

**Proceedings of the 2012 Institute for Behavioral and Applied
Management Conference**

IBAM20

Nashville, TN

October 4-6, 2012

Proceedings editor, Paul H. Jacques

Rhode Island College

Table of Contents

A Case Study of Student Perception of Hybrid Course Delivery Mark Allison & Lynn Marie Kendrick	8
Let's Get Emotional! The Importance of Empathy in Ethics Education Diane Baker	9
Corporate Citizenship: Understanding the Character Strength of Citizenship from Corporate Law and Leadership Perspectives John C. Cameron & John J. Sosik	10
International Business Students and the Online Classroom: Challenges and Solutions Douglas Campbell, James Fletcher, Shannon Lynch-McClure & Cristina Espinosa	11
Panel Discussion: Undergraduate Business Education and the Liberal Arts: Is Synergy Needed or Possible? Douglas Campbell, Shannon Lynch-McClure, James Fletcher & Cristina Espinosa	12
The Effect of Taxes, Age, Gender, Religious Service Attendance, Private High School Attendance and Political Affiliation on Charitable Decisions Alexa Cavacchioli & Peter Lorenzi	13
Should USAF Officers Be Technically Competent or Just Good Leaders? Larry Chandler & Yvonne Doll	14
Increasing Critical Thinking & Decreasing Plagiarism: A Discussion Questions Project Conna Condon & Raul ValVerde	15
Lead me out to the ballgame: How to lead like a major league manager Howard Fero & Rebecca Herman	16

Evaluating the Implementation of Communities of Practice in Global Organizations Gail Ferreira	17
Active Learning or Active Teaching? Jill Friestad-Tate & Craig McCoy	18
Listening to the reactions of people in the midst of change Jill Friestad-Tate & Craig McCoy	19
The effects of time spent in service learning as a predictor of satisfaction with service learning, course relevancy, and community involvement John Garger, Paul Jacques & Michael Thomas	20
Women mentoring women: A good idea? Nancy Graber-Pigeon, Wendy Cook & James Nimnicht	21
Communities as Complex Adaptive Systems David Gould	22
Employee engagement: An Analysis of Trends and its Potential Impact to a Company's Finances Joshua Grimm & Kenneth Levitt	23
Employee Motives behind Organizational Citizenship Behavior: Is Competition among them? Kaylee Hackney, Melody Wollan & Kesha Coker	24
Shifting Faculty Perspectives of Student Low Accountability Behaviors: A Phenomenological Study Dorothy (D.Marie) Hanson	25

Academic Freedom in the Courts: A Review of Post-Garcetti Case Decisions 2006-2012 Christy L. Hutchison, JD	26
Flipping the Classroom Workshop Christy Hutchison, Ellie Kunkel & Alan Jackson	27
Authentic Leadership on the Front Line and its Effects on Korean Restaurant Employees Paul Jacques, John Garger, Kyuho Lee & Jae-Youn Ko	28
Termination of a Long Time Employee: A Case Study Bryan Kennedy, Susan Herring, Michael Essary, Michael Haghghi, James Kerner & Ana Machuca	29
Failure to Post a Holiday Overtime List in a Timely Manner: A Case Study Bryan Kennedy, Susan Herring, Michael Essary, James Kerner & Thomas Pieplow	30
Understanding the Community of Adult Learners through the Lens of Gender Sara Kimmel, Kristena Gaylor & J. Bryan Hayes	31
Transformational Leadership of Nurses in Long-term Care Contexts: Propositions and Implications for Research and Practice Patricia Knecht & John J. Sosik	32
The Impact of Information Systems Innovation: A Case Study Emily Knowles	33
You Make Life Worth Learning Through Community Involvement Linda Lamar	35
A Collective Mind Meld: Tapping the Wisdom of IBAM 2012 Participants to Define Workplace Community and Its Operating Properties Kenneth Levitt, John Nirenbergm, Jairo Borja, Sara Kimmel & Rebecca Herman	35

Business schools: Fads, follies and the future Peter Lorenzi & Marcel Minutolo	36
Are Minority Women Able To Use Their Degree From American Public University System To Further Their Career. Ana Machuca, Enid Naranjo & Leticia Apolinaris	37
A Proposal to Change the Process of Defining Challenges in Managerial Decision Making Tom Martin	38
The Effect of Generation Composition of Mentoring Dyads on Mentor-Protégé Agreement Regarding Mentoring Functions Provided/Received Debra Mohollen, Penelope Simmons, Gabriel Guzman, Kristy Fusco & Chandradaye Minnis	39
The Spirituality of Effective Teaching: Building on Open Systems Theory Michael Mulnix, Carol Hancock & George Sparks	40
The Role of Perceived Supervisor Support in Employee Turnover Intention Vinh Nguyen	41
Building Community Among Researchers: A 10-Step Method that Creates Collaboration, Identifies Themes, and Recognizes Trends Joel Olson, Chad McAllister, Lynn Grinnell, Kimberly Walters & Frank Appunn	42
Increasing Success Rates For First Time Small Business Owners Using Competency Based Training Ilene Ringler	43
Linking Community to Higher Education: An Examination of a College Bridge Program Betty M. E. "Liz" Ross & M. Denise Wartes	44

