

Volume 22, Number 1

ISSN 2150-5187

**Allied Business Academies
International Conference**

**New Orleans
April 12-14, 2017**

**Academy of Organizational Culture,
Communications and Conflict**

PROCEEDINGS

Copyright 2017 by Jordan Whitney Enterprises, Inc, Weaverville, NC, USA

All authors execute a publication permission agreement taking sole responsibility for the information in the manuscript. Jordan Whitney Enterprises, Inc is not responsible for the content of any individual manuscripts. Any omissions or errors are the sole responsibility of the individual authors.

The Academy of Organizational Culture, Communications and Conflict Proceedings is owned and published by Jordan Whitney Enterprises, Inc, PO Box 1032, Weaverville, NC 28787. Those interested in the *Proceedings*, or communicating with the *Proceedings*, should contact the Executive Director of the Allied Business Academies at info@alliedacademies.biz

Copyright 2017 by Jordan Whitney Enterprises, Inc, Weaverville, NC

Table of Contents

IMPACT OF INDIVIDUALIST AND COLLECTIVIST CULTURES AND TRUST ON GROUP COOPERATION	1
Alexander Averin, Regent University	
ETHICAL & LEGAL CONSTRAINTS IN INTERNATIONAL MARKETING IN SOUTH AMERICA & THE USA	6
Cari Clement, University of Texas at Dallas	
Hannah Steinberg, University of Georgia	
ENTREPRENEURIAL LEADERSHIP IN BRAZIL, JAPAN, AND THE USA.....	11
Van Le, University of Texas at Dallas	
Hannah Steinberg, University of Georgia	
EMOTIONAL INTELLIGENCE AND NEGOTIATION EFFECTIVENESS: A CROSS-CULTURAL STUDY.....	16
Sudeep Sharma, University of Illinois at Springfield	
Ishan Agarwal, Glenwood High School, Chatham, Illinois	
Ashwin Gupta, Glenwood High School, Chatham, Illinois	
ETHICS & CULTURAL DIFFERENCES IN PAKISTAN & THE USA.....	21
Amina Youssuf, University of Texas at Dallas	
Hannah Steinberg, University of Georgia	
THE EFFECTS OF RELIGION & CULTURE ON MARKETING IN SAUDI ARABIA & THE US	26
Zaynah Zafar, University of Texas at Dallas	
Hannah Steinberg, University of Georgia	

IMPACT OF INDIVIDUALIST AND COLLECTIVIST CULTURES AND TRUST ON GROUP COOPERATION

Alexander Averin, Regent University

ABSTRACT

Development of trust is a critical element for efficient group performance, effective internal group relationships, and productive cooperation with external entities (Irwin & Berigan, 2013, Wong & Tjosvold, 2006). Cultures greatly influence group ability to develop trusting relationships among its colleagues and external partners (Huff & Kelley, 2003). To achieve group environment marked by effective cooperation, understanding of cultures and cultural dynamics within groups as well as their influence on group trust becomes imperative. This study presents a quantitative research proposal to address a research question of how cultural norms moderate the impact of trust on group cooperation, group performance, effective group member relationships, and group success in achieving its objectives (Irwin & Berigan, 2013, Wong & Tjosvold, 2006). Research methodology utilizes non-experimental nonequivalent group correlational design and nonprobability purposive sampling with the focus on such collectivist and individualist cultures represented by China and United States.

Key Words: Groups, Trust, Culture, Cooperation.

INTRODUCTION

There is a growing amount of research that focuses on the relationship between cultures and trust and their impact on organizational dynamics (Chua, Morris & Ingram, 2009; Huff & Kelley, 2002; Wong & Tjosvold, 2006). Differing in scope, purposes, and research questions these studies become increasingly relevant in today's world where growing forces of globalization not only bring different cultures closer together but cause them to be interwoven into one fabric that characterize modern groups and organizations. As cultures intertwine there may appear hidden fault lines in the group structures that are ready to shift and break up group cohesion and wholeness if not recognized and effectively managed (Sakai, 2000). On the other hand, they interconnection of cultures become powerful forces of the groups' competitive advantage as their members use cultural dynamics to build trust necessary for group cooperation and success (Huff & Kelley, 2003). To achieve group environment marked by effective cooperation, understanding of cultures and cultural dynamics within groups as well as their influence on group trust becomes imperative.

To fuse a group into one cohesive and effective unit, it is imperative that development of group trust becomes a priority (Lane, 1998). In the recent years, research has pointed to fundamental differences in trust and trust development in group settings across cultures, however, the research on the relationship of trust and culture has been limited and findings have shown contradictions in this relationship (Chua, Morris & Ingram, 2009; Huff & Kelley, 2002; Wong & Tjosvold, 2006). Considering the importance of trust effect on group dynamics and increasing cultural diversity of groups it is important to address a question of how cultural norms moderate the impact of trust on group cooperation, as a driver of efficient group performance,

effective group member relationships, and group success in achieving its objectives (Irwin & Berigan, 2013, Wong & Tjosvold, 2006).

LITERATURE REVIEW

Group Cooperation

Oliphant (2011) describes cooperation as a process of group members working together for a mutual benefit and with a common purpose. It is a process that directly affects group performance, efficiency, and productivity as it moves toward its goals (Alper, Tjosvold & Law 2000). Cooperation is a fuel in the group engine that moves its parts in the coordinated and cohesive whole, a catalyst for group creativity, and a facilitator in conflict resolution assuring group longevity (Terry, 2013).

Vatn (2009) proposed that motivation for cooperation within groups could be explained by the “Second-Generation” Model of Bounded Rationality and Reciprocity models. In both of these models the problem of coordination is presented as a primary focus that requires various tools for effective resolution. One of the tools that help solve this problem is building of trust as a vehicle for developing groups, establishing norms and values, and agreeing on policies and procedures (Vatn, 2009). In fact, trust among group members and coordination of their actions, motives, and goals have been frequently associated with one another as one element that drives long-term group effectiveness (Dirks 1999).

Trust in Groups

Working in groups can be an experience filled with excitement and enthusiasm or one full of stress and anxiety (Terry, 2013). A path that this experience may take largely depends on the levels of respect and cohesiveness among the group members built on mutual trust among them (Terry, 2013). Development of trust is a critical element for efficient group performance, effective internal relationships, and productive cooperation with external entities (Irwin & Berigan, 2013, Wong & Tjosvold, 2006). Trust contributes to a greater focus on group vision, promotes personal and professional learning, and fosters the environment of creativity, innovation, as well as mutual support and respect among colleagues (Dirks, 1999, Deutsch, 1973; Johnson & Johnson, 1989; Lewicki et al., 1998, Wong & Tjosvold, 2006). However, building of trust is not an automatic process that takes place when a group is formed. It requires concentrated and purposeful efforts by each group member when working and interacting with others, which may not be easy due to diversity of personalities, cultures, expectations, etc. Huff and Kelley (2003) argued that societal cultures greatly influence group ability to develop trusting relationships among its members and external partners. Triandis (1995) observed that while members from individualistic cultures form and move with greater ease in and out of multiple, loosely affiliated groups based on needs and objectives, collectivistic culture members are more likely to form and stay in a few, stable, close-knit groups that satisfy members’ multiple needs and objectives

Individualism and Collectivism

According to Gorodnichenko and Roland (2011) individualism emphasizes personal

freedom and achievement as well as awards social status to personal accomplishments such as important discoveries, innovations, great artistic or humanitarian achievements and all actions that make an individual stand out (p. 2). Conversely, collectivism emphasizes individuals' belonging to a larger entity such as a group or community that encourages conformity and discourages individuals from dissenting and standing out (Gorodnichenko & Roland, 2011, p. 2).

The most comprehensive constructs of individualism and collectivism were presented by Hofstede (1980a, 1980b). According to Hofstede (1980a, 1980b) individualism and collectivism describe the relationship between the individual and the collectivity that prevails in a given society. Hofstede referred to individualism as a loosely knit social framework in which people are supposed to take care of themselves and their immediate families only, while collectivism is defined by a tight social framework in which people distinguish between in-groups and out-groups where they expect their in-group to look after them, and in exchange for absolute loyalty to it (Hofstede 1980b, p. 45).

Hofstede (1980a, 1980b) proposed individualism and collectivism scores that measure the extent to which it is believed that individuals are supposed to take care of themselves as opposed to being strongly integrated and loyal to a certain larger group (Huff & Kelley, 2003). These scores ranging from (from 1 for the lowest to 120 for the highest) allow comparisons between cultures along collectivist and individualist dimensions. The constructs of individualism and collectivism will serve as a basis of this study to explore how their influence shapes internal (or in-group) as well as external (or out-group) trust within an organization.

HYPOTHESES

This study addresses the research question of whether collectivist and individualist cultures moderate the effects of trust on group cooperation and test the following hypotheses:

H1: Perceived increase in in-group trust predicts increase in group cooperation;

H2: Individualism and collectivism, as cultural norms, moderate the predictive effect of trust on group cooperation.

METHODOLOGY AND RESEARCH DESIGN

To test stated hypotheses this study employs a non-experimental correlational research design utilizing nonequivalent groups. The goal of correlational research design is not to prove causation but to identify predictive relationships, as well as their strength and direction, among naturally occurring variables through calculation of the correlation coefficients, which is accomplished via multiple regression analysis. (Shaughnessy et al., 2002, p. 128). Additionally, this design employs two nonequivalent groups, where the participants are not selected randomly but chosen by applying a non-probability sampling method from existing natural groups, i.e. groups that can be characterized by collectivist or individualist norms as described below (Cosby & Bates, 2012).

POPULATION AND SAMPLING

The nonprobability sampling method utilized in this study is purposive sampling. The purpose of this method is to obtain a sample of people who meet some predetermined criterion

(Cosby & Bates, 2012). The criterion selected in this study is a degree of individualism or collectivism that describes the culture where participants reside. Utilizing Hofstede's (2010) measures of individualism and collectivism, this study focuses on participants from two groups that fit the criteria of collectivism and individualism, specifically a group of participants from China and a group of participants from the United States.

VARIABLES

The variables in this study include a degree of in-group trust as a predictor variable, individualist or collectivist norms as a moderator variable, and a degree of group cooperation as a dependent variable.

INSTRUMENTATION

To measure a level of group trust, this study utilizes organization trust measure developed by Mayer and Davis (1999). To measure a degree of cooperation within each group this study employs one-move Prisoner's Dilemma game.

DATA COLLECTION

Interviews and Prisoner's Dilemma game were distributed to 56 students and 54 responses were usable. The participants were students from two private schools in New York with significant population of students from China and the United States, who represented collectivist and individualist cultures accordingly. Selection of students was made according to their belonging to a class that they identified themselves with and studied in.

DATA ANALYSIS

To analyze gathered data and test the hypotheses, multiple regression analysis was utilized to see whether the prediction of a dependent variable (i.e. degree group cooperation) by an independent variable (degree of in-group trust) differed across the levels of a moderating variable (presence of individualist or collectivist norms within the groups) (Fairchild & MacKinnon, 2009).

RESULTS AND ANALYSIS

To test both hypotheses this study utilized SPSS software. The test of both hypotheses revealed that regression models proposed to explain the relationships between group cooperation and group trust (Hypothesis 1) as well as a moderation effect of group culture on the relationship between group cooperation and group trust (Hypothesis 2) lacked statistical significance thus rejecting both hypotheses. These findings are somewhat surprising in light of the previous research that points to a predictive effect of collectivist values on in-group trust and a predictive effect of trust on group members' cooperation (Huff & Kelley, 2002, Wong & Tjosvold, 2006, Vatn, 2009, Dirks, 1999, Yamagishi, 1986, 1998a, 1998b). Some possible explanations of such outcomes can be effect of age and Christian worldview among the members of the groups marked by the individualist culture.

Current research has been conducted mainly among high school students who are expected to have a higher propensity for risk taking and yielding to “temptations” to not cooperate, as described in the Prisoner’s Dilemma, regardless of their culture. In addition, majority of American students who participated in the study and were characterized by individualist culture possessed Christian worldview and values. These values are expected to be driving forces for group members to put interests of other members of their group above their own, thus holding a higher disposition for cooperation. Future research needs to consider possible effects of participants’ age and Christian worldview on group cooperation as additional variables in the regression model.

REFERENCES

- Alper, S., Tjosvold, D., Law, K. (2000). Conflict management, efficacy, and performance in organizational teams. *Personnel Psychology*, 53(3),625-642.
- Chua, R. Y. J., Morris, M. W. & Ingram, P. 2009. Guanxi versus networking: Distinctive configurations of affect- and cognition-based trust in the networks of Chinese and American managers. *Journal of International Business Studies*, 40(3),490–508.
- Cosby, P. C., Bates, S. C. (2012). *Methods in Behavioral Research*. New York, NY: McGraw Hill
- Deutsch, M. (1973). *The resolution of conflict*. New Haven, CT: Yale University Press.
- Dirks, K. T. (1999). The effects of interpersonal trust on work group performance. *Journal of Applied Psychology*, 84, 445–455.
- Fairchild, A. J., MacKinnon, D. P., (2009). A General model for testing mediation and moderation effects, *Prevention Science*, 10(2), 87-99, doi: 10.1007/s11121-008-0109-6
- Gorodnichenko, Y., Roland, G., (2011). *Understanding the Individualism-Collectivism Cleavage and its Effects: Lessons from Cultural Psychology*. Invited paper at the XVIth Congress of the International Economic Association 2011. Retrieved from <http://eml.berkeley.edu/~groland/pubs/IEA%20papervf.pdf>
- Hofstede, G. (1980). *Culture's consequences*. Beverly Hills, CA: Sage.
- Hofstede, G. (2001) *Culture's Consequences: Comparing Values, Behaviors, Institutions, and Organizations Across Nations*. Thousand Oaks, CA: Sage.
- Hofstede, G., Hofstede, G. J., Minkov, M., (2010), *Cultures and Organizations: Software of the Mind. Revised and Expanded 3rd Edition*. New York, NY: McGraw-Hill.
- Huff, L., Kelley, L. (2003). Levels of Organizational Trust in Individualist versus Collectivist Societies: A Seven-Nation Study. *Organization Science*, 14(1), 81-90.
- Irwin, K., Berigan, N. (2013). Trust, Culture, and Cooperation: A Social Dilemma Analysis of Pro-Environmental Behaviors. *The Sociological Quarterly*, 54, 424–449.
- Lewicki, R. J., McAllister, D. J. & Bies, R. J. (1998). Trust and distrust: new relationships and realities. *Academy of Management Review*, 23, 438–458.
- Mayer, R. C., Davis, J. H. (1999). The effect of the performance appraisal system on trust for management: A field quasi-experiment. *Journal of Applied Psychology*, 84(1), 123-136.
- Oliphant, K. (2011). “Teacher development groups: Growth through cooperation.” *Íkala*, 1(2), 67-86.
- Sakai, J. (2000). *The clash of economic cultures: Japanese bankers in the city of London*. New York, NY: Routledge.
- Shaughnessy, J. J., Zechmeister, E. B. & Zechmeister, J. S. (2002), *Research Methods in Psychology*, 5th ed. Columbus, OH: McGraw-Hill.
- Terry, B. D., (2013). *Working in Groups: The Importance of Communication in Developing Trust and Cooperation*. Family Youth and Community Sciences Department, UF/IFAS Extension.
- Triandis, H. C. (1995). *Individualism and collectivism*. Boulder, CO: Westview.
- Vatn, A. (2009, January). Cooperative behavior and institutions. *Journal of Socio-Economics*, 1-31.
- Wong, A., Tjosvold, D. (2006). Collectivist values for learning in organizational relationships in China: the role of trust and vertical coordination. *Asia Pacific Journal of Management*, 23, 299–317.

