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ALLEN C. AMASON

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Education:

Ph.D. 1993, University of South Carolina, Strategic Management / International Business
BBA. 1984, Georgia Southern College, Finance

Academic Work Experience:

2013 – Present Dean, College of Business, Georgia Southern University
 Professor of Management, Georgia Southern University
2006 – 2013 Chair, Department of Management, University of Georgia
2001 – 2013 Associate Professor, Department of Management, University of Georgia
1996 – 2001 Assistant Professor, Department of Management, University of Georgia
1993 – 1996 Assistant Professor, Management Department, Mississippi State
 University

Editorial Positions:

Associate Editor, *Journal of Management Studies*, 2010 - 2013
Senior Associate Editor, *Journal of Management*, 2002- 2005
Associate Editor, *International Journal of Conflict Management*, 1999 - 2002

Books:

Amason, A. C. *Strategic Management: From Theory to Practice*. 1st Ed. 2011.
Routledge, New York.

Articles:

Amason, A.C., Liu, J. & Fu, P.P. 2018. Values heterogeneity: An overlooked but important antecedent of TMT Conflict and Effectiveness. *Journal of Managerial Issues*, Summer – 2: 155 - 182.

Amason, A.C., Bell, R.T., Engellant, K.A., Holland, D. D., Piper, R.T., Xanthopoulos, J.A. 2018. Russia-US kruzshki-storyshops and education cultural diplomacy as soft power: Communicating metaphorical shared experiences in the era of disruptive innovation. *Russian Journal of Communication*, 10: 1, 54 – 69.

Loughry, M. L., & Amason, A. C. 2014. Why won't task conflict cooperate? Deciphering stubborn results. *International Journal of Conflict Management*, 25(4). *IJCM – Emerald Publishing, 2015, Outstanding Paper Award Winner*.

Amason, A. C. & Mooney, A. C. 2008. Icarus' paradox revisited: How strong performance sows the seeds of dysfunction in future strategic decision making. *Strategic Organization*, 6: 407 – 434.

Lankau, M.J., Ward, A. J., Amason, A.C., Ng, T., Agle, & Sommenfeld. 2007. Perception is Reality: Values, conflicts, and leadership in top management teams. *Sloan Management Review*, 48: 85–90.

Mooney, A.C., Holahan, P. & Amason, A.C. 2007. Managing conflict in teams: Gaining the benefits, avoiding the costs. *Journal of Management Studies*, 44: 733-758.

Lankau, M.J., Ward, A. J., Amason, A.C., Ng, T., Agle, & Sommenfeld. 2007. Examining the impact of organizational value dissimilarity in top management teams, *Journal of Managerial Issues*, 19(1): 11-34.

Amason, A. C., Shrader, R. C., & Tompson, G. H. 2006. Newness and novelty: relating top management team composition to new venture performance. *Journal of Business Venturing*, 21: 125-148.

Buchholtz, A.K., Amason, A.C., & Rutherford, M.A. 2005. The impact of board vigilance on top management team conflict. *Journal of Managerial Issues*, 17: 405-422.

Pearson, A.W., Ensley, M.D., & Amason, A.C. 2002. An assessment and refinement of Jehn's Intergroup Conflict Scale. *International Journal of Conflict Management*, 13(2): 110-126.

Richardson, H.A., Amason, A.C., Buchholtz, A.K., & Gerard, J.G. 2002. CEO willingness to delegate to the top management team: The influence of organizational performance. *International Journal of Organizational Analysis*, 10: 133-154.

Ensley, M.D., Pearson, A.W., & Amason, A.C. 2002. Understanding the dynamics of new venture top management teams: Cohesion, conflict, and new venture performance. *Journal of Business Venturing*, 17: 365-386.

Amason, A.C. & Patterson, M.A. 2000. Enhancing the chances for success: Using multimedia for effective entrepreneurial presentations. *The Entrepreneurial Executive*, 5: 1-22.

Amason, A.C. & Mooney, A.C. 1999. The effects of past performance on top management team conflict in strategic decision making. *International Journal of Conflict Management*. 10: 340-359.