Followership as Perceived by Leaders in the Hospitality Industry James Schindler	45
Charisma in the Classroom George Sparks	46
Use of Jing and Join.Me to provide Asynchronous Audio and Video Feedback in the Online Classroom Andree Swanson & Jan Tucker	47
Gender Pay Inequity in the Nonprofit Arena Carrie Tancaitor, Marcel Minutolo & Gambill Motley Darlene	48
A Case for the Novel Text M. Jeffery Tyler	49
Supply Chain Management and Human Capital Management: Leveraging Job Evaluation to Improve the Management of Human Resources in the Supply Chain Kathleen Utecht & Qiannong Gu	50
Workshop: Mock Virtual Oral Defenses Fred Walker & Yvonne Doll	51
Time to Assign a Law Enforcement Agency Exclusively to Combat Terrorism Noah Waters & Yvonne Doll	52
Becoming Involved in IBAM Melody Wollan	53
An Exploratory Study of Time Use and Multitasking of University Students Kenneth York & Karen Markel	54

It's Different Because It Affect Me: An Experiential Exercise in Ethics	55
Kenneth York, Jennifer Thor & T.J Wharton	
Incorporating weblog learning exercises in organizational behavior courses.	56
Jennifer Yugo	
Mommies and me: Workplace tensions of the childfree	57
Jennifer Yugo	

A Case Study of Student Perception of Hybrid Course Delivery

Mark Allison

Florida International University
United States

Lynn Marie Kendrick

St. Thomas University
United States

Abstract:

Hybrid course delivery augments traditional (brick and mortar) methods through online facilitation. The challenge of web-based augmentation has been the difficulty in the use of the technologies involved. Millennial students have become much more prevalent in our Universities. These student cohorts are equipped with increasing inherent technological skills, which become more suited to this new educational setting. This paper will address how Millennial students perceive hybrid models amalgamated course content. Our findings suggest that the nuisance of the technological barrier become less substantial as students cohorts get younger. This paper uses a survey approach, in a Florida based University to assess student perception and reveals different demographic descriptive statistics to show students acceptance of this technology. Our research aims to help others understand what students perceive when taking classes in a hybrid format as well as how this understanding can be sustained over time.

Let's Get Emotional! The Importance of Empathy in Ethics Education

Diane Baker

Millsaps College

United States

Abstract:

Traditional methods of teaching ethics in business schools rely heavily on cognitive learning, with an emphasis on concepts related to moral development, ethical theories and corporate social responsibility. Case-based writing and discussion are frequently used to help students learn to apply ethical principles to moral dilemmas. Although these approaches are valuable, they do not address the emotional issues that affect how people react to ethical dilemmas in the workplace. Business schools can do more to encourage perspective-taking and heighten empathic arousal when teaching ethics, with a goal of motivating students to move from moral judgment to moral action

Corporate Citizenship: Understanding the Character Strength of Citizenship from Corporate Law and Leadership Perspectives

John C. Cameron

The Pennsylvania State University
United States

John J. Sosik

The Pennsylvania State University
United States

Abstract:

The executive board of a corporation holds a legal duty of loyalty to the organization, yet competing values within and between board members often discourage loyalty reflecting corporate citizenship. Prior research has not examined antecedents of corporate citizenship from a legal and leadership research perspective. To address this gap in the literature, we present a multi-level model that identifies organizational- and group-level enhancers and inhibitors of the character strength of citizenship in corporate contexts.

International Business Students and the Online Classroom: Challenges and Solutions

Douglas Campbell

Walden University
United States

James Fletcher

Walden University
United States

Shannon Lynch-McClure

Walden University
United States

Cristina Espinosa

Walden University
United States

Abstract:

Many universities are now increasing their efforts to market their online business programs overseas, and are experiencing considerable success. Many international students now seek their business and management education from a U.S. based online degree program. While dealing with foreign students in the traditional face-to-face classroom requires additional awareness and sensitivity, the challenge can be even greater in the online environment. We will present a panel of experienced university management faculty to discuss the challenges of dealing with international business students in the online classroom, and to offer suggestions and solutions.

Panel Discussion: Undergraduate Business Education and the Liberal Arts: Is Synergy Needed or Possible?

Douglas Campbell

Walden University, School of Management
United States

Shannon Lynch-McClure

Walden University, School of Management
United States

James Fletcher

Walden University, School of Management
United States

Cristina Espinosa

Walden University, School of Management
United States

Abstract:

In response to criticisms of the curriculum of management and business programs, from both inside and outside of our discipline, we propose to present a panel of experienced university management faculty to discuss their analysis of the before mentioned criticisms, specifically to address:

1. Do undergraduate management and businesses degree programs do an adequate job of teaching our management and business students to think analytically, question assumptions and be creative?
2. Are undergraduate management and businesses degree programs too narrowly focused?
3. Should management and business faculty and faculty of the traditional liberty arts be working together to improve each other's programs?
4. Would adding more required liberal art course requirements contribute to more capable undergraduate management and business degree program graduates?
5. Where do we go from here?

