

**SOUTHWEST ACADEMY OF MANAGEMENT  
(SWAM)**

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**CONGRATULATIONS!**

**Recipient of the 2017 McGraw-Hill Education Distinguished Paper Award**

*Seeds of Demand-Side Legitimacy: Why Customers Find Some New Ventures More Acceptable than Others?*

**Vishal Gupta**, The University of Mississippi  
**Safal Batra**, Indian Institute of Management at Kashipur  
**Sunil Sharma**, Indian Institute of Management at Ahmedabad

**2017 SWAM Outstanding Educator**

**Stephen V. Horner**, Pittsburg State University

**Recipient of the 2017 Southwest Academy of Management Best Reviewer Award**

**Robert Lloyd**, Bethel College

**SOUTHWEST ACADEMY OF MANAGEMENT  
(SWAM)**

**2017 TRACK CHAIRS**

**Entrepreneurship / Small Business / Innovation**

**Vishal K. Gupta**, The University of Mississippi

**Ethics / Corporate Social Responsibility**

**Guclu Atinc**, Texas A&M University, Commerce

**Thomas Zeni**, West Virginia University

**Case Research**

**Stephen J. J. McGuire**, California State University, Los Angeles

**General Management / International Management**

**Nancy Kucinski**, Hardin-Simmons University

**Meghan C. Wright**, Texas Wesleyan University

**Human Resources / Careers**

**Kenneth M. Sweet**, Texas A&M-San Antonio

**Organizational Behavior and Leadership**

**Janie Gregg**, The University of West Alabama

**Ethan Waples**, University of Central Oklahoma

**Organizational Development / Conflict Management**

**Peter Sorensen**, Benedictine University

**Therese Yaeger**, Benedictine University

**Organizational Theory / Strategy / Sustainability**

**David Epstein**, University of Houston, Downtown

**Marcia Hardy**, Northwestern State University of Louisiana

**Project Management / Operations Management**

**Natasa Christodoulidou**, California State University, Dominguez-Hills

**Min Shi**, California State University, Los Angeles

**Professional Development Workshops**

**Lee Tyner**, University of Central Oklahoma

**M. Suzanne Clinton**, University of Central Oklahoma

**Research Methods**

**Manjula Salimath**, The University of North Texas

**Teaching and Learning Conference**

**Veena P. Prabhu**, California State University, Los Angeles

**Karen Leonard**, University of Arkansas at Little Rock

**2017 REVIEWERS**

*A big thank you to all our reviewers!*

**Adrion Knight**, Northwestern State University of Louisiana

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**Alix MacDougall**, Central Michigan University

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**Amanda Hinojosa**, University of Houston - Clear Lake

**Anh Tuan Pham**, Vietnam National University (Vietnam)

**Anish Purkayastha**, Indian Institute of Management at Ahmedabad (India)

**Artee Aggarwal**, Amity University (India)

**Bahareh Javadizadeh**, New Mexico State University

**Banu Goktan**, University of North Dallas

**Bifei Tian- Zhongnan**, University of Economics and Law

**Brandon Randolph-Seng**, Texas A&M University – Commerce

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**Brian Martinson**, Tarleton State University

**Carlos Baldo**, Southwestern Oklahoma State University

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**Cody Cox**, St. Mary's University (Texas)

**Danny Upshaw**, Northwestern State University of Louisiana

**David Epstein**, University of Houston-Downtown

**David McElreath**, University of Mississippi

**Elizabeth Prejean**, Northwestern State University of Louisiana

**Elva Resendez**, Texas A&M University – Commerce

**2017 REVIEWERS** *(Continued)*  
*A big thank you to all our reviewers!*

**Emily Hammer**, West Texas A&M University  
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**SOUTHWEST ACADEMY OF MANAGEMENT  
(SWAM)**

**2017 REVIEWERS** *(Continued)*  
*A big thank you to all our reviewers!*

**Phil Lewis**, Oklahoma Christian University

**Rahul Chauhan**, West Texas A&M University

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**Robert Epstein**, University of Central Oklahoma

**Robert Lloyd**, Bethel College

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**S. Mantravadi**, University of West Florida

**Sandra Degrassi**, Texas A&M University - San Antonio

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**Tom Lanis**, East Central University

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**Weiwen Liao**, Northwestern State University

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**SOUTHWEST ACADEMY OF MANAGEMENT  
(SWAM)**

**March 8, 2017  
(Wednesday)**

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10:00 a.m. – 1:00 p.m.

Marion (M)

**SPECIAL SESSION**

**SWAM Pre-Conference Session and Lunch**

**SWAM Executive Council only** (President, President Elect, and Immediate Past President)

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1:30 p.m. – 3:00 p.m.

Salon A (M)

**WELCOME TO THE SOUTHWEST ACADEMY OF MANAGEMENT ANNUAL MEETING**  
**John N. Davis, 2017 SWAM President**

**TRACK TITLE Teaching and Learning Conference**

**SESSION A Teaching and Disruptive Innovation**

**Session Chair: David Epstein**, University of Houston, Downtown

*Creating a Culture of Disruptive Innovation in a Traditional Classroom Environment*

**Amanda Evert**, Southwestern Oklahoma State University

**Jonna Meyers**, Southwestern Oklahoma State University

**Hank Ramsey**, Southwestern Oklahoma State University

*Mergers and Acquisitions: Putting it All Together*

**R. Douglas McIntyre**, Hardin-Simmons University

*A Dynamic Managerial Capabilities Perspective on an MBA Program*

**David Epstein**, University of Houston, Downtown

**Andy Pore**, University of Houston, Downtown

**Candace TenBrink**, University of Houston, Downtown

Please make plans to visit the exhibits to receive information on the latest books and newest education technologies.



