

4 **DESPOTIC LEADERSHIP, WORKPLACE OSTRACISM AND KNOWLEDGE HOARDING: A SERIAL MEDIATION MODEL**

Using social exchange and the Conservation of Resources (COR) theory, we propose a serial mediation model including despotic leadership, negative core self-evaluation, workplace ostracism, and knowledge hoarding. The objective is to inspect the impact of despotic leadership on knowledge hoarding of employees in the presence of mediators' negative core self-evaluation and workplace ostracism. This study also seeks to determine the role of proactive personality on the relationship of workplace ostracism and knowledge hoarding with employees in telecommunication, hotels, and hospital sectors through quantitative methodology. Pearson correlation, principle component analysis, confirmatory factor analysis, and mediation and moderation through regression were applied for analysis of the data, and the results showed positive and significant relationship of despotic leadership with knowledge hoarding through negative core self-evaluation and workplace ostracism. Moreover, proactive personality moderated the relationship of ostracism and knowledge hoarding. The study concludes with some limitations, implications, and recommendations for future researchers and scholars.

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20 **A CROSS-CULTURAL EXAMINATION ON THE ROLE OF EMOTIONAL INTELLIGENCE IN PREDICTING NEGOTIATION EFFECTIVENESS**

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 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 others' emotions, was 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.

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40 STRATEGIC PLANNING FOR INDIVIDUALS: A PROPOSED FRAMEWORK AND METHOD

For most college students, it is nearly inevitable to be faced with difficult uncertainties that surround near and post-graduation decisions. Business school students are no exception, even though many of them must complete a strategic planning capstone business course before graduating. The present paper draws from a well-established, widely accepted model of corporate strategic management to develop and present a “personal strategic planning model” for individuals. The model herein has the potential to make several important contributions to management education. Importantly, the present paper offers a novel and meaningful exercise that not only helps bring the strategic planning process to life for students, but also has the potential to change students’ lives forever. The model presented assists individuals in answering difficult personal questions such as “where am I and where do I want to be” and “how do I best get there?” Of note, the model offered is broad enough to be used by individuals from diverse majors and in various life stages. In addition to the proposed model, this paper reveals for the first time how two popular corporate strategic planning analyses, SWOT (strength-weakness-opportunity-threat) and QSPM (quantitative strategic planning matrix), can be effectively applied in an individual setting.

Meredith E. David and Fred R. David

52 STUDENT’S PERCEPTION ON BUSINESS ETHICS: AN INVESTIGATION OF FRENCH STUDENTS BASED ON GENDER, AGE, AND EDUCATION

In today’s culturally diverse world of business, it is critical to understand the ethical perception of future business leaders in order to anticipate their ethical behaviors. This study analyzes the business ethics perception of French business students based on their gender, age, and years of education. Data was collected using the widely used Clark and Clark’s (1966) Personal Business Ethics Survey (PBES). Convenience sampling was adopted to survey 178 business students from a business school in France. Empirical evidence was found to support that age is a significant factor; older students tend to have higher ethical maturity than younger students do. However, there was no statistically significant difference between males and females, so gender was not a significant factor in this sample. Years of education was seen to be a marginally significant factor. Respondents with more years of education tended to be more ethical than those with fewer years of education. The findings of this study support Kohlberg’s Cognitive Moral Development theory. The results of this research can be used for future comparative studies in business ethics across-cultures.

Mariam Sarkessian and Lam D. Nguyen

61 STRATEGY BEHAVIORS OF FIRMS IN TIMES OF EXTERNAL SHOCKS AND THEIR IMPACT ON OPERATING PERFORMANCE - AN EVENT STUDY

This study investigates whether changes in strategic behaviors of firms in times of external shocks such as economic recessions impact performance of firms in subsequent time periods. We define 2007-2008 as a great recession period and identify the directional changes in strategy variables of firms between 2001-2006 (6-years) and a great recession (2007-2008). Then we investigate whether the directional changes in strategy variables affect firm performance in the subsequent years (2009 and 2010). The results show that indeed the set of important strategy variables are different between positive and negative ROE/ROI firms and their impact on firm performance: Increase in advertising is improving firm performance. However, while external financing in debt and equity (Δ SEQ and Δ Lev) can be helpful for firms with negative ROE/ROI, they are detrimental to firms with positive ROE/ROI. Also shown is that a tighter working capital management (Δ RecPay2Y) and less capital investment (Δ I2Y) help positive ROE/ROI firms’ performance but they are harmful to negative ROE/ROI firms’ performance. Lastly, increase in R&D is helpful to positive ROE/ROI firms’ performance while it is harmful to negative ROE/ROI firms’ performance.

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