Buchholtz, A.K., Amason, A.C., & Rutherford, M.C. 1999. Beyond resources: The mediating effect of top management discretion and values on corporate philanthropy. *Business and Society*, 38: 167-187.

Amason, A.C. & Sapienza, H.J. 1997. The effects of top management team size and interaction norms on cognitive and affective conflict. *Journal of Management*, 23: 495-516.

Amason, A. C. 1996. Distinguishing the effects of functional and dysfunctional conflict on strategic decision making: Resolving a paradox for top management teams. *Academy of Management Journal*, 39(1) 123-148.

Hochwarter, W., Harrison, A.W. & Amason, A.C. 1996. Testing a second order multidimensional model of negative affectivity. *Educational and Psychological Measurement*, 56(5): 791-808.

Amason, A.C., Thompson, K.R., Hochwarter, W.A., & Harrison, A.W. 1995. Conflict: An important dimension in successful top management teams. *Organizational Dynamics*, Fall 24(2): 20-35.

Hochwarter, W., Amason, A. C. & Harrison. 1995. Negative affectivity as a moderator of the inequity-turnover relationship. *Journal of Social Behavior and Personality*, 10: 575-770.

Amason, A.C. & Schweiger, D.M. 1994. Resolving the paradox of conflict, strategic decision making and organizational performance. *International Journal of Conflict Management*, 5: 239-253.

Sapienza, H. J. & Amason, A.C. 1993. The pursuit of innovation, venture stage, and venture capitalist - entrepreneur relations. *Interfaces*. 23(6): 38-51.

Sapienza, H.J., Amason, A.C. & Manigart, S. 1993. The level and nature of venture capitalist involvement in their portfolio companies: A study of three European countries. *Managerial Finance*, 20(1): 3-18.

Other Publications:

Stewart, S.A. & Amason, A.C. 2017 Assessing the state of top management teams research. *Oxford Research Encyclopedia for Business Management*.

Expensive Yanna: An Adoption Story. 2015. Self-published: Amazon – Createspace / Kindle Digital Direct.

Ward, A.J., Amason, A.C., Graffin, S.& Lee, P. 2011. A rationale view of new CEO compensation. In *Handbook of Top Management Team Research*, Carpenter, M. A., (Ed.)

Amason, A.C., Fu, P.P. & Liu, J. 2010. TMT Demography, conflict, and (effective) decision making: The key role of value congruence. Best Paper Proceedings of the Academy of Management.

Mooney, A. A. & Amason, A. C. 2010. In search of the CEO's inner circle and how it is formed. In *Handbook of Top Management Team Research*, Carpenter, M. A., (Ed.):

Mooney, A.C., Holahan, P., Amason, A.C. 2007. An alternative approach to understanding conflict management: Exploring the mutation from cognitive to affective conflict. In *Human Side of Project Leadership*, Reilly, R. R. (Ed.), pp. 61 – 102.

Amason, A. C. 2005. The competitive advantage of a scholarly journal: Adhering to the principles of the process of blind review. Invited Editorial - Journal of Management, 31: 157-161.

Ciavarella, M. & Amason, A. C. 2001. Nawkaw: Changing the color of masonry. Entrepreneurship Theory & Practice, 26: 77-93.

Ensley, M.D., & Amason, A.C. 1999. Entrepreneurial Team Heterogeneity-Task Fit and Its Link To Decision Making Conflict and New Venture Performance: The Moderating Effect of TMT Tenure. Frontiers in Entrepreneurship Research.

Amason, A.C. 1998. "Dimensions of conflict in strategic decision making: Effects, outcomes, and antecedents". In Strategic Decisions: Context, Process and Outcomes, Barwise, P. & V. Papadakis (Eds.), pp. 51-63.

Amason, A.C. & Schweiger, D.M. 1997. "Discussing the effects of conflict on strategic decision making performance". In Conflict escalation and organizational performance, De Dreu, C. K. & E. Van de Vliert (Eds.), pp. 101-115 .