ETHICAL & LEGAL CONSTRAINTS IN INTERNATIONAL MARKETING IN SOUTH AMERICA & THE USA

Cari Clement, University of Texas at Dallas
Hannah Steinberg, University of Georgia

ABSTRACT

To explore the various legal and ethical constraints international marketers must abide by when engaging in marketing activities in foreign countries and how these constraints affect marketing strategies for multinational corporations and the foreign countries they operate in, especially in developing countries. The strength of legal systems in foreign countries is an indicator of multinational corporations' willingness to enter the market in those countries. Countries with weak legal systems that do not protect businesses or intellectual property rights for example attract significantly fewer multinational corporations and foreign investors which have a direct impact on their economic growth. In the present study we compare the legal systems in operation within the United States and compare it with that which is used in South American countries which are the area of expertise of the first author.

REFERENCES

- Ahmed, ZU., Zgheib, PH, Carraher, SM. & Kowatly, AK. (2013). Public policy and expatriate entrepreneurs, *Journal of Entrepreneurship and Public Policy*, 2 (1), pp.42 – 53.
- Baugh, S. Gayle, Sullivan, Sherry E., & Carraher, S.M. (2013). Global Careers in the United States. In *Careers without Borders: Critical Perspectives* by Reis, Christina & Baruch, Yehuda Published by Routledge. [pages 297-322; Chapter 16].
- Bhattacharya, T.K. & Carraher, S.M. (2008). How to teach high school students about entrepreneurial finance: The Financial Challenge *International Journal of Family Business*, 5(1),69.
- Buckley, M.R., Carraher, S.M., Carraher, S.C., Ferris, G.R., & Carraher, C.E. (2008). Human resource issues in global entrepreneurial high technology firms: Do they differ? *Journal of Applied Management & Entrepreneurship*, 13 (1), 4-14.
- Buckley, M., Carraher, S. & Cote, J. (1992). Measurement issues concerning the use of inventories of job satisfaction. *Educational and Psychological Measurement*, 52(3),529-542.
- Buckley, M., Carraher, S., Ferris, G. & Carraher, C. (2001). Human resource concerns in entrepreneurial multinational high technology firms. *Journal of Applied Management and Entrepreneurship*, 6(1),97-104.
- Buckley, M., Fedor, D., Carraher, S., Frink, D. & Marvin, D. (1997). The ethical obligation to provide recruits realistic job previews. *Journal of Managerial Issues*, 9(4),468-484.
- Buckley, M., Fedor, D., Veres, J., Wiese, D. & Carraher, S. (1998). Investigating newcomer expectations and job-related outcomes. *Journal of Applied Psychology*, 83, 452-461.
- Buckley, M.,Mea, W., Weise, D. & Carraher, S. (1998). Evaluation change in public organizations: An Alpha, Beta, Gamma change perspective. In *Accountability and Radical Change in Public Organizations* (pages 229-241) edited by Ronald R. Sims, Westport, CT: Quorum Books.
- Buckley, M., Mobbs, T., Mendoza, J., Novicevic, M., Carraher, S. & Beu, D. (2002). Implementing realistic job previews and expectation lowering procedures: A field experiment. *Journal of Vocational Behavior*, 61 (2), 263-278.
- Budd, J. & Carraher, S. (1998). Validation of an inventory to measure attributes of strategic management. *Psychological Reports*, 82 (3 Pt 2), 1220-1222.

- Burgess, S., Johnson, C. & Carraher, S.M. (2008). Cameron University Leaders and Entrepreneurs: Developing the next generation of leaders and entrepreneurs. *International Journal of Family Business*, 5 (1), 45-46.
- Burgess, S., Johnson, C. & Carraher, S.M. (2008). Cameron University Leaders and Entrepreneurs: How to develop the next generation of leaders and entrepreneurs at your university. *International Journal of Family Business*, 5 (1), 65-66.
- Carpenter, C. & Carraher, S. M. (2007). An examination of the reliability of a measure of Porter's five factors model among business leaders. *International Journal of Family Business*, 4(1),87-90.
- Carraher, C. & Carraher, S. (1996). ISO 9000 - An industrial management tool. *Polymeric Materials Encyclopedia* (Vol. 5 pages 3481-3484) edited by J. Salamone, Boca Raton, FL: CRC Press.
- Carraher, C.E., Carraher, S.M. & Stewart, H.H. (2010). Metal-containing polymer structures for enhancing seed germination and plant growth. *Advances in Environmental Biology*, 4(1),108-116.
- Carraher, C.E., Carraher, S.M. & Stewart, H.H. (2011). Plant growth hormone-containing polymers for enhanced seed germination and plant growth. *Journal of Polymeric Materials*, 28(2),287-301.
- Carraher, S. (1991). A validity study of the pay satisfaction questionnaire (PSQ). *Educational and Psychological Measurement*, 51(2),491-495.
- Carraher, S. (1991). On the dimensionality of the pay satisfaction questionnaire. *Psychological Reports*, 69 (3 Pt. 1), 887-890.
- Carraher, S. (1992). *PSY 3363: Industrial Psychology*. Norman, OK: U. of Oklahoma.
- Carraher, S. (1993). Another look at the dimensionality of a learning style questionnaire. *Educational and Psychological Measurement*, 53(2),411-415.
- Carraher, S. (1995). On the dimensionality of a learning style questionnaire. *Psychological Reports*, 77 (1),19-23.
- Carraher, S. (2000). Pressing Problems in Modern Organizations (That Keep Us Up At Night). *Journal of Leadership Studies*, 7 (3),136-138.
- Carraher, S. (2003). The father of cross-cultural research: An interview with Geert Hofstede. *Journal of Applied Management & Entrepreneurship*, 8(2), 97-106.
- Carraher, S. (2005). An Examination of entrepreneurial orientation: A validation study in 68 countries in Africa, Asia, Europe, and North America. *International Journal of Family Business*, 2 (1), 95-100.
- Carraher, S. (2006). Felt fair pay of small to medium sized enterprise (SME) owners in Switzerland: An examination of Jaques' equity construct. *Journal of International Business and Entrepreneurship Development*, 3 (1/2), 109-120.
- Carraher, S. (2006). Attitude towards benefits among SME owners in Eastern Europe: A 30-month study. *Global Business and Finance Review*, 11(1), 41-48.
- Carraher, S. (2008). *Small Business Institute® Research Review* Volume 35 [304 pages] SBANC.
- Carraher, S.M. (2008). A graduate certificate in entrepreneurial studies for medical and non-medical entrepreneurs. *International Journal of Family Business*, 5(1), 13-14.
- Carraher, S.M. (2008). How to integrate a board of advisors in to the academic process. *International Journal of Family Business*, 5(1), 43.
- Carraher, S.M. (2008). On-line SBI teams: Costco and beyond. *International Journal of Family Business*, 5(1), 47.
- Carraher, S.M. (2008). Youth entrepreneurship: Strategic exercises for developing entrepreneurship among elementary school students. *International Journal of Family Business*, 5(1), 67-68.
- Carraher, S.M. (2008). Using E-Bay to teach global and technological entrepreneurship *International Journal of Family Business*, 5 (1), 63-64.
- Carraher, S.M. (2009). Business Education Accreditation and the Changing Global Marketplace: John Fernandes of AACSB. *Journal of Applied Management & Entrepreneurship*, 14(1),128-138.
- Carraher, S.M. (2011). Turnover prediction using attitudes towards benefits, pay, and pay satisfaction among employees and entrepreneurs in Estonia, Latvia & Lithuania. *Baltic Journal of Management* 6(1), 25-52.
- Carraher, SM. (2012) The future of the Journal of Management History, *Journal of Management History*, 18 (1).
- Carraher, SM (2012). Global and empirical management history?, *Journal of Management History*, 18(3).
- Carraher, SM (2012). Social entrepreneurship: interviews, journal surveys, and measures, *Journal of Management History*, 18(4).
- Carraher, SM (2013). ISI, social entrepreneurship, and research, *Journal of Management History*, 19(1).
- Carraher, SM (2013). Signaling intelligence, management history, marry-go-round, and research, *Journal of Management History*, 19(2).
- Carraher, SM (2013). Follett, Barnard and Taylor, *Journal of Management History*, 19 (4).
- Carraher Shawn M. (2014). Consumer behavior, online communities, collaboration, IFRS, and Tung, *Journal of*

- Technology Management in China*, 9 (1).
- Carraher, SM. (2014) Technology, AACSB and research suggestions, *Journal of Technology Management in China*, 9 (2).
- Carraher, SM., (2014). Cambridge Business & Economics Conference best papers and Anne Tsui, *Journal of Technology Management in China*, 9 (3).
- Carraher SM. (2014). Leadership, entrepreneurship, and suggestions for future research, *Journal of Management History*, 20 (1).
- Carraher Shawn, (2014) Dutton, management philosophy, realistic job previews, and Weber, *Journal of Management History*, 20 (2).
- Carraher Shawn , (2014). Kathryn Harrigan, Management History, and Michael Peng, *Journal of Management History*, 20 (3).
- Carraher Shawn M., (2014) AACSB standards, Academy of Management and 3000 Citations, *Journal of Management History*, 20 (4).
- Carraher, SM (2014). Leadership, entrepreneurship, and suggestions for future research, *Journal of Management History*, 20 (1).
- Carraher, SM. (2015). Denise Rousseau, 20 Years of the JMH, and goodbye *Journal of Management History* 21 (4).
- Carraher, SM. (2015). 4000 citations for the JMH and Strategic IQ. *Journal of Management History*, 21 (3).
- Carraher, SM. (2015). Signaling intelligence, signaling theory, Project A, and excellent management history research, *Journal of Management History*, 21 (2).
- Carraher, SM. (2015). Objectivism, Lyman Porter and ethical leadership, *Journal of Management History*, 21 (1).
- Carraher, S.M., Buchanan, J.K. & Puia, G. (2010). Entrepreneurial Need for Achievement in China, Latvia, and the USA. *Baltic Journal of Management*, 5 (3), 378-396.
- Carraher, S. & Buckley, M. R. (1996). Cognitive complexity and the perceived dimensionality of pay satisfaction. *Journal of Applied Psychology*, 81 (1), 102-109.
- Carraher, S.M. & Buckley, M.R. (2008). Attitudes towards benefits and behavioral intentions and their relationship to Absenteeism, Performance, and Turnover among nurses. *Academy of Health Care Management Journal*, 4 (2), 89-109.
- Carraher, S., Buckley, M., Mea, W., Carraher, S.C. & Carraher, C. (2006). Entrepreneurship and leadership: Why we have an ethical obligation to assess change in entrepreneurial research. *International Journal of Family Business*, 3 (1), 19-31.
- Carraher, S., Buckley, M., Scott., C., Parnell, J. & Carraher, C. (2002). Customer service selection in a global entrepreneurial information services organization. *Journal of Applied Management and Entrepreneurship*, 7 (2), 45-55.
- Carraher, S. & Carraher, C. (1994). ISO 9000 - theories of management. *Polymer News*, 19, 373-376.
- Carraher, S. & Carraher, C. (1995). Total quality management applied to industry - ISO 9000. *Journal of Polymer Materials*, 12,1-9.
- Carraher, S. & Carraher, C. (1996). ISO environmental management standards: ISO 14,000. *Polymer News*, 21, 167-169.
- Carraher, S. & Carraher, C. (1996). ISO 9000. *Polymer News*, 21, 21-24.
- Carraher, S. & Carraher, S.C. (2005). Felt fair pay of small to medium, sized enterprise (SME) owners in Finland and Latvia: An examination of Jaques' equity construct. *Journal of Small Business Strategy*, 16 (1), 1-8.
- Carraher, S. & Carraher, S.C. (2006). Human resource issues among SME's in Eastern Europe: A 30 month study in Belarus, Poland, and Ukraine. *International Journal of Entrepreneurship*, 10, 97-108.
- Carraher, S., Carraher, S.C. & Whitely, W. (2003). Global entrepreneurship, income, and work norms: A Seven country study. *Academy of Entrepreneurship Journal*, 9(1), 31-42.
- Carraher, SM, Crocitto, MM & Sullivan SE. (2014) A kaleidoscope career perspective on faculty sabbaticals, *Career Development International*, 19 (3) pp.295-313.
- Carraher, S., Franklin, G., Parnell, J. & Sullivan, S. (2006). Entrepreneurial service performance and technology management: A study of China and Japan. *Journal of Technology Management in China*, 1(1), 107-117.
- Carraher, S. & Parnell, J. (2008). Customer service during peak (in season) and non-peak (off season) times: A multi-country (Austria, Switzerland, United Kingdom and United States) examination of entrepreneurial tourist focused core personnel. *International Journal of Entrepreneurship*, 12, 39-56.
- Carraher, S., Parnell, J., Carraher, S.C., Carraher, C. & Sullivan, S. (2006). Customer service, entrepreneurial orientation, and performance: A study in health care organizations in Hong Kong, Italy, New Zealand, the United Kingdom, and the USA. *Journal of Applied Management & Entrepreneurship*, 11(4), 33-48.

