

# Institute of Behavioral and Applied Management



## **2018 Conference Program IBAM 25**

**August 2-4, 2018**

**Monmouth University  
West Long Branch, New Jersey**



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The Institute of Behavioral and Applied Management

Sara Kimmel, President  
Associate Professor of Business  
Mississippi College  
Clinton, MS

Scott A. Jeffrey, Program Chair  
Associate Professor of Management and Decision Sciences  
Leon Hess Business School  
Monmouth University  
West Long Branch, NJ

Paul Jacques, Proceedings Editor  
Assistant Professor, Management and Marketing Department  
Rhode Island College, Providence, Rhode Island

John Garger, Proceedings Assistant Editor  
Professional Copy Editor  
[www.johngarger.com](http://www.johngarger.com)

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## **Reviewer Appreciation**

It would not be possible to have a peer-reviewed conference without the efforts of many reviewers. For 2018 we were fortunate to have over 30 scholars volunteer to serve in this capacity and complete over 50 reviews. Thank you to each person who served in this capacity. Please continue your service for 2019.

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**Institute of Behavioral and Applied Management**  
**IBAM 25 –August 2-4, 2018, Monmouth University, Long Branch, New**

Greetings, IBAMers!

Almost 30 years ago, a small group of friends, who happened to be academic colleagues, gathered to discuss what they liked most (and least) about the academic conferences they attended. Could serious academics provide constructive criticism without deriding each other's work? Without ripping apart innovative enthusiasm? Without tearing out the heart of curiosity? Without pitting academics against practicing managers whose work their research could most benefit? All had attended conferences that left them discouraged, unnoticed, disenchanted, and unconnected. From their conversation, the Institute of Behavioral and Applied Management (IBAM) took form. When our founders designed IBAM, it was as a strictly face-to-face organization. Since then, new forms of technology, social media, and online learning have changed culture and brought new opportunities for engagement.

IBAM remains a niche conference, boasting good academic research presented in a strong culture of friendliness and respect. It was important to our founders, and it remains important to this generation of IBAM leaders that we not lose sight of our collegial commitment to high quality research.

It has been my honor to serve as IBAM's President. Having had previous roles as Program Chair and Division Chair, I am especially grateful for the hard work of our incoming President, Scott Jeffrey. He and Program Chair-elect Mary Pisnar have put together an exciting program. Both have worked tirelessly behind the scenes to work out the details of our conference at Monmouth University. I also appreciate the support of the Past Presidents, the Division Chairs, and the Board of Directors. Special thanks to our departing division chairs and board members. Division I Chair Kathy Utecht and Division II Chair, Tom Martin run tight ships and have gifted IBAM with the highest level of expertise in their fields. Board member Jeff Tyler leaves despite multiple attempts by me to keep him involved as our project management consultant. Alas, retirement sings the siren song.

IBAM leaders are tasked each year with future visioning. Two years ago, we determined it was time to bring outsourced functions back into the organization following the retirement of long-time IBAM travel agent extraordinaire Linda Hoffner. Additionally, we recognized the need for a new brand, a fresh website, and a closer connection with our journal, JBAM. We sought to develop stronger ties with hosting universities to intensify the focus on academic integrity and keep conferences affordable.

We have achieved these goals, but it has only been through the hard work of volunteers like Past President Christy Hutchison, who donated her time and professional skills to reactivate IBAM's 501c3 status. Board member Arthur Jue has worked daily for the last year to help redesign IBAM's website into an interactive platform for information and registration that can easily adjust going forward. Arthur, Scott Jeffrey, and Mary Pisnar, have created a social media campaign that will serve IBAM well into the future. Marcel Minutolo and Paul Jacques have pushed the Journal of Behavioral and Applied Management into a new platform (Scholastica) and have worked with Scott Jeffrey to make the same change for IBAM submissions. Past President Linda Thomas has offered great advice and encouragement to the current board and to

her students about the viability of IBAM going forward. TJ Wharton stepped in to fill a gap when Kenneth York needed a hand in the Student Division. We have young enthusiasm and innovative insights with Steven Chen, Emily Knowles, Jai Lee, and Kimberly Foor.

As you can see, stepping into an IBAM leadership position is for those who like to roll up their sleeves and make things happen. We hope that you, as an IBAM member, will be just as excited about IBAM's next 25 years as we are. Please consider volunteering for a division, an administrative position, or a support committee. Speak to any board member or division chair about opportunities to serve.

IBAM would not be possible without you. Thank you for your research submissions and your commitment of personal and institutional support to be here. We thank Monmouth University, our hosts, and hope you will enjoy its beautiful campus.

We dedicate IBAM 25 to those who came before us, whose inspiration was their belief that academic conferences need not be contentious, but should be collegial. IBAM is a place where academics and practitioners alike are welcomed, appreciated, and encouraged toward their best research and practice.

Sara B. Kimmel  
IBAM President, 2016-2018

IBAM 1 (1993) - Denver  
IBAM 2 (1994) - Washington  
IBAM 3 (1995) - Seattle  
IBAM 4 (1996) - Portland  
IBAM 5 (1997) - San Antonio  
IBAM 6 (1998) - Orlando  
IBAM 7 (1999) - Annapolis  
IBAM 8 (2000) - San Diego  
IBAM 9 (2001) - Charleston  
IBAM 10 (2002) - Denver  
IBAM 11 (2003) - Tampa  
IBAM 12 (2004) – Providence  
IBAM 13 (2005) - Scottsdale

IBAM 14 (2006) - Memphis  
IBAM 15 (2007) - Reno  
IBAM 16 (2008) - Orlando  
IBAM 17 (2009) – Washington  
IBAM 18 (2010) – San Diego  
IBAM 19 (2011) - Orlando  
IBAM 20 (2012) - Nashville  
IBAM 21 (2013) - San Diego  
IBAM 22 (2014) - Orlando  
IBAM 23 (2015) - Pittsburgh – Robert Morris  
University  
IBAM 24 (2016) - San Diego  
IBAM 25 (2018) – West Long Branch –  
Monmouth University

## Welcome to the Jersey Shore!

It is hard to believe that this is the 25<sup>th</sup> conference for IBAM. On behalf of all the Program Committee of IBAM, I welcome you to IBAM 25 in West Long Branch, NJ. Our theme this year is *Coming Together*. I began with IBAM in Orlando in 2008 and DC in 2009. Took a hiatus to get settled in my new job here and then came back in 2013. I have been a member of the leadership since then and have never regretted it. IBAM attendees are a great group and I love meeting with them.

Those who have attended IBAM conferences in the past know that socializing with your friends from past conferences is one of the great pleasures of attending. However, we are also an academic conference, so please attend as many of the sessions as you can. During these sessions, listen carefully and question any assumptions and conclusions of the presenters.

In addition to the scholarly sessions IBAM is known for, we will also have time for *coming together* to network and bond during informal events as well. Please join us at the Presidential Reception on Thursday night and the Awards Luncheon on Friday to meet new colleagues and renew old friendships. Friday evening we invite you to “Explore the Shore” and see what this area of New Jersey can offer and to socialize in a more informal environment. If you don’t feel up to it, don’t worry, there will be other opportunities to engage.

We are honored to have John Lloyd, FACHE, as our out keynote speaker. He is currently the Co-CEO of Hackensack-Meridian Healthcare (HMH), which has recently become the largest health care provider in New Jersey. HMH has grown over the last 6 years through acquisitions and mergers and so John is uniquely qualified to talk about the challenges of bringing organizations together.

I would like to thank the Division Chairs and co-chairs: Kathy Utecht Division 1, Tom Martin of Division 2, Marcel Minutolo and Jay Lee of Division 3, John Stakeley and Kimberly Foor of Division 4, and T.J. Wharton and Kenneth York of Division 5. They serve as volunteers and work tirelessly to make this conference a success. Your work is held to their high standards, and they have personally reviewed each paper in their divisions. The Division Chairs are the true gatekeepers of the quality of the IBAM academic experience.

Thank you to everyone who volunteered as a reviewer in 2018. Please continue to donate your service to IBAM. I also want to offer my personal gratitude to our President, Sara Kimmel, who has provided tremendous support for me over the last 3 years as I grew into this role.

