


 UNIVERSITY OF TEXAS ARLINGTON

DEPARTMENT OF MANAGEMENT NEWSLETTER

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Greetings from the Chair

Welcome to the latest edition of the *Department of Management Newsletter*. We are coming to the end of yet another year. Looking back, it was a very successful and productive year with the departmental faculty excelling in their research and teaching activities.

We had two new additions to the faculty this semester. **Poonam Khanna** joined the department as a Visiting Assistant Professor. **Patricia Crisp** joined us as a Lecturer after serving the department in a part-time capacity for the last several years. More details about their background appear separately elsewhere in this newsletter.

Dr. **Marcus Butts** was promoted to the rank of Associate Professor and granted tenure by the University. Congratulations and best wishes for many productive decades with UTA.

Dr. **Khavul** was honored by the UT system for her outstanding contribution in teaching with the Texas Regents' Outstanding

Teaching Award. Congratulations, Dr. Khavul, for this significant achievement!

On the doctoral front, **Brian Martinson** defended his dissertation and is currently teaching at Tarleton State University.

Finally, as we return from the holidays, I wish you all another year of professional accomplishments and personal fulfillment. I also want to thank each one of you personally for your help during the past year and for your contributions to the department.

Abdul Rasheed
(Department Chair)

Welcome to Dr. Khanna and Dr. Crisp



Dr. **Poonam Khanna** joined us as a Visiting Assistant Professor in Fall 2013. Dr. Khanna holds an undergraduate degree from the University of Delhi, an MBA from Institute of Management Technology, India and a PhD from the University of Texas at Austin. After finishing

her doctoral degree, she taught at Arizona State University for six years. Her articles have appeared in journals such as *Strategic Management Journal*, *Academy of Management Journal*, and *Administrative Science Quarterly*. Her research includes the negative side effects of social networks, inter-organizational alliances, board of director effectiveness, entrepreneurship, and venture capital.



Dr. **Patricia Crisp** joined us as a lecturer in Fall 2013. She has taught a variety of courses at UTA since the mid-1990s and after retiring from her long career with the Federal government with the Department of Defense and then with the Department of Education, she is now pursuing her passion for teaching full time. Dr. Crisp earned her BBA from Troy State University and her MBA and Doctor of Public Administration degree from University of La Verne.

Great to have you with us, Drs. Khanna and Crisp!

Endowment Gift for MSHRM Program

The Roy Michael and Virginia Crownover Endowment were established with a generous gift by Mike Crownover, UTA Alum and Corporate Senior Vice President-Human Resources for Valero. The endowment will total more than \$70,000 for the MSHRM program and will be used for on-going program support and development. Thank you Dr. **Benson** for your effort to procure this gift!

Publications

Journal Articles

Bell, M. P., Berry, D. P., Marquardt, D., Green, T. G. (2013). Introducing discriminatory job loss: Antecedents, consequences, and complexities. *Journal of Managerial Psychology*, Vol. 28 (6): 584-605.

Benson, G., Kimmel, M., and Lawler, E. (2013). "Adoption of employee involvement practices: Organizational change issues and insights." *Research in Organizational Change and Development*; Vol - 21; Edited by Shani et al. pp. 223-258.

Casper, W. J., Wayne, J. H., & Manegold, J. (2013). Who will we recruit? Targeting deep and surface-level diversity with human resource policy advertising. *Human Resource Management*, 52(3), 311-332.

Crockett, D., **McGee, J., & Payne, T.** 2013. Employing New Business Divisions to Exploit Disruptive Innovations: The Interplay between Characteristics of the Corporation and Those of the Venture

Management Team. *Journal of Product and Innovation Management*, 30(5): 856-879.

Griggs, T. L., **Casper, W. J., & Eby, L. T.** (2013). Work, family and community support as predictors of work-family conflict: A study of low-income workers. *Journal of Vocational Behavior*, 82, 59–68.