- Carraher, S.M., Parnell, J. & Spillan, J. (2009). Customer service-orientation of small retail business owners in Austria, the Czech Republic, Hungary, Latvia, Slovakia, and Slovenia. *Baltic Journal of Management*, 4 (3), 251-268.
- Carraher, S., Scott, C. & Carraher, S.C. (2004). A comparison of polychronicity levels among small business owners and non-business owners in the U.S., China, Ukraine, Poland, Hungary, Bulgaria, and Mexico. *International Journal of Family Business*, 1(1), 97-101.
- Carraher, S. & Sullivan, S. (2003). Employees' contributions to quality: An examination of the Service Orientation Index within entrepreneurial organizations. *Global Business & Finance Review*, 8(1) 103-110.
- Carraher, S., Sullivan, S. & Carraher, C. (2004). Validation of a measure of international stress: Findings from multinational health service organization professionals. *Journal of Applied Management & Entrepreneurship* 9(3) 3-21.
- Carraher, S., Sullivan, S. & Carraher, S.C. (2005). An examination of the stress experience by entrepreneurial expatriate health care professionals working in Benin, Bolivia, Burkina Faso, Ethiopia, Ghana, Niger, Nigeria, Paraguay, South Africa, and Zambia. *International Journal of Entrepreneurship*, 9, 45-66.
- Carraher, S.M., Sullivan, S.E. & Crocitto, M. (2008). Mentoring across global boundaries: An empirical examination of home- and host-country mentors on expatriate career outcomes. *Journal of International Business Studies*, 39(8), 1310-1326.
- Carraher, S.M. & Van Auken, H. (2013), The use of financial statements for decision making by small firms. *Journal of Small Business & Entrepreneurship*, 26(3),323-336.
- Carraher, S.M. & Welsh, D. H. (2009; 2015). *Global Entrepreneurship*. Kendall Hunt P.
- Carraher SM, Welsh, Dianne H.B., and Svilokos, A. (2016) 'Validation of a measure of social entrepreneurship' *European Journal of International Management*, 10(4), 386-402.
- Carraher, S. & Whitely, W. (1998). Motivations for work and their influence on pay across six countries. *Global Business and Finance Review*, 3, 49-56.
- Carraher, S.M., Yuyuenyongwatana, R., Sadler, T. & Baird, T. (2009). Polychronicity, leadership, and language influences among European nurses: Social differences in accounting and finances, *International Journal of Family Business*, 6(1), 35-43.
- Chait, H., Carraher, S. & Buckley, M. (2000). Measuring service orientation with biodata. *Journal of Managerial Issues*, 12, 109-120.
- Chan, S. & Carraher, S. (2006). Chanian chocolate: Ethical leadership in new business start-ups. *International Journal of Family Business*, 3(1), 81-97.
- Crocitto, M., Sullivan, S. & Carraher, S. (2005). Global mentoring as a means of career development and knowledge creation: A learning based framework and agenda for future research. *Career Development International*, 10(6/7)522-535.
- Davis, T., Schwarz, A. & Carraher, S. (1998). Validation study of the motivation for occupational choice scale. *Psychological Reports*, 82(2) 491-494.
- Deng, F.J., Huang, L.Y., Carraher, S.M. & Duan, J. (2009). International expansion of family firms: An integrative framework using Taiwanese manufacturers. *Academy of Entrepreneurship Journal*, 15(1), 25-42.
- Francis, D., Huang, L. & Carraher, S. (2004). Top management teams and friendship: Results from the USA and Taiwan. *International Journal of Family Business*, 1(1), 73-86.
- Hart, D. & Carraher, S. (1995). The development of an instrument to measure attitudes towards benefits. *Educational and Psychological Measurement*, 55(3), 498-502.
- Huang, L.Y. & Carraher, S. (2004). How effective are expatriate management and guanxi networks: Evidence from Chinese Industries. *International Journal of Family Business*, 1(1),1-23 .
- Huang, L. & Carraher, S. (2009) China [an Area Studies Chapter]. In S. Carraher & D. Welsh (Eds). *Global Entrepreneurship*.
- Karsteter, K., Brown, N. & Carraher, S. (2006). From the Artist's hand: Managing arts and crafts businesses. *International Journal of Family Business*, 3(1), 69-78.
- Keyes, C., Vinson, T., Hay, S. & Carraher, S. M. (2007). Parrish photography Part 1: Strategic Ethical Leadership. *International Journal of Family Business*, 4(1), 67-82.
- Krishnan, V.S., Duan, J., Carraher, S.M. & Chan, S. (2007). GPS Real Estate Services. *Journal of Applied Management & Entrepreneurship*, 12(4), 51-59.
- Lester, D., Parnell, J. & Carraher, S. (2003). Organizational life cycle: A five-stage empirical scale. *International Journal of Organizational Analysis*, 11(4), 339-354.
- McBride, A., Mendoza, J. & Carraher, S. (1997). Development of a biodata index to measure service-orientation.

- Psychological Reports*, 81(3 Pt 2),1395-1407.
- Paridon, T. & Carraher, S.M. (2009). Entrepreneurial marketing: Customer shopping value and patronage behavior. *Journal of Applied Management & Entrepreneurship*, 14(2), 3-28.
- Paridon, T., Carraher, S. & Carraher, S.C. (2006). The income effect in personal shopping value, consumer self-confidence, and information sharing (word of mouth communication) research. *Academy of Marketing Studies*, 10(2),107-124.
- Paridon, T., Taylor, S., Cook, R. & Carraher, S. M. (2008). SBI mentoring: Training SBI directors to be directors. *International Journal of Family Business*, 5(1), 35-36.
- Parnell, J. & Carraher, S. (2001). The role of effective resource utilization in strategy's impact on performance. *International Journal of Commerce and Management*, 11(3),1-34.
- Parnell, J. & Carraher, S. (2002). Passing the buck: Managing upward delegation in organizations. *Central Business Review*, 21(1),20-27.
- Peng, M.W., Ahlstrom, D., Carraher, S.M. & Shi, W. (2017). An institution-based view of global IPR History. *Journal of International Business Studies*, 48.
- Peng, M.W., Ahlstrom, D., Carraher, S.M. & Shi, W. (2017). History and the Debate over Intellectual Property. *Management and Organization Review*, 13(1).
- Scarpello, V. & Carraher, S.M. (2008). Are pay satisfaction and pay fairness the same construct? A cross-country examination among the self-employed in Latvia, Germany, the UK, and the USA. *Baltic Journal of Management*, 3(1),23-39.
- Seladurai, R. & Carraher, S.M. (2014). *Servant Leadership: Research and Practice*. IGI Global Business Science Reference.
- Sethi, V. & Carraher, S. (1993). Developing measures for assessing the organizational impact of information technology: A comment on Mahmood and Soon's paper. *Decision Sciences*, 24,867-877.
- Smothers, J., Hayek, M., Bynum, L.A., Novicevic, M.M., Buckley, M.R. & Carraher, S.M. (2010). Alfred D. Chandler, Jr.: Historical impact and historical scope of his works. *Journal of Management History*, 16(4), 521-526.
- Sturman, M. & Carraher, S. (2007). Using a Random-effects model to test differing conceptualizations of multidimensional constructs. *Organizational Research Methods*, 10(1), 108-135.
- Sullivan, S.E., Carraher, S.M., Baker, L., Cochrane, D. & Robinson, F. (2009). The entrepreneurial dilemma: Grow or status quo?: A real case. *Journal of Applied Management & Entrepreneurship*, 14(4), 37-53.
- Sullivan, S., Crocitto, M. & Carraher, S.(2006). Chapter 4 The fundamentals of reviewing. In Y. Baruch, S. Sullivan & H., Schepmyer (Eds). *Winning Reviews: A Guide for Evaluating Scholarly Writing*. Palgrave Macmillan. Pp 65-78.
- Sullivan, S.E., Forret, M., Carraher, S.M. & Mainiero, L. (2009). Using the kaleidoscope career model to examine generational differences in work attitudes. *Career Development International*, 14(3), 284-302.
- VanAuken, H. & Carraher, S.M. (2012). An analysis of funding decisions for niche agricultural producers. *Journal of Developmental Entrepreneurship*, 17 (2), 12500121-125001215.
- Van Auken, H. & Carraher, S. (2013). Influences on frequency of preparation of financial statements among SMEs. *Journal of Innovation Management*, 1(1), 143-157.
- Welsh, D.H.B. & Carraher, S.M. (2009). An examination of the relationship between the mission of the university, the business school, and the entrepreneurship center: An application of Chandler's strategy and structure hypothesis. *Journal of Applied Management & Entrepreneurship*, 14 (4), 25-36.
- Welsh, D.H. & Carraher, S.M. (2011). *Case Studies in Global Entrepreneurship*. Kendall Hunt P.
- Williams, M.L., Brower, H.H., Ford, L.R., Williams, L.J. & Carraher, S.M. (2008). A comprehensive model and measure of compensation satisfaction. *Journal of Occupational and Organizational Psychology*, 81(4), 639-668.
- Yuyuenyongwatana, R. & Carraher, S.M. (2008/2009). Academic journal ranking: Important to strategic management and general management researchers? *Journal of Business Strategies*, 25(2),1-8.

ENTREPRENEURIAL LEADERSHIP IN BRAZIL, JAPAN, AND THE USA

Van Le, University of Texas at Dallas
Hannah Steinberg, University of Georgia

ABSTRACT

In the Hofstede's model, Brazil and Japan has such closed score 4 out of 6 criteria: power distance, individualism, uncertainty avoidance, and indulgent. Both country agree with having one boss that over control of everything else. In business, those 2 countries tend to trust only people has some sort of a relationship to them. In addition, every decision they make, it has to be certain about the possibility. Therefore, further research shows their styles in customer service includes: 1. Public praise and positive feedback, building strong, personal relationships and creating a pleasant work environment are key. Customers are treated as friends or part of an extended family. Time and money spent on keeping the relationship strong. 2. Anticipated needs and fulfilled them proactively, the ultimate in Japanese-style customer service. The Japanese call this kikubari 3. Apologizing when customers are inconvenienced. Taking action to solve problems rather than making excuses. Learning to greet customers in a respectful way. Being observant and paying attention to detail. Business formalities is not standardized across different nations; it is actually quite different for each country. We are able to identify the challenges an American business person may face when conducting work with a business person from Brazil such as the contrasting individualistic culture in the U.S. verse the collectivist culture in Brazil or the distribution of power in the work place or the level of uncertainty avoidance. One of Hofstede's cultural dimensions is the difference between individualistic cultures in which individuals look after themselves and their immediate family in turn for rewards and collectivist culture in which individuals belong to a cohesive group and look out for each other in exchange for loyalty. U.S.A. deals with a highly individualistic culture and is ranked at 91 on Hofstede's scale. A cutthroat environment where individuals will throw others under the bus to make themselves look better is commonly found in the American culture. One case of this is seen when a Bank of America intern had died and many believed it was due to long hours at work, however, after the death, the company continued to push their employees to their limits showing that supervisors only care about themselves and not their employees. On the contrary, Brazil has a highly collectivist culture and ranks 38 on Hofstede's scale for individualism. A low individualism ranking is commonly found among Latin American countries. For example, phrases like I'm from America coming from individuals from the United States can be found as offensive or disloyal to Latin American people because of their collectivist culture; they may see that as individuals from the United States as being exclusive rather than functioning as a team. Conversely, Brazil's collectivist culture does not mean that there is an equality in power between supervisors and their employees. Another dimension of Hofstede's theory is power distance defined as how people accept or expect power as it is distributed among people unequally. One of the lowest ranking dimensions for the United States is the Power Distance Index at 40, this suggests equality between the upper class and the lower class. However, in Brazil the country scores a 69 on the Power Distance Index indicating that there is an unequal distribution of power and that superiors clearly show their power to subordinates.

Brazil's indulgence in power coincides with its intolerance for uncertainty. Brazil and the United States has a very different approach to uncertainty in the business world. The United States has a low ranking of 46 on the uncertainty avoidance dimension expressing a society with fewer rules and regulations; they have a higher acceptance for new ideas and innovations which allowed for inventions such as the Macintosh computers or the introduction of smartphones. Brazil, on the other hand, has a ranking of 76 showing that this country prefers to have stricter control and are less welcoming to new concepts and beliefs. Brazilian government regulates markets and sets restrictions for companies in the country. Brazil and the United States may have many cultural differences when it comes to the tolerance of uncertainty, collectivistic culture or unequal power but they are similar in some ways as well. Some of the other main dimensions Hofstede discusses is Masculinity-Femininity and long-term orientation. The rankings for Brazil and the U.S. on these dimensions are fairly closer than those of the other dimensions already mentioned. Although, the U.S. ranks 62 and Brazil ranks 49 on Masculinity, the U.S. is more commonly known as masculine and Brazil is more commonly known as feminine. In Brazil it is common for a businessman to hold another businessman's elbow or walk down the street arm in arm while in the U.S., a more masculine culture, would find that somewhat disturbing. As for long-term orientation, U.S. ranks 29 and Brazil ranks 44. Both prefer time-honored traditions and look for quick results. Brazil and the U.S. have few similarities but many differences in their business culture. There are many different business formalities between countries and one action in the U.S. that is considered normal may be considered offensive in another country. This could make or break a business deal. By understanding Hofstede's five cultural dimensions specific to a country one can properly conduct business without complications. In Japan, the people have a high level of conscientiousness. When performing customer service, people in Japan have a high level of restraint when planning and preparing to make decisions. This enables them to have a high level of success when dealing with potential clients. However, this can also reflect on the Japanese as being stubborn or perfectionist. For example, when doing a deal with an American, they want to build a relationship with them first and trust them before making any big decisions. This might frustrate the American, as they like deals to be quick and ready to be made after they meet a couple of times. In addition, Americans tend to test differently on the conscientiousness scale. While Americans do plan and prepare for things before making decisions, they tend to want to make snappier decisions. For them, it is more about the deal and profit than creating a life long friendship. This might make the American seem a little more unreliable when it comes to going out side of lines. Moving on, we can look at Hofstede's 6D model and individualism between the two countries. Japan has more of a collectivism culture, which leads to their customer service being not one person's job, but everyone's. If a co-worker needs help with a customer, another co-worker is often eager to step in and help. However, Americans test higher on the individualism scale. In the business realm, American's have this idea that if it's not their individual responsibility, it isn't their problem to worry about.