I look forward to speaking with each of you over the next few days.

Scott Jeffrey, Ph.D.  
IBAM VP/Program Chair

# **IBAM Leadership 2016-2018**

## **Officers**

**President:** Sara B. Kimmel, Mississippi College  
**Vice President and Program Chair:** Scott Jeffrey, Monmouth University  
**Program Chair Elect:** Mary Pissar, Baldwin Wallace University  
**Secretary:** OPEN  
**Treasurer:** OPEN  
**Immediate Past President:** Ken Levitt, Frostburg State University  
**Proceedings Editor:** Paul Jacques, Rhode Island College.  
**JBAM Editor:** Marcel Minutolo, Robert Morris University  
**JBAM Associate Editor:** Paul Jacques, Rhode Island University  
**JBAM Assistant Editor:** John Garger

## **Division Chairs**

### **Division I: Human Resources Management**

Kathleen Utecht, Sam Houston State University

### **Division II: Organizational Behavior, Theory, and Development**

Tom Martin, University of Nebraska at Omaha

### **Division III: Strategic and Global Management**

Marcel Minutolo, Robert Morris University  
Jay Lee, CSUS

### **Division IV: Management Education and Pedagogy**

Kimberly Foor, University of Maryland  
John Stakeley, RMU

### **Division V: Student Papers**

T.J. Wharton, Oakland University  
Kenneth M. York, Oakland University

## **Board of Governors**

Jeff Tyler, Kaplan University  
Arthur Jue, LiveFreely Inc., and Walden University  
I-shuo (Steven) Chen, Wuhan University  
Emily Knowles, Liberty University

## **Past Presidents Council**

Chair: Christy Hutchison, Peru State College  
Ed Portugal, State University of New York at Potsdam  
Linda Thiede Thomas, Bellevue University  
Melody Wollan, Eastern Illinois University  
Howard Fero, Albertus Magnus College  
Rebecca L. Herman, Purdue Global University  
Kenneth Levitt, Frostburg State University

## LEADERSHIP OPPORTUNITIES WITH IBAM

If you would like to become more involved with IBAM, please contact Sara Kimmel or Scott Jeffrey by 8:00 PM Thursday, August 2 in order to be included on the election ballot. Elections will occur during the luncheon on Friday.

### Current Positions

- Elected Positions (open)
  - Secretary
  - Board of Governors (3)
  - Program Chair-Elect
- Elected Positions (Tentatively filled but additional nominations welcome)
  - President
  - VP/Conf Chair
  - Treasurer
- Volunteers
  - Strategic and conference workgroups: IBAM needs you! Volunteers who can work with marketing, promotion, web content, planning, divisions, and conference events are welcome.
    - See Sara Kimmel or Scott Jeffrey for more information.
  - Co-chairs for Division I, Division II, Division IV, and Division V

### Expectations of IBAM Leaders:

- Attend the annual conference, including the pre and post leadership meetings.
- Be engaged, support the organization's mission and values, and participate in making the conference and journal a success through positive interactions.
- Be interested in filling the position for two years and in mentoring others to help fill your position in the future.
- Detailed job descriptions for IBAM openings are available in the registration area.

### **IBAM at your fingertips**

WEB: <https://www.ibam.com/>

LINKEDIN: <https://www.linkedin.com/groups/1826655>

FACEBOOK: <https://www.facebook.com/IBAM25/>



# Summary Schedule of Conference Events

## Thursday, 2 August

8:00am – 8:30am	Leadership Breakfast
8:45am – 11:00am	Leadership Meeting
11:30am – 1:00pm	Welcome Luncheon
1:30pm – 2:30pm	A1: The Politics of Campus Speech and Academic Freedom A2: Meet the Editors of JBAM
2:30pm – 2:45pm	Break
2:45pm – 3:45pm	B1: Accreditation Q&A B2: Best Practices for Statistical Analysis
3:45pm – 4:00pm	Break
4:00pm – 5:00pm	C1: Service Learning C2: Digital Strategies for the Growth of IBAM
6:00pm – 8:00pm	Presidential Reception

## Friday, 3 August

7:00am – 8:15am	Breakfast
8:30am – 10:00am	D1: Workshop: The Care and Feeding of an Adjunct D2: Leadership Behaviors
10:00am – 11:30am	E1: Workshop: Leadership Behaviors: To Stay or Leave E2: Entrepreneurship E3: Workshop on Female Affinity Groups
11:45am – 1:15pm	Awards Lunch and Keynote Address
1:30pm – 3:00pm	F1: Thinking and Deciding F2: Workshop: MBA Study Abroad F3: Behavior in Organizations
3:15pm – 4:15pm	Campus Tour
4:30pm – 6:00pm	G1: Human Resource Considerations G2: Pedagogy: A Look into the Minds of Students
6:00 and beyond	Explore the Shore

## Saturday, 4 August

7:00am – 7:45am	Breakfast
8:00am – 9:30am	H1: Helping Students THINK H2: Culture and Creativity
9:30am – 11:00am	J1: Incubator Ideas J2: Leadership
11:15am – 2:00pm	Closing Leadership Meeting

## **THE BEST OF IBAM 2018**

### **BEST CONFERENCE PAPERS**

**Division I:** Mary Pinar, Baldwin Wallace University; Suniti Phradke, Christ University;  
Joseph Vicente B. de M. Cordeiro, FAE Business School: International Comparative  
Analysis of the Schutte Self-Report Emotional Intelligence Scale

**Division II:** Kenneth Levitt, Frostburg State University  
The Effects of Procedural Justice and Locus of Control on Task Performance

**Division III:** Joe McManus, Monmouth University  
High Status, Rivalry & the License to Ill: How High Status Can License Organizational  
Misconduct

**Division IV:** T.J. Wharton, and Kenneth M. York, Oakland University  
A Baker's Half Dozen: Brain Energizers

**Division V (Student Paper):** Jacqueline, Csonka-Peeren, University of Waterloo  
Predicting Ambiguity Preferences in Entrepreneurial Finance

### **JBAM BEST PAPER**

Few, W. Timothy & Few, Molly E. 2018. Identity, Competitors & Distinctiveness: Who  
Are We? Who Are They? Journal of Behavioral and Applied Management, 18(1), 63-86.

### **IBAM BEST REVIEWER**

**John J. Sosik**

The Pennsylvania State University

## A Brief History of IBAM

The exact date of IBAM's founding is uncertain (some say it began over drinks in Charleston, S.C. in the summer of 1990; others say it began later that year in Philadelphia during the annual meeting of the Association of Management (AsM); while still others point to a meeting in January, 1992 in Pittsburgh). The first official meeting, however, was held in the summer of 1992 in Breckenridge, Colorado where the first roster of officers was elected, an initial mission was approved, and it was decided that we would begin to raise funds to support an initial national conference. An initial national office was established in the Monfort College of Business at the University of Northern Colorado, and Dan Rowley as the initial president and two student assistants (provided by the College) set about organizing the first official meetings.

Based on a major gift from the University of Northern Colorado and several smaller gifts from officers and other educational institutions, IBAM 1 was held in Denver in the fall of 1993. There were only 74 participants, but the conference was a success, raising enough money to support a call for papers for IBAM 2, to be held in the fall of 1994 in Washington, D.C. The Denver conference also attracted our first nationally-known Keynote speaker, Dr. Fred Luthans from the University of Nebraska, thus creating a tradition IBAM has tried to maintain over the years.

As they say, the rest is history. We've had our ups and downs, but IBAM has grown in terms of financial strength, national reputation, and quality over the years. The general format of the organization and its program has changed very little over the years, only adding new activities and academic areas as they have become evident in the body of knowledge in the Field of Management. Clearly, one of our major advancements has been the introduction of the *Journal of Behavioral and Applied Management* which is published as a virtual journal on the Internet. Its first edition was published in 1999, and has become a widely known and respected contribution by IBAM to the management academic community.