Huffman, A., **Casper, W. J., & Payne, S. C.** (2013). How does spouse career support relate to employee turnover? Work interfering with family and job satisfaction as mediators. *Journal of Organizational Behavior*.

Pattie, M., Benson, G., **Casper, W. J., & McMahan, G.** (2013). Goal congruence: Fitting international assignment into employee careers. *International Journal of Human Resource Management*, 1-17.

Pérez-Nordtvedt, L., O'Brien, R. & Rasheed, A. 2013. What Are Temporary Networks and When Are They Useful? *Group and Organization Management*, 38(3), 392-421.

Wayne, J. H., **Casper, W. J., Mathews, R., & Allen, T. D.** (2013). Family-supportive organization perceptions and organizational commitment: The mediating role of work-family conflict and enrichment and partner attitudes. *Journal of Applied Psychology*, 606-622.

Yamakawa, Y., **Khavul, S., Peng, M., Deeds, D.** (2013). Venturing from emerging economies. *Strategic Entrepreneurship Journal*. 7: 181-196.

Forthcoming Publications

Cannella, A.A., Jr, & **McFadyen,**

M.A. forthcoming. Changing the exchange: The dynamics of knowledge worker ego networks. *Journal of Management*.

Casper, W. J., Allen, T. D. & Poelmans, S. A. Y. International perspectives on work and family: An introduction to the special issue. *Applied Psychology: An International Review*. [Introduction to the Special Issue]

Casper, W. J., De Hauw, S., & Wayne, J. H. *Concepts and measures in the work-family interface: Implications for work-family integration*. In Major, D. & Burke, R. (Eds). *Handbook of work-life integration of professionals: Challenges and opportunities*. Edward Elgar.

De Castro, J., **Khavul, S., Bruton, G.D.** Shades of grey: How do informal firms navigate between the macro and meso institutional environments *Strategic Entrepreneurship Journal*.

J. C. Quick, A. McFadyen, & D. L. Nelson. No accident: Health, well-being, and performance at work. *Journal of Organizational Effectiveness: People & Performance*

J.C. Quick. Stress. In R. Griffin (Ed.), *Organizational Behavior, Management*, Oxford Bibliographies. Oxford, England: Oxford University Press. American Psychological Association (invited)

Henderson, D., & Bell, M. P. Racial socialization and resilience of minority group members. In L. Roberts, L. Wooten, & M. Davidson (Eds.), *Positive organizing in a global society*. New York: Taylor & Francis/Routledge.

Khanna, P., Jones, C., and Boivie, S., Director human capital, information processing demands, and board effectiveness. *Journal of Management*.

Kim, K.H. & **A. Rasheed**. "Board heterogeneity, corporate diversification, and firm performance." *Journal of Management Research*.

Musteen, M. and **D.K. Datta**, "Do International Networks And Foreign Market Knowledge Facilitate SME Internationalization? Evidence from the Czech Republic". *Entrepreneurship Theory and Practice*.

Nordtvedt, L., Khavul, S., Harrison, D., & **McGee, J.** "Adaptation to Temporal Shocks: Influences of Strategic Interpretation and Spatial Distance. *Journal of Management Studies*.

R. Sambharya & **A. Rasheed**. "Does Economic Freedom in Host Countries Lead to Increased Foreign Direct Investment?" *Competitiveness Review*.

T. Beiman and **D. K. Datta**, "Analyzing Sequence Data: Optimal Matching In Management Research". *Organization Research Methods*.

Wallace, J. C., **Butts, M. M.**, Garnett, F. G., & Johnson, P. D. A multilevel model of employee innovation: Understanding the effects of regulatory focus, thriving, and employee involvement climate. *Journal of Management*.

Book Chapter

J. C. Quick & J.D. Quick. (2013). Executive well-being. In A. Caza and K.S. Cameron (Ed.), Section VII

– Happiness and Organizations, *The Oxford Handbook of Happiness*, pp. 798-813. Oxford, England: Oxford University Press.