REFERENCES

- Ahmed, ZU., Zgheib, PH, Carraher, SM. & Kowatly, AK. (2013) Public policy and expatriate entrepreneurs, *Journal of Entrepreneurship and Public Policy*, 2(1), pp.42-53.
- Baugh, SG, Sullivan, SE. & Carraher, S.M. (2013). Global Careers in the United States. In *Careers without Borders: Critical Perspectives* by Reis, C & Baruch, Y Published by Routledge. [pages 297-322; Chapter 16].
- Bhattacharya, T.K. & Carraher, S.M. (2008). How to teach high school students about entrepreneurial finance: The Financial Challenge *International Journal of Family Business*, 5(1),69.

- Buckley, M.R., Carraher, S.M., Carraher, S.C., Ferris, G.R. & Carraher, C.E. (2008). Human resource issues in global entrepreneurial high technology firms: Do they differ? *Journal of Applied Management & Entrepreneurship*, 13(1),4-14.
- Buckley, M., Carraher, S. & Cote, J. (1992). Measurement issues concerning the use of inventories of job satisfaction. *Educational and Psychological Measurement*, 52(3), 529-542.
- Buckley, M., Fedor, D., Carraher, S., Frink, D. & Marvin, D. (1997). The ethical obligation to provide recruits realistic job previews. *Journal of Managerial Issues*, 9(4), 468-484.
- Buckley, M., Fedor, D., Veres, J., Wiese, D. & Carraher, S. (1998). Investigating newcomer expectations and job-related outcomes. *Journal of Applied Psychology*, 83, 452-461.
- Buckley, M., Mobbs, T., Mendoza, J., Novicevic, M., Carraher, S. & Beu, D. (2002). Implementing realistic job previews and expectation lowering procedures: A field experiment. *Journal of Vocational Behavior*, 61(2), 263-278.
- Carraher, C., Gaonkar, A., Stewart, H., Miao, S. & Carraher, S. (1998). Structural characterization and effects of Gibberellic acid-containing Organotin polymers on sawgrass and cattail germination and seedling growth for everglades restoration. In *Tailored Polymeric Materials for Controlled Delivery Systems* (pages 295-308) edited by I. McCulloch and S. W. Shalaby, Washington, DC: American Chemical Society & Oxford UP.
- Carraher, C., Stewart, H., Carraher, S., Chamely, Learned, W., Helmy, J., Abey, K. & Salamone, A. (2002). Condensation polymers as controlled release materials for enhanced plant and food production: Influence of gibberellic acid and gibberellic acid-containing polymers on food crop seed. In *Functional Condensation Polymers* (Chapter 16, pages 223-234) edited by Charles E. Carraher, Jr. & Graham G. Swift, New York: Kluwer Academic/Plenum Publishers.
- Carraher, S.M. (2011). Turnover prediction using attitudes towards benefits, pay, and pay satisfaction among employees and entrepreneurs in Estonia, Latvia & Lithuania. *Baltic Journal of Management* 6(1), 25-52.
- Carraher, SM (2013) Follett, Barnard and Taylor, *Journal of Management History*, 19(4).
- Carraher Shawn M.(2014). Consumer behavior, online communities, collaboration, IFRS, and Tung, *Journal of Technology Management in China*, 9(1).
- Carraher, SM. (2014) Technology, AACSB and research suggestions, *Journal of Technology Management in China*, 9 (2).
- Carraher, SM., (2014) Cambridge Business & Economics Conference best papers and Anne Tsui, *Journal of Technology Management in China*, 9(3).
- Carraher SM. (2014). Leadership, entrepreneurship, and suggestions for future research, *Journal of Management History*, 20(1).
- Carraher Shawn, (2014). Dutton, management philosophy, realistic job previews, and Weber, *Journal of Management History*, 20(2).
- Carraher Shawn, (2014). Kathryn Harrigan, Management History, and Michael Peng, *Journal of Management History*, 20(3).
- Carraher Shawn M.,(2014). AACSB standards, Academy of Management and 3000 Citations, *Journal of Management History*, 20(4).
- Carraher, SM (2014). Leadership, entrepreneurship, and suggestions for future research, *Journal of Management History*, 20(1).
- Carraher, SM. (2015). Denise Rousseau, 20 Years of the JMH, and goodbye *Journal of Management History* 21(4).
- Carraher, SM. (2015). 4000 citations for the JMH and Strategic IQ. *Journal of Management History*, 21(3).
- Carraher, SM.(2015)Signaling intelligence, signaling theory, Project A, and excellent management history research, *Journal of Management History*, 21(2).
- Carraher, SM. (2015) Objectivism, Lyman Porter and ethical leadership, *Journal of Management History*, 21(1).
- Carraher, S.M., Buchanan, J.K. & Puia, G. (2010). Entrepreneurial Need for Achievement in China, Latvia, and the USA. *Baltic Journal of Management*, 5(3), 378-396.
- Carraher, S. & Buckley, M. R. (1996). Cognitive complexity and the perceived dimensionality of pay satisfaction. *Journal of Applied Psychology*, 81(1), 102-109.
- Carraher, S.M. & Buckley, M.R. (2008). Attitudes towards benefits and behavioral intentions and their relationship to Absenteeism, Performance, and Turnover among nurses. *Academy of Health Care Management Journal*, 4(2), 89-109.
- Carraher, S., Buckley, M., Mea, W., Carraher, S.C. & Carraher, C. (2006). Entrepreneurship and leadership: Why we have an ethical obligation to assess change in entrepreneurial research. *International Journal of Family Business*, 3(1), 19-31.

- Carraher, S., Buckley, M., Scott, C., Parnell, J. & Carraher, C. (2002). Customer service selection in a global entrepreneurial information services organization. *Journal of Applied Management and Entrepreneurship*, 7(2), 45-55.
- Carraher, S. & Carraher, C. (1994). ISO 9000 - theories of management. *Polymer News*, 19, 373-376.
- Carraher, S. & Carraher, C. (1995). Total quality management applied to industry - ISO 9000. *Journal of Polymer Materials*, 12, 1-9.
- Carraher, S. & Carraher, C. (1996). ISO environmental management standards: ISO 14,000. *Polymer News*, 21, 167-169.
- Carraher, S. & Carraher, C. (1996). ISO 9000. *Polymer News*, 21, 21-24.
- Carraher, S. & Carraher, S.C. (2005). Felt fair pay of small to medium, sized enterprise (SME) owners in Finland and Latvia: An examination of Jaques' equity construct. *Journal of Small Business Strategy*, 16(1), 1-8.
- Carraher, S. & Carraher, S.C. (2006). Human resource issues among SME's in Eastern Europe: A 30 month study in Belarus, Poland, and Ukraine. *International Journal of Entrepreneurship*, 10, 97-108.
- Carraher, S., Carraher, S.C. & Whitely, W. (2003). Global entrepreneurship, income, and work norms: A Seven country study. *Academy of Entrepreneurship Journal*, 9(1), 31-42.
- Carraher, SM, Crocitto, MM & Sullivan SE. (2014) A kaleidoscope career perspective on faculty sabbaticals, *Career Development International*, 19(3), pp.295-313.
- Carraher, S., Franklin, G., Parnell, J. & Sullivan, S. (2006). Entrepreneurial service performance and technology management: A study of China and Japan. *Journal of Technology Management in China*, 1(1), 107-117.
- Carraher, S. & Parnell, J. (2008). Customer service during peak (in season) and non-peak (off season) times: A multi-country (Austria, Switzerland, United Kingdom and United States) examination of entrepreneurial tourist focused core personnel. *International Journal of Entrepreneurship*, 12, 39-56.
- Carraher, S., Parnell, J., Carraher, S.C., Carraher, C. & Sullivan, S. (2006). Customer service, entrepreneurial orientation, and performance: A study in health care organizations in Hong Kong, Italy, New Zealand, the United Kingdom, and the USA. *Journal of Applied Management & Entrepreneurship*, 11(4), 33-48.
- Carraher, S.M., Parnell, J. & Spillan, J. (2009). Customer service-orientation of small retail business owners in Austria, the Czech Republic, Hungary, Latvia, Slovakia, and Slovenia. *Baltic Journal of Management*, 4 (3), 251-268.
- Carraher, S., Scott, C. & Carraher, S.C. (2004). A comparison of polychronicity levels among small business owners and non business owners in the U.S., China, Ukraine, Poland, Hungary, Bulgaria, and Mexico. *International Journal of Family Business*, 1(1), 97-101.
- Carraher, S. & Sullivan, S. (2003). Employees' contributions to quality: An examination of the Service Orientation Index within entrepreneurial organizations. *Global Business & Finance Review*, 8(1) 103-110.
- Carraher, S., Sullivan, S. & Carraher, C. (2004). Validation of a measure of international stress: Findings from multinational health service organization professionals. *Journal of Applied Management & Entrepreneurship* 9(3) 3-21.
- Carraher, S., Sullivan, S. & Carraher, S.C. (2005). An examination of the stress experience by entrepreneurial expatriate health care professionals working in Benin, Bolivia, Burkina Faso, Ethiopia, Ghana, Niger, Nigeria, Paraguay, South Africa, and Zambia. *International Journal of Entrepreneurship*, 9, 45-66.
- Carraher, S.M., Sullivan, S.E. & Crocitto, M. (2008). Mentoring across global boundaries: An empirical examination of home- and host-country mentors on expatriate career outcomes. *Journal of International Business Studies*, 39(8), 1310-1326.
- Carraher, S.M. & Van Auken, H. (2013), The use of financial statements for decision making by small firms. *Journal of Small Business & Entrepreneurship*, 26,(3), 323-336.
- Carraher SM, Welsh, Dianne H.B., and Svilokos, A. (2016) 'Validation of a measure of social entrepreneurship' *European Journal of International Management*, 10(4), 386-402.
- Crocitto, M., Sullivan, S. & Carraher, S. (2005). Global mentoring as a means of career development and knowledge creation: A learning based framework and agenda for future research. *Career Development International*, 10(6/7), 522-535.
- Deng, F.J., Huang, L.Y., Carraher, S.M. & Duan, J. (2009). International expansion of family firms: An integrative framework using Taiwanese manufacturers. *Academy of Entrepreneurship Journal*, 15(1), 25-42.
- Francis, D., Huang, L. & Carraher, S. (2004). Top management teams and friendship: Results from the USA and Taiwan. *International Journal of Family Business*, 1(1), 73-86.
- Hart, D. & Carraher, S. (1995). The development of an instrument to measure attitudes towards benefits. *Educational and Psychological Measurement*, 55(3), 498-502.

- Paridon, T., Carraher, S. & Carraher, S.C. (2006). The income effect in personal shopping value, consumer self-confidence, and information sharing (word of mouth communication) research. *Academy of Marketing Studies*, 10(2),107-124.
- Peng, M.W., Ahlstrom, D., Carraher, S.M. & Shi, W. (2017). An institution-based view of global IPR History. *Journal of International Business Studies*, 48.
- Peng, M.W., Ahlstrom, D., Carraher, S.M. & Shi, W. (2017). History and the Debate over Intellectual Property. *Management and Organization Review*, 13(1).
- Scarpello, V. & Carraher, S.M. (2008). Are pay satisfaction and pay fairness the same construct? A cross-country examination among the self-employed in Latvia, Germany, the UK, and the USA. *Baltic Journal of Management*, 3(1), 23-39.
- Sethi, V. & Carraher, S. (1993). Developing measures for assessing the organizational impact of information technology: A comment on Mahmood and Soon's paper. *Decision Sciences*, 24, 867-877.
- Smothers, J., Hayek, M., Bynum, L.A., Novicevic, M.M., Buckley, M.R. & Carraher, S.M. (2010). Alfred D. Chandler, Jr.: Historical impact and historical scope of his works. *Journal of Management History*, 16(4), 521-526.
- Sturman, M. & Carraher, S. (2007). Using a Random-effects model to test differing conceptualizations of multidimensional constructs. *Organizational Research Methods*, 10(1), 108-135.
- Sullivan, S.E., Carraher, S.M., Baker, L., Cochrane, D. & Robinson, F. (2009). The entrepreneurial dilemma: Grow or status quo?: A real case. *Journal of Applied Management & Entrepreneurship*, 14(4), 37-53.
- Sullivan, S., Crocitto, M. & Carraher, S. (2006). Chapter 4 The fundamentals of reviewing. In Y. Baruch, S. Sullivan & H., Schepmyer (Eds). *Winning Reviews: A Guide for Evaluating Scholarly Writing*. Palgrave Macmillan. Pp 65-78.
- Sullivan, S.E., Forret, M., Carraher, S.M. & Mainiero, L. (2009). Using the kaleidoscope career model to examine generational differences in work attitudes. *Career Development International*, 14(3), 284-302.
- VanAuken, H. & Carraher, S.M. (2012). An analysis of funding decisions for niche agricultural producers. *Journal of Developmental Entrepreneurship*, 17(2), 12500121-125001215.
- Van Auken, H. & Carraher, S. (2013). Influences on frequency of preparation of financial statements among SMEs. *Journal of Innovation Management*, 1(1), 143-157.
- Welsh, D.H.B. & Carraher, S.M. (2009). An examination of the relationship between the mission of the university, the business school, and the entrepreneurship center: An application of Chandler's strategy and structure hypothesis. *Journal of Applied Management & Entrepreneurship*, 14(4), 25-36.
- Williams, M.L., Brower, H.H., Ford, L.R., Williams, L.J. & Carraher, S.M. (2008). A comprehensive model and measure of compensation satisfaction. *Journal of Occupational and Organizational Psychology*, 81(4), 639-668.