Please let exhibitors know how much we appreciate their presence and continued support!

**SOUTHWEST ACADEMY OF MANAGEMENT  
(SWAM)**

**March 8, 2017  
(Wednesday)**

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1:30 p.m. – 3:00 p.m.

Salon B (M)

**TRACK TITLE    Professional Development Workshops**

**SESSION B        Disruptive Innovation**

**Session Chair:   Nancy Kucinski, Hardin-Simmons University**

*Using Disruptive Innovation in the Classroom*

**Karen Braxton, The University of West Alabama**

**Brie Winkles, The University of West Alabama**

**Veronica Triplett, The University of West Alabama**

*Disruptive Requirements of Continuous Improvement: The Linking of Hierarchical Learning Objectives to Assessment Measures*

**Janice A. Black, Coastal Carolina University**

**J. Kay Keels, Coastal Carolina University**

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1:30 p.m. – 3:00 p.m.

Salon C (M)

**TRACK TITLE    Human Resources / Careers**

**SESSION C        Challenges in HRM: Recruiting and Selection**

**Session Chair:    S. Mantravadi, University of West Florida**

**Discussant:        Kenneth M. Sweet, Texas A&M-San Antonio**

**Michael Schock, Texas A&M University-San Antonio**

**S. Mantravadi, University of West Florida**

*Information sharing, contract form and employability status: Explanations for informational asymmetries between Headhunter and Candidate*

**Carlos Baldo, Southwestern Oklahoma State University**

**Miguel Olivas-Lujan, Clarion University of Pennsylvania**

**William Pratt, Clarion University of Pennsylvania**

*Perceptions of Online versus Face-to-face Degrees in Employment Decisions*

**Katherine Roberto, Texas A&M University-Corpus Christi**

**Andrew Johnson, Texas A&M University-Corpus Christi**

*Talk the Talk: The Relationship between Communication Skills and Hireability and the Moderating Effect of Online Education*

**Michael Schock, Texas A&M University-San Antonio**

**Luis Morales, Texas A&M University-San Antonio**

**Jonathan Vasquez, Texas A&M University-San Antonio**

**Sandra Degrassi, Texas A&M University-San Antonio**

**SOUTHWEST ACADEMY OF MANAGEMENT  
(SWAM)**

**March 8, 2017  
(Wednesday)**

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3:00 p.m. – 3:30 p.m.

Salon C Foyer (M)

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**SWAM COFFEE BREAK**

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3:30 p.m. – 5:00 p.m.

Salon A (M)

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**TRACK TITLE Teaching and Learning Conference**

**SESSION A Teaching Techniques**

*From Engagement to Policies: Techniques for New Faculty*  
**Lee Tyner**, University of Central Oklahoma

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3:30 p.m. – 5:00 p.m.

Salon B (M)

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**TRACK TITLE Case Research**

**SESSION B Innovation & Strategy**

**Session Chair: Kenneth M. Sweet**, Texas A&M-San Antonio

**Discussants: Daniel Jennings**, Texas A&M University – College Station  
**William Zehner II**, St. Edward's University

*Innovation, Technology, and Strategy – The Draper Company – A Case Study Spanning 200 years*  
**William Zehner II**, St. Edward's University

*Building Interiors (BI)*

**Daniel Jennings**, Texas A&M University – College Station

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**SOUTHWEST ACADEMY OF MANAGEMENT  
(SWAM)**

**March 8, 2017  
(Wednesday)**

3:30 p.m. – 5:00 p.m.

Salon C (M)

**TRACK TITLE    General Management/ International Management**

**SESSION C        Management and Millennials: Where are They Taking Us?**

**Session Chair:    Kaveh Moghaddam, University of Houston-Victoria at Katy**

**Discussants:     Uzonna Olumba, Benedictine University.  
                         Candace TenBrink, University of Houston Downtown  
                         Karen Leonard, University of Arkansas at Little Rock**

*A Conceptual Review of The Organizational Politics Literature*

**Donald Baack, Pittsburg State University**

**Alicia Peine, Pittsburg State University**

*A Disruptive Innovation Model for B-Schools: Professional Development and Career Success*

**Phillip Lewis, Oklahoma Christian University**

*An Empirical Model for the Antecedents of Social Entrepreneurship Among Millennials: With Evidence from China, Philippines, Russia & USA   **\*\*Best in Track\*\****

**Stephen McGuire, California State University-Los Angeles**

**Veena Prabhu, California State University-Los Angeles**

**Kern Kwong, California State University-Los Angeles**

**Yang Zhang, New York University**

**Robert Tang, De La Salle College of St. Benilde**

**Minghao Shen, Guangdong University of Foreign Studies**

**Tatiana Goroshnikova, Financial Institute of Russia**

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**SOUTHWEST ACADEMY OF MANAGEMENT  
(SWAM)**

**March 9, 2017  
(Thursday)**

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7:00 a.m. – 8:15 a.m.

Marion (M)

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**SPECIAL SESSION**

**SWAM Officers' Meeting & Breakfast**

**Presiding:** **John N. Davis**, Hardin-Simmons University  
President, Southwest Academy of Management

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8:30 a.m. – 10:00 a.m.