The Effect of Taxes, Age, Gender, Religious Service Attendance, Private High School Attendance and Political Affiliation on Charitable Decisions

Alexa Cavacchioli

Loyola University Maryland
United States

Peter Lorenzi

Loyola University Maryland
United States

Abstract:

The expansion of capitalism has generated great wealth, the transformation of the warfare state into the welfare state, from the military paradigm into the social market paradigm, and from colonies to democracies. Personal charity suffers when the government increases taxes; involuntary public transfers of wealth by the government reduce voluntary private transfers of wealth, regardless of age, gender or political identity.

Should USAF Officers Be Technically Competent or Just Good Leaders?

Larry Chandler

Averett University

United States

Yvonne Doll

Walden University

United States

Abstract:

During 2007 and 2008, the Air Force suffered two major nuclear weapons-related incidents, so significant the Secretary of the Air Force and the Chief of Staff were forced to resign. This quantitative research study focused on one specific cause of the failures resulting in the Air Force nuclear weapons-related incidents and whether Air Force munitions officers should be functionally competent in their career field, or if officer generalist leadership skills alone are sufficient to lead complex technical organizations operating in high-risk environments.

Increasing Critical Thinking & Decreasing Plagiarism: A Discussion Questions Project

Conna Condon

University of Liverpool
United States

Raul ValVerde

University of Liverpool
United Kingdom

Abstract:

The use of online discussion original posts (DQs) to stimulate classroom participation and demonstrate learning through research of a topic is a core learning approach. It was determined that in some new or existing online courses the "discussion questions" would benefit from guidelines for developing a selection of DQs and rubrics which have a higher probability of generating submittals based upon Bloom's Higher Order Thinking. A pilot project developed guidelines while updating the DQs and rubrics for a selected course. The resulting guidelines are being reviewed and refined using a Delphi method with Faculty and volunteers.

Lead me out to the ballgame: How to lead like a major league manager

Howard Fero

Albertus Magnus College

Rebecca Herman

Kaplan University

Abstract:

Lead Me Out to the Ballgame provides a fresh and in-depth perspective on the leadership of Major League Baseball Managers. Through personal interviews with Managers, General Managers, and MLB Players, several discoveries were made: how managers gain trust from the players, what it takes to motivate a diverse team, when to lead by the numbers and when to lead from the heart, where to find energy and strength to manage competing demands, and much more. The result is ten leadership practices that transcend the world of baseball and are applicable in sports, business, non-profit, and personal leadership development.

Evaluating the Implementation of Communities of Practice in Global Organizations

Gail Ferreira

Walden University

United States

Abstract:

Long known as groups that have shared interests, shared expertise, goals, and a passion for the topic, communities of practice are a social vehicle for learning that can be used as a medium that uses group participation to foster innovation. In the field of project management, professional groups such as the Project Management Institute use communities of practice (COP) to gather members with similar interests to using a variety of approaches, including conferences, symposia, and virtual portals where members can log in and share knowledge that fosters growth and learning. Large global corporations such as American Management Systems (AMS), Boeing, NASA, Worldbank and Ericsson have provided support for project management communities of practices as they have provided a means of sharing knowledge throughout the organization (Wegner & Snyder, 2000). However, most of these organizations have implemented communities of practice in developed countries, and are just beginning to extend their reach into third world countries which have limited communication skills, technical resources and connectivity, and thus current research is limited. In this paper, a literature review will be conducted reviewing key fundamentals of using communities of practice for project management.

Active Learning or Active Teaching?

Jill Friestad-Tate

Kaplan University

United States

Craig McCoy

Kaplan University

United States

Abstract:

Building community can be done in a classroom through the use of active learning. As professionals, it is important to understand active learning pedagogy and how it can increase student learning and achievement. Presenters will examine how research defines active learning, its importance, the benefits and challenges of using active learning, and provide suggestions for implementing effective active learning strategies in various academic settings. Strategies will be shared with attendees, which can be used immediately.

Listening to the reactions of people in the midst of change

Jill Friestad-Tate

Kaplan University

United States

Craig McCoy

Kaplan University

United States

Abstract:

The purpose of the study was to listen to reactions of key stakeholders experiencing profound organizational change. A case study was used to gather data from participants' interview responses. Data analysis identified research-supported reactions; in addition, two unique themes were identified: constructive critique and ill-effects of good intentions. Listening to, understanding, and appreciating reactions and emotions during change provide valuable insights that help build organizational community and enhance the success of a change initiative.

The effects of time spent in service learning as a predictor of satisfaction with service learning, course relevancy, and community involvement

John Garger

Metronome Computer Services

United States

Paul Jacques

Rhode Island College

United States

Michael Thomas

Western Carolina University

United States

Abstract:

Although the literature examines numerous variables as outcomes of higher education service learning, few studies include time spent in service learning as a predictor of those outcomes. Since little is known about this phenomenon, universities know little about what quantity of service learning participation produces the most desirable outcomes. The purpose of this study was to explore the relationships between hours spent in service learning and three outcomes: satisfaction with service learning, course relevancy, and community involvement. Consistent with Yerkes-Dodson law, all three correlations exhibited a curvilinear, inverted U-shaped relationship.

Women mentoring women: A good idea?