Valentine, H., Amason, A.C., & Chrisman, J. 1994. Hickory Ridge Golf Club: A case study. In M. Taylor (Ed.) Pinnacle, New York: Primus Electronic Publishing Division, McGraw.

Valentine, H., Amason, A. C., & Chrisman, J. 1992. Hickory Ridge Golf Club: A case study. Entrepreneurship Theory and Practice, 16(4): 69-89.

Research Presentations:

Ahn, Zyung, Crossland, Quigley & Amason 2016. The ins and outs of CEO influence: Sources, processes and extensions. Presented at the Annual Meeting of the Academy of Management, Anaheim, CA.

Loughry, M. L., & Amason, A. C. 2014. Why won't task conflict cooperate? Deciphering stubborn results. Paper to be presented at the Annual Meeting of the Academy of Management, Philadelphia, PA.

Cain, K.W. & Amason, A. C. 2012. Painted with the same brush: The negative effects of stigma diffusion. Presented at the annual meeting of the Academy of Management, Boston.

Mooney, A.C. & Amason, A.C. 2012. Conceptualizing the TMT through the lens of the CEO. Presented at the annual meeting of the Strategic Management Society, Prague.

Amason, A.C., Fu, P.P. & Liu, J. 2010. TMT Demography, conflict, and (effective) decision making: The key role of value congruence. Presented at the annual meeting of the Academy of Management, Montreal Quebec, Canada.

Amason, A. C. & Mooney, A. C. 2009. The inner circle of the TMT as a reflection of the CEO. Presented at the annual meeting of the Academy of Management; Chicago, IL.

Amason, A. C. 2009. Demography, values, and TMT performance. Presented at the annual meeting of the Academy of Management; Chicago, IL.

Mooney, A.C., Sullivan, Z. & Amason, A. C. 2008. The TMT may not be what it seems: An examination of strategic decision making group membership. Presented at the Annual meeting of the Academy of Management; Anaheim, CA.

Ciavarella, M.A., Conger, J.A., & Amason, A.C. 2007. Is it business or personal? The effects of entrepreneur's charismatic leadership behaviors on venture capital decision making. Presented at the Annual Meeting of the Academy of Management; Philadelphia, PA.

Amason, A.C., Ward, A.J., & Park, K. 2006. The transaction-based view of competitive advantage: A new perspective on a popular construct. Presented at the Annual Meeting of the Academy of Management; Atlanta, GA.

Amason, A. C. & Ward, A. J. 2005. A transaction-based view of competitive advantage. Presented at the Annual Meeting of the Strategic Management Society: Orlando, FL.

Ward, A. J., Amason, A. C., & Lee, P. 2005. Insuring opportunity value: The compensation of first-time chief executives. Presented at the Annual Meeting of the Academy of Management: Honolulu, HI.

Lankau, M.J., Ward, A.J., Amason, A.C., Ng, T., Sonnenfeld, J.A., & Agle, B.R., 2005. Examining the impact of organizational value dissimilarity in top management teams. Presented at the Annual Meeting of the Academy of Management, Honolulu, HI.

Ward, A. J., Amason, A. C., & Lee, P. 2004. Determining the compensation of CEOs: A rational explanation for an irrational phenomenon. Presented at the Organizational Behavior Conference at Wharton, Philadelphia, PA.

Gianodis, P. & Amason, A. C. 2004. The top management team as an open system. Presented at the Annual Meeting of the Academy of Management, New Orleans, LA.

Mooney, A.C., Holahan, P. & Amason, A.C. 2004. Managing conflict in teams: Gaining the benefits, avoiding the costs. Presented at the Annual Meeting of the Academy of Management, New Orleans, LA.

Amason, A. C. 2003. Expected tenure: A key feature in the social context of new venture top management teams. Presented at the Annual Meeting of the Academy of Management, Seattle, WA.

Amason, A. C., Park, K. G., & Gianodis, P. 2003. Will the real top management team please stand up? A new look at an old topic. Presented at the Annual Meeting of the Academy of Management, Seattle, WA.

Ensley, M.D. & Amason, A.C. 2003. Does strategy affect venture performance? Presented at the Babson Conference on Entrepreneurship: Babson, MA.