Wally Allen A (SHCC)

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**TRACK TITLE** **Teaching and Learning Conference**

**SESSION A** **Online Teaching & Learning Assessment**

**Session Chair:** **Karen Leonard**, University of Arkansas at Little Rock

*Fables and Fiction of Online Teaching of Management Courses: Outsourcing Faculty to Internet Robots?*

**S. Mantravadi**, University of West Florida

*Grading the Grading Scale: The Role of Rubrics in Learning Assessment*

**Janie R. Gregg**, University of West Alabama

**Sharon H. Stipe**, University of West Alabama

**M. Suzanne Clinton**, University of Central Oklahoma

**David Leader**, University of Central Oklahoma

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8:30 a.m. – 10:00 a.m.

Wally Allen B (SHCC)

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**TRACK TITLE** **Professional Development Workshops**

**SESSION B** **Mobile Technologies**

**Session Chair:** **Kathy Tuberville**, University of Memphis

*Encouraging Active Learning Using Mobile Technologies*

**Lisa Hammonds** Texas Wesleyan University

**Meghan Wright**, Texas Wesleyan University

*Using Experiential Learning Concepts in New Course Designs: Experiential Learning in "Managing Employee Wellness and Managerial Leadership"*

**Kathy Tuberville**, University of Memphis

**Carol Danhower**, University of Memphis

**SOUTHWEST ACADEMY OF MANAGEMENT  
(SWAM)**

**March 9, 2017  
(Thursday)**

8:30 a.m. – 10:00 a.m.

Wally Allen C (SHCC)

**TRACK TITLE    Human Resources / Careers**

**SESSION C        Current Issues in HRM: Individuals and Organizational Systems**

**Session Chair:    Kenneth M. Sweet, Texas A&M-San Antonio**

*Slow Adoption or No Adoption of Human Resource Analytics among HR Professionals?: The Roles of Knowledge, Training, Attitudes and Self-efficacy* **\*\*Best in Track\*\***

**Roslyn Vargas**, Nova Southeastern University

**Yuliya V. Yurova**, Nova Southeastern University

**Cynthia P. Ruppel**, Nova Southeastern University

**Leslie Cauthen Tworoger**, Nova Southeastern University

*Employee Engagement: Generational Differences*

**Patricia Lapoint**, McMurry University

**Ann Liprie-Spence**, McMurry University

**Kasi Conners**, McMurry University

*Compensation and Culture: A Configurational Fit between Pay Systems and Culture Type*

**James Guzak**, Oklahoma City University

**Barbara Crandall**, Oklahoma City University

**Hoda Alanvinejad**, Oklahoma City University

*Racial/Ethnic Self-identification and the Brave New World of Transracial Discrimination*

**Robert K. Robinson**, The University of Mississippi

**Ivan Muslin**, Mashall University

**Milorad Novicevic**, The University of Mississippi

**Dave L. Nichols**, The University of Mississippi

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**SOUTHWEST ACADEMY OF MANAGEMENT  
(SWAM)**

**March 9, 2017  
(Thursday)**

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8:30 a.m. – 10:00 a.m.

Wally Allen E (SHCC)

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**TRACK TITLE    Organizational Theory / Strategy / Sustainability**

**SESSION D        Corporate and Academic Strategies**

**Session Chair:    Marcia Hardy**, Northwestern State University of Louisiana

*Process Improvement and Total Quality Management for Justice System Organizations*

**Daniel Doss**, University of West Alabama

**David Mcelreath**, University of Mississippi

**Russ Henley**, University of West Alabama

**Rebecca Goza**, University of Central Oklahoma

**Glenna Lusk**, University of Mississippi

**Balakrishna Gokaraju**, University of West Alabama

*Corporate Reputation Effects: Retaining CEOs and Firm Market Performance*

**Kaveh Moghaddam**, University of Houston-Victoria

**Thomas Weber**, University of Southern Indiana

**Sara Azarpanah**, Lone Star College

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10:00 a.m. – 10:30 a.m.

Governor's Hall 1 (SHCC)

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**FBD Coffee Break**

Please make plans to visit the exhibits for information on the latest books and newest educational technologies. Let our exhibitors know how much we appreciate their presence and continued support!

Great Door Prize Drawings take place at **10:15 a.m.** in the Exhibit Area. *Must be present to win.*

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**SOUTHWEST ACADEMY OF MANAGEMENT  
(SWAM)**

**March 9, 2017  
(Thursday)**

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10:30 a.m. – 12:00 p.m.

Wally Allen A (SHCC)

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**TRACK TITLE    Junior Faculty Consortium**

**SESSION A        Navigating Early Career Changes  
(Admittance by Application or Invitation only)**

**Presiding:**        **Manjula Salimath**, University of North Texas  
Consortium Director & Past President, Southwest Academy of Management

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10:30 a.m. – 12:00 p.m.

Wally Allen B (SHCC)

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**TRACK TITLE    Professional Development Workshops**

**SESSION B        Negotiating, Planning, and Budgeting**

**Session Chair:**    **Brent H. Kinghorn**, Montana State University, Billings

*Winning at Negotiations: Tips for Women to Enhance Negotiating Skills*

**Megan Brock Baskin**, University of Central Oklahoma

**M. Suzanne Clinton**, University of Central Oklahoma

**S. Raksha Rao**, University of Central Oklahoma

*So Now You're a Department Chair: Planning and Budgeting for Department Chairs*

**K. J. Tullis**, University of Central Oklahoma

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**SOUTHWEST ACADEMY OF MANAGEMENT  
(SWAM)**

**March 9, 2017  
(Thursday)**

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10:30 a.m. – 12:00 p.m.

