cross-National Comparative Perspective  
Jonathan H. Westover (University of Utah)
2. The Emergence and Evolution of Chat Room Culture  
Karen Page (University of Wyoming)
3. Power Play: A Dramaturgical Perspective of Collective Bargaining  
Alex Z. Kondra (Athabasca University), Deborah C. Hurst (Athabasca University), Kay Devine (Athabasca University)
4. Role Stressors and Organizational Commitment: An Examination of Public Sector Employees in St. Lucia  
Helena Addae (University of Wisconsin - Whitewater), K. Praveen Parboteeah (University of Wisconsin - Whitewater), Nickler Velinor (University of West Indies - Trinidad)

Friday, March 28, 2008

## **Sensemaking and Perceptions, 09:45 - 11:00**

Discussant: Dave Hurlic (Pepperdine University)

Location: 205

1. Technological iatrogenesis: An expansion of the medical nemesis framework to improve modern healthcare organization performance  
Patrick A. Palmieri (Duke University School of Nursing), Lori T. Peterson (Texas Tech University)
2. Comprehensiveness-Performance Relationship in Strategic Decision-Making: Clarifying the Comprehensiveness Construct  
Xia Zhao (CSU Dominguez Hills), Kiran M Ismail (St. John's University)
3. Sensemaking and Emotion in Organizations  
Sally Maitlis (University of British Columbia), Timothy Vogus (Vanderbilt University), Thomas Lawrence (Simon Fraser University)
4. Expectations States in a Dynamic Environment  
Karen Page (University of Wyoming)

## **Ethics, Morality, and Corporate Social Responsibility, 09:45 - 11:00**

Discussant: Aditya Simha (Washington State University)

Location: 206

1. Ethical Climate Theory: A Psychometric Evaluation of the Ethical Climate Questionnaire (ECQ)  
Aditya Simha (Washington State University, Pullman)
2. Morality in Critical Theories of Organization  
Masoud Shadnam (Simon Fraser University)
3. Returning to the High Road: Recovering an Older Tradition of Corporate Social Responsibility  
Richard Marens (California State University, Sacramento)

## **Leadership, Culture and Integrity, 09:45 - 11:00**

Location: 207

1. Cultural Innovation and Organizational Growth: The Emergence of the Burning Man Project  
J. Duane Hoover (Texas Tech University) and Hans Hansen (Texas Tech University)
2. Leadership Competencies in Extreme Situations  
Edward H. Powley (Naval Postgraduate School), Scott N. Taylor (Boston University), Robert Crosby (Naval Postgraduate School)
3. Plagiarism, Integrity, and Workplace Deviance: A Criterion Study  
Daniel E. Martin (California State University, East Bay), Asha Rao (California State University, East Bay), Lloyd R. Sloan (Howard University)

Friday, March 28, 2008

## **Human Capital and Strategy, 11:15 - 12:30**

Discussant: Michael Theno (Menlo College)

Location: 202

1. Enhancing Absorptive Capacity and Management Knowledge Transfer Through Host Country Workforce Training: Lessons from Sacagawea and Squanto  
Charles Vance (Loyola Marymount University)
2. Impact of IT Governance Policy on IT Project Management  
Judith J. Lee (Golden Gate University), Sharon O'Neill (Golden Gate University), Yi Wu (Golden Gate University)
3. Internal Compensation Discrimination: Empirical and Theoretical Developments  
Daniel E. Martin (California State University, East Bay), Stephen Miller (California State University, East Bay), Lloyd R. Sloan (Howard University)
4. Peak Performance: Your Mission Should You Choose to Accept It  
Margaret Law (University of Alberta), Kay Devine (Athabasca University)

## **Sustainability and Strategy, 11:15 - 12:30**

Discussant: Mohsen Modarres (Fort Hays State University)