The original mission of IBAM was to provide a small boutique academic professional organization to serve the needs of professors (especially new professors), students, and management practitioners in a smaller, helpful, and constructive environment. As the organization has progressed, it has not only achieved the goals implied in the mission statement, but has sought to remain relevant, maintain a high level of quality, and become a family. It is a pleasure to have been associated with IBAM and its members over the past 18 years, and I hope to remain a part of this group for many years to come.

**Daniel James Rowley, Ph.D.**  
**Founding President of IBAM**  
**Greeley, Colorado - August, 2007**

*Dan Rowley was not only a founding member of IBAM, but continued his support of IBAM as a Past President, Reviewer, Author, and Discussant until his death. His historical account of IBAM's origins and his authorship of the core documents of the organization serve to remind us of his honorable legacy.*

## Founding Members of IBAM (1992)

Daniel James Rowley, PhD  
University of Northern Colorado

Pam Hopkins, PhD  
Southern Connecticut State University

Herbert Sherman, PhD  
Southampton College -  
Long Island University

Jim Nimnicht, PhD  
Central Washington University

Shahrokh Dalpour, PhD  
University of Maine, Farmington

Joan Coll, PhD  
Seton Hall University

John Kilpatrick, PhD  
Idaho State University

Sharon Clinebell, PhD  
University of Northern Colorado

Paul Stepanovich, PhD  
Southern Connecticut State University

Don Nixon, PhD  
Central Washington University

Ray Alie, PhD  
Western Michigan University

Eric Landsford (student)  
University of Northern Colorado

Howard Kinslinger, PhD  
Bloomsburg University of Pennsylvania

Kimberlee Keef, PhD  
New England University



## Great Sessions Involve Quality Presentations, Organized Chairs, and Insightful Discussants

For IBAM to be a good experience, it is important that session participants perform their responsibilities and roles.

Authors, session chairs and discussants are encouraged to:

1. **Be prepared.** Show up to the room 10 minutes ahead of time; introduce yourselves to each other. The discussant and session chair should have already read the papers and prepared comments. Authors can use this time to upload presentations and prepare the audio-visual equipment for use.
2. **Structure the session.** Discuss the timing allocations and make sure everyone understands how time will be managed and how presentation and discussant times will be allocated. Remember to leave time for general audience participation.
3. **Keep on schedule.** Session chairs should introduce and open the session, offering a brief overview indicating how the papers are related. Enforce time limits strictly so that no author, discussant or audience member monopolizes someone else's time. Once author and discussant presentations are complete, the remainder of the time can be used for informal discussion with the audience and session participants.
4. **Remember the purpose.** A session audience does not need to know every detail of each presented paper. The authors' presentations should "whet the appetite" of the listeners and motivate them to read the papers.
5. **Stimulate audience interest.** Whenever possible, a discussant should assume the role of devil's advocate, provoking discussion among the session's presenters and between the presenters and the audience. A measure of a discussant's effectiveness is the extent to which he or she engages others in an open discussion about the issues raised. Thus, rather than using the allotted time to conduct a one way presentation about the papers, a discussant should highlight controversial issues that will stimulate a dialogue among those in attendance. Discussants might consider writing out a one-page memo to the authors (or following up after the conference with an email) with some of the finer points, the harsher criticisms or elements of revision that were not covered fully during the session.

*IBAM 26!*  
*San Jose State University*  
*San Jose, CA USA*  
*In the Heart of Silicon Valley*  
*August 1 – 3, 2019*

**SJSU** SAN JOSÉ STATE  
UNIVERSITY



*Watch for the call for papers* for IBAM 26 as we gather to discuss, debate, and present our ideas about the future of behavioral and applied management! IBAM welcomes management educators, business practitioners, and students to share their ideas, research, and experiences in a friendly and supportive environment. Session discussions are lively, informative, stimulating, and broad-based.

*Submit* your original paper, symposium, workshop, or idea incubator proposal for anonymous peer review. The IBAM conference is an excellent outlet for completed research, work-in-progress, and the sharing of experiences in a variety of management sub-fields through refereed paper sessions, symposia, workshops, and panel discussions. Please consider one of these six categories of submission – one is sure to fit your needs!

### *Full Paper*

A completed paper that is being considered for publication. It might be a work in progress, work for which you are still collecting developmental feedback. It might also be a “bottom drawer” paper you are trying to revive. All full papers will be automatically considered for best paper awards.

### *Student*

A subcategory of “Full Papers” is a student paper. One author (ideally the first author) must be a student and must attend. Undergraduate, Masters, and Doctoral learners are welcome. “Best Student Paper” award(s) will be selected from this category.

Sponsoring faculty members should encourage institutional or private support of students whose papers are accepted. Submissions should include a statement that the student will attend the conference.

### *Symposia or Workshop*

Either panel or presenter format. Proposals that cross disciplines and include multiple institutions are highly encouraged. Note: Not double-blind reviewed; selected by the Program Chair for inclusion in the program.

### *Idea Incubator*

A research idea that is still being “kicked around.” At a minimum, idea incubators should have a literature review, hypotheses or research questions, and some idea of methodology. Idea incubators will be placed into their own sessions to allow feedback from peers in a more informal setting.

## *Submission Guidelines*

1. All submissions must be entirely original and may not be under concurrent consideration or accepted for presentation elsewhere. You may submit up to two papers and/or proposals in any or all of the divisions. This includes papers and proposals that are co-authored.
2. All submissions should include at least three keywords and a 75-word abstract. When selecting the Topic Area (s), please select at least one but no more than three. Papers, proposals, and summaries should be double-spaced with one-inch margins, typed in a 12-point font, and follow APA format.
3. Guidelines by submission type:  
Paper: Upload a full paper stripped of all author identification information. The paper should be in APA format with full references. Information can be found at <http://www.apastyle.org/>.  
  
Student Papers: A subcategory of “Full Papers” is a student paper. One author (ideally the first author) must be a student and must attend. Undergraduate, Masters, and Doctoral learners are welcome.  
  
Symposia or Workshop: A 3-5 proposal should be submitted through the conference site. Included in the proposal should be a statement that all contributors intend to register for and attend the conference.  
  
Idea Incubator: The author(s) should submit a detailed abstract with as much information as they have. Full idea, methodology thoughts, etc.
4. Submit your paper, proposal, or summary by uploading it into the IBAM Conference web-site: (still TBD) and following the instructions for submissions located at the site (Will be up Jan 1, 2019).
5. Please do not include a cover/title page with your paper. Author information will be recorded on the submission page at the IBAM web site. The uploaded document should be free of any identifying author indications and the document “Properties” data should be cleared as well. All submissions are double blind-reviewed.
6. All accepted program participants must register and attend the conference. Fees must be paid by posted deadlines and cannot be returned after this date for any reason.

We look forward to seeing you at IBAM 26!  
Sincerely,

*Sara Kimmel, IBAM President*  
[Kimmel@mc.edu](mailto:Kimmel@mc.edu)

*Scott Jeffrey IBAM VP/Program Chair*  
[sjeffrey@monmouth.edu](mailto:sjeffrey@monmouth.edu)





# *JBAM*

## *Call for Papers*

### **JOURNAL OF BEHAVIORAL AND APPLIED MANAGEMENT**

We invite management scholars, trainers and practitioners to contribute articles or cases for possible publication in the *Journal of Behavioral and Applied Management* (ISSN 1930 0158), a national refereed, online publication.

Manuscripts should be of interest to researchers, management instructors at the undergraduate and graduate levels, and to practitioners.

The *Journal of Behavioral and Applied Management* is listed with the ProQuest's ABI Inform; and in the *Cabell's Directory of Publishing Opportunities*.