EMOTIONAL INTELLIGENCE AND NEGOTIATION EFFECTIVENESS: A CROSS-CULTURAL STUDY

Sudeep Sharma, University of Illinois at Springfield
Ishan Agarwal, Glenwood High School
Ashwin Gupta, Glenwood High School

ABSTRACT

Studies on the relationship between emotional intelligence (EI) and negotiation effectiveness found that negotiators with high EI are more successful in an integrative negotiation process than those with lower EI. The present paper argues that there can be significant changes in this relationship when cultural dimensions are incorporated. Given this premise, this study explores not only the relationship between EI and negotiation effectiveness of individuals but also the moderating effects of cultural dimensions on this relationship. This study utilized a sample consisting of working professionals from two eastern countries, which belong to diverse cultural groups- Indian (N=108) and South Korean (N=100). GLOBE cultural dimensions namely assertiveness and performance orientations were examined as moderating variables. The results illustrated that in India, one EI dimension- perceiving other's emotions were significantly related to negotiation ability, whereas in South Korea, two dimensions- managing emotions and utilization of emotions were strongly related with negotiation ability. As for the moderating effect of cultural dimensions, the findings suggest that in both countries, performance orientation moderates the relationship between individual's negotiation effectiveness and EI. Contrary to expectations, no significant moderating effect of assertiveness was found. Results emphasize the importance of emotional intelligence in predicting negotiation effectiveness across cultures.

INTRODUCTION

It has been argued by many researchers that emotions play a vital role in the negotiation process (Kleef, Dreu & Manstead, 2006; Davidson & Greenhalgh, 1999). Ample theoretical and empirical evidences are in place which suggest how “display of emotions”, and “understanding other's emotions” can help negotiators shape up a negotiation the way they desire (Foo, Elfenbein, Tan & Aik, 2004). Thus, Emotional Intelligence (EI) which is the awareness and ability to perceive one's and others' emotions, as well as the ability to manage one's emotions in a healthy and productive manner, can help individuals to negotiate in a more productive manner. Therefore, we can say that a relationship exists between EI and negotiation ability of any individual. This is one of the areas we want to focus in this current research.

Another area that this research focuses on the effect of cultural variables on EI and negotiation ability relationship. In this era of globalization, culture has an ineluctable effect on negotiation. Unlike the past, cross cultural negotiation is not only limited to diplomats but is also used widely by researchers, IT professionals, students, professors, consultants, and business people etc., who have to interact with their counter parts coming from different

cultures/countries. Many studies conducted on intercultural settings showed a conspicuous effect of culture on negotiation behaviors (Adair, Okumura, Brett, 2001).

When people from different cultures meet, they bring different perceptions and beliefs of emotions, like when and how to display what kind of emotions in what circumstances, the degree of display of emotions in negotiations etc. with them (Ekman, 1972; Soto, Levenson & Ebling, 2005). Some cultures are emotionally expressive where display of emotions in public, and directness in speech are common features while some cultures believe in moderating or controlling the emotions where display of emotions is not appreciated. Thus, different cultures can have different ways of expression and recognition of emotions. Therefore, EI should also be affected because of cultural differences. Recently GLOBE has defined several cultural dimensions,—among which we have focused our research on assertiveness and performance orientation since both of these dimensions have a considerable effect on EI and negotiation process. The aim of this study is to examine the moderating effects of these cultural dimensions on the relationship between emotional intelligence and negotiation ability of individuals.

In general, negotiation can be defined as a process by which people make effort to decide or settle what each party shall get, take or perform in the dealing that takes place between them (Thompson 1990, Rubin & Brown, 1975). Whenever there is a conflict in people's interests or likings they have to negotiate in order to resolve them. Negotiating parties, negotiation process, interests of negotiating parties and outcome of negotiation constitutes the basic features of any negotiation (Thompson 1990).

Emotions are an integral part of any negotiation as claimed by many researchers (Foo, Elfenbein, White, Tan, Aik, 2004). Intrapersonal effects of emotions influence individual's emotional state in his/her behavior, which ultimately affect his/her negotiation style (Baron, 1990; Isen, Daubman, & Nowicki, 1987; Forgas, 1998). Similarly, interpersonal effects of emotions affect the emotional state of the counterpart in the negotiation process, as cited by many researchers (Adler, Rosen, & Silverstein, 1998; Thompson, Nadler, & Kim, 1999; Kleef et. al. 2004). However, no research has been done so far which shows a relationship between EI and individual's negotiation ability. Foo and his colleagues (2004) found a significant relationship between EI and negotiation performance. They found that higher EI of negotiators help them perform well in negotiation exercise. However, aforementioned paper and some other research (e.g., Muller and Curhan, 2006) did not explore any relationship between EI and negotiation ability of an individual. This research aims to explore this relationship by using self-report measures of these variables and proposes the following hypothesis:

H1 Individuals with high EI have higher negotiation ability than the people with lower EI.

Another issue, which has not been addressed much in present research, is the impact of cultural dimensions on the effect of emotional intelligence in negotiation. Since many researchers have argued that emotions are culturally bound construct, we propose that EI can also be influenced by cultural differences. Culture plays an important role in understanding and expression of emotions (Ekman, 1972; Matsumoto, 1989; Mesquita, Frijda, & Scherer, 1997). It is observed that individuals can judge the emotional expressions of other individuals more accurately who belong to the same culture (Yuki, Maddux, Masuda, 2005), as individuals are said to have an in-group advantage. Some cultures are emotionally more expressive while some are less and this affects the common perception of emotions in respective cultures. For example, a study conducted by Soto and his colleagues (2005) on Chinese culture (where emotions are

moderated) and Mexican culture (where emotions are openly expressed) divulged different impact on emotional responses of persons belonging to these diverse cultures.

Not only EI but negotiation tendencies are also affected by culture as suggested by many empirical evidences (Metcalf, Bird, Shankarmahesh, Aycan, Larimo, Valdelamar, 2006; Adair et al 2001; Graham, Mintu, & Rodgers, 1994, Salacuse, 1998). For instance, Salacuse (1998) proposed the famous ten ways by which the culture can affect negotiating style and similarly Metcalf et al. carried out their research across five countries proving and establishing the effect of culture in negotiation style based on these ten ways suggested by Salacuse. Thus, when negotiators from various cultures negotiate, there are chances that these idiosyncrasies may repel the negotiators and thereby exacerbate the outcome (Kumar, 1997). For example, many American companies have failed in international business domain due to misinterpretation and misinformation of these cultural idiosyncrasies (Graham et al., 1994; Copeland & Griggs, 1985; Tung, 1982).

So far, most of the studies on emotional intelligence have been done in Western (individualistic) cultures (Bar-On, 1997; Goleman, 1995; Mayer et al, 2000). This cross cultural becomes all the more important because both EI and negotiation ability are psychological processes, and all psychological processes are necessarily culturally constituted. Thus, the relationship between EI and negotiation ability may also have a moderating influence of cultural dimensions.

Culture, an ever-evolving concept over time, does not have a single definition nor has a universal set of dimensions, which can measure it. Thus, we find many ways in which various researchers have defined culture (Hofstede, 1991). Recently, GLOBE (House et al, 2004) defined culture as a set of shared values and beliefs. Beliefs are the perceptions of masses and can be seen as how things are done and termed as the practices in a specific culture. Values refer to the aspiration of the masses about how things should be done and can be termed as preferred practices. GOLBE defined nine cultural dimensions and proposed that these dimensions are the aspects of a country's culture and can distinguish one society from another. Among various cultural variables defined in GLOBE, we chose assertiveness and performance orientation to explicate the effect of these variables on the influence of emotional intelligence innegotiation.

Assertiveness can be referred to as the ability to put forward one's interests and preferences in front of the counterparts during a negotiation (Mnookin, Peppet and Tulumello, 1996). Thus, the role of assertiveness (a cultural variable) in negotiation can be strongly argued with aforesaid statement since assertiveness is a dimension of culture as well as negotiation. Explaining the effect of assertiveness in negotiation Mnookin et al. (1996) claimed that assertive negotiators are less prone to succumb under the pressure of fear of exploitation. They further proposed that assertive negotiators are likely to get more what they desire for in a negotiation.

It has also been proposed that highly assertive societies are likely to be emotionally more expressive in communication during negotiations (Hartog, 2004). Ability to display one's emotions and ability to understand the emotions of others and self are among the few dimensions of EI. This clearly suggests a relationship between assertiveness and EI. Individuals belonging to less assertive cultures are inclined to constrain their display of emotions. Thus, role of EI becomes all the more important here, as higher EI of their counterparts would enable their counterparts to understand their mood, willingness to agree etc. even by the subdued emotions displayed by them. Based upon the discussion above we propose that:

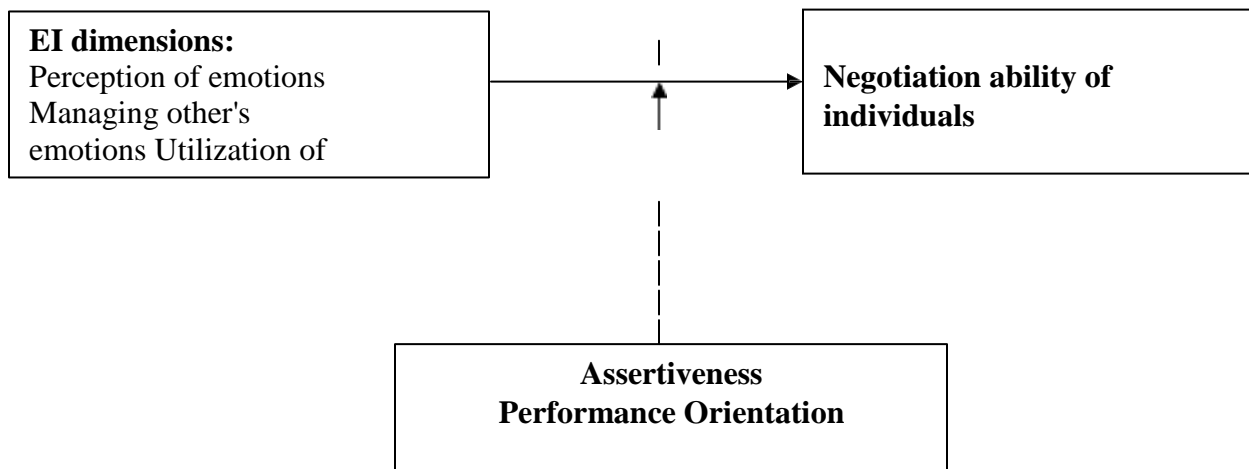
H2 Assertiveness moderates the relationship between EI and negotiation ability of an individual.

Similarly, performance orientation, which is a dimension of culture described in GLOBE, has a detectable effect in negotiation. Performance orientation refers to the degree or extent to which a society encourages and rewards performance improvement, and high standards (Javidan, 2004). Like assertiveness, performance orientation is also linked with the preferred language of society. High performance-oriented societies may be inclined to use low-dimensions language (Hall, 1959), which stresses the use of explicit, direct and clear form of interaction (Javidan, 2004). Thus the negotiation style becomes more direct and explicit in this case and negotiators tend to have a sense of urgency. This makes negotiators drive negotiation in a different manner.

Since, high performance orientated cultures strive for better performance thus people may be encouraged to use the EI in a better manner to get the desired outcome of a negotiation. Thus impact of higher EI in negotiation may be more visible in high performance-oriented societies as compared to less performance-oriented societies. The following hypothesis is, therefore, proposed:

H3 Performance orientation can moderate the relationship between EI and negotiation ability of an individual.

Figure 1
CULTURAL DIMENSIONS AS MODERATING VARIABLES



In present study, we cross culturally examined the role of assertiveness and performance orientation as moderators in the relationship between EI and negotiation ability by comparing data from two culture- India and South Korea. Although both the countries are in-group collectivistic societies (Hofstede, 1991; House et al, 2004), yet they are quite different in many other cultural dimensions. GLOBE, which is one of the most recent methodological cultural study, claimed that both of these countries come from two different cultural clusters (House et al, 2004). By analyzing the data from these cultures, we examined whether the relationship between EI and negotiation ability is moderated by assertiveness and performance orientation.

METHODOLOGY

Participants

The sample for the present study consisted of 108 adult participants from India and 100 participants from South Korea. The Indian sample comprised 87 men and 21 women (mean=25.22 yrs., S.D. = 1.92), whereas age and gender have not been asked to South Korean

participants because in this culture people do not accept to give their gender and age and therefore, it was unethical to ask them about their gender and age.

Measures

The 33-item self-report Emotional Intelligence Scale (SEIS) (Schutte et al., 1998) that covers three dimensions of EI; Perception of emotions, management of emotions, and utilization of emotions. This is a self-report measurement of Emotional Intelligence having three dimensions. The internal consistency (Cronbach's alpha) of the scale is 0.87, and the test-retest reliability is 0.78. As there was no South Korean version of this scale available, it has been translated and back translated into South Korean language by bilingual experts. The internal consistency of the South Korean version was satisfactory with Cronbach's alpha ranging from .71 to .76. We used self-report questionnaire by Selvamurthy et al (2007) to measure negotiation ability. The measure comprises 16 self-referencing statements and requires subjects to rate the extent they agree or disagree with each statement on a 5-point Likert scale. GLOBE societal cultural scale (House et al., 2004) was used to measure both the dimensions of cultural context.

RESULTS AND DISCUSSION

As expected, all the three dimensions of emotional intelligence were strongly correlated to negotiation ability of individuals in both the countries. Multiple regression analysis showed that in India, perception of emotion significantly related to negotiation ability after controlling the effect of other three dimensions, gender and age, $\beta = .28, p < .05$. In South Korea, there were significant relationship between managing other's emotion and negotiation ability, $\beta = .24, p < .05$ and also between utilization of emotions and negotiation ability, $\beta = .15, p < .05$. We followed the procedure outlined by Aiken and West (1991) for testing interactions or moderation effects of assertiveness and performance orientation. In India, the interaction term of managing other's emotions and performance orientation was significantly associated with negotiation ability, $\beta = .50, p < .05$. In South Korea, significant interaction effect of performance orientation was found for managing other's emotions ($\beta = -.54, p < .05$) and utilization of emotions ($\beta = .34, p < .05$). Negative interaction terms suggest that effect of managing other's emotions is less pronounced for those of high performance orientation than of low performance orientation individuals. No significant interaction effect was found for assertiveness in both India and South Korea.