Nancy Graber-Pigeon

Central Washington University
United States

Wendy Cook

Central Washington University
United States

James Nimmicht

Central Washington University
United States

Abstract:

This study determined whether there was a difference between same vs. opposite sex pairings in the mentor-protégé relationship when it comes to salary and levels within the organization. Data was collected from 612 manager/non-manager dyads with all non-managers being female. The organization was located in the Northwest section of the United States and was a large Fortune 500 manufacturing firm. All levels of the organization were included, entry to vice presidents, to measure how women fared under female mentors when comparing them to male mentors. The study uncovered that women with female mentor supervisors earn less than women with male mentor supervisors. The disparity is even greater the younger the protégée. If the trend shown in this research continues, wages may drop for women in high levels of the organization with same-sex mentees.

Communities as Complex Adaptive Systems

David Gould

Walden University

United States

Abstract:

This workshop seeks to examine properties and mechanisms of communities to obtain some understanding, or not, that commonly observed principles in complex adaptive systems apply to communities as well. Properties include aggregation, nonlinearity, flows, and diversity. Mechanisms include tagging, internal models, and building blocks.

Employee engagement: An Analysis of Trends and its Potential Impact to a Company's Finances

Joshua Grimm

Bechtel

United States

Kenneth Levitt

East Stroudsburg University

United States

Abstract:

Employee engagement is a buzzword among the executive community, encompassing concepts such as morale and employee job satisfaction. This study was performed to evaluate the evolution of this concept and to determine if there were any direct ties between a company's financial performance and the level of employee engagement found within the staff. The study was executed as an applied research project encompassing reference studies completed between 1955 and 2008 with articles referenced up to 2011.

The author's contention was that employee engagement is a mutually beneficial state, in which the company reaps the benefits of taking care of their employees. This study proclaims an improved bottom line and an inherent advantage over competitors with lower amounts of interest within their employee base. This hypothesis was determined to be inaccurate until the late 1990's with firm evidence being loose until the mid 2000's.

This research concluded that it is beneficial for companies to engage their employees, and the benefits of employees being engaged are measurable financially. It was determined that companies actively participating in engaging their employees were more likely to have higher levels of profits than other companies whose levels of engagement were lower (www.towerswatson.com, 2009).

Employee Motives behind Organizational Citizenship Behavior: Is Competition among them?

Kaylee Hackney

Eastern Illinois University
United States

Melody Wollan

Eastern Illinois University
United States

Kesha Coker

Eastern Illinois University
United States

Abstract:

Research shows that OCBs are essential to an organization's success. Managers must understand employee motivations to engage in OCBs so that they can increase these cooperative behaviors. Three motives (organizational concern, prosocial values, and impression management) have been identified (Rioux & Penner, 2001). We suggest a fourth motive, competition. We propose six relationships between facets of competition and OCBs, in addition to supporting the original three motives. This is an active work-in-progress; data is being collected during the summer of 2012. We anticipate 300-400 respondents from a field setting sample of employees. We will be utilizing structural equation modeling and regression analysis for our hypotheses testing. By IBAM's conference date, a preliminary analysis and completed version including findings will be available for presentation.

Shifting Faculty Perspectives of Student Low Accountability Behaviors: A Phenomenological Study

Dorothy (D.Marie) Hanson

Walden University

United States

Abstract: (none supplied)

Academic Freedom in the Courts: A Review of Post-Garcetti Case Decisions 2006-2012

Christy L. Hutchison, JD

Peru State College

United States

Abstract:

In 2006, the US Supreme Court decided the case of *Garcetti v. Ceballos*, curtailing the First Amendment free speech rights of public employees who speak as a requirement of their jobs. The decision had possible implications for academic freedom, since it might apply to the teaching and scholarship of professors employed by public colleges and universities. It was left to lower courts to sort out how to reconcile the principles of *Garcetti* with existing law relating to academic freedom. Since 2006, courts have been grappling with the issues in ways both unclear and inconsistent with one another. This article reviews many of the lower court decisions applying *Garcetti* to the speech of public college and university faculty members.

Flipping the Classroom Workshop

Christy Hutchison

Peru State College

United States

Ellie Kunkel

Peru State College

United States

Alan Jackson

Peru State College

United States

Abstract:

This workshop will address a new (or not so new) approach to delivering course content outside of class and using class time for interactive exercises, problem-solving, and other engaging forms of application. Presenters will discuss the advantages and disadvantages of flipping the classroom and will present resources for content delivery outside of class and practical tips for classroom activities.

Authentic Leadership on the Front Line and its Effects on Korean Restaurant Employees

Paul Jacques

Rhode Island College
United States

John Garger

Metronome Computer Services
United States

Kyuhoo Lee

Sonoma State University
United States

Jae-Youn Ko

Kyunghee University
Korea, Republic Of

Abstract:

Few studies examine whether western leadership theories apply to Asian companies. The purpose of this study is to examine the effects of authentic leadership on two perceptions, extra effort and leader effectiveness. Results suggest authentic leadership components correlate with followers' extra effort and perceptions of leader effectiveness. These variables, in turn, correlate with intrinsic job motivation and job satisfaction. Results of this study are discussed in light of future research directions.