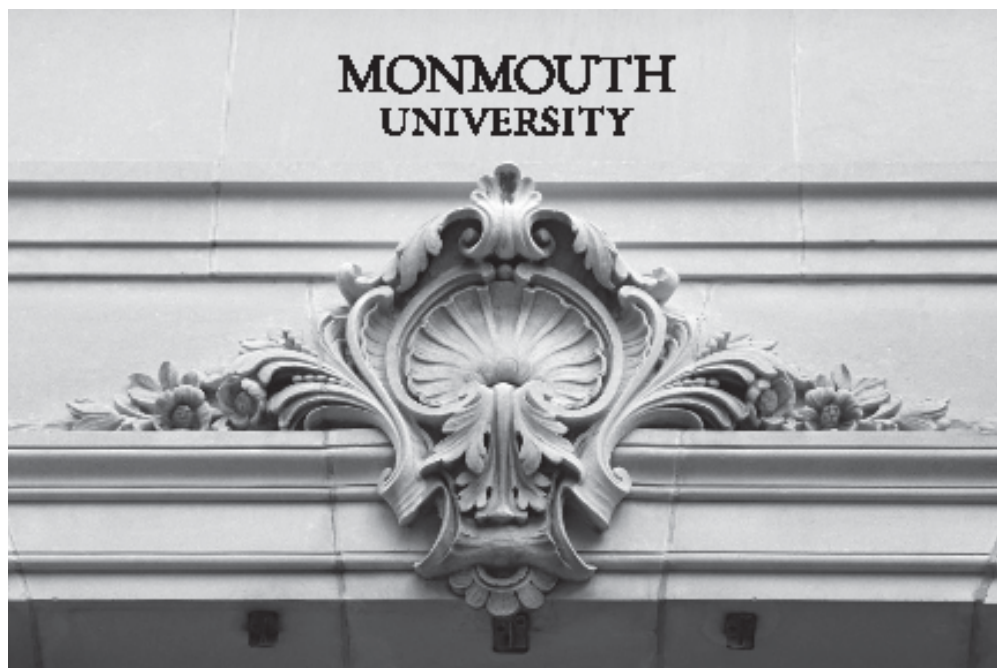
A style guide may be found at <https://jbam.scholasticahq.com/for-authors>  
Manuscripts may not be previously published or be under consideration for publication by another journal.

Previous issues can be examined at <https://jbam.scholasticahq.com/>

**Marcel Minutolo, Editor**  
**Paul Jacques, Associate Editor**  
**Journal of Behavioral and Applied Management**



## Detailed Schedule

IBAM 25 Program - Thursday, August 2nd Monmouth University	
8:00 a.m. – 5:00 p.m. Pozycki Hall 2 <sup>nd</sup> floor	Registration
8:00 a.m. – 8:30 a.m. Turrell Board Room	<b>Leadership Breakfast:</b> Board of Governors, Past Presidents, Administrative Team, Division Chairs
8:45 a.m. – 11:00 a.m. Turrell Board Room (Bey Hall 201)	<b>Leadership Meeting (Registration Open until 11:15 a.m.)</b>
11:30 a.m. – 1: 00 p.m. Turrell Board Room (BH 201)	<b>Welcome Luncheon – All Registered IBAMers</b> Opening Remarks and Introductions IBAM President: Sara Kimmel
12:30 p.m. – 1:00 p.m. (BH 201)	<b>Business Meeting</b> IBAM President: Sara Kimmel Program Announcements IBAM Program Chair: Scott Jeffrey



<b>1:30 p.m. – 2:30 p.m.      Session A: Professional Development Workshops</b>	
<p><u>Session A1: The Politics of Campus Speech and Academic Freedom</u></p> <p><i>Pozycki 204</i></p> <p>Presenters: Christy Hutchison and Mary Goebel-Lundholm, Peru State College</p> <p>Free speech and academic freedom are growing concerns on many campuses. From controversial speakers to accusations that faculty indoctrinate students politically; college communities are facing scrutiny like never before. This discussion will feature a recent dustup that occurred at the University of Nebraska-Lincoln and will invite attendees to share concerns of their own about campus speech, politics, and academic freedom.</p>	<p><u>Session A2: Publishing in JBAM – Meet the JBAM Editors</u></p> <p><i>Pozycki 206</i></p> <p>Chair: Marcel Minutolo, Robert Morris University</p> <p>JBAM Editors Marcel Minutolo and Paul Jacques lead this discussion about what the expectations are for authors interested in publishing their research in JBAM, the journal of the Institute of Behavior and Applied Management. They will answer your questions and give great tips for publishing.</p>
<b>2:30 p.m. – 2:45 p.m.      Break: Enjoy a beverage and catch up with IBAMers.</b>	
<b>2:45 p.m. – 3:45 p.m.      Session B: Professional Development Workshops</b>	
<p><u>Session B1: Accreditation Q&amp;A</u></p> <p><i>Pozycki 204</i></p> <p>Presenter: Gilda Agacer, Associate Dean of the Leon Hess Business School</p> <p>The associate and assistant deans of the LHBS will walk you through their experiences regarding accreditation with AACSB.</p> <p>They will also entertain questions regarding the process for those interested in other accrediting bodies.</p>	<p><u>Session B2: Best Practices for Statistical Analysis</u></p> <p><i>Pozycki Hall 207</i></p> <p>Presenter: Robert Scott, Monmouth University</p> <p>Dr. Robert Scott is an economist who teaches statistics to business students at Monmouth University.</p> <p>This session will discuss some of the best practices of statistical analysis for academic research including:</p> <ul style="list-style-type: none"> <li>• Getting good data</li> <li>• Using the right models</li> <li>• Software options</li> <li>• How best to present results.</li> </ul>
<b>3:45 p.m. – 4:00 p.m.      Break: Stretch your legs and come back!</b>	

4:00 p.m. – 5:00 p.m. <b>Session C: Professional Development Workshops</b>	
<p><u>Session C1: Service Learning</u>  <i>Pozycki 204</i></p> <p>Chair: Jen Brill, Director of the MU Center for Excellence in Teaching and Learning.</p> <p>Dr. Brill will lead a discussion on how Service Learning (SL), a signature pedagogy at Monmouth University, can be integrated into a curriculum. Together, we will articulate the three SL phases along with examples of the phases in a course; identify opportunities and challenges that SL presents and corresponding strategies for realizing opportunities and mitigating challenges; and, evaluate a curriculum for the best leverage point(s) for introducing SL.</p>	<p><u>Session C2: Innovation Leadership: Digital Strategies for the Growth of IBAM</u>  <i>Pozycki 206</i></p> <p>Chair: Arthur Jue, International Technological University</p> <p>This symposium is designed to crowd-source the collective wisdom of conference attendees in bridging the gap between IBAM's current organizational state and its future growth and sustainability</p> <p>Topics covered will include but are not limited to discussions on innovative thinking that can lead us to healthy membership and organizational viability.</p>
<p><b>6:00 p.m. – 8:00 p.m.      Presidential Reception</b></p> <p><i>Wilson Hall</i>  <i>Pompeii Room</i>  <i>Erlanger Gardens</i></p> <p>Meet and greet other IBAMers, catch up on research, network, and just relax with friends. Drinks and Heavy Appetizers available</p> <p>After 8:00 p.m.      Evening on your own – but not too late – we start early at IBAM!</p>	

IBAM 25 Program - Friday, August 3, 2018	
7:00 a.m. – 8:15 a.m. <i>Pozycki Hall 2<sup>nd</sup> Floor</i>	Breakfast – enjoy a delicious continental breakfast with IBAM friends.
Guide to ICONs:	 Student Paper  Best Paper Winner
8:30 a.m. – 10:00 a.m.      Session D: Academic and Practitioner Papers	
Session D1, Pozycki 204: Workshop: The Care and Feeding of an Adjunct  <i>Kelly Sylte, Bellevue University</i>  Recruiting qualified adjuncts takes time and resources. Putting concerted effort into on-boarding and training new staff improves performance and retention. Come and discover key secrets to the "care and feeding" of adjuncts. Your students will be glad you did!	
Session D2, Pozycki 206: Chair: Graeme Coetzer, College of Charleston Discussant: Kathleen Utecht, Sam Houston State University  <i>Arthur Jue, International Technological University; Tom Sawyer, Health Directions Consulting; Steve Goveia, John F. Kennedy University; Richard Brydges, Chapman University; Carolyn Salerno, ARC Leadership Group</i> Psycho-social Determinants of Health: Leading Behavioral Change in Military, Academic, and Commercial Settings  <i>D'Marie Hanson, Walden University</i> What Would Happen Should Leaders Trust Their Workers to Make Decisions That Live Up to the Organization's Real Purpose?  <i>Graeme Coetzer, College of Charleston</i> Moderating influence of Dogmatism on the Relationship between Adult Attention Deficit and the Operational Effectiveness of Project Managers	

**10:00 a.m. – 11:30 a.m.      Session E: Academic and Practitioner Papers**

Session E1, Pozycki 204: Workshop: Leadership Behaviors: To Stay or Leave

Chair: Dennis Mitterer, Kaplan University

The workshop will provide participants with an overview of the effect management's leadership behavior has on job satisfaction and turnover intention, based on research conducted in a health care organization.