The findings suggest that EI dimensions strongly relate with negotiation ability of an individual. However, results in the study show that some dimensions are better predictor in one culture, but may not be so in another culture. It implies that culture in some extent has influence on EI-negotiation ability relationship. In order to explore the impact of cultural dimensions on EI-negotiation ability, this present study used two cultural dimensions- assertiveness and performance orientation as moderating variables and found statistical evidence that performance orientation moderates the relationship in both India and South Korea. The study further explores the differences in findings based on the social values and social practice cultural dimensions. In India, performance orientation as social practice moderates the relationship, whereas in South Korea, it does so as social values. Thus, the model presented here provides an alternative conceptualization to the relationship by addressing the potential implications of cultural dimensions named assertiveness and performance orientation on EI-negotiation ability relationship.

(References Available Upon Request)

ETHICS & CULTURAL DIFFERENCES IN PAKISTAN & THE USA

Amina Youssuf, University of Texas at Dallas

Hannah Steinberg, University of Georgia

ABSTRACT

Pakistan and the United States of America are very different when compared to Hofstede's 6D Model. When compared, these are how the results followed: Starting with power distance, Pakistan culture and American culture do not differ too significantly. Power distance is all about whether hierarchical order is accepted by the society or not and Pakistan scored a 55, whereas US scored 40. Though there is not much difference, Pakistan's society accepts that order more than the people of the United States. Close-knit families are real big when it comes to Pakistani culture. It is frowned upon for the son to leave his family, even though he has been married to another. This explains the individualism score of 14. America, on the other hand, teaches its people to be independent. The score of 91 proves that people here in the US will do all it takes for them to be independent, live on their own and provide for themselves.

Fun and games is NOT something accepted by the Pakistan society. Scoring a 0 on indulgence tells people a lot. This may also tie in with the score given for uncertainty avoidance, 70. Mistakes are looked down on in Pakistan and there is no such thing as work hard, play hard. In Pakistan, it is all about working and succeeding. Pakistani emphasize the importance of the future so much that the present life and present happiness is almost always forgotten about. America on the other hand is a lot more relaxed when it comes to indulgence. American society scored a 68 because here in America, we the people are taught to work hard and play harder. Mistakes here are understandable because a lesson is learned from those mistakes and that is the biggest difference between these two countries. From what is heard in the media, people would think of Pakistan as a male dominated country. However, scoring a 50 puts it right in the middle. It is uncertain whether males have more power, or do women, in the eyes of the people? America on the other hand falls more toward the equality for all side, but it did not fall too far. America scored only 12 points more, leaving it at 62. Without these studies and models, it would be difficult to really get an insight on how countries work. People would just go off what was heard in the media or told from one friend to another. Though there are many differences, it is safe to say that excluding indulgence and individualism, they really are not too different.

REFERENCES

- Bhattacharya, T.K. & Carraher, S.M.(2008). How to teach high school students about entrepreneurial finance: The Financial Challenge *International Journal of Family Business*, 5(1), 69.
- Buckley, M.R., Carraher, S.M., Carraher, S.C., Ferris, G.R. & Carraher, C.E.(2008). Human resource issues in global entrepreneurial high technology firms: Do they differ? *Journal of Applied Management & Entrepreneurship*, 13(1), 4-14.
- Buckley, M., Carraher, S. & Cote, J.(1992). Measurement issues concerning the use of inventories of job satisfaction. *Educational and Psychological Measurement*, 52(3), 529-542.
- Buckley, M., Carraher, S., Ferris, G. & Carraher, C.(2001). Human resource concerns in entrepreneurial multinational high technology firms. *Journal of Applied Management and Entrepreneurship*, 6(1), 97-104.

- Buckley, M., Fedor, D., Carraher, S., Frink, D. & Marvin, D.(1997). The ethical obligation to provide recruits realistic job previews. *Journal of Managerial Issues*, 9(4), 468-484.
- Buckley, M., Fedor, D., Veres, J., Wiese, D. & Carraher, S.(1998). Investigating newcomer expectations and job-related outcomes. *Journal of Applied Psychology*, 83, 452-461.
- Buckley, M., Mobbs, T., Mendoza, J., Novicevic, M., Carraher, S. & Beu, D.(2002). Implementing realistic job previews and expectation lowering procedures: A field experiment. *Journal of Vocational Behavior*, 61(2), 263-278.
- Budd, J. & Carraher, S.(1998). Validation of an inventory to measure attributes of strategic management. *Psychological Reports*, 82(3 Pt 2), 1220-1222.
- Burgess, S., Johnson, C. & Carraher, S.M.(2008). Cameron University Leaders and Entrepreneurs: Developing the next generation of leaders and entrepreneurs. *International Journal of Family Business*, 5(1), 45-46.
- Burgess, S., Johnson, C. & Carraher, S.M.(2008). Cameron University Leaders and Entrepreneurs: How to develop the next generation of leaders and entrepreneurs at your university. *International Journal of Family Business*, 5(1), 65-66.
- Carpenter, C. & Carraher, S. M.(2007). An examination of the reliability of a measure of Porter's five factors model among business leaders. *International Journal of Family Business*, 4(1), 87-90.
- Carraher, C. & Carraher, S.(1996). ISO 9000 - An industrial management tool. *Polymeric Materials Encyclopedia*(Vol. 5 pages 3481-3484) edited by J. Salamone, Boca Raton, FL: CRC Press.
- Carraher, C.E., Carraher, S.M. & Stewart, H.H.(2010). Metal-containing polymer structures for enhancing seed germination and plant growth. *Advances in Environmental Biology*, 4(1), 108-116.
- Carraher, S.(1991). A validity study of the pay satisfaction questionnaire(PSQ). *Educational and Psychological Measurement*, 51(2), 491-495.
- Carraher, S.(1991). On the dimensionality of the pay satisfaction questionnaire. *Psychological Reports*, 69(3 Pt. 1), 887-890.
- Carraher, S.(1993). Another look at the dimensionality of a learning style questionnaire. *Educational and Psychological Measurement*, 53(2), 411-415.
- Carraher, S.(1995). On the dimensionality of a learning style questionnaire. *Psychological Reports*, 77(1), 19-23.
- Carraher, S.(2000). Pressing Problems in Modern Organizations(That Keep Us Up At Night). *Journal of Leadership Studies*, 7(3), 136-138.
- Carraher, S.(2003). The father of cross-cultural research: An interview with Geert Hofstede. *Journal of Applied Management & Entrepreneurship*, 8(2), 97-106.
- Carraher, S.(2005). An Examination of entrepreneurial orientation: A validation study in 68 countries in Africa, Asia, Europe, and North America. *International Journal of Family Business*, 2(1), 95-100.
- Carraher, S.(2006). Felt fair pay of small to medium sized enterprise(SME) owners in Switzerland: An examination of Jaques' equity construct. *Journal of International Business and Entrepreneurship Development*, 3(1/2), 109-120.
- Carraher, S.(2006). Attitude towards benefits among SME owners in Eastern Europe: A 30-month study. *Global Business and Finance Review*, 11(1),41-48.
- Carraher, S.(2008) *Small Business Institute® Research Review* Volume 35 [304 pages] SBANC.
- Carraher, S.M.(2008). A graduate certificate in entrepreneurial studies for medical and non-medical entrepreneurs. *International Journal of Family Business*, 5(1),13-14.
- Carraher, S.M.(2008). How to integrate a board of advisors in to the academic process. *International Journal of Family Business*, 5(1), 43.
- Carraher, S.M.(2008). On-line SBI teams: Costco and beyond. *International Journal of Family Business*, 5(1), 47.
- Carraher, S.M.(2008). Youth entrepreneurship: Strategic exercises for developing entrepreneurship among elementary school students. *International Journal of Family Business*, 5(1),67-68.
- Carraher, S.M.(2008). Using E-Bay to teach global and technological entrepreneurship *International Journal of Family Business*, 5(1), 63-64.
- Carraher, S.M.(2009). Business Education Accreditation and the Changing Global Marketplace: John Fernandes of AACSB. *Journal of Applied Management & Entrepreneurship*, 14(1), 128-138.
- Carraher, S.M.(2011). Turnover prediction using attitudes towards benefits, pay, and pay satisfaction among employees and entrepreneurs in Estonia, Latvia & Lithuania. *Baltic Journal of Management* 6(1), 25-52.

- Carraher, SM.(2012). The future of the Journal of Management History, *Journal of Management History*, 18(1).
- Carraher, SM(2012). Global and empirical management history?, *Journal of Management History*, 18(3)
- Carraher, SM(2012). Social entrepreneurship: interviews, journal surveys, and measures, *Journal of Management History*, 18(4).
- Carraher, SM(2013). ISI, social entrepreneurship, and research, *Journal of Management History*,19(1)
- Carraher, SM(2013). Signaling intelligence, management history, marry-go-round, and research, *Journal of Management History*, 19(2).
- Carraher, SM(2013). Follett, Barnard and Taylor, *Journal of Management History*, 19(4).
- Carraher Shawn M.,(2014). Consumer behavior, online communities, collaboration, IFRS, and Tung, *Journal of Technology Management in China*, 9(1).
- Carraher, SM.(2014). Technology, AACSB and research suggestions, *Journal of Technology Management in China*, 9(2).
- Carraher, SM.,(2014). Cambridge Business & Economics Conference best papers and Anne Tsui, *Journal of Technology Management in China*, 9(3).
- Carraher SM.(2014). Leadership, entrepreneurship, and suggestions for future research, *Journal of Management History*, 20(1).
- Carraher Shawn, (2014). Dutton, management philosophy, realistic job previews, and Weber, *Journal of Management History*, 20(2).
- Carraher Shawn, (2014) Kathryn Harrigan, Management History, and Michael Peng, *Journal of Management History*, 20(3).
- Carraher Shawn M., (2014).AACSB standards, Academy of Management and 3000 Citations, *Journal of Management History*, 20(4).
- Carraher, SM(2014) Leadership, entrepreneurship, and suggestions for future research, *Journal of Management History*, 20(1)
- Carraher, SM.(2015). Denise Rousseau, 20 Years of the JMH, and goodbye *Journal of Management History* 21(4).
- Carraher, SM.(2015). 4000 citations for the JMH and Strategic IQ. *Journal of Management History* 21(3).
- Carraher, SM.(2015). Signaling intelligence, signaling theory, Project A, and excellent management history research, *Journal of Management History*, 21(2)
- Carraher, SM.(2015). Objectivism, Lyman Porter and ethical leadership, *Journal of Management History*, 21(1).
- Carraher, S.M., Buchanan, J.K. & Puia, G.(2010). Entrepreneurial Need for Achievement in China, Latvia, and the USA. *Baltic Journal of Management*, 5(3), 378-396.
- Carraher, S. & Buckley, M. R.(1996). Cognitive complexity and the perceived dimensionality of pay satisfaction. *Journal of Applied Psychology*, 81(1), 102-109.
- Carraher, S. & Buckley, M.(2005). Attitudes towards benefits among SME owners in Western Europe: An 18-month study. *Journal of Applied Management & Entrepreneurship*, 10(4), 45-57.
- Carraher, S.M. & Buckley, M.R.(2008). Attitudes towards benefits and behavioral intentions and their relationship to Absenteeism, Performance, and Turnover among nurses. *Academy of Health Care Management Journal*, 4(2), 89-109.
- Carraher, S. & Carraher, C.(1994). ISO 9000 - theories of management. *Polymer News*, 19, 373-376.
- Carraher, S. & Carraher, C.(1995). Total quality management applied to industry - ISO 9000. *Journal of Polymer Materials*, 12, 1-9.
- Carraher, S. & Carraher, C.(1996). ISO environmental management standards: ISO 14,000. *Polymer News*, 21, 167-169.
- Carraher, S. & Carraher, C.(1996). ISO 9000. *Polymer News*, 21, 21-24.
- Carraher, S. & Carraher, S.C.(2005). Felt fair pay of small to medium, sized enterprise(SME) owners in Finland and Latvia: An examination of Jaques' equity construct. *Journal of Small Business Strategy*, 16(1),1-8.
- Carraher, S. & Carraher, S.C.(2006). Human resource issues among SME's in Eastern Europe: A 30 month study in Belarus, Poland, and Ukraine. *International Journal of Entrepreneurship*, 10, 97-108.
- Carraher, S., Carraher, S.C. & Whitely, W.(2003). Global entrepreneurship, income, and work norms: A Seven country study. *Academy of Entrepreneurship Journal*, 9(1), 31-42.
- Carraher, SM, Crocitto, MM & Sullivan SE.(2014) A kaleidoscope career perspective on faculty sabbaticals, *Career Development International*, 19(3), pp.295–313.