Location: 203

1. Chinese Firm Strategies - A Complexity-Simplicity Model  
Mingfang Li (California State University, Northridge), Yajun Wu (Peking University), Xudong Gao (Tsinghua University)
2. Sustainable Values and Behavior: An Exploratory Analysis of Familiarity and Local Purchasing in the Portland Sustainability Cluster  
Jennifer Irwin (University of Oregon), Michael V. Russo (University of Oregon)
3. Sustainability Management at the Sonoma Wine Company  
Asbjorn Osland (San Jose State University)
4. Efficiency Implications for Increasing Market Scope in Technology Transfer Offices  
Julie Feickert (University of Utah)

## **Effects of Trust and Frustration on Performance, 11:15 - 12:30**

Discussant: Sally Maitlis (University of British Columbia)

Location: 204

1. Something's Got to Give: The Role of Frustration in Career Decisions  
Angela M. Young (California State University, Los Angeles)
2. Collaborative Requirements Analysis: Examining the Role of Knowledge and Trust in IT Project Work  
Luis F. Luna-Reyes (Universidad de las Américas-Puebla), Laura Black (Montana State University)
3. The Eight Faces of Trust: A View Inside the Support Networks of Top Managers  
Deone Zell (CSU Northridge), Cathleen McGratch (Loyola Marymount University)
4. Image Norms Hindering Innovation in Today's Organizations?  
Amy E. Hurley-Hanson (Chapman University), Cristina M. Giannantonio (Chapman University)

Friday, March 28, 2008

## **Methodological Issues in Management Research, 11:15 - 12:30**

Discussant: Davar Rezani (Grant MacEwan College)

Location: 205

1. A History of Punctuated Equilibrium Pattern of Change: From Biology to Organizational Theory  
Jyoti Bachani (University of Redlands)
2. The Relationships between Pessimism-Rumination, Presidential Elections, and Equity Markets  
Joseph E. (Gene) Justin (University of Redlands)
3. An Empirical Exploration of Counting as a Means of Qualitative Data Analysis  
David Hannah (Simon Fraser University), Brenda A. Lautsch (Simon Fraser University)

## **Workshop - Transformational Teaching and Dependency Group Conflict: Quinn Meets Bion in the Leadership Classroom, 11:15 - 12:30**

Facilitator : Dr. Nancy Wallis (Pepperdine University)

Location: 206

## **Entrepreneurial Leadership and Learning, 11:15 - 12:30**

Location: 207

1. Virtual Mind Share: Creating Effective teams in Hyperspace  
Gregory Berry (Utah Valley State College)
2. COMMQUEST: A Technology Entrepreneurial Case Study  
Dennis Harlow (The American University in Cairo)
3. A Theory of Entrepreneurial Learning from Performance Errors  
Antoaneta P. Petkova (San Francisco State University)

## **Presidential Luncheon / Awards, 12:30-14:15**

Facilitator: Candace Ybarra

Location: Simmons Ballroom

Friday, March 28, 2008

## **Ascendant Scholar Awards and Presentations, 14:30-15:45**

Facilitator: John Cullen (Washington State University)

Location: 210/211

### Ascendant Scholars, 2008:

Berrin Erdogan (Portland State University)

David Hannah (Simon Fraser)

Mary Sully de Luque (Thunderbird School of Global Management)

Chris Zatzick (Simon Fraser)

## **Organizational Identity, Learning, and Performance, 15:45 - 17:00**

Discussant: Chalmer E. Labig, Jr. (Oklahoma State University)

Location: 202

1. Who Are We? Perceived Organizational Identity After An Acquisition  
Sarah Kovoor-Misra (University of Colorado Denver), Marlene A. Smith (University of Colorado Denver),
2. Job Stress and Job Performance Controversy Moderated by Organizational Commitment: An Empirical Study in Malaysia and Pakistan  
Muhammad Jamal (Concordia University)
3. Attaining Peak Performance through Transformative Learning: An Appreciative Inquiry Approach  
Rama Kaye Hart (University of St. Thomas), Thomas A. Conklin (John Carroll University), Scott C. Allen (John Carroll University)
4. Unlocking Creative Insight and Overcoming Performance Barriers  
Jennifer Walinga (University of Victoria)