Session E2, Pozycki 205: Entrepreneurship

Chair: Kenneth M. York, Oakland University

Discussant: Jay Lee, CSUS



*Jacqueline, Csonka-Peeren, University of Waterloo*

Predicting Ambiguity Preferences in Entrepreneurial Finance

*Patrick McGuigan, Pace University*

Seeing Yourself as an Entrepreneur: Emergent Entrepreneurial Intent Classification as Tool for Teaching Entrepreneurship

*Kenneth M. York and Cynthia E. Miree, Oakland University*

Achieving Competitive Balance in the Face of Resource Uncertainty: A Resource Dependence Perspective on the Negro Baseball Leagues

Session E3, Pozycki 206: Workshop: A Human Resources Framework for Female Affinity Groups

*Jennifer Murnane, Indiana Institute of Technology; Peter Gabriel, Creighton University*

This workshop will explore the topic of female affinity groups and how to best implement and measure the organizational impact of these formalized organizational initiatives that are focused on networking and professional development opportunities for women. This presentation will provide participants with a new framework for creating female affinity groups and connecting them to organizational outcomes.

**11:45am – 1:15 p.m.**

**Awards Luncheon and Keynote Address**

Chair: Sara Kimmel, IBAM President

**AGENDA:**

**Announcements: Presented by Sara Kimmel**

**Best Paper Awards: Presented by Division Chairs, Moderated by Scott Jeffrey**

**Best Reviewer Award: Presented by Scott Jeffrey**

**Elections: Moderated by Ken Levitt, Immediate Past President**

**Keynote Speaker: Introduced by Scott Jeffrey**

**Election Results and Passing the Gavel**

**Keynote Speaker:**



John K. Lloyd FACHE, is the co-CEO of Hackensack-Meridian Health headquartered in Edison, New Jersey. Prior to the merger of Hackensack University Health Network and Meridian Health, John K. Lloyd, served as president and chief executive officer of Meridian Health, a \$1.8 billion, New Jersey-based, not-for-profit integrated health system. Under John's leadership, Meridian Health grew and evolved into a nationally-recognized health care leader, with a special focus on clinical quality, nursing excellence, and innovative technology applications.

John has served as chair of NJ Hospital Association and has held local, state and national board positions at organizations such as the NJ Council of Teaching Hospitals, American Hospital Association, American College of Healthcare Executives, Georgian Court University, QualCare, Commerce Bank and Lifetime Fitness. John is a past recipient of the Medical Executive Award from the Academy of Medicine of NJ and the Distinguished Business Leader Award from Monmouth University. In 2009, John was recognized by the NJHA as its Healthcare Professional of the Year. He is currently ranked among the most powerful healthcare leaders by NJBIZ. John was listed as one of the 2015 "130 Nonprofit Hospital and Health System CEOs to Know."

**1:30 p.m. – 3:00 p.m.      Session F: Academic and Practitioner Papers**

Session F1, Pozyski 204:

Chair: I-Shuo Chen, Wuhan University

Discussant: Mark Harrison, Randolph College

*Carolyn Salerno, ARC Leadership Group*

The Unpredictable Journey of Life, Health, and Well-Being with Parkinson's Disease

*I-Shuo Chen, Wuhan University*

An Extended Degeneration Theory of Genius



*Zengyi Chen and I-Shuo Chen, Wuhan University: The Role of Leisure Crafting in Work: An Application of Conservation of Resources (COR) Theory*

Session F2, Pozyski 206: Workshop: MBA Study Abroad: Global Connections with Technology Start-up Companies in Central Europe (A Pictorial Journey)

Chair: Linda Thomas, Bellevue University

*Presenters: Susan Beaton, RN. BSN.CPN.CPC., Blue Cross and Blue Shield of Nebraska; Michelle Stenslokken, Blue Cross and Blue Shield of Nebraska*

The purpose of this workshop is to take participants through the process of developing a customized, MBA Study Abroad experience that enables students to apply their global business skills to real companies in different countries and international cultures.

Session F3, Pozyski 206: Behavior in Organizations

Chair: Kenneth Levitt, Frostburg State University

Discussant: Jim Kimpel, University of Pittsburgh



*Joe McManus, Monmouth University*

High Status, Rivalry & The License to Ill: How High Status Can License Organizational Misconduct

*Jay Lee, California State University Sacramento*

The Impact of Advisory Services on M&A Performance



*Kenneth Levitt, Frostburg State University*

The Effects of Procedural Justice and Locus of Control on Task Performance

**3:15 – 4:15 p.m.**

**Campus Tour: We are fortunate to have an undergraduate student ambassador willing to show us the beautiful MU campus.**



**4:30 p.m. – 6:00 p.m.      Session G: Academic and Practitioner Papers**

Session G1, Pozycki 204: Human Resource Considerations

Chair: Kathleen Utecht, Sam Houston State University

Discussant: Ken Levitt, Frostburg State University



*Mary Pisnar, Baldwin Wallace University; Suniti Phradke, Christ University; Joseph Vicente B. de M. Cordeiro, FAE Business School:*  
International Comparative Analysis of the Schutte Self-Report Emotional Intelligence Scale

*Grace Beasley-Matthews, Walden University*

Strategies to Improve Productivity of a Multigenerational Workforce

*Kathleen Utecht, Sam Houston State University*

Staffing the Position of Human Resources Director: Examining the Variability in Selection Decisions

Session G2, Pozycki 206: Pedagogy: A Look into the Minds of Students

Chair: Sara Kimmel, Mississippi College

Discussant: Scott Jeffrey, Monmouth University

*Mark Harrison, Randolph College*

Effect of "Cheat Sheets" on Student Stress During Pre-Lecture Quizzes.

*Thomas Sullivan and Nadine Page, Hult International Business School*

To Graduation and Beyond! Exploring the Existence and Characteristics of Growth Mindset in MBA Graduates in the Workplace

*Sara Kimmel, Mississippi College*

What Can I Do to improve my Grade? Self-regulated Learning and Success in a School of Business

After 6:00 p.m.

Explore the Shore! Many restaurants and bars to entertain you in Pier Village or West End. Ask Scott Jeffrey for recommendations. For the more adventurous, Asbury Park is not far

## IBAM 25 Program - Saturday, August 4, 2018

7:00 a.m. – 7:45 a.m.      Breakfast – Enjoy a delicious continental breakfast with IBAM friends.

**8:00 a.m. – 9:30 a.m.**

### **Session H: Academic and Practitioner Papers**

Session H1, Pozycki 204: PAPERS: Helping Students Think

Chair: Scott Jeffrey, Monmouth University

Discussant: Joe McManus, Monmouth University

*Robert Heiser, Patricia Griffin, and Gary Palin, University of Southern Maine*

Substituting Transformational Learning for Traditional Role Playing Exercises in Professional Sales Education & Training



*T.J. Wharton, and Kenneth M. York, Oakland University*

A Baker's Half Dozen: Brain Energizers

*Scott Jeffrey, Monmouth University*

Using Debates to Develop Critical Thinking Skills in a Business Ethics Course

Session H2, Pozycki 206: Global Concerns

Chair: Michael Pawlish, Georgian Court University

Discussant: Mary Pisanar, Baldwin Wallace University

*James Kimpel, University of Pittsburgh*

Measuring the Impact of Culture on Critical Success Factors for Global Information System Implementations