- Carraher, S., Franklin, G., Parnell, J. & Sullivan, S.(2006). Entrepreneurial service performance and technology management: A study of China and Japan. *Journal of Technology Management in China*, 1(1), 107-117.
- Carraher, S. & Parnell, J.(2008). Customer service during peak(in season) and non-peak(off season) times: A multi-country(Austria, Switzerland, United Kingdom and United States) examination of entrepreneurial tourist focused core personnel. *International Journal of Entrepreneurship*, 12, 39-56.
- Carraher, S.M., Parnell, J. & Spillan, J.(2009). Customer service-orientation of small retail business owners in Austria, the Czech Republic, Hungary, Latvia, Slovakia, and Slovenia. *Baltic Journal of Management*, 4(3), 251-268.
- Carraher, S., Scott, C. & Carraher, S.C.(2004). A comparison of polychronicity levels among small business owners and non-business owners in the U.S., China, Ukraine, Poland, Hungary, Bulgaria, and Mexico. *International Journal of Family Business*, 1(1), 97-101.
- Carraher, S., Sullivan, S. & Carraher, C.(2004). Validation of a measure of international stress: Findings from multinational health service organization professionals. *Journal of Applied Management & Entrepreneurship* 9(3) 3-21.
- Carraher, S., Sullivan, S. & Carraher, S.C.(2005). An examination of the stress experience by entrepreneurial expatriate health care professionals working in Benin, Bolivia, Burkina Faso, Ethiopia, Ghana, Niger, Nigeria, Paraguay, South Africa, and Zambia. *International Journal of Entrepreneurship*, 9, 45-66.
- Carraher, S.M., Sullivan, S.E. & Crocitto, M.(2008). Mentoring across global boundaries: An empirical examination of home- and host-country mentors on expatriate career outcomes. *Journal of International Business Studies*, 39(8), 1310-1326.
- Carraher, S.M. & Van Auken, H.(2013), The use of financial statements for decision making by small firms. *Journal of Small Business & Entrepreneurship*, 26,(3), 323-336.
- Carraher SM, Welsh, Dianne H.B., and Svilokos, A.(2016) ‘Validation of a measure of social entrepreneurship’ *European Journal of International Management*, 10(4), 386-402.
- Carraher, S.M., Yuyuenyongwatana, R., Sadler, T. & Baird, T.(2009). Polychronicity, leadership, and language influences among European nurses: Social differences in accounting and finances, *International Journal of Family Business*, 6(1), 35-43.
- Chan, S. & Carraher, S.(2006). Chanian chocolate: Ethical leadership in new business start-ups. *International Journal of Family Business*, 3(1), 81-97.
- Crocitto, M., Sullivan, S. & Carraher, S.(2005). Global mentoring as a means of career development and knowledge creation: A learning based framework and agenda for future research. *Career Development International*, 10(6/7), 522-535.
- Davis, T., Schwarz, A. & Carraher, S.(1998). Validation study of the motivation for occupational choice scale. *Psychological Reports*, 82(2) 491-494.
- Deng, F.J., Huang, L.Y., Carraher, S.M. & Duan, J.(2009). International expansion of family firms: An integrative framework using Taiwanese manufacturers. *Academy of Entrepreneurship Journal*, 15(1), 25-42.
- Francis, D., Huang, L. & Carraher, S.(2004). Top management teams and friendship: Results from the USA and Taiwan. *International Journal of Family Business*, 1(1), 73-86.
- Hart, D. & Carraher, S.(1995). The development of an instrument to measure attitudes towards benefits. *Educational and Psychological Measurement*, 55(3), 498-502.
- Huang, L.Y. & Carraher, S.(2004). How effective are expatriate management and guanxi networks: Evidence from Chinese Industries. *International Journal of Family Business*, 1(1), 1-23 .
- Huang, L. & Carraher, S.(2009) China [an Area Studies Chapter]. In S. Carraher & D. Welsh(Eds). *Global Entrepreneurship*.
- Keyes, C., Vinson, T., Hay, S. & Carraher, S. M.(2007). Parrish photography Part 1: Strategic Ethical Leadership. *International Journal of Family Business*, 4(1), 67-82.
- Krishnan, V.S., Duan, J., Carraher, S.M. & Chan, S.(2007). GPS Real Estate Services. *Journal of Applied Management & Entrepreneurship*, 12(4), 51-59.
- Lester, D., Parnell, J. & Carraher, S.(2003). Organizational life cycle: A five-stage empirical scale. *International Journal of Organizational Analysis*, 11(4), 339-354.
- Lester, D., Parnell, J.A. & Carraher, S.M.(2010). Assessing the desktop manager. *Journal of Management Development*, 29(3), 246-264.
- Mea, W. & Carraher, SM(2005). Leaders speak: Success and failure in their own words. In R. Sims & S. Quatro(Eds). *Leadership: Succeeding in the Private, Public, and Not-for-profit Sectors*. Armonk, NY: M.E. Sharpe, Inc. Pp 297-317.

- Paridon, T., Carraher, S. & Carraher, S.C.(2006). The income effect in personal shopping value, consumer self-confidence, and information sharing(word of mouth communication) research. *Academy of Marketing Studies*, 10(2), 107-124.
- Paridon, T., Taylor, S., Cook, R. & Carraher, S. M.(2008). SBI mentoring: Training SBI directors to be directors. *International Journal of Family Business*, 5(1), 35-36.
- Parnell, J. & Carraher, S.(2001). The role of effective resource utilization in strategy's impact on performance. *International Journal of Commerce and Management*, 11(3), 1-34.
- Parnell, J. & Carraher, S.(2002). Passing the buck: Managing upward delegation in organizations. *Central Business Review*, 21(1), 20-27.
- Parnell, J. & Carraher, S.(2003). The Management Education by Internet Readiness(MEBIR) scale: Developing a scale to assess one's propensity for Internet-mediated management education. *Journal of Management Education*, 27, 431-446.
- Parnell, J. & Carraher, S.(2005). Validating the management education by Internet readiness(MEBIR) scale with samples of American, Chinese, and Mexican students. *Journal of Education for Business*, 81(1), 47-54.
- Parnell, J., Carraher, S. & Holt, K.(2002). Participative management's influence on effective strategic diffusion. *Journal of Business Strategies*, 19(2), 161-180.
- Parnell, J. Carraher, S. & Odom, R.(2000) Strategy and Performance in the Entrepreneurial Computer Software Industry. *Journal of Business & Entrepreneurship*, 12(3), 49-66.
- Parnell, J.A., Koseoglu, M.A., Behtas, C. & Carraher, S.M.(2010). Knowledge management, organizational communication and job satisfaction: An empirical test of a five-star hotel in Turkey. *International Journal of Leisure and Tourism Marketing*, 1(4), 323-343.
- Parnell, J., Mintu-Wimsatt, A. & Carraher, S.(2002). Trust in Internet shopping and its correlates: A cross-cultural investigation. *The E-Business Review*, 2, 195-201.
- Peng, M.W., Ahlstrom, D., Carraher, S.M. & Shi, W.(2017). An institution-based view of global IPR History. *Journal of International Business Studies*, 48.
- Peng, M.W., Ahlstrom, D., Carraher, S.M. & Shi, W.(2017). History and the Debate over Intellectual Property. *Management and Organization Review*, 13(1).
- Scarpello, V. & Carraher, S.M.(2008). Are pay satisfaction and pay fairness the same construct? A cross-country examination among the self-employed in Latvia, Germany, the UK, and the USA. *Baltic Journal of Management*, 3(1), 23-39.
- Sethi, V. & Carraher, S.(1993). Developing measures for assessing the organizational impact of information technology: A comment on Mahmood and Soon's paper. *Decision Sciences*, 24, 867-877.
- Smothers, J., Hayek, M., Bynum, L.A., Novicevic, M.M., Buckley, M.R. & Carraher, S.M.(2010). Alfred D. Chandler, Jr.: Historical impact and historical scope of his works. *Journal of Management History*, 16(4), 521-526.
- Sturman, M. & Carraher, S.(2007). Using a Random-effects model to test differing conceptualizations of multidimensional constructs. *Organizational Research Methods*, 10(1), 108-135.
- Sullivan, S., Crocitto, M. & Carraher, S.(2006). Chapter 4 The fundamentals of reviewing. In Y. Baruch, S. Sullivan & H., Schepmyer(Eds). *Winning Reviews: A Guide for Evaluating Scholarly Writing*. Palgrave Macmillan. Pp 65-78.
- Sullivan, S.E., Forret, M., Carraher, S.M. & Mainiero, L.(2009). Using the kaleidoscope career model to examine generational differences in work attitudes. *Career Development International*, 14(3), 284-302.
- VanAuken, H. & Carraher, S.M.(2012). An analysis of funding decisions for niche agricultural producers. *Journal of Developmental Entrepreneurship*, 17(2), 12500121-125001215.
- Van Auken, H. & Carraher, S.(2013). Influences on frequency of preparation of financial statements among SMEs. *Journal of Innovation Management*, 1(1), 143-157.

THE EFFECTS OF RELIGION & CULTURE ON MARKETING IN SAUDI ARABIA & THE US

Zaynah Zafar, University of Texas at Dallas
Hannah Steinberg, University of Georgia

ABSTRACT

This research centers on the similarities and differences between the United States and Saudi Arabia both culturally and religiously and the effect of those factors on marketing practices in their respective countries. The customs of these two nations have a profound impact on the manner in which business is conducted, and this influence extends into the marketing world. When putting together a marketing campaign, one must first look at the audience being targeted and the values that hold most true to them. Saudi Arabia, as an Islamic nation, is made up of citizens who follow their religion rigorously. In Islam, women must be covered up in public and adhere to their roles as mothers and homemakers. Conversely, while the U.S. is a melting pot of numerous religions and cultures, Christianity has been recorded as the majority religion for years. America's foundation of individuality and independence shines through in the separation of church and state, as well as in the changing gender roles that we see today. Women are fighting for their rights as equals and emerging as true leaders in the workforce, while some men are choosing to stay at home with their children. From a marketing standpoint, it is apparent that men and women in Saudi Arabia are looking for conservative advertisements aimed at the traditional, nuclear family while people in the U.S. are more geared toward innovative and revolutionized ways of thinking. In America, a mother is no longer just a housewife, but also a breadwinner, either in place of the husband or alongside him. In Saudi Arabia, men and women are separated in almost all aspects, including the business world, and even Western businesswomen are expected to wear conservative clothing and be in the accompaniment of a male when conducting business in the country. The role of the female is firmly placed within the household, and as such, marketers must take this cultural difference into account when creating ad content. Americans subscribe to the belief that sex sells and to see a provocative advertisement would not be out of the norm for the average citizen. However, if a commercial with sexual themes or undertones were to be advertised in Saudi Arabia, people would be scandalized and most likely boycott the product or firm in question. These findings will help to explore their effect on marketing strategies.

REFERENCES

- Ahmed, ZU., Zgheib, PH, Carraher, SM & Kowatly, AK. (2013). Public policy and expatriate entrepreneurs, *Journal of Entrepreneurship and Public Policy*, 2(1) pp.42 –53.
- Bhattacharya, T.K. & Carraher, S.M.(2008). How to teach high school students about entrepreneurial finance: The Financial Challenge *International Journal of Family Business*, 5(1), 69.
- Buckley, M.R., Carraher, S.M., Carraher, S.C., Ferris, G.R., & Carraher, C.E.(2008). Human resource issues in global entrepreneurial high technology firms: Do they differ? *Journal of Applied Management & Entrepreneurship*, 13(1), 4-14.

- Buckley, M., Carraher, S., & Cote, J.(1992). Measurement issues concerning the use of inventories of job satisfaction. *Educational and Psychological Measurement*, 52(3), 529-542.
- Buckley, M., Carraher, S., Ferris, G., & Carraher, C.(2001). Human resource concerns in entrepreneurial multinational high technology firms. *Journal of Applied Management and Entrepreneurship*, 6(1), 97-104.
- Buckley, M., Fedor, D., Carraher, S., Frink, D., & Marvin, D.(1997). The ethical obligation to provide recruits realistic job previews. *Journal of Managerial Issues*, 9(4), 468-484.
- Buckley, M., Fedor, D., Veres, J., Wiese, D., & Carraher, S.(1998). Investigating newcomer expectations and job-related outcomes. *Journal of Applied Psychology*, 83, 452-461.
- Buckley, M., Mobbs, T., Mendoza, J., Novicevic, M., Carraher, S., & Beu, D.(2002). Implementing realistic job previews and expectation lowering procedures: A field experiment. *Journal of Vocational Behavior*, 61(2), 263-278.
- Budd, J. & Carraher, S.(1998). Validation of an inventory to measure attributes of strategic management. *Psychological Reports*, 82(3 Pt 2), 1220-1222.
- Burgess, S., Johnson, C., & Carraher, S.M.(2008). Cameron University Leaders and Entrepreneurs: Developing the next generation of leaders and entrepreneurs. *International Journal of Family Business*, 5(1),45-46.
- Burgess, S., Johnson, C., & Carraher, S.M.(2008). Cameron University Leaders and Entrepreneurs: How to develop the next generation of leaders and entrepreneurs at your university. *International Journal of Family Business*, 5(1), 65-66.
- Carpenter, C. & Carraher, S. M.(2007). An examination of the reliability of a measure of Porter's five factors model among business leaders. *International Journal of Family Business*, 4(1), 87-90.
- Carraher, C. & Carraher, S.(1996). ISO 9000 - An industrial management tool. *Polymeric Materials Encyclopedia*(Vol. 5 pages 3481-3484) edited by J. Salamone, Boca Raton, FL: CRC Press.
- Carraher, C.E., Carraher, S.M., & Stewart, H.H.(2010). Metal-containing polymer structures for enhancing seed germination and plant growth. *Advances in Environmental Biology*, 4(1),108-116.
- Carraher, S.(1991). A validity study of the pay satisfaction questionnaire(PSQ). *Educational and Psychological Measurement*, 51(2), 491-495.
- Carraher, S.(1991). On the dimensionality of the pay satisfaction questionnaire. *Psychological Reports*, 69(3 Pt. 1), 887-890.
- Carraher, S.(1992). *PSY 3363: Industrial Psychology*. Norman, OK: U. of Oklahoma.
- Carraher, S.(1993). Another look at the dimensionality of a learning style questionnaire. *Educational and Psychological Measurement*, 53(2), 411-415.
- Carraher, S.(1995). On the dimensionality of a learning style questionnaire. *Psychological Reports*, 77(1), 19-23.
- Carraher, S.(2000). Pressing Problems in Modern Organizations(That Keep Us Up At Night). *Journal of Leadership Studies*, 7(3), 136-138.
- Carraher, S.(2003). The father of cross-cultural research: An interview with Geert Hofstede. *Journal of Applied Management & Entrepreneurship*, 8(2), 97-106.
- Carraher, S.(2005). An Examination of entrepreneurial orientation: A validation study in 68 countries in Africa, Asia, Europe, and North America. *International Journal of Family Business*, 2(1), 95-100.
- Carraher, S.(2006). Felt fair pay of small to medium sized enterprise(SME) owners in Switzerland: An examination of Jaques' equity construct. *Journal of International Business and Entrepreneurship Development*, 3(1/2), 109-120.
- Carraher, S.(2006). Attitude towards benefits among SME owners in Eastern Europe: A 30-month study. *Global Business and Finance Review*, 11(1), 41-48.
- Carraher, S.(2008) *Small Business Institute® Research Review* Volume 35 [304 pages] SBANC.
- Carraher, S.M.(2008). A graduate certificate in entrepreneurial studies for medical and non-medical entrepreneurs. *International Journal of Family Business*, 5(1),13-14.
- Carraher, S.M.(2008). How to integrate a board of advisors in to the academic process. *International Journal of Family Business*, 5(1), 43.
- Carraher, S.M.(2008). On-line SBI teams: Costco and beyond. *International Journal of Family Business*, 5(1), 47.
- Carraher, S.M.(2008). Youth entrepreneurship: Strategic exercises for developing entrepreneurship among elementary school students. *International Journal of Family Business*, 5(1), 67-68.