## **Complexity, Innovation, and Strategic Thinking, 15:45 - 17:00**

Discussant: Julie Feickert (University of Utah)

Location: 203

1. Reorganization: Contingent Effects of Changes in CEO and Structural Complexity  
Mohsen Modarres (Fort Hays State University)
2. Towards a Conceptual 'Weather Map' of Industrial Relations Climates in Emerging Economies  
Carol Reade (San Jose State University), Mark Reade McKenna (Nova Southeastern University)
3. Implications of Intuition for Strategic Thinking: Practical Recommendations for Gut Thinkers  
Ida Kutschera (Bellarmino University), Mike H. Ryan (Bellarmino University)

Friday, March 28, 2008

## **Organizational Change and Perception, 15:45 - 17:00**

Tony Fang (York University)

Location: 204

1. What Really Determines Who Wins at the Oscars?  
Amy E. Hurley-Hanson (Chapman University)
2. Organizational Change and Proactive Personality: Effect on Job Performance and Job Satisfaction  
Veena P. Prabhu (California State University, Los Angeles), Charlotte D. Sutton (Auburn University), William Sauser (Auburn University), Howard Clayton (Auburn University)
3. Wait Time and Parental Perception of Pediatric Care  
Dan Moshavi (Montana State University), Gary Lande (Montana State University), Scott Bryant (Montana State University), Robert Doughty (Nemours Center for Medical Leadership)
4. Navigating the Work-Family Interface in Gendered Contexts: The Usage of Flexible Scheduling Policies  
Krista Lynn Minnotte (University of North Dakota), Alison Cook (Utah State University)

## **Emergence of New Systems and Strategies, 15:45 - 17:00**

Location: 205

1. Nascent Entrepreneur Success: Are Men and Women Really from Different Planets?  
Lynnette Claire (University of Puget Sound)
2. Technology Systems in the Wine Industry  
William Rhyme (Golden Gate University), Judy Lee (Golden Gate University), Stefan Dobrus (Golden Gate University)
3. Towards an Understanding of How New Institutions Emerge: The Case of the Malcolm Baldrige National Quality Award  
Hamdy A. Youssef (Fielding Graduate University)

## **Panel - Building Community through the Recognition of Shared Values: One Approach to Managing Uncertainty in a Time of Turbulent Change, 15:45 - 17:00**

Location: 206

Carol H. Sawyer (University of La Verne)  
Barbara Walling (University of California, Irvine)  
Pamela Jordan (Carolyn E. Wylie Center for Children and Families)

Friday, March 28, 2008

**Panel - Exploring the Inner Workings of Standard-Setting Coalitions, 15:45 - 17:00**

Location: 207

Kory Brown (University of Utah)  
Tim Dry, Program Manager, Renesas Technologies  
Zachary Smith - CTO, Daintree Networks  
Joel West, San Jose State University

**Fireside Chat, 17:15 - 18:15**

Location: 202

**Last Session, 21:00 - 24:00**

Location: WAM Suite

Saturday, March 29, 2008

## **WAM Business Meeting and Continental Breakfast, 07:30-09:00**

Location: Simmons Ballroom

## **Person-Organization Fit and Performance, 9:00 - 10:15**

Discussant: William Rhyne (Golden Gate University)

Location: 202

1. A Critical Obstacle To Task Force Effectiveness: The Punctuated Equilibrium Model  
James Hall (Santa Clara University)
2. Glass Ceilings, Glass Cliffs, and Glass Egos: Why So Few Women in Top Management?  
Karen Newman (University of Denver)
3. Do I Really Want to Work Here?: Pre-entry Perceived P-O Fit, Career Learning, and Job Acceptance Intentions for MBA Job Seekers  
Gerard Beenen (Carnegie Mellon University)
4. Diversity Outcomes in Homogeneous Environments: The Case of Historically Black Colleges and Universities  
Brian Kim (Occidental College), Neal Schmitt (Michigan State University), Frederick L. Oswald (Michigan State University), Stephanie Merritt (University of Missouri at Saint Louis)