*Hope Obika Waobikeze, Walden University*

Sustainability Strategies for Immigrant Small Business Owners

*Michael Pawlish, Georgian Court University*

An Inquiry into the Solar Industry

9:30 – 11:00 a.m.	Session J: Academic and Practitioner Papers
	<p>Session J1, Pozyski 204: Workshop: The Significance of Participation in an Innovation Training Program on the Perception of Creative Behaviors</p> <p>Chair Kimberley Foor, University of Baltimore</p> <p><i>Kimberly Foor, University of Baltimore</i> The Significance of Participation in an Innovation Training Program on the Perception of Creative Behaviors</p>
	<p>Session J2, Pozyski 206: Leadership Chair: Paul Jacques, Rhode Island College Discussant: Robert Heiser, University of Southern Maine</p> <p><i>Dennis Mitterer, Kaplan University</i> Leadership's Impact on Job Satisfaction</p> <p><i>Leslie DiManna and Paul Jacques, Rhode Island College; John Garger, The Science Survival Academy</i> Substitutes for Leadership in Learning Environments</p> <p><i>Paul Jacques, and Lissa Almanzar, Rhode Island College; Geoffrey LeRoy, APICS; John Garger, The Science Survival Academy</i> Leadership and the Social Psychology of Lean Enterprise</p>
11:00 a.m.	<p>IBAM 25 comes to an end. The IBAM 25 Proceedings will be posted electronically on the IBAM website (<a href="http://www.ibam.com">http://www.ibam.com</a>). We hope that you have been enriched by your time in New Jersey and wish you safe travels home.</p> <p>Please continue to share your research with IBAM and JBAM. If you are interested in finding out more about volunteer opportunities with IBAM, please contact Sara Kimmel (<a href="mailto:kimmel@mc.edu">kimmel@mc.edu</a>) or Scott Jeffrey (<a href="mailto:sjeffrey@monmouth.edu">sjeffrey@monmouth.edu</a>).</p>

# Brief Presentation Abstracts

## Session D

Kelly Sylte, Bellevue University: The Care and Feeding of an Adjunct

Recruiting qualified adjuncts takes time and resources. Putting concerted effort into onboarding and training new staff improves performance and retention. Come and discover key secrets to the "care and feeding" of adjuncts.

Arthur Jue, International Technological University; Tom Sawyer, Health Directions Consulting; Steve Goveia, John F. Kennedy University; Richard Brydges, Chapman University; Carolyn Salerno, ARC Leadership Group: Psycho-social Determinants of Health: Leading Behavioral Change in Military, Academic, and Commercial Settings

This paper presents research on the effectiveness of Employee Assistance Programs (EAP) in generating productivity improvements within organizations through applications of transformational leadership and stewardship theory.

D'Marie Hanson, Walden University. What Would Happen Should Leaders Trust Their Workers to Make Decisions That Live Up to the Organization's Real Purpose?

This is a paper discussing reflections about living up to organizational realities. It is a phenomenological look at a case study from my own life in trusting works to make decisions. This will be a discussion of this applied example of organizational leadership, soliciting participant input, feedback, and commentary as a dialectic on aspects of effective leadership in organizations. I will solicit input in further constructing and evolving this story for potential publication.

Graeme Coetzer, College of Charleston: Moderating influence of Dogmatism on the relationship between Adult Attention Deficit and the Operational Effectiveness of Project Managers

An empirical examination of the moderating influence of dogmatism (DG) on the relationship between adult attention deficit (AAD) and operational (traditional) project manager effectiveness (OPME).

## Session E

Dennis Mitterer, Kaplan University: Leadership Behaviors: To Stay or Leave

The workshop will provide participants with an overview of the effect management's leadership behavior has on job satisfaction and turnover intention, based on research conducted in a health care organization.

Jacqueline, Csonka-Peeran, University of Waterloo: Predicting Ambiguity Preferences in Entrepreneurial Finance

We propose a conceptual model for predicting ambiguity preferences in financial decision-making within an entrepreneurial context.

Patrick McGuigan, Pace University: Seeing Yourself as an Entrepreneur: Emergent Entrepreneurial Intent Classification as Tool for Teaching Entrepreneurship

A taxonomy of emergent entrepreneurial intent is developed that includes four pathways: intentional, accidental, environmental, and personality.

Kenneth M. York and Cynthia E. Miree, Oakland University: Achieving Competitive Balance in the Face of Resource Uncertainty: A Resource Dependence Perspective on the Negro Baseball Leagues

The Resource Dependence Theory was tested using data from three Negro Leagues and the two Major Leagues of baseball.

Jennifer Murnane, Indiana Institute of Technology; Peter Gabriel, Creighton University: A Human Resources Framework for Female Affinity Groups

This workshop will explore the topic of female affinity groups and how to best implement and measure the organizational impact of formalized organizational initiatives.

## **Session F**

I-Shuo Chen, Wuhan University: An Extended Degeneration Theory of Genius

The present study aims to extend the degeneration theory of genius to improve its explanatory power.

Carolyn Salerno, ARC Leadership Group. The Unpredictable Journey of Life, Health, and Well-Being with Parkinson's Disease

This session will be a phenomenological look into my personal journey with Parkinson's Disease. Because the journey with my husband's Parkinson's Disease has been unpredictable, I continue to rely on the expertise and leadership of primary doctors, professional medical consultants, and new technology to navigate our difficult and treacherous journey.

Zengyi Chen and I-Shuo Chen, Wuhan University: The Role of Leisure Crafting in Work: An Application of Conservation of Resources (COR) Theory

We discuss the relationships between leisure crafting and job resources as well as job demands, using personal resources as a mediator.

Linda Thomas, Susan Beaton, and Michelle Stenslokken, Bellevue University: MBA Study Abroad: Global Connections with Technology Start-up Companies in Central Europe

The purpose of this workshop is to take participants through the process of developing a customized, MBA Study Abroad experience that enables students to apply their global business skills to real companies in different countries and international cultures.

Joe McManus, Monmouth University: High Status, Rivalry & The License to Ill: How High Status Can License Organizational Misconduct

The paper hypothesizes that high status actors are highly susceptible to moral self-licensing effects due to competitive interactions with rivals. This makes them more likely to commit acts of organizational misconduct.

Jay Lee, California State University Sacramento  
The Impact of Advisory Services on M&A Performance

The study focuses on the differentiated influence of M&A advisors by the clients on the deal progress and examines sell-side and buy-side M&A advisors' different impact on the acquirer's cumulative abnormal returns and acquisition premiums.

Kenneth Levitt, Frostburg State University: The Effects of Procedural Justice and Locus of Control on Task Performance

The study revealed an interaction between locus of control and procedural voice on task performance such that procedural voice influenced task performance for internals, but not for externals. However, this interaction was only found when the procedural voice was influential, and not when it was without actual influence.

## **Session G**

Mary Pisnar, Baldwin Wallace University; Suniti Phradke, Christ University; Joseph Vicente B. de M. Cordeiro, FAE Business School: International Comparative Analysis of the Schutte Self-Report Emotional Intelligence Scale.

Data collected through a collaborative research project with Baldwin Wallace University, FAE Business School in Curitiba, Brazil and Christ University in Bangalore, India are used to compare the U.S., Brazil, and India responses to the Schutte Self-Report Emotional Intelligence Scale (SSREI). Results show that dimensions of the SSREI do not translate well across cultures, but the unidimensional scale may be appropriate across cultures.

Grace Beasley-Matthews, Walden University. Strategies to Improve Productivity of a Multigenerational Workforce

The U.S. Bureau of Labor Statistics reports that millennials will soon represent 46% of the workforce. The anticipated changes in the workforce are of great concern to business leaders who may manage individuals from different generations. The purpose of this multiple case study was to explore the strategies that administrative leaders in an advisory group of community-based organizations and educational institutions used to improve the productivity of a multigenerational workforce. Data were collected from interviews to elicit narratives from 6 administrative leaders from 6 different nonprofit organizations throughout the northeast region of the United States with experience improving the productivity of a multigenerational workforce. Findings from this study may contribute to social change because chief executive officers (CEO) may use the strategies to implement corrective measures to positively influence the productivity of a multigenerational workforce.

Kathleen Utecht, Sam Houston State University: Staffing the Position of Human Resources Director: Examining the Variability in Selection Decisions

At all stages, selection decisions are influenced by a host of assessment methods used in the process. The choice of which methods to use is guided by determining which methods have the most merit or value.

