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Performance Orientation versus Learning Orientation and its Effect on Organizational Ethics

Brayden Battershell

Abstract

The mindset of an organization and its people can have a huge impact on the ethics and decision-making of that organization. The purpose of this paper is to see the power of mindset when it comes to ethical decision-making. Specifically, it will focus on performance orientation and learning orientation and how they compare to the fixed and growth mindsets, which is the research of world-renowned Stanford University Psychologist Carol S. Dweck. A performance orientation reflects the extent to which a community encourages and rewards innovation, high standards, excellence, and performance improvement. A learning orientation is the tendency or habit of seeking to increase one's knowledge and skills; toward valuing the learning process to accomplish mastery over a task; toward being interested in challenging activities; and toward using information seeking as a personal strategy when problems arise. My hypothesis is that companies that have this performance orientation are more likely to make unethical decisions in order to achieve the desired results and have a good performance. Likewise, learner-oriented companies are more likely to make ethical decisions because these companies are focused on growth and learning, not on the results. To support this hypothesis, this paper will examine three companies who have famously been labeled as an ethical or unethical organization because of certain business decisions, and I will see how their mindset each contributed to those decisions.

Supervisor-subordinate relational mentoring episode

Hongguo Wei

Abstract

This paper aims to understand supervisor-subordinate relational mentoring that addresses short-term challenges and learning needs. With 5 separate studies, the author develops the scale of supervisor-subordinate relational mentoring episode (SSRME), including three dimensions: empathic initiation, conversational cultivation, and developmental enhancement. Empirical results from multi-source data show that SSRME impacts employee job performance and leader effectiveness through the mediation of leader-member exchange.

Cannabis in the Workplace

Destiny Waller

Abstract

With new state legislation regarding cannabis (“marijuana”) being enacted in 2019, Oklahoma human resource (HR) professionals are implementing policy changes in order to comply with new state regulations. Oklahoma Medical Marijuana and Patient Protection Act, known as the “Unity Bill,” allows physicians to prescribe medical marijuana and restricts employers from taking action (including refusing to hire, discipline, discharge or penalize) against applicants or employees solely based on their status as a medical marijuana license holder or because of a positive drug test. While Oklahoma, as well as 45 other states, have begun to legalize the use of cannabis for medical and non-medical (recreational) purposes, federal law (including The Controlled Substance Act 1970) continues to maintain and classify marijuana as a Schedule I substance and deeming the consumption, possession and production of marijuana as illegal. Our qualitative research objective was to examine how HR practitioners and organizations were reacting to recent cannabis regulation changes. Legislative changes have resulted in HR managers to (1) reevaluate organizational drug testing policies to include defining being “under the influence,” and (2) clarify policies related to “safety-sensitive” positions and performance testing.

Using Rate My Professors Data to Develop More Effective Faculty Development Programs

Amanda Evert, Shelbey Trawick, Jonna Myers, & Clark Kurtis

Abstract

With higher education becoming more student-focused, colleges and universities are placing more importance on student feedback (Steyn, Clint, & Sambo, 2018). When higher education institutions request this feedback, many may focus on quantitative responses - ratings, Likert scales, etc. However, these quantitative studies neglect a substantial amount of data presented in the form of qualitative responses. Qualitative feedback can help institutions develop better ways to increase the quality of education provided.

While individual professors may seek out tools to develop their teaching independently, research shows that introducing faculty development programs (FDPs) at the institutional level promotes stronger instructional practices (Bilal, Salman, & Songsheng, 2019; Roberts, et al. 2019). A meta-analysis conducted by Bilal, Salman, and Songsheng (2019) reveals that FDPs create a “significant and positive impact” on faculty competence. Additionally, a second study by Roberts, et al. (2019) displays that student evaluation scores increased after the implementation of FDPs.

A scrape of Rate My Professors’ data shows that certain qualities are more prevalent in the 4- to 5-star quality categories than anywhere else: Gives Good Feedback, Caring, Respected, and Amazing Lectures. Using this information, this study aims to provide guidance and insight into the strategic design of FDPs that can increase the quality of higher education at the state and nation

A Theory of Strategic Stakeholder Emergence

Lincoln Brown

Abstract

Firms are facing heightened demands to include multiple stakeholder perspectives in their strategic management practices (Filatotchev & Nakajima, 2014; Nason, Bacq, & Gras, 2018) in order to achieve sustainable advantage. Stakeholder management is an inclusive strategy implemented to address the needs and concerns of a broad array of stakeholder groups. The depth and breadth of extant stakeholder research bolsters the notion that stakeholder concerns merit strategic attention and management, yet to date, the genesis of stakeholder management has been under theorized and under developed as a function of the entrepreneurial process. While generally regarded as an extant self-sustaining organism, we contend stakeholders exist only in relationship to the firm. Without the firm, there are no stakeholders, and without the entrepreneur, there is no firm.

We develop a framework incorporating stakeholder emergence within the entrepreneurial process. The entrepreneur, as the bearer of uncertainty in exchange (Bylund & McCaffrey, 2017) ultimately determines stakeholder clout through entrepreneurial choices, which are formulated over time. Choices ultimately reflect the Adam Smith notion of The Invisible Hand, where exchange must be mutually beneficial in order to sustain the entrepreneurs' individual subjective well-being objectives (Smith, 1776). What makes a stakeholder a stakeholder? In our framework it is the entrepreneur.