## **Age and Careers, 9:00 - 10:15**

Discussant: Charles Vance (Loyola Marymount University)

Location: 203

1. The Effects of Work-Life Benefits on Employee Job Outcomes  
Tony Fang (York University)
2. The Emerging Crisis In Human Capital Capacity: Age Discrimination Is No Longer An Option  
Schalon Newton
3. Is There Life After Work? The Impact of Aging and Retirement on Canadian 'Seniorpreneurs'  
Megan S. McDougald (University of Alberta)
4. Will Our Attempts to Attain Peak Performance, Speed, and Innovation Rest on the Shoulders of a Gray and Aging Workforce?  
Ernie Stark (Bellevue University)

Saturday, March 29, 2008

## **Individual Performance and Organization Performance, 9:00 - 10:15**

Discussant: Masoud Shadnam (Simon Fraser University)

Location: 204

1. Maslow Revisited: Mutual Actualization as a Condition for Peak Performance  
Shari Carpenter (Eastern Oregon University), Gerry Ramey (Eastern Oregon University)
2. Antecedents of Variation in Knowledge Flow Across Inter-Unit Dyads Within the Large Enterprise  
Antoaneta P. Petkova (San Francisco State University), Anil K. Gupta (University of Maryland - College Park),
3. Black Box: The End of Organizational Behavior or a Quantum Leap Toward Innovative Managerial Strategies?  
Luciano Traquandi (LIUC Cattaneo University- Castellanza - Italy)
4. Face-to-Face or Distant Communication: An Empirical Test of Group Dynamics in Distance Decision Making  
Jennifer Leonard, Ph.D. (Montana State University), Rebecca Shaw (Bresnan Communications)

## **Technology, Innovation and Standard-Setting Strategy, 9:00 - 10:15**

Location: 205

1. Towards a Just-In-Time Model of New Venture Development  
Lois Shelton (California State University, Northridge)
2. Industry Emergence in a Nascent Community: The Nanotechnology Community  
Jennifer L. Woolley (Santa Clara University)
3. Standard Setting Coalitions: Managing Roles for Future Market Share  
Kory Brown (University of Utah)
4. New Product Development and the Effects on R&D Timeliness  
Anne H. Koch (University of California, Berkeley)

## **Panel - Ethical Issues in Modern Organizations: Using Documentaries and Docudramas to Teach Ethics, 9:00 - 10:15**

Location: 206

Richard W. Moore (California State University, Northridge)  
Gerard Rossy (California State University, Northridge)  
C. Murat Alpaslan (California State University, Northridge)  
Deone Zell (California State University, Northridge)

Saturday, March 29, 2008

## **Organization Development, Dignity, and Competency, 9:00 - 10:15**

Discussant: Daniel E. Martin, California State University, East Bay)

Location: 210/211

1. Reconsidering Emotional Intelligence for Leader Development: A Critical Analysis  
Mary J Fambrough (Allian International University), Rama Kaye Hart (University of St. Thomas)
2. Report from a Bottom Up Organization Development Program  
Helge Hernes
3. Diversity 3.0: Liberty-Based Dignity  
Michael D. Theno (Menlo College & Capella University)
4. Forgiveness as an Individual, Group, and Organizational Competency: A Literature Review and Comment  
Scott Hammond (Utah Valley University), Susan Madsen (Utah Valley State College)

## **Closing Session - Peak Performance and Career Choices, 10:30 - 12:00**

Location: Simmons Ballroom

Andre L. Delbecq (Santa Clara University)  
Alan M. Glassman (California State University Northridge)  
Kimberly Boal (Texas Tech University)

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This is the sixth year of WAM's JMI Scholars Award. WAM and the Journal of Management Inquiry sponsors this award to recognize our colleagues who have distinguished themselves over the course of their careers, have a reputation for mentoring successful researchers, and have personal qualities that enhance the WAM culture. Professors Glassman and Winn will be available at the conference to interact with doctoral students, new faculty, and seasoned WAM members.

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