Mark Harrison, Randolph College: Effect of “cheat sheets” on student stress during pre-lecture quizzes.

Students took weekly prelecture quizzes as part of a Team-Based Learning® (TBL) course design, and, to reduce stress, were permitted and encouraged to use a “cheat sheet”. Eighty-three percent of the respondents reported that they had created a cheat sheet and students who made cheat sheets reported reduced stress both before and during the quiz.

Thomas Sullivan and Nadine Page, Hult International Business School: To graduation and beyond! Exploring the existence and characteristics of growth mindset in MBA graduates in the workplace

This study explores the existence and characteristics of a growth mindset in MBA graduates in the workplace. Business schools can develop a growth mindset in MBA graduates, which can be effectively carried forward into the workplace for effective workplace behaviour and further organizational benefits.

Sara Kimmel, Mississippi College: What can I do to improve my grade? Self-regulated learning and success in a school of business.

In schools of business, students are challenged with mastering large amounts of multi-disciplinary content while developing as autonomous and effective learners who will become self-directed and effective managers in the workplace. We examine student grade expectations, self-interventions, and satisfaction (with grade).

## **Session H**

Robert Heiser, Patricia Griffin, and Gary Palin, University of Southern Maine: Substituting Transformational Learning for Traditional Role Playing Exercises in Professional Sales Education & Training.

We evaluate the effectiveness of transformative learning exercises in lieu of traditional sales role-play scenarios in professional selling and training classes. We highlight the longer lasting impact of the usage of transformative learning sales exercises and provide preliminary evidence of positive student response to transformative learning exercises in school of business classes.

T.J. Wharton, and Kenneth M. York, Oakland University: A Baker’s Half Dozen: Brain Energizers

Brain energizers are similar to icebreakers, and are used as short breaks during a lecture or presentation to allow the brain to rest, recharge, and refocus. These are activities, puzzles, or problems that can be done in class, typically in 5 to 10 minutes, and provide some type of learning or new insight, in a humorous or fun-filled way.

Scott Jeffrey, Monmouth University: Using Debates to Develop Critical Thinking Skills in a Business Ethics Course

This paper describes the use of policy debates in a business ethics course as an effective way to develop critical thinking skills in undergraduate business students.

James Kimpel, University of Pittsburgh: Measuring the Impact of Culture on Critical Success Factors for Global Information System Implementations

This case study research explored the challenges associated with the implementation of a global information system, identified Critical Success Factors (CSFs), and developed a method to measure the impact of culture on CSFs.

Hope Obika Waobikeze, Walden University: Sustainability Strategies for Immigrant Small Business Owners

The objective of this multiple-case study was to explore strategies for immigrant small business sustainability beyond 5 years. The identified strategies for immigrant small business sustainability included transformational leadership as the ideal leadership style for small business sustainability.

Michael Pawlish, Georgian Court University, An Inquiry into the Solar Industry

The solar industry in 2018 in the United States is facing interesting developments. The most dramatic is probably the 30% imposed tariff on imported solar panels that was implemented in the beginning of the year by the Trump administration.

Kimberly Foor, University of Baltimore: The Significance of Participation in an Innovation Training Program on the Perception of Creative Behaviors

The purpose of this qualitative exploratory case study was to examine the significance of participation in a six-session innovation training program on participants' perceived creative behaviors in a military research and development organization in eastern Maryland. The data presented in this study shows the potential value of innovation training by presenting both positive and negative outcomes, allowing leaders to understand current issues with organizational creative behaviors, and the potential opportunity to bolster these behaviors through innovation training.

## **Session J**

Kimberly Foor, University of Baltimore, The Significance of Participation in an Innovation Training Program on the Perception of Creative Behaviors

Dennis Mitrerer, Western Governors University: Leadership's Impact on Job Satisfaction

Organizational sustainability is dependent on the ability to retain good employees. This program will discuss the decision-making process, of employees, on whether to stay in a position or voluntarily terminate, based on the boss' behaviors. By educating managers on concepts that increase job satisfaction, organizational goals are met.



Leslie DiManna and Paul Jacques, Rhode Island College; John Garger, The Science Survival Academy:  
Substitutes for Leadership in Learning Environments

Drawing from a selection of leadership theories and research, substitutes for leadership in learning environments are discussed along with practical implications for designing pedagogy at both the classroom and program level.

Paul Jacques, and Lissa Almanzar, Rhode Island College; Geoffrey LeRoy, APICS; John Garger, The Science Survival Academy: Leadership and the Social Psychology of Lean Enterprise

This paper explores leadership behavior and Leader perceptions that are associated with a successful Lean implementation.

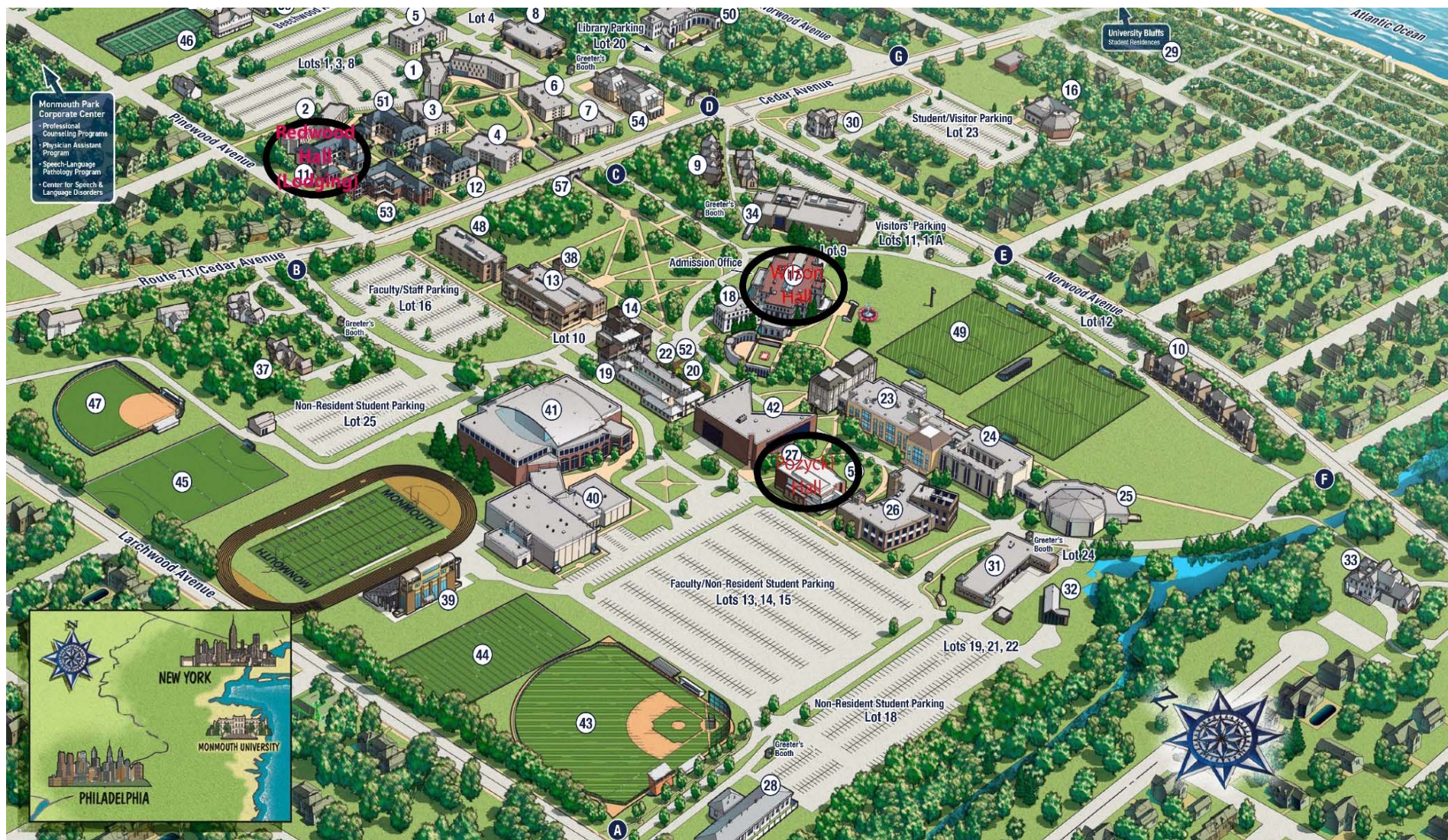
## Authors, Presenters, Chairs, and Discussants by Session