Presentations

AOM Paper Presentations

The Department of Management was well represented at this year's Academy of Management's (AOM) annual conference in Orlando in August 2013. This prestigious meeting is the leading conference of university professors and doctoral students who conduct research and teach in the area of management and attracts over 11,000 participants worldwide.

Benson, G., Kimmell, M., and Lawler, E. "Why aren't EI practices more widely adopted? A review of EI research from an Org Change".

Benson, G., McIntosh, C., Salazar, M. & Vaziri, H. "Defining career success: A cross-cultural comparison".

Casper, W. J., Hoobler, J. M., & Wilson, M. S. "Electronic interruptions at work and home: Cognitive predictors of work and nonwork outcomes".

Manegold, J. & Butts, M. "The "we" in mentoring: Identification-based trust, protégé outcomes, and the role of conflict".

Manegold, J. & Lavelle, J. "Multifoci justice and negative workplace behaviors: A review and theoretical synthesis".

Navis, Chad; **Ozbek, O. Volkan**. "The right people in the wrong places: Executive founders and the survival of their ventures."

Martinson, B., DeLeon, J., McMahan, G. "Testing horizontal and vertical fit: Strategic retention and the 2008 Federal Human Capital Study."

Salazar, M., **Benson, G.** & Mohrman, S. "Reactions to Informational Justice Across Cultures: Relationships with Control over Job Demands, Supervisor Support and Intention to Turnover".

Schleicher, D. J., Smith, T., Watt, J. D., **Casper, W. J.**, & Franklin, D. A. "The strength of job attitudes: A multi-study test".

Wayne, J. H., **Butts, M. M., Casper, W. J.**, & Allen, T. A. "What really is work-family balance? An investigation of balance satisfaction and effectiveness".

Casper, W. J. (Chair, 2013). "Publishing in top tier US journals for non-US scholars".

Casper, W. J. (Moderator, 2013). "Getting tenure in non-US universities".

Casper, W. J. (Moderator, 2013). "Going East: Issues and Trends in HRM".

Benson, G. (Panelist, 2013) "Current Issues in ILR and HR Masters Programs".

Other Presentations

Martinson, B. (2013). A New Model For Studying The Relationship Between Corporate Life Cycle, Strategy, And CEO Characteristics. Proceedings of the Southwest Academy Of Management, (Pg 268-281), March 12 - March 16, Albuquerque, NM.

J. C. Quick. (2013). Video presentation of the importance of psychological research for the American Psychological Foundation, American Psychological Association Annual Convention, Honolulu, Hawai'i, 1 August.

J. C. Quick & V.I. Gonzalez Hernandez. (2013). Honor & Integrity: Goolsby Leadership Academy. Presentation in the symposium chaired by A. Wefald, International Leadership Association, 15th Global Conference, Montréal, Canada, 1 November.

Levenson, A. and **Benson, G.** (2013). "PwC NextGen: A Global Generational Study," Center for Effective Organizations Annual Meeting, Los Angeles, CA.

Ledford, G. and **Benson, G.** (2013). "Crowd-Sourced Performance Management," Center for Effective Organizations Annual Meeting, Los Angeles, CA.

McGee, J. & Peterson, M. Entrepreneurial Self-Efficacy and Entrepreneurial Orientation: A Longitudinal Study of Their Impact on New Firm Performance. Paper accepted for presentation at the 2014 United States Association for Small Business and Entrepreneurship (USASBE), Fort Worth, TX.

Roundy, P., Harrison, D., **Khavul, S., Pérez-Nordtvedt, L., & McGee, J.** 2013. Beyond Deliberate Cognition: Automatic Responses to Environmental Disruption and Strategic Change. Manuscript Presented the Strategic Management Society Annual International Conference, Atlanta, GA.