Wally Allen C (SHCC)

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**TRACK TITLE**    **Entrepreneurship / Small Business / Innovation**

**SESSION C**        **Entrepreneurship Around the World**

**Session Chair:**    **Marcia Hardy**, Northwestern State University of Louisiana

**Discussants:**     **Robert Epstein**, University of Central Oklahoma  
                         **Lised Tacán**, Universidad de Nariño  
                         **Jose Vargas-Hernández**, University Center of Economic and Managerial Sciences  
                         University of

*Understanding the Entrepreneurial Orientation (EO) of Nariño Entrepreneurs*

**Lised Tacán**, Universidad de Nariño

**Chalmer Labig**, Oklahoma State University

*Development of Entrepreneurship in ZMG: Growth Startups and Precursor of Innovation and Economic Development*

**Jose Vargas-Hernández**, University Center of Economic and Managerial Sciences University of Guasalajara

**Andrea Bejarano Hernández**, University Center of Economic and Managerial Sciences University of Guasalajara

*Determinants of Entrepreneurial Success in Localities: In Search of a Recipe*

**Robert Epstein**, University of Central Oklahoma

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**SOUTHWEST ACADEMY OF MANAGEMENT  
(SWAM)**

**March 9, 2017  
(Thursday)**

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10:30 a.m. – 12:00 p.m.

Wally Allen E (SHCC)

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**TRACK TITLE    Organizational Development / Conflict Management**

**SESSION D        OD and Innovative Change Efforts**

**Session Chair:    Therese Yaeger, Benedictine University**

**Discussants:     Peter Sorensen, Benedictine University**

*Should OD Compete in Big Consulting?*  
**Bryan McCusker, Benedictine University**

*Strategic OD and Disruptive Innovation in Higher Education*  
**Uzonna Olumba, Benedictine University**

*Consulting & OD: An Evaluation of Ethics: A Critical Look at Organization Consultation through the Lens of Ethics*  
**Dana Michael Bruce, Benedictine University**

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**March 9, 2017  
(Thursday)**

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12:00 p.m. – 1:30 p.m.

Wally Allen D (SHCC)

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**TRACK TITLE** SWAM Luncheon and Reception

**SESSION TITLE** Entrepreneur Speaker Series (tickets needed)

**Presiding:** **Veena P. Prabhu**, California State University, Los Angeles  
Program Chair, Southwest Academy of Management, 2016-17

**Discussants:** **Jake Williams**, Project Management Institute  
**Carla Messikomer**, Project Management Institute

Must have a ticket to participate; complimentary for pre-registered SWAM members.  
Tickets must be reserved by early FBD/SWAM registration deadline.

Sponsored in part by Project Management Institute Research Program



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**SOUTHWEST ACADEMY OF MANAGEMENT  
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**March 9, 2017  
(Thursday)**

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1:30 a.m. – 3:00 p.m.

Wally Allen A (SHCC)

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**TRACK TITLE    Doctoral Consortium**

**SESSION A        Welcome, Getting Through the Dissertation and Personal Relationships  
(Admittance by Application or Invitation only.)**

**Presiding:**        **Manjula Salimath**, University of North Texas  
Consortium Director & Past President, Southwest Academy of Management

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1:30 p.m. – 3:00 p.m.

Wally Allen B (SHCC)

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**TRACK TITLE    Professional Development Workshops**

**SESSION B        TEDx**

*Setting up a TEDx Conference at Your University*  
**Robert Epstein**, University of Central Oklahoma

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**SOUTHWEST ACADEMY OF MANAGEMENT  
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**March 9, 2017  
(Thursday)**

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1:30 p.m. – 3:00 p.m.

Wally Allen C (SHCC)

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**TRACK TITLE**    **Ethics / Corporate Social Responsibility**

**SESSION C**        **CSR and Organization**

**Session Chair:**    **John N. Davis**, Hardin-Simmons University

*Leading the Way in CSR: A Case Study of Chinese Characteristics in Corporate Social Responsibility*  
Glen Devers, Texas A&M University-Central Texas

**Rushiun Liou**, Texas A&M University-Central Texas

*Responsible Behavior of the Firm: The Divergent Impacts of Strategic CSR and Conspicuous CSR on Market Response* **\*\*Best in Track\*\***

**Sang-Joon Kim**, Ewha Womans University

**Hannah Oh**, University of Nebraska at Omaha

**Jong-Wan Bae**, Elon University

**Soojung Lee**, Ewha Womans University

*I Saw the Sign: The Impact of Ethical Signals on Organizational Attraction*

**Sandra Degrassi**, Texas A&M University-San Antonio

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1:30 p.m. – 3:00 p.m.

Wally Allen E (SHCC)

**TRACK TITLE**    **Organizational Development / Conflict Management**

**SESSION D**        **Panel on Disruptive Innovation in the field of Organization Development**

**Session Chair:**    **Peter Sorensen**, Benedictine University

**Discussants:**     **Therese Yaeger**, Benedictine University  
                              **Sharon Borowicz**, Benedictine University

**Panelists:**        **Anthony Adamgbo**, Benedictine University  
                              **Dana MichaelBruce**, Benedictine University  
                              **Bryan McCusker**, Benedictine University  
                              **Uzonna Olumba**, Benedictine University  
                              **William Towns**, Benedictine University

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3:00 p.m. – 3:30 p.m.