Termination of a Long Time Employee: A Case Study

Bryan Kennedy

Athens State University
United States

Susan Herring

Athens State University
United States

Michael Essary

Athens State University
United States

Michael Haghghi

Athens State University
United States

James Kerner

Athens State University
United States

Ana Machuca

Kaplan University
United States

Abstract:

Arbitration cases involving termination of employees for disciplinary causes are often difficult and involve many factors. This case study deals with termination of a long time employee with a good work record who twice failed random drug screening tests, the second time after completing rehabilitation. The case study examines issues of work history, just cause, and evidence required to convince an arbitrator whether management is justified in terminating a long-term employee for off-duty drug use.

Failure to Post a Holiday Overtime List in a Timely Manner: A Case Study

Bryan Kennedy

Athens State University
United States

Susan Herring

Athens State University
United States

Michael Essary

Athens State University
United States

James Kerner

Athens State University
United States

Thomas Pieplow

Athens State University
United States

Abstract:

Almost all Collective Bargaining Agreements (CBAs) between a Union and Management include a formal process for determining and posting overtime and holiday work assignments in the most efficient and acceptable manner. This particular case study examines whether or not Management (the responsible party) handled the posting of 2010 Christmas New Year holiday assignments in accordance with the CBA. If not, what shall be the remedy?

Understanding the Community of Adult Learners through the Lens of Gender

Sara Kimmel

Mississippi College
United States

Kristena Gaylor

Mississippi College
United States

J. Bryan Hayes

Mississippi College
United States

Abstract:

The study examines the motivations and barriers of adult learners by gender and also compares same gender results from a 2004-2005 study with those from a 2010 study. The study includes nontraditional students (age 25 and over) enrolled in four-year colleges offering programs designed for working adults. Responses were gathered from convenience samples of face-to-face learners (683) in five private institutions and one public university in 2004-2005 and face-to-face and online learners (530) in three private institutions in 2010. The findings reveal differences between males and females in perceived motivations and barriers as well as same gender differences over time.

Transformational Leadership of Nurses in Long-term Care Contexts: Propositions and Implications for Research and Practice

Patricia Knecht

Chester County Intermediate Unit
United States

John J. Sosik

The Pennsylvania State University
United States

Abstract:

We propose that knowledge of transformational leadership held by the charge nurse is critical to organizational effectiveness in long-term care contexts. Through a review of research studies on transformational leadership conducted in the last decade, propositions and implications are suggested focused on increasing leadership knowledge of nurses in charge positions in long-term care, thus increasing the display of transformational behaviors, resulting in increased positive patient and employee outcomes. Implications for research and practice are discussed.

The Impact of Information Systems Innovation: A Case Study

Emily Knowles

Walden University

United States

Abstract:

This study examines theoretical and empirical knowledge surrounding information systems development. The following provides some background information on the author's proposed doctoral study topic and a large, non-profit evangelical institution in Virginia. The discussion focuses on the current state of IT within the organization, knowledge management, and structural impact of new technologies specific to the University as it seeks to maintain competitive advantage in the online education industry.

You Make Life Worth Learning Through Community Involvement

Linda Lamar

Walden University

United States

Abstract:

The workshop details creative options for corporate business to impact the lives of members from their business and consumer community. The workshop will engage attendees to be actively involved in creating new paths that combine outreach with education and stewardship, thus providing options of self and professional actualization for all present. A structured method of research and preparation relating to productive behavioral motivation strategies used in educating students with severe behavioral issues will be presented.

A Collective Mind Meld: Tapping the Wisdom of IBAM 2012 Participants to Define Workplace Community and Its Operating Properties

Kenneth Levitt

East Stroudsburg University
United States

John Nirenberg

Walden University
United States

Jairo Borja

Berkeley College
United States

Sara Kimmel

Mississippi College
United States

Rebecca Herman

Kaplan University
United States

Abstract:

The conference theme is: Building Community. This proposal invites all participants to join in a workshop that will tap the wisdom in the room to clarify what is meant by workplace community, and to outline its critical dimensions and operating properties. The results of this workshop will have a direct impact on participants returning to their workplaces and influencing students and colleagues interested in pursuing workplace community in their lives.

Business schools: Fads, follies and the future

Peter Lorenzi

Loyola University Maryland
United States

Marcel Minutolo

Robert Morris University
United States

Abstract:

In management education, there's some sort of turbulence, turmoil, every three to five years. There's always [predictions of] the end of business schools . As the Occupy Wall Street captures the public imagination, images of ramshackle tent cities, sign-carrying youth, and police intervention fill our television screens. These notorious images serve to cloud the fundamental philosophical point of many of the protestors: Should capitalism survive? "Can we, as a society, find a sustainable balance between wealth creation and distribution?" The purpose of this workshop is to offer a model for finding and serving that balance, in philosophical and practical terms.

Are Minority Women Able To Use Their Degree From American Public University System To Further Their Career.

Ana Machuca

Kaplan University

United States

Enid Naranjo

American Public University System

United States

Leticia Apolaris

Kaplan University

United States

Abstract:

The authors examined whether minority women alumni from an online degree program at American Public University System (APUS) were able to use their degree to further their careers. Alumni minority women were surveyed to determine if the education they obtained prepared them for their current job, opened new doors for job opportunities, opened doors for promotions and/or enhanced their ability for a specific career field. It is important to understand the unique needs of minority women students in an online study environment.