AIB Papers

D. Basuil & **Datta, D.K.** 2013. Shareholder Value Creation in Cross-Border Acquisitions: Does Ownership Structure Matter? Presented at the Academy of International Business Annual Meetings, Istanbul, Turkey

D. Basuil & **Datta, D.K.** 2013. An Investigation of the Relationships between Board Characteristics, CEO Influence, and the Performance of Cross-Border Acquisitions. Presented at the Academy of International Business Annual Meetings, Istanbul, Turkey

Pérez-Nordtvedt, L., Mukherjee, D., Kedia, B. 2013. Cross-border Learning, Technological Turbulence and Firm Performance. Manuscript presented at the Academy of International Business Annual Meeting, Istanbul, Turkey.

SMA Papers

Bell, M. P., McIntosh, C., Casper, W. J., Yang, T., Harris, C. (2013). Bilingualism and Employment Decisions: Do Employers Prefer Hispanic or Non-Hispanic Bilinguals? Southern Management Association Meeting, New Orleans, LA, USA.

Henderson, D. F. The Impact of Spatial Distance on Top Management Team Tie Strength and Decision-Making Performance. Southern Management Association Annual Conference. New Orleans, LA.

Lambert, J. R., Basuil, D. A., **Bell, M. P., & Marquardt, D.** (2013). Work Visas, Perceived Cultural Diversity, and Organizational Attractiveness: Immigrant Job Seekers' Perceptions during Early Recruitment'. Southern

Management Association Meeting, New Orleans, LA, USA.

Lavelle, J. J. Early decisions in research: Starting a research program. Southern Management Association Meeting, New Orleans, LA, 2013.

Mahmoud F. Offshoring and Organizational Innovation: The Moderating Roles of Absorptive Capacity and Inter-functional Integration. Southern Management Association, New Orleans, LA.

Marquardt, D. J., Brown L. W. Does it matter who says it and how they say it? Examining the effects of race and ethical communication style on follower ethical leadership perceptions. Southern Management Association, New Orleans, LA. 8 November, 2013

Marquardt, D. J. The elusive advantage: Maximizing the creative power of racially diverse groups. Presented at the 2013 Southern Management Association Conference, New Orleans, LA. (Nov. 7, 2013).

Ozbek, Orhan V. The Critical Linkages among Board Heterogeneity, Environment, and Firm's Strategic Aggressiveness. Southern Management Association Annual Conference. New Orleans, LA. November. 2013.

Wallace, J. C., **Butts, M. M.,** Garnett, F. G., & Johnson, P. D. 2013. A multilevel model of employee innovation: Understanding the effects of regulatory focus, thriving, and employee involvement climate. Paper presented at the annual meeting of the Southern Management Association, New Orleans, LA.

Invited Presentations

Bell, M. P. "Seeing the World Through Diversity Lenses", ADVANCE speaker, Texas A&M University, October 30, 2013.

Bell, M. P. Strategies for Survival and Success, University of North Texas La Colectiva Symposium, October 18, 2013.

Bell, M. P. "Factors Affecting Acceptance of Co-Workers with Disabilities: Changing Misperceptions about Performance, Inaugural Disability Studies Conference, University of Texas at Arlington, October 17, 2013.

J. C. Quick. (2013). *Goolsby Leadership: High Performance, Integrity, Character*. Speedway LLC Emerging Leaders Program, Wright State University, Dayton, OH, 15-16 September.

J. C. Quick. (2013). *Goolsby Leadership*. Presentation to the Board of Advisors, Centre for Performance-led HR, Lancaster University Management School, London, UK, 16 October.

McFadyen, M. A., and Henard, H. H. 2013. Return on investment – people and capital expenditures. NC State University, CIMS Fall Meeting North Carolina State University – Raleigh NC.

Awards and Accolades

George Benson's and Alec Levenson's work with Frito-Lay through the USC Center for Effective Organizations was recognized by SHRM, the SHRM Foundation, SIOP, and the SIOP Foundation for excellent applications of evidence-based management. The "HR Impact

Award" was given for their work on sales compensation.

George Benson won 2013 Best International Paper, Careers Division, Academy of Management Annual Meeting.

Lee Brown was Outstanding Reviewer - Southern Management Association and the Office of Graduate Studies Dissertation Fellowship.