Governor's Hall 1 (SHCC)

**FBD Coffee Break**

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Great Door Prize Drawings take place at **3:15 p.m.** in the Exhibit Area. Must be present to win.

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3:30 p.m. – 5:00 p.m.

Wally Allen A (SHCC)

**TRACK TITLE**    **Teaching and Learning Conference**

**SESSION A**        **Panel on Integrating Service Learning Across the Curriculum**

**Session Chair:**    **Barbara Altman**, Texas A&M University - Central Texas

**Panelists:**        **Barbara Altman**, Texas A&M University - Central Texas  
                              **Jessica Robin**, Texas A&M University - Central Texas  
                              **Rebecca McPherson**, Texas A&M University - Central Texas  
                              **Dalila Salazar**, Texas A&M University - Central Texas  
                              **Rushuin Liou**, Texas A&M University - Central Texas

**SOUTHWEST ACADEMY OF MANAGEMENT  
(SWAM)**

**March 9, 2017  
(Thursday)**

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3:30 p.m. – 5:00 p.m.

Wally Allen B (SHCC)

**TRACK TITLE    Research Methods Professional Development Workshop**

**SESSION B        Research Workshop for Junior Faculty & Doctoral Student Consortium**

*Tips and Tools for Research Writing: Part 2*

**Manjula Salimath**, University of North Texas

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3:30 p.m. – 5:00 p.m.

Wally Allen C (SHCC)

**TRACK TITLE    Entrepreneurship / Small Business / Innovation**

**SESSION C        Entrepreneurship Around the World**

**Session Chair:    Brian W. Kulik**, Angelo State University

*Habitual Entrepreneurship in Business Families: A Process Model*

**James Vardaman**, Mississippi State University

**Laura Marler**, Mississippi State University

**Susie Cox**, University of Arkansas at Little Rock

*When do family businesses transition from family CEO to professional management?*

**Xi Yang**, University of Texas Rio Grande Valley

**Haicheng Gu**, University of Texas Rio Grande Valley

*The role of KM strategies in the relationship between knowledge acquisition, imitation and innovation result: an empirical study of Vietnamese firms*

**Anh Tuan Pham**, Vietnam National University Hanoi

**Ngoc Thang Nguyen**, Vietnam National University Hanoi

*Using the Motivation-Attributes-Skills-Knowledge Validation Model in Implementing Knowledge Management Strategies in SME (SME's): A Theoretical Study*

**Jeff Stevens**, McNeese State University

**Jim Chen**, McNeese State University

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**SOUTHWEST ACADEMY OF MANAGEMENT  
(SWAM)**

**March 9, 2017  
(Thursday)**

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3:30 p.m. – 5:00 p.m.

Wally Allen E (SHCC)

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**TRACK TITLE    Organizational Behavior and Leadership**

**SESSION D        Examining Servant Leadership & The Role of Power**

**Session Chair:    Janie Gregg, University of West Alabama**

*Closing the Distance: The Role of Technology in Reducing the Impact of Physical Distance on the Practice of Servant Leadership*

**Daniel Kurber**, United States Army

**Alexander Stodola**, United States Army

**Kevin Hurt**, Columbus State University

*The Paradox of Formal Power: Comparative Analysis of the Effects of Informal and Formal Leaders on Team Effectiveness*

**Kyung Joe**, Missouri Southern State University

**Karen Paul**, Florida International University

*Understanding the Mediating Effects of Intrinsic Motivation and Trust in Leadership on the Relationship Between Servant Leadership and Organizational Commitment*

**Joseph Bramer**, United States Army

**John White**, United States Army

**Kevin Hurt**, Columbus State University

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**SOUTHWEST ACADEMY OF MANAGEMENT  
(SWAM)**

**March 9, 2017  
(Thursday)**

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5:00 p.m. – 6:00 p.m.

Pinnacle (M)

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**SPECIAL SESSION**  
**Planning Meeting for the SWAM 2018 Conference**  
*Albuquerque, New Mexico, March 7-10, 2018*

**Presiding:** **Michael Glissmeyer**, Westminster College  
Program Chair-Elect, Southwest Academy of Management, 2016-17

Help shape SWAM's next meeting to be held in Albuquerque, New Mexico, at the Hyatt Regency and Albuquerque Convention Center, March 7-10, 2018. Join in a thoughtful exchange of ideas and creative suggestions as we seek to continually improve the SWAM conference experience.

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5:30 p.m. – 7:00 p.m.

Governor's Hall 1 (SHCC)

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**FBD Presidential Welcome Reception**

Everyone is invited to attend this FBD conference-wide social event. Visit with long-time friends and make new ones as you enjoy light appetizers. A Cash Bar is available and a limited number of drink tickets will also be distributed. Stop by to relax and wind down from the day's conference activities before heading out to other association events or dinner.

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8:00 p.m. – 10:00 p.m.

TBA

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**AFTER PARTY Following FBD Reception**

**All SWAM Attendees Invited – Requires Nametag.**

**SPONSORS**



**SOUTHWEST ACADEMY OF MANAGEMENT  
(SWAM)**

**March 10, 2017  
(Friday)**

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8:30 a.m. – 10:00 a.m.