A Proposal to Change the Process of Defining Challenges in Managerial Decision Making

Tom Martin

University of Nebraska @ Omaha

United States

Abstract:

Our traditional problem solving/decision making approaches suffer from some inherent thinking limitations. The initial step that bonds these two approaches together is to identify and define the problems managers face. This paper recommends thinking enrichment can occur by considering challenges rather than problems, challenges occurring in three different situational states, consequences analysis being linked up with feedback looping analysis, cause analysis being the final analysis performed in this step while dynamically balanced creative and critical thinking start this step.

The Effect of Generation Composition of Mentoring Dyads on Mentor-Protégé Agreement Regarding Mentoring Functions Provided/Received

Debra Mohollen

Penn State Great Valley
United States

Penelope Simmons

Penn State Great Valley
United States

Gabriel Guzman

Penn State Great Valley
United States

Kristy Fusco

Penn State Great Valley
United States

Chandradaye Minnis

Penn State Great Valley
United States

Abstract:

The influence of mentoring between generations of Baby Boomers and Generation X, as well as the effect of how mentoring dyads are rated by the mentor and the protégé is reviewed in this study. Mentoring functions of career development, role modeling, and psychosocial support are surveyed using a 15 item measure with 147 mentor/protégé dyads of working professionals in the Northeastern United States. This study measures agreement of mentoring functions between mentor and protégé and anticipates that a high level of mentoring functions will be associated with homogeneous mentor/protégé dyads. The results of the within-subjects design study indicate support for agreement of mentoring functions, with high ratings, in the areas of career development and psychosocial support, but not in role modeling. The between-subjects comparison of generation composition indicated that only in the area of psychosocial support for the Generation X dyad did a homogeneous pairing obtain a statistically significant result. The other generational dyads were not statistically significant.

The Spirituality of Effective Teaching: Building on Open Systems Theory

Michael Mulnix

Kaplan University

United States

Carol Hancock

Kaplan University

United States

George Sparks

Kaplan University

United States

Abstract:

This paper presupposes that integration of spiritual philosophies from both Eastern and Western traditions into more traditional teaching methodologies may well provide educators with a useful framework for building participatory, interactive and effective learning communities in higher education. The authors propose a “Symmetric Model of Engaged Pedagogy” that relates open systems theory to spiritual philosophies, providing a practical model for educators interested in formulating a more engaged, welcoming and inclusive pedagogy for the benefit of all.

The Role of Perceived Supervisor Support in Employee Turnover Intention

Vinh Nguyen

Coe College

United States

Abstract:

Perceived supervisor support (PSS) plays an important role in affecting employee voluntary turnover but this relationship is mediated by other variables. This study used job embeddedness (JE) to investigate its mediated effect on the relationship between PSS and employee intention to quit. The results indicated that PSS not only directly influences JE, but also affects turnover intention via the mediation effect of JE. Implications, limitations of the study, and future research are discussed.

Building Community Among Researchers: A 10-Step Method that Creates Collaboration, Identifies Themes, and Recognizes Trends

Joel Olson

Kaplan University
United States

Chad McAllister

Walden University
United States

Lynn Grinnell

St. Petersburg College
United States

Kimberly Walters

Kaplan University
United States

Frank Appunn

University of Phoenix
United States

Abstract:

Constant Comparative Method (CCM) (Strauss, 1987) is a core qualitative analysis approach for grounded theory research. The literature suggests approaches for increasing the reliability of CCM using multiple researchers and inter-coder reliability, but documentation of methods for collaboration on CCM data analysis are lacking. Using a research project investigating the impact of webcams on a virtual team, this study documents a 10-step method for building community among CCM researchers separated by distance through the use of synchronous online collaboration. The study concludes that collaborative analysis in qualitative research may increase time and effort but provides enhanced validity and richness.

Increasing Success Rates For First Time Small Business Owners Using Competency Based Training

Ilene Ringle

Kaplan University

United States

Abstract:

Failure rates for new small business can be high. According to Knaup (2005) the rates of failure for businesses during the first four years of formation rise by over 50%, which puts many fledgling companies at risk. Malone (2004) posited less than 20% of business failures are due to factors outside the leader's control. "That means that in the vast majority of failed firms, the owners and leaders could have done something to reverse the downward spiral" (p. 18).

Developing training programs and support processes based on a competency model will enhance training effectiveness.

Competency models for small business owners are seen in the literature and initial review indicates some areas of similarity, possibly creating a core set of competencies upon which to base training programs. While these base models do exist, the research shows that there has been no discussion of competencies or distinct behaviors within a competency that are specific to the needs of the small business owner who has never owned or operated a small business before. The results of this research can be applied to training programs in fulfillment of research question 4, How can the revised models be used as a foundation for creating or enhancing training and development programs.

References

Knaup, A. E. (2005, May). Survival and longevity in the business employment dynamics data. *Monthly Labor Review*. 50-55.

Malone, M. (July/August 2004). The small business ego trap. *Business Horizons*, 47(4), 17-22.