- Carraher, S.M.(2008). Using E-Bay to teach global and technological entrepreneurship *International Journal of Family Business*, 5(1), 63-64.
- Carraher, S.M.(2009). Business Education Accreditation and the Changing Global Marketplace: John Fernandes of AACSB. *Journal of Applied Management & Entrepreneurship*, 14(1), 128-138.
- Carraher, S.M.(2011). Turnover prediction using attitudes towards benefits, pay, and pay satisfaction among employees and entrepreneurs in Estonia, Latvia, & Lithuania. *Baltic Journal of Management* 6(1), 25-52.
- Carraher, SM.(2012). The future of the Journal of Management History, *Journal of Management History*, 18(1).
- Carraher, SM(2012). Global and empirical management history? *Journal of Management History*, 18(3)
- Carraher, SM(2012). Social entrepreneurship: interviews, journal surveys, and measures, *Journal of Management History*, 18(4)
- Carraher, SM(2013). ISI, social entrepreneurship, and research, *Journal of Management History*, 19(1).
- Carraher, SM(2013). Signaling intelligence, management history, marry-go-round, and research, *Journal of Management History*, 19(2).
- Carraher, SM(2013). Follett, Barnard and Taylor, *Journal of Management History*, 19(4)
- Carraher Shawn M., (2014). Consumer behavior, online communities, collaboration, IFRS, and Tung, *Journal of Technology Management in China*,9(1).
- Carraher, SM.(2014). Technology, AACSB and research suggestions, *Journal of Technology Management in China*, 9(2).
- Carraher, SM.,(2014). Cambridge Business & Economics Conference best papers and Anne Tsui, *Journal of Technology Management in China*, 9(3).
- Carraher SM.(2014). Leadership, entrepreneurship, and suggestions for future research, *Journal of Management History*, 20(1).
- Carraher Shawn,(2014). Dutton, management philosophy, realistic job previews, and Weber, *Journal of Management History*, 20(2).
- Carraher Shawn,(2014) Kathryn Harrigan, Management History, and Michael Peng, *Journal of Management History*, 20(3).
- Carraher Shawn M.,(2014). AACSB standards, Academy of Management and 3000 Citations, *Journal of Management History*, 20(4).
- Carraher, SM(2014). Leadership, entrepreneurship, and suggestions for future research, *Journal of Management History*, 20(1).
- Carraher, SM.(2015). Denise Rousseau, 20 Years of the JMH, and goodbye *Journal of Management History* 21(4).
- Carraher, SM.(2015). 4000 citations for the JMH and Strategic IQ. *Journal of Management History* 21(3).
- Carraher, SM.(2015). Signaling intelligence, signaling theory, Project A, and excellent management history research, *Journal of Management History*, 21(2).
- Carraher, SM.(2015). Objectivism, Lyman Porter and ethical leadership, *Journal of Management History*, 21(1).
- Carraher, S.M., Buchanan, J.K., & Puia, G.(2010). Entrepreneurial Need for Achievement in China, Latvia, and the USA. *Baltic Journal of Management*, 5(3), 378-396.
- Carraher, S. & Buckley, M. R.(1996). Cognitive complexity and the perceived dimensionality of pay satisfaction. *Journal of Applied Psychology*, 81(1), 102-109.
- Carraher, S. & Buckley, M.(2005). Attitudes towards benefits among SME owners in Western Europe: An 18-month study. *Journal of Applied Management & Entrepreneurship*, 10(4), 45-57.
- Carraher, S.M. & Buckley, M.R.(2008). Attitudes towards benefits and behavioral intentions and their relationship to Absenteeism, Performance, and Turnover among nurses. *Academy of Health Care Management Journal*, 4(2), 89-109.
- Carraher, S. & Carraher, C.(1994). ISO 9000 - theories of management. *Polymer News*, 19, 373-376.
- Carraher, S. & Carraher, C.(1995). Total quality management applied to industry - ISO 9000. *Journal of Polymer Materials*, 12, 1-9.
- Carraher, S. & Carraher, C.(1996). ISO environmental management standards: ISO 14,000. *Polymer News*, 21, 167-169.
- Carraher, S. & Carraher, C.(1996). ISO 9000. *Polymer News*, 21, 21-24.
- Carraher, S. & Carraher, S.C.(2005). Felt fair pay of small to medium, sized enterprise(SME) owners in Finland and Latvia: An examination of Jaques' equity construct. *Journal of Small Business Strategy*, 16(1), 1-8.

- Carraher, S. & Carraher, S.C.(2006). Human resource issues among SME's in Eastern Europe: A 30 month study in Belarus, Poland, and Ukraine. *International Journal of Entrepreneurship*, 10, 97-108.
- Carraher, S., Carraher, S.C., & Whitely,W.(2003). Global entrepreneurship, income, and work norms: A Seven country study. *Academy of Entrepreneurship Journal*, 9(1), 31-42.
- Carraher, SM, Crocitto, MM, & Sullivan SE.(2014) A kaleidoscope career perspective on faculty sabbaticals, *Career Development International*, 19(3), pp.295 – 313.
- Carraher, S., Franklin, G., Parnell, J., & Sullivan, S.(2006). Entrepreneurial service performance and technology management: A study of China and Japan. *Journal of Technology Management in China*, 1(1), 107-117.
- Carraher, S. & Parnell, J.(2008). Customer service during peak(in season) and non-peak(off season) times: A multi-country(Austria, Switzerland, United Kingdom and United States) examination of entrepreneurial tourist focused core personnel. *International Journal of Entrepreneurship*, 12, 39-56.
- Carraher, S.M., Parnell, J., & Spillan, J.(2009). Customer service-orientation of small retail business owners in Austria, the Czech Republic, Hungary, Latvia, Slovakia, and Slovenia. *Baltic Journal of Management*, 4(3), 251-268.
- Carraher, S., Scott, C., & Carraher, S.C.(2004). A comparison of polychronicity levels among small business owners and non business owners in the U.S., China, Ukraine, Poland, Hungary, Bulgaria, and Mexico. *International Journal of Family Business*, 1(1), 97-101.
- Carraher, S., Sullivan. S., & Carraher, C.(2004). Validation of a measure of international stress: Findings from multinational health service organization professionals. *Journal of Applied Management & Entrepreneurship* 9(3) 3-21.
- Carraher, S., Sullivan, S. & Carraher, S.C.(2005). An examination of the stress experience by entrepreneurial expatriate health care professionals working in Benin, Bolivia, Burkina Faso, Ethiopia, Ghana, Niger, Nigeria, Paraguay, South Africa, and Zambia. *International Journal of Entrepreneurship*, 9 , 45-66.
- Carraher, S.M., Sullivan, S.E., & Crocitto, M.(2008). Mentoring across global boundaries: An empirical examination of home- and host-country mentors on expatriate career outcomes. *Journal of International Business Studies*, 39(8), 1310-1326.
- Carraher, S.M. & Van Auken, H.(2013), The use of financial statements for decision making by small firms. *Journal of Small Business & Entrepreneurship*, 26,(3), 323-336.
- Carraher, S.M. & Welsh, D. H.(2009; 2015). *Global Entrepreneurship*. Kendall Hunt P.
- Carraher SM, Welsh, Dianne H.B., and Svilokos, A.(2016) 'Validation of a measure of social entrepreneurship' *European Journal of International Management*, 10(4), 386-402.
- Carraher, S.M., Yuyuenongwatana, R., Sadler, T., & Baird, T.(2009). Polychronicity, leadership, and language influences among European nurses: Social differences in accounting and finances, *International Journal of Family Business*, 6(1), 35-43.
- Chan, S. & Carraher, S.(2006). Chianian chocolate: Ethical leadership in new business start-ups. *International Journal of Family Business*, 3(1), 81-97.
- Crocitto, M., Sullivan, S., & Carraher, S.(2005). Global mentoring as a means of career development and knowledge creation: A learning based framework and agenda for future research. *Career Development International*, 10(6/7), 522-535.
- Davis, T., Schwarz, A. & Carraher, S.(1998). Validation study of the motivation for occupational choice scale. *Psychological Reports*, 82(2) 491-494.
- Deng, F.J., Huang, L.Y., Carraher, S.M., & Duan, J.(2009). International expansion of family firms: An integrative framework using Taiwanese manufacturers. *Academy of Entrepreneurship Journal*, 15(1), 25-42.
- Francis, D., Huang, L., & Carraher, S.(2004). Top management teams and friendship: Results from the USA and Taiwan. *International Journal of Family Business*, 1(1), 73-86.
- Hart, D. & Carraher, S.(1995). The development of an instrument to measure attitudes towards benefits. *Educational and Psychological Measurement*, 55(3), 498-502.
- Huang, L.Y. & Carraher, S.(2004). How effective are expatriate management and guanxi networks: Evidence from Chinese Industries. *International Journal of Family Business*, 1(1),1-23 .
- Huang, L. & Carraher, S.(2009) China [an Area Studies Chapter]. In S. Carraher & D. Welsh(Eds). *Global Entrepreneurship*.
- Keyes, C., Vinson, T., Hay, S. & Carraher, S. M.(2007). Parrish photography Part 1: Strategic Ethical Leadership. *International Journal of Family Business*, 4(1), 67-82.
- Krishnan, V.S., Duan, J., Carraher, S.M., & Chan, S.(2007). GPS Real Estate Services. *Journal of Applied Management & Entrepreneurship*, 12(4), 51-59.

- Lester, D., Parnell, J., & Carraher, S.(2003). Organizational life cycle: A five-stage empirical scale. *International Journal of Organizational Analysis*, 11(4),339-354.
- Lester, D., Parnell, J.A. & Carraher, S.M.(2010). Assessing the desktop manager. *Journal of Management Development*, 29(3), 246-264.
- Mea, W. & Carraher, SM(2005). Leaders speak: Success and failure in their own words. In R. Sims & S. Quatro(Eds). *Leadership: Succeeding in the Private, Public, and Not-for-profit Sectors*. Armonk, NY: M.E. Sharpe, Inc.Pp 297-317.
- Paridon, T., Carraher, S., & Carraher, S.C.(2006). The income effect in personal shopping value, consumer self-confidence, and information sharing(word of mouth communication) research. *Academy of Marketing Studies*, 10(2), 107-124.
- Paridon, T., Taylor, S., Cook, R., & Carraher, S. M.(2008). SBI mentoring: Training SBI directors to be directors. *International Journal of Family Business*, 5(1), 35-36.
- Parnell, J. & Carraher, S.(2003). The Management Education by Internet Readiness(MEBIR) scale: Developing a scale to assess one's propensity for Internet-mediated management education. *Journal of Management Education*, 27, 431-446.
- Parnell, J., Mintu-Wimsatt, A., & Carraher, S.(2002). Trust in Internet shopping and its correlates: A cross-cultural investigation. *The E-Business Review*, 2, 195-201.
- Peng, M.W., Ahlstrom, D., Carraher, S.M., & Shi, W.(2017). An institution-based view of global IPR History. *Journal of International Business Studies*, 48.
- Peng, M.W., Ahlstrom, D., Carraher, S.M., & Shi, W.(2017). History and the Debate over Intellectual Property. *Management and Organization Review*, 13(1).
- Scarpello, V. & Carraher, S.M.(2008). Are pay satisfaction and pay fairness the same construct? A cross-country examination among the self-employed in Latvia, Germany, the UK, and the USA. *Baltic Journal of Management*, 3(1), 23-39.
- Sethi, V. & Carraher, S. (1993). Developing measures for assessing the organizational impact of information technology: A comment on Mahmood and Soon's paper. *Decision Sciences*, 24, 867-877.
- Smothers, J., Hayek, M., Bynum, L.A., Novicevic, M.M., Buckley, M.R., & Carraher, S.M. (2010). Alfred D. Chandler, Jr.: Historical impact and historical scope of his works. *Journal of Management History*, 16(4), 521-526.
- Sturman, M. & Carraher, S. (2007). Using a Random-effects model to test differing conceptualizations of multidimensional constructs. *Organizational Research Methods*, 10(1), 108-135.
- Sullivan, S., Crocitto, M. & Carraher, S. (2006). Chapter 4 The fundamentals of reviewing. In Y. Baruch, S. Sullivan, & H., Schepmyer (Eds). *Winning Reviews: A Guide for Evaluating Scholarly Writing*. Palgrave Macmillan. Pp 65-78.
- Sullivan, S.E., Forret, M., Carraher, S.M., & Mainiero, L. (2009). Using the kaleidoscope career model to examine generational differences in work attitudes. *Career Development International*, 14(3), 284-302.
- VanAuken, H. & Carraher, S.M. (2012). An analysis of funding decisions for niche agricultural producers. *Journal of Developmental Entrepreneurship*, 17(2), 12500121-125001215.
- Van Auken, H. & Carraher, S. (2013). Influences on frequency of preparation of financial statements among SMEs. *Journal of Innovation Management*, 1(1), 143-157.
- Welsh, D.H.B. & Carraher, S.M. (2009). An examination of the relationship between the mission of the university, the business school, and the entrepreneurship center: An application of Chandler's strategy and structure hypothesis. *Journal of Applied Management & Entrepreneurship*, 14(4), 25-36.
- Welsh, D.H. & Carraher, S.M. (2011). *Case Studies in Global Entrepreneurship*. Kendall Hunt P.
- Williams, M.L., Brower, H.H., Ford, L.R., Williams, L.J., & Carraher, S.M. (2008). A comprehensive model and measure of compensation satisfaction. *Journal of Occupational and Organizational Psychology*, 81(4), 639-668.
- Yuyuenyongwatana, R. & Carraher, S.M.(2008/2009). Academic journal ranking: Important to strategic management and general management researchers? *Journal of Business Strategies*, 25(2), 1-8.