Wally Allen A (SHCC)

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**TRACK TITLE Teaching and Learning Conference**

**SESSION A Team-Based Teaching & Learning**

**Session Chair: Marcia Hardy**, Northwestern State University of Louisiana

*Cultural Simulation: Team-Based Transformational Learning*

**M. Suzanne Clinton**, University of Central Oklahoma

**Robert Epstein**, University of Central Oklahoma

*Teaching Teamwork – Examples vs. Application*

**Loretta Cochran**, Arkansas Tech University

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8:30 a.m. – 10:00 a.m.

Wally Allen B (SHCC)

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**TRACK TITLE Organizational Behavior and Leadership**

**SESSION B The Importance of Positive Relationships in Leadership**

**Session Chair: Guclu Atinc**, Texas A&M University, Commerce

*A Social Exchange Perspective: The Relationship among Employee Performance, and Perceived Employee Performance*

**Si Hyun Kim**, University of La Verne

**Giacomo Laffranchini**, University of La Verne

*The Emergence of Effective Female Leaders in the 4-star and 5-star Hotels in Jordan*

**Tamer Koburtay**, University of Huddersfield

**Jawad Syed**, University of Huddersfield

*The Impact of Organizational and Supervisor Support on Turnover Intentions in Hospital Employees*

**John Fazio**, Marietta College

**Baiyun Gong**, Nova Southeastern University

**Randi L. Sims**, Nova Southeastern University

**Yuliya Yurova**, Nova Southeastern University.

Please make plans to visit the exhibits to receive information on the latest books and newest education technologies.



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**SOUTHWEST ACADEMY OF MANAGEMENT  
(SWAM)**

**March 10, 2017  
(Friday)**

8:30 a.m. – 10:00 a.m.

Wally Allen C (SHCC)

**TRACK TITLE    General Management/ International Management**

**SESSION C        On the Ground Management Issues**

**Session Chair:    Meghan Wright**, Texas Wesleyan University

**Discussants:     Nancy Kucinski**, Hardin-Simmons University  
**Meghan Wright**, Texas Wesleyan University

*Managerial Perspectives of the Integrated Capability Maturity Model Among Law Enforcement Personnel*

**Daniel Doss**, University of West Alabama

**Russ Henley**, University of West Alabama

**David Mcelreath**, University of Mississippi

**Balakrishna Gokaraju**, University of West Alabama

**Shimin Lin**, University of West Alabama

**Glenna Lusk**, University of Mississippi

**Rebecca Goza**, University of Central Oklahoma

*The Balanced Scorecard in Municipalities: Evolutionary Innovation or Fading Fad*

**Al Holliman**, Lyon College

*Part-Time Employee Perceptions of Leadership Integrity*

**Phillip Lewis**, Oklahoma Christian University

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**SOUTHWEST ACADEMY OF MANAGEMENT  
(SWAM)**

**March 10, 2017  
(Friday)**

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8:30 a.m. – 10:00 a.m.

Wally Allen E (SHCC)

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**TRACK TITLE**    **Organizational Theory / Strategy / Sustainability**

**SESSION D**        **Corporate and Academic Strategies**

**Session Chair:**    **Jestine Philips**, University of North Texas

**Discussants:**     **Candace TenBrink**, University of Houston-Downtown  
                         **Vishal Gupta**, The University of Mississippi  
                         **Brian Mathews**, Texas A&M University-Texarkana

*Barbarians at the Gate: Do Women CEOs Face Greater Threat From Activist Investors Than Male CEOs?*

**Vishal Gupta**, The University of Mississippi  
**Seonghee Han**, Frostburg State University  
**Sandra Mortal**, University of Memphis  
**Sabatino Silveri**, University of Memphis

*The Adapting and Changing Roles of Universities: Is This the New Key to Economic Development in Local and Regional Economies? **\*\*Best in Track\*\****

**Brian Mathews**, Texas A&M University-Texarkana  
**Gary Stading**, Texas A&M University-Texarkana  
**Mathias Anto**, Texas A&M University-Texarkana

*Crisis Management: Impact Of Managerial Response On Valuation*

**Candace TenBrink**, University of Houston-Downtown

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10:00 a.m. – 10:30 p.m.

Governor's Hall 1 (SHCC)

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**FBD Coffee Break**

Please make plans to visit the exhibits for information on the latest books and newest educational technologies. Let our exhibitors know how much we appreciate their presence and continued support!

Great Door Prize Drawings take place at **10:15 a.m.** in the Exhibit Area. *Must be present to win.*

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**SOUTHWEST ACADEMY OF MANAGEMENT  
(SWAM)**

**March 10, 2017  
(Friday)**

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10:30 a.m. – 12:00 p.m.

Wally Allen A (SHCC)

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**TRACK TITLE Teaching and Learning Conference**

**SESSION A Models of Teaching & Learning**

*Teaching Special Interest Group: Lessons from the Implementation of a Collaborative Effort*

**Terrance Wilensky**, University of Texas-Arlington

**Peggy Semingson**, University of Texas-Arlington

**Dwight Long**, University of Texas-Arlington

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10:30 a.m. – 12:00 p.m.

Wally Allen B (SHCC)

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**TRACK TITLE Research Methods Professional Development Workshop**

**SESSION B Research Workshop for Junior Faculty & Doctoral Student Consortium**

*Use of Control Variables in Management Research*

**Guclu Atinc**, Texas A&M University, Commerce

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**SOUTHWEST ACADEMY OF MANAGEMENT  
(SWAM)**

**March 10, 2017  
(Friday)**

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10:30 a.m. – 12:00 p.m.