Linking Community to Higher Education: An Examination of a College Bridge Program

Betty M. E. "Liz" Ross

University of Alaska Fairbanks
United States

M. Denise Wartes

University of Alaska Fairbanks
United States

Abstract:

There are studies that examine diversity, family values, and community; however, there are not any studies linking community with a student's propensity to higher education. The primary purpose of this paper is to examine how a community-based program and nurturing values influences the propensity to continue education after high school. A specific program within the state of Alaska will be examined. The objectives of this exploratory research paper are to 1) examine how a student's reading qualifications influence the propensity to higher education and 2) illustrate how family values and community involvement may influence a student's motivation to higher education. A conceptual model of this relationship is presented. Attribution theory serves as a framework in understanding how past successes and failures are qualified. (Antaki, 1982). Implications for local communities as well as directions for future research are recommended.

Followership as Perceived by Leaders in the Hospitality Industry

James Schindler

Columbia Southern University

United States

Abstract:

The purpose of the qualitative phenomenological study was to explore the phenomenon of followership traits that translate to good leadership skills. The research questions were designed to explore the phenomenon from experiences and perceptions of mid-level Hospitality managers. The findings: a relationship exists between organizational success and followers learning their positions and supporting their leaders; core competencies followers are interpersonal skills; and the relationship between followers and leaders was based on trust and teamwork.

Charisma in the Classroom

George Sparks

Kaplan University

United States

Abstract:

This paper will show how applying the preferred techniques of influence from charismatic leaders in the classroom will help build community within the class as well as form a stronger relationship between the instructor and the student. These techniques can be used in both a traditional classroom setting as well as a virtual environment. This paper will present both the techniques utilized by charismatic leaders as well as provide examples of how to customize the approach to adapt to an individuals teaching style. The techniques include but are not limited to; storytelling, the use of humor, reading ones audience and working the room.

Use of Jing and Join.Me to provide Asynchronous Audio and Video Feedback in the Online Classroom

Andree Swanson

Ashford University

United States

Jan Tucker

Ashford University

United States

Abstract:

Students often feel alienated in the online classroom environment and utilizing effective feedback strategies can encourage student participation and communication in the online environment. Traditional methods of providing feedback such as attaching a standardized rubric with generic comments, typically do not facilitate additional communication between the student and the instructor. The students may become frustrated and discouraged if they cannot ascertain from their feedback what they need to do in order to improve their work or if they feel the feedback is standardized and not personal. Synchronous feedback such as telephone office hours, video conferencing or chats may allow the instructor to provide more individualized feedback but many students choose online classes due to the flexibility of an asynchronous environment. Using asynchronous audio and video feedback with a screen capture tool such as Jing allows instructors to give in-depth personalized feedback while appealing to both visual and auditory learners.

Gender Pay Inequity in the Nonprofit Arena

Carrie Tancraitor

Bayer Center for Nonprofit Management at Robert Morris University
United States

Marcel Minutolo

Robert Morris University
United States

Gambill Motley Darlene

Robert Morris University
United States

Abstract:

In this article, we review the literature on gender pay inequity and test the differences in the nonprofit arena. In particular, we expand the research on gender pay inequity to include the impact that the gender of the executive director has on pay and the impact in the nonprofit field. We pulled a sample of nonprofit firms from the National Center for Charitable Statistics and used the organizations' 990-reports to determine the top paid individuals at each organization. Our sample includes 426 nonprofit firms over 3 years (2008 – 2010) that results in 2,335 person-years once missing and non-reported data is excluded. We conduct Mann-Whitney U Test to determine the significance of difference. Results are significant at the 99.9-percent level that there is a significant difference in pay between males and females; women in this sample are paid 73.2-percent of males. Other findings and robustness checks are presented.

A Case for the Novel Text

M. Jeffery Tyler

Kaplan University

United States

Abstract:

A freight train leaves a station travelling at 30 mph. A passenger train leaves 1 hour later travelling at 50 mph. At what time will the passenger train overtake the freight train?

(Algebra.Com: Your Homework Help Center, n.d.)

Remember word problems like that? I always hoped one train would run into the other and the problem would go away. Too often, this is the same feeling project managers feel about addressing the real-life scenarios in monitoring and controlling the scheduling and costs of their projects. The project plan was excellent. However, once we entered execution, things went awry. While there are great tools to address monitoring and controlling of schedule and costs on a project using the earned value analysis (EVA), all too many project managers set aside these tools for earned value management (EVM) because they are perceived as burdensome. Some might ask why another EVM paper and I would agree if this paper were of the same philosophy and format as most EVM papers on the market and textbooks in classrooms. The biggest rejection of earned value tools, techniques and process comes from the very people who need them the most, the project and program managers. The purpose of this study is to qualify and quantify an alternative approach in the way we teach the basic principles of a discipline perceived as burdensome. This approach is based on experiential data and validated over the course of multiple years of observation in classroom settings.

(NOTE: This paper has been reviewed by the IRB and approved for release.)