Dr. **Susanna Khavul** received the University of Texas Regents' Outstanding Teaching Award. Each year faculty, who have demonstrated extraordinary classroom performance and innovation, are selected from the nine academic and six health campuses of the University of Texas System. In 2013, Dr. Khavul was one of eight faculties from UT Arlington to receive the award. Dr. Khavul was recognized for her teaching of entrepreneurship and innovation courses at the undergraduate, MBA, and Executive levels in the Department of Management for the last seven years.

Upon receiving the award, Dr. Khavul reflected that "Entrepreneurs and innovators change society. They imagine six impossible things before breakfast, and then roll up their sleeves. I encourage an experimental approach to learning...The goal is to bring out the unique entrepreneur in each student with a lot of dreaming, thinking and doing. As an enthusiastic educator and researcher, I strive to keep the connection between theory, evidence and practice real."



In August, Dr. Khavul attended a reception at UT Austin hosted by Chancellor Francisco G. Cigarroa and the Chairman of the Board of Regents Wm. Eugene Powell where UT Arlington's President Vistasp Karbhari and Provost Ronald Elsenbaumer were also in attendance. The Regents' Outstanding Teaching Awards are the Board of Regents' highest honor.



Chancellor of the University of Texas System Dr. Francisco G. Cigarroa with Dr. Susanna Khavul UT Arlington Department of Management, center. Wm. Eugene Powell and R. Steven Hicks, Regents of the University of Texas System, right and left.

Dr. James Quick: 2013 – 2018 Honorary Professor (extended appointment), Lancaster University Management School, England.

Other News

Dr. **Perez-Nordtvedt** appeared in the "UTA College of Business 2013 - The Future of Business" video. You can see it at:

https://www.youtube.com/watch?v=kYdsEd8pubw&feature=youtube_gdata_player

Dr. **Perez-Nordtvedt** was interviewed in Spanish by Crystal Ayala from UNIVISION. She appeared on November 28, 2013. Here is the link:

<http://dallas.univision.com/noticias/videos/video/2013-11-28/los-millennials>

Dr. **Susanna Khavul** was granted a Faculty Development Leave and she is spending the Fall 2013 semester at London School of Economics where she is a Visiting Senior Fellow. She is expanding her work on entrepreneurial finance and the role of social media in promoting high technology entrepreneurship.

Dr. **Susanna Khavul** attended the Strategic Management Society Annual conference as the Representative at Large for the Entrepreneurship Interest Group and the Morgan Stanley Executive Women's Leadership Conference.

Dr. **Terrance Wilensky** initiated and chaired strategic planning subgroup related to teaching delivery quality as well as the Teaching Special Interest Group (TSIG).

Wendy Casper served as Moderator for "*East Meets West*," the Human Resource Division plenary session at the 2013 Academy of Management conference. Orlando, FL.

Wendy Casper served as a panelist for "*Getting published: Advice from highly successful scholars*" as part of the Human Resource Division doctoral student consortium at the 2013 Academy of Management conference. Orlando, FL.

Wendy Casper was Chair for the professional development workshop "*Publishing in top tier US journals for non-US scholars*" at the 2013 Academy of Management conference. Orlando, FL.

Wendy Casper served as Moderator for the professional development workshop "*Getting tenure in non-US universities*" at the 2013 Academy of Management conference. Orlando, FL.

J. C. Quick. Veterans Day Committee chaired by PMS, Corps of Cadets, Maverick Battalion, Fall 2013

J. C. Quick. Invocation & Award Presentation, Veterans Day Celebration, Veterans Memorial, 11 November

J. C. Quick. Marshall Scholarship mock panel interviewer, Office of the Provost, 28 October

J. C. Quick. Featured interviewee on the federal shutdown, Washington Post Federal Coach, 23 October

J. C. Quick. Voting Delegate, Rotary International Convention, Lisbon, Portugal, 21-26 June

Congratulations!