Wally Allen C (SHCC)

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**TRACK TITLE    General Management/ International Management**

**SESSION C        Global Issues in Management**

**Session Chair:    Nancy Kucinski, Hardin-Simmons University**

*The Role of Women in the Arab Awakening*  
**Katlin Cundiff, Drury University**

*The Globalization of Cyberattacks: The Need for Rapid Learning Processes*  
**Jestine Philips, University of North Texas**

*External Reward Values-Supplies Fit/Misfit, Employees' Perceived Work Stress, and Uncertainty Avoidance: A Cross-cultural Comparison*  
**Si Hyun Kim, University of La Verne**  
**Giacomo Laffranchini, University of La Verne**

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10:30 a.m. – 12:00 p.m.

Wally Allen E (SHCC)

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**TRACK TITLE    Entrepreneurship / Small Business / Innovation**

**SESSION D        Panel on Entrepreneurship**

**Session Chair:    Vishal Gupta, Mississippi State University**

**Panelists:        Manjula Salimath, North Texas University**  
**Robert Epstein, University of Central Oklahoma**

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**SOUTHWEST ACADEMY OF MANAGEMENT  
(SWAM)**

**March 10, 2017  
(Friday)**

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10:30 a.m. – 12:00 p.m.

Toltec (SHCC)

**TRACK TITLE    Round Table Discussion**

**SESSION E        SWAM Past Presidents' View on Using Disruptive Innovation to Grow SWAM**

**Session Chair:    Janie Gregg, University of West Alabama**

**Panelists:        M. Suzanne Clinton, University of Central Oklahoma  
Janice A. Black, Coastal Carolina University  
Larry Garner, Texas A&M University – Central Texas  
Donald Baack, Pittsburg State University  
Stephen V. Horner, Pittsburg State University**

Swam Past-Presidents will give their views on the health and wellness of the SWAM organization and share ideas about how we should grow the organization with disruptive innovations. This PDW is a unique opportunity for current SWAM members and leaders to hear from those who have served SWAM as past leaders. Former SWAM presidents will share their experiences, perspectives, and insights regarding the strengths of SWAM as a regional AOM affiliate. A panel of past presidents will talk about their tenure with the organization, discuss key challenges, and provide some guidance and insight for current officers and members. They will take suggestions and questions from the participants.

*This session is open for all SWAM members!*

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12:00 p.m. – 1:30 p.m.

Marion (M)

**SPECIAL SESSION  
SWAM Officers' Meeting and Lunch**

**Presiding:        John N. Davis, Hardin-Simmons University  
President, Southwest Academy of Management, 2016-2017**

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1:30 p.m. – 3:00 p.m.

Wally Allen A (SHCC)

**TRACK TITLE    Teaching and Learning Conference**

**SESSION A        Teaching and Disruptive Innovation**

**Session Chair:    Karen Leonard, University of Arkansas at Little Rock**

*Advanced Uses of Video in Business Classes \*\*Best in Track\*\**

**Janice A. Black, Coastal Carolina University  
Leann Mischel, Coastal Carolina University  
Jessica Doll, Coastal Carolina University  
P. Dick Drass, Coastal Carolina University**

*Improving Business Writing Skills: Process and Practice*

**Teresa Weldy, Mitchel College of Business**

**SOUTHWEST ACADEMY OF MANAGEMENT  
(SWAM)**

**March 10, 2017  
(Friday)**

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1:30 p.m. – 3:00 p.m.

Wally Allen B (SHCC)

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**TRACK TITLE    Professional Development Workshops**

**SESSION B        Workshop for Doctoral Student Consortium**

*Back-To-School for Big Kids: A Transition Course for New Mid-Life Doctoral Students*  
**Jude Olson**, University of Dallas

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1:30 p.m. – 3:00 p.m.

Conway (CC)

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**FBD/SWAM Choice Pick Session**

**TRACK TITLE    Project Management / Organizational Development & Conflict Management**

**SESSION C        Joint Track Session**

**Session Chair:    Dennis Pepple**, University of Huddersfield

*Towards Establishing a Link between Ethnic Diversity and Public Sector Employees' Ownership Perception: A Relational Perspective* **\*\*Best in Organizational Development & Conflict Management Track\*\***

**Dennis Pepple**, University of Huddersfield

*Optimal Inventory Levels in a Multi-Echelon Pharmaceutical Cold Chain: Perspective on Information Loss*

**Suman Niranjana**, Savannah State University

**Niranjan Kulkarni**, CRB Consulting

**Nigel Middleton**, Savannah State University

*What to Build So They Will Come? Stakeholder Identification for Business Research Relevance*

**Richard Lawrence**, Angelo State University

**Sam Kohler**, Angelo State University

**Sazza Dahal**, Angelo State University

**Joseph Lawrence**, Angelo State University

*Process Improvement: Urban vs. Rural Personnel Perspectives of a Derivative CMMi Process Maturity Framework*

**Daniel Doss**, University of West Alabama

**Russ Henley**, University of West Alabama

**David McElreath**, University of Mississippi

**Balakrishna Gokaraju**, University of West Alabama

**Glenna Lusk**, University of Mississippi

**SOUTHWEST ACADEMY OF MANAGEMENT  
(SWAM)**

**March 10, 2017  
(Friday)**

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1:30 p.m. – 3:00 p.m.