Last Name, First Name	Affiliation	Email	Author	Session Chair	Discussant
Agacer, Gilda	Monmouth University	gagacer@monmouth.edu	B1	B1	
Almanzar, Lissa	Rhode Island College	lissaalmanzar1@gmail.com	J2		
Beasley-Matthews, Grace	West Harlem Group Associates	gb1mat@aol.com	G1		
Beaton, Susan	Blue Cross/Blue Shield of Nebraska	susan.beaton@nebraskablue.com	F2		
Brill, Jen	Monmouth University	jbrill@monmouth.edu	C1	C1	
Brydges, Richard	Chapman University	rbrydges@cox.net	D2		
Chen, I-shuo	Wuhan University	ch655244@yahoo.com.tw	F1	F1	
Chen, Zengyi	Wuhan University	chenzengyi@whu.edu.cn	F1		
Coetzer, Graeme	College of Charleston	coetzergh@cofc.edu	D2		
Csonka-Peeran, Jacqueline	University of Waterloo	jcsnka@uwaterloo.ca	E2		
de M. Cordeiro, Jose Vicente B.	FAE Business School	josec@fae.edu	G1		
DiManna, Leslie	Rhode Island College	ldimanna@ric.edu	J2		
Foor, Kimberly	University of Baltimore	kimberly.l.foor.civ@mail.mil	J1	J1	
Gabriel, Peter	Creighton University	peter.gabriel94@gmail.com	E3		
Garger, John	The Science Academy	john@johngarger.com	J2		
Goveia, Steve	John Kennedy University	sgoveiamv@gmail.com	D2		
Griffin, Patricia	University of Southern Maine	patricia.a.griffin@maine.edu	H1		
Hanson, D'Marie	Walden University	dorothy.Hanson@waldenu.edu	D2		
Harrison, Mark	Randolph College	harrison555555@gmail.com	G2		F1
Heiser, Robert	University of Southern Maine	robert.heiser@maine.edu	H1		J2
Hutchison, Christie	Peru State University	candchutchison@gmail.com	A1	A1	
Jacques, Paul	Rhode Island College	pjacques@ric.edu	A2, J2	J2	
Jeffrey, Scott	Monmouth University	sjeffrey@monmouth.edu	H1	H1	G2
Jue, Arthur	International Technical University	ajue@sbcglobal.net	C2, D2	C2	
Kimmel, Sara	Mississippi College	Kimmel@mc.edu	G2	G2	J1
Kimpel, James	University of Pittsburgh	jfkimpel@pitt.edu	H2		E3

Last Name, First Name	Affiliation	Email	Author	Session Chair	Discussant
Lee, Jay	Sacramento State University	jlee@csus.edu	F3		E2
LeRoy, Geoffrey	APICS	geoffleroy@aol.com	J2		
Levitt, Kenneth	Frostburg State University	kjlevitt@frostburg.edu	F3	F3	G1
McGuigan, Patrick	Pace University	pmcguigan@pace.edu	E2		
McManus, Joseph	Monmouth University	jmcmanus@monmouth.edu	F3		H1
Merkle, Janeth	Monmouth University	jmerkle@monmouth.edu	B1		
Minutolo, Marcel	Robert Morris University	minutolo@rmu.edu	A2	A2	
Miree, Cynthia	Oakland University	miree@oakland.edu	E2		
Mitterer, Dennis	Kaplan University	dmc1@aol.com	E1, J2		
Murnane, Jennifer	Indiana Tech University	jennifer.murnane@gmail.com	E3		
Obika Waobikeze, Hope	Walden University	hopeow@gmail.com	H2		
Page, Nadine	Hult International Business School	nadine.page@ashridge.hult.edu	G2		
Palin, Gary	University of Southern Maine	gary.palin@maine.edu	H1		
Pawlish, Michael	Georgian Court University	mpawlish@georgian.edu	H2	H2	
Pisnar, Mary	Baldwin Wallace University	mpisnar@bw.edu	G1		H2
Pradhke, Suniti	Christ University	phadkesuniti@christuniversity.in	G1		
Salerno, Carolyn	ARC Leadership Group	salernoc54@gmail.com	F1, D2		
Sawyer, Thomas	Health Directions Consulting	healthdirections@aol.com	D2		
Scott, Robert	Monmouth University	rscott@monmouth.edu	B2	B2	
Stenslokken, Michelle	Blue Cross/Blue Shield of Nebraska	michelle.stenslokken@nebraskablue.com	F2		
Sullivan, Thomas	Hult International Business School	thomas.sullivan@faculty.hult.edu	G2		
Sylte, Kelly	Bellevue University	k_sylte@yahoo.com	D1		
Thomas, Linda	Bellevue University	lthomas@bellevue.edu	F2	F2	
Utecht, Kathleen	Sam Houston State University	kmutecht@shsu.edu	G1	G1	D2
Wharton, T.J.	Oakland University	wharton@oakland.edu	H1		
York, Kenneth M.	Oakland University	york@oakland.edu	E2, H1	E2	

## NOTES





# MONMOUTH UNIVERSITY CAMPUS MAP

## VEHICULAR ENTRANCES

- A,B Students & Employees
- A,C,E Visitors
- D Students & Library
- A,F Pollak Theatre Guests
- F Students & Employees
- G Lauren K. Woods Theatre & Students

## STUDENT RESIDENCES

- 1 Elmwood Hall
- 2 Pinewood Hall
- 3 Willow Hall
- 4 Laurel Hall
- 5 Beechwood Hall
- 6 Spruce Hall
- 7 Cedar Hall
- 9 Garden Apartments
- 10 Great Lawn Apartments
- 11 Oakwood Hall
- 12 Redwood Hall
- 29 University Bluffs
- 51 Maplewood Hall
- 53 Mullane Hall
- 54 Hesse Hall

## ADMINISTRATION AND ACADEMIC BUILDINGS

- 8 Health Center/Birch Hall
- 13 Jules L. Plangere, Jr. Center for Communication & Instructional Technology
- 14 Joan and Robert Reznitz Hall
- 16 Lauren K. Woods Theatre Complex
- 17 Woodrow Wilson Hall & Auditorium
- 18 Woodrow Wilson Annex
- 19 Rotary Ice House Gallery
- 20 Art Workshop
- 22 600 Art Building
- 23 Thomas A. Edison Science Hall
- 24 James and Marlene Howard Hall
- 25 Pollak Theatre and Art Gallery
- 26 Leon Hess Business School in Samuel E. and Mollie Bey Hall
- 27 Steven J. and Elaine Pozzycki Hall
- 28 Athletic Department Offices

- Human Resources
- Financial Aid
- Controller's Office
- External Affairs

- 30 University Police
- 31 Facilities Management
- 32 Greenhouse
- 33 Doherty House
- 37 Alumni House
- 48 Robert E. McAllan Hall
- 50 Monmouth University Library, Guggenheim Wing
- 56 Community Garden
- 57 Pedestrian Underpass

## RECREATION/FOOD SERVICE

- 34 Samuel Hays Magill Commons, The Club, Dining Hall
- 38 Parks Common
- 39 Henni Kantor Kessler and John H. Kessler Stadium
- 40 William T. Boylan Gymnasium and Richard E. Steadman Natatorium
- 41 OceanFirst Bank Center
- 42 Rebecca Stafford Student Center
- 43 Baseball Field
- 44 Practice Field
- 45 "So Sweet A Cat" Field Hockey Field
- 46 Tennis Complex
- 47 Women's Softball Field
- 49 Hesse Field on the Great Lawn
- 52 Lois Blonder Sculpture Garden
- 55 Torcivia Common
- 58 Brockriede Common



# MONMOUTH UNIVERSITY



MONMOUTH UNIVERSITY | LEON HESS  
BUSINESS SCHOOL



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