We would like to congratulate the following graduates of our Doctoral program who have been offered professorial positions by other universities. Congratulations are also due to their dissertation chairs and committee members for all the hard work that they put in which makes our Doctoral program recognized nationally.

Brian Martinson successfully defended his dissertation on November 22, 2013

Dissertation title: Hire for personality, train for skill: The relationship between cognitive and non-cognitive human capital, desired employee behaviors, and performance.

Dissertation Chair: **Gary McMahan.**

Goolsby Leadership Academy: 10th Anniversary Cohort 10 Event

Caroline Keating, a Colgate University professor of psychology and international authority in nonverbal communication, was the 2013 Goolsby Distinguished Visiting Professor from 19 – 22 November. Her university lecture "Also Mightier than the Sword: Body Language of Leadership and Power" emphasized physiognomy, hand shaking, emotional intelligence, eye contact, and the dark side of charisma.



Goolsby Cohort 10 (32 10th Anniversary Scholars) planned and executed an excellent transitional event that moved to the Bluebonnet Ballroom. The essence of her powerful message was captured by the *Shorthorn* on Thursday, 21 November. General Lynch was Class of 1977 at West Point – United States Military Academy. Dr. Keating pre-presentation meeting with the cohort leaders led into her lecture and prepared her for the following morning class time with Cohort 10. Thanks to Professor Keating for a richly insightful, thought-provoking set of presentations in honor of the Academy's 10th Anniversary!

The Goolsby Leadership Academy was founded in 2003. Goolsby Cohort 5 began the tradition of a Fall Cohort Event. Goolsby Cohorts 6, 7, 8, and 9 built on that foundation, enriching and elaborating the tradition, bringing honor to themselves and the Goolsby

Leadership Academy. Goolsby Cohort 10 had John L. Goolsby '64 define – What is a Goolsby Scholar?

MSHRM Update

Growth in our MSHRM program has maintained a steady pace. A total of 120 new students have joined the program since 2009.

In Spring of 2013 we raised our entry requirements from 1080 to 1100 while moving our GMAT from 480 to 500. This has had a direct impact on the quality of students we are bringing into our MSHRM program. The admits for 2013 show an average GMAT increase to well over 530 from our previous 480.

In addition we have Graduated a total of 202 students from our MSHRM program from its inception and over 170 since Fall of 2008. On top of this we have sixteen "Dual Degree" MBA student in our program.

SHRM Student Chapter

The SHRM Student Chapter has received its fourth straight "Superior Merit" Award for meeting all the requirements outlined by SHRM International for the year 2012 - 2013.

Also, they are involved in their 2nd annual "Teddy Bear" drive for the Children's Hospital and Project HOPE. Last year they contributed 345 Bears to this cause and have a goal to double that this year. They have worked this year to involve several organizations on campus and have seven different groups supporting this event as well as three outside companies who have donated time to collect bears.

Field trip for Management classes

A private tour of the AT&T Stadium was the highlight of **Dr. Patricia Crisp's** MANA 3318 and 3319 classes this semester. The stadium is the world's largest domed structure and an engine of economic growth for Arlington. The students had the opportunity to learn about various aspects of the stadium from the dark chocolate Labrador Antique granite tiles that sparkle in cowboy blue which was quarried and shipped all the way from Canada to the intricacies of operating the retractable roof. This surely was a magical experience for the student.

2013 MBA Study Abroad to Portugal

Jeffrey McGee continued his involvement in the study abroad program to Spain and Portugal for UT Arlington graduate business students during the 2013 Summer Intersession. "Sustainability: Lessons from Iberia" addressed how sustainability changes the competitive landscape and reshapes the opportunities and threats that companies face. Dr. McGee, along with a group of 23 graduate business students, spent eleven days in Madrid, Lisbon and Porto visiting some of the largest and most influential organizations in the Iberian Peninsula. They met with the top executives from companies such as Telefonía, Acciona, Grupo Siro, Taylor Fladgate, and Sonae and discussed the respective organization's sustainability initiatives, strategies, and other management issues.