Wally Allen C (SHCC)

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**TRACK TITLE**    **Organizational Development / Conflict Management**

**SESSION D**        **Panel on Organization Development: Contemporary Innovations for Change**

**Session Chair:**    **Peter Sorensen**, Benedictine University

**Panelists:**        **Gretel Stock-Kuperman**, Benedictine University  
                         **Donna Ogle**, Benedictine University  
                         **Donald Harris**, Benedictine University  
                         **Theresa Yaeger**, Benedictine University

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**SOUTHWEST ACADEMY OF MANAGEMENT  
(SWAM)**

**March 10, 2017  
(Friday)**

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1:30 p.m. – 3:00 p.m.

Wally Allen E (SHCC)

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**TRACK TITLE    Best Paper Session**

**SESSION E        Recognition of the SWAM 2017 Award Winners**

**Presiding:**        **Robert H. Epstein**, University of Central Oklahoma  
President Elect, Southwest Academy of Management, 2016-17

**Recipient of the 2017 McGraw-Hill Education Distinguished Paper Award**

*Seeds of Demand-Side Legitimacy: Why Customers Find Some New Ventures More Acceptable than Others?*

**Vishal K. Gupta**, The University of Mississippi  
**Safal Batra**, Indian Institute of Management at Kashipur  
**Sunil Sharma**, Indian Institute of Management at Ahmedabad

**2017 SWAM Outstanding Educator**

**Stephen V. Horner**, Pittsburg State University

**Recipient of the 2017 Southwest Academy of Management Best Reviewer Award**

**Robert Lloyd**, Bethel College

**Remarks by 2016 SWAM Outstanding Educator**

**Larry Garner**, Texas A&M University – Central Texas  
**Recipient of the 2016 Outstanding Educator Award**

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3:00 p.m. – 3:30 p.m.

Governor's Hall 1 (SHCC)

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**FBD Coffee Break**

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Great Door Prize Drawings take place at **3:15 p.m.** in the Exhibit Area. *Must be present to win.*

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3:30 p.m. – 4:30 p.m.

Wally Allen A (SHCC)

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**SWAM Annual Business Meeting**

**Presiding:**        **John N. Davis**, Hardin-Simmons University  
President, Southwest Academy of Management, 2016-17

All members are encouraged to attend our annual business meeting. We look forward to seeing you there. Light refreshments served.

**SOUTHWEST ACADEMY OF MANAGEMENT  
(SWAM)**

**March 10, 2017  
(Friday)**

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4:30 p.m. – 6:00 p.m.

Wally Allen A (SHCC)

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**SWAM New Officers Meeting**

**Presiding:** **Robert H. Epstein**, University of Central Oklahoma  
2017-2018 President, Southwest Academy of Management  
Meeting with the 2017-2018 Board.

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TBA

HALL

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**SWAM Poster Sessions**

**Entrepreneurship / Small Business / Innovation**

*Women Entrepreneurs in Technology: Some Case Studies from India*  
**Artee Aggrwaal**, Amity University Mumbai

*Hepatitis C Direct Acting Antivirals and Disruptive Innovation*  
**S. Mantravadi**, University of West Florida

*Eliminating Barriers: The Impact of Cross Cultural Business Communication on Entrepreneurial Success*  
**Martha Robinson**, The University of Memphis

**Ethics / Corporate Social Responsibility**

*Emotional Intelligence, Moral Reasoning, and Ethical Awareness: Moderating Roles of Gender and Religiosity*

**Jacob Voegel**, Coastal Carolina University

**Luke Voegel**, Southern Illinois University

**Human Resources / Careers**

*Retiree Remorse: If Only I had Put More Effort Into Retirement Planning*  
**John La Lone**, Texas A&M University-Central Texas

*Measuring Inclusivity in Organizations: Designing a Diversity Climate Instrument*

**Kelly Weeks**, Rhodes College

**Anita Davis**, Rhodes College

**Samhitha Curpad**, Rhodes College

*Obesity, Chronic Job Discrimination, and Social Support: Comparisons Across Age-Generations*

**Kenneth Kungu**, Louisiana State University - Shreveport

**Janella Melius**, Winston-Salem State University

**Colin Cannonier**, Belmont University

**Valentine Wanga**, University of Washington



**SOUTHWEST ACADEMY OF MANAGEMENT  
(SWAM)**

**March 10, 2017  
(Friday)**

TBA

HALL

**SWAM Poster Sessions (Continued)**

**Organizational Behavior / Leadership**

*Testing the Effects of Experience on Risky Decision Making*

**Run Ren**, Guanghua School of Management

**Aneika Simmons**, Sam Houston State University

**Asghar Zardkoohi**, Texas A&M University

*Innovation in Family Firms and the Moderating Effect of Leadership Style*

**Xi Yang**, University of Texas Rio Grande Valley

**Haicheng Gu**, University of Texas Rio Grande Valley

*Maintenance of Organizational Values through Disruptive Institutional Work*

**Gretel Stock-Kupperman**, Benedictine University

**Organizational Theory / Strategy / Sustainability**

*A Contingency Theory of Stakeholder Relevance and the Stakeholder Mapping Process*

**Brian Kulik**, Angelo State University

**Nolan Sosa**, Angelo State University

**Sandra Pate**, Angelo State University

*Have a safe and enjoyable trip back home!  
See you next year at Albuquerque!*



**SWAM 2018**  
**March 7<sup>th</sup> -10, Albuquerque, NM**  
Hyatt Regency and Albuquerque Convention Center