Ciavarella, M. A. & Amason, A. C. 2003. From revered to reviled: How charismatic entrepreneurs affect the performance of high potential new ventures. Presented at the Babson Conference on Entrepreneurship: Babson, MA.

Ciavarella, M. A. & Amason, A. C. 2003. Too much of a good thing? A contingency perspective on charismatic leadership in high potential new ventures. Presented at the annual meeting of the Southern Management Association.

Amason, A.C., Sapienza, H. J., & Almeida, J.G. 2001. Strategy and new venture performance: Low cost and differentiation advantages in high potential new ventures. Paper presented at the Annual Meeting of the Academy of Management, Washington.

Buchholtz, A.K., Amason, A.C., & Carroll, A.B. 2001. Corporate philanthropy and organizational slack: An examination of CEO delegation to the top management team. Paper presented at the Annual Meeting of the Academy of Management, Washington.

Harrison, A. W., Ensley, M. D., & Amason, A. C. 2001. An assessment and refinement of Jehn's (1995) intragroup conflict scale (ICS). Paper presented at the Annual Meeting of the Academy of Management, Washington.

Mooney, A.C. & Amason, A.C. 2001. The antecedents to conflict during strategic decision making: The importance of behavioral integration. Paper presented at the Annual Meeting of the Academy of Management, Washington.

Amason, A. C. 2000. Teaching Strategy over the web: How does it work, what are the benefits, and what are the costs? Paper presented at the Annual Meeting of the Academy of Management, Toronto.

Richardson, H., Amason, A.C., Buchholtz, A.B., & Gerard, J.G. 2000 Do top management teams matter? The relationship of financial resources to CEO power sharing. Presented at the Annual Meeting of the Academy of Management, Toronto.

Buchholtz, A.K., Amason, A.C., & Rutherford, M.A. 2000 The impact of board vigilance on top management team conflict. Presented at the Annual Meeting of the Academy of Management, Toronto.

Gerard, J.C., Mooney, A. C., & Amason, A. C. 2000. The effects of organizational slack on strategic issue framing. Presented at the Annual Meeting of the Southern Management Association, Orlando. ***SMA Outstanding Paper***

Award – Strategic Management & Business Policy Track.

Amason, A.C. & Mooney, A.C. 1999. Relating strategic decision processes to absorbed and unabsorbed slack. Presented at the Annual Meeting of the Academy of Management, Chicago.

Amason, A.C. & Mooney, A.C. 1999. The Effects of Past Performance on Top Management Team Conflict in Strategic Decision Making. Presented at the Annual Meeting of the Academy of Management, Chicago.

Ensley, M.D. & Amason, A.C. 1999. Entrepreneurial Team Heterogeneity-Task Fit and Its Link To Decision Making Conflict and New Venture Performance: The Moderating Effect of TMT Tenure. Presented at the Babson Conference on Entrepreneurship: Columbia, SC.

Amason, A.C. 1998. Perceptions of slack and the strategic decision process: The view from the eye of the beholder. Presented at the Organizational Behavior Conference at Wharton, Philadelphia, PA.

Buchholtz, A.K., Amason, A.C., & Rutherford, M.A. 1998. The importance of being earnest: Antecedents of in-kind giving by medium sized firms. Presented at the Annual Meeting of the Academy of Management, San Deigo.

Amason, A.C. & Mooney, A.C. 1998. Organizational slack and strategic decision making. Presented at the annual meeting of the Southern Management Association, New Orleans. ***SMA, Outstanding Paper Award.***

Amason, A. C. & Mooney, A.C. 1998. Managerial perceptions of organizational slack. Presented at the annual meeting of the Southern Management Association, New Orleans.

Amason, A.C., Shrader, R., & Tompson, G. 1997. Relative newness, top management teams, and new venture performance: contingencies in new ventures. Presented at the Annual Meeting of the Academy of Management, Boston.

Tompson, G.H. & Amason, A.C. 1997. The interaction of new venture entry strategy and top management team conflict. Presented at the New Zealand Strategic Management Educators Conference: Wellington, NZ