Supply Chain Management and Human Capital Management: Leveraging Job Evaluation to Improve the Management of Human Resources in the Supply Chain

Kathleen Utecht

Sam Houston State University
United States

Qiannong Gu

Sam Houston State University
United States

Abstract:

There has been a recent surge of interest recently in the study of supply chain management, not only to enhance an organization's competitive advantage, but also to ensure customer demands are met through the most efficient use of resources. Inarguably, one of the most expensive resources in the supply chain is labor. Studies on managing labor are abundant, with the focus being not only on improving labor or human resource management practices, but also on promoting the value of human capital. While studies on supply chain management and human capital management have evolved independently, there is scant research on how the two intersect. The thrust of this paper, therefore, is to demonstrate how a core human resource management practice, i.e., job evaluation, can be used to improve the management of human resources in the supply chain. More specifically, it is argued that taking into account criteria associated with job evaluation, rather than focusing solely on criteria associated with job specifications, organizations will manage their human resources more efficiently, and human resource management practices will be carried out more effectively. This perspective has merit, especially when managing employees who fill complex and evolving jobs in the supply chain. Therefore, it is proposed that by leveraging job evaluation, managing human capital in the supply chain may, indeed, be at a crossroads.

Workshop: Mock Virtual Oral Defenses

Fred Walker

Walden University
United States

Yvonne Doll

Walden University
United States

Abstract:

The Oral Defense is one of the most feared aspects in obtaining a terminal degree. A qualitative phenomenological study is being completed to determine the causes of student anxiety and factors that contribute to the successful completion of the Oral Defense of a dissertation or Doctoral Study. Interviews of active PhD and DBA students at different levels in the program will be conducted. Additionally university faculty will be interviewed to obtain data of their experiences as a former student and members of a dissertation or doctoral study committee that have conducted Oral Defenses.

Historically, an Oral Defense was held by a student to defend the research and findings of a dissertation or doctoral study. The defense included a presentation of the study followed by a question and answer period. University professors, faculty, and others would be invited to these proceedings. The student was expected to professionally address all questions with scholarly replies. Any deviation or hesitancy might jeopardize the success in passing the oral defense. Not passing the Oral Defense meant the student had to go back, work more on the study, and return later to retake the Oral Defense.

Presently at ground based and online universities, the proceeding are similar. The student presents the research and finding and opens to the attendees to ask questions. Normally the Chair and 2nd Committee Member ask a limited number of questions while others in attendance remain silent. The results are similar in that the student may Pass, Fail, or Pass with Modifications.

This Oral Defense study is being conducted to bring light to the mystic of the Oral Defense and share the finding with students working toward a terminal degree. This study is being conducted to present a poster at the Institute of Behavioral and Applied Management (IBAM) Annual Conference in 2012.

Time to Assign a Law Enforcement Agency Exclusively to Combat Terrorism

Noah Waters

United States

Yvonne Doll

Walden University

United States

Abstract:

Although there are a myriad of federal U.S. law enforcement agencies that are assigned to and partner with the Department of Homeland Security (DHS), no law enforcement agency is exclusively dedicated to the task of fighting terrorism. Compelling data and sentiments of professionals and experts in the field of antiterrorism, who were interviewed in 2011, support the establishment of a law enforcement agency or unit that is exclusively dedicated to antiterrorism. Law enforcement's role in the detection, apprehension, and adjudication of suspected terrorists may require more concentration.

Becoming Involved in IBAM

Melody Wollan

Eastern Illinois University

United States

Abstract: not supplied

An Exploratory Study of Time Use and Multitasking of University Students

Kenneth York

Oakland University

United States

Karen Markel

Oakland University

United States

Abstract:

Multitasking is a strategy people use to get more things done in the same amount of time.

Multitasking is a part of the social landscape, for both work and leisure activities. A focus group and a survey of university students on multitasking behaviors found no difference between traditional and non-traditional, or full-time and part-time students, in how much they multitask. Female students reported that they spent a greater percentage of their day multitasking.

It's Different Because It Affect Me: An Experiential Exercise in Ethics

Kenneth York

Oakland University

United States

Jennifer Thor

Oakland University

United States

T.J Wharton

Oakland University

United States

Abstract:

When business students are exposed to an ethical dilemma in class, they apply ethical theories and make a decision. However, students rarely experience the effects of unethical decision making. We created an in-class exercise to address this lack of experience. Students compete to win a reward. Some students will have an advantage that if used would be unethical. How will students react to this behavior? Will this encourage them to behave ethically in the future?

Incorporating weblog learning exercises in organizational behavior courses.

Jennifer Yugo

Oakland University

United States

Abstract:

Social media changed the nature of the Internet in the last decade (Anderson, 2007). Knowledge and proficient use of social media, such as social networks and weblogs, is becoming more imperative for occupational success and learning (Gerard, 2011). First, I provide an overview of the research on blogging and options for incorporating weblogs in organizational behavior courses. Then, I describe a weblog learning exercise I created for an introductory organizational behavior course.

Mommies and me: Workplace tensions of the childfree

Jennifer Yugo

Oakland University

United States

Abstract:

With each passing decade the number of people that voluntarily opt out of parenthood increases. Recent studies suggest that 10 to 20 percent of the population will remain childfree. Childfree numbers increase with education level and career demands. Despite the rising number of people who remain childfree, we know little about this population and their experiences at work. The present research will examine several compelling questions through qualitative interviews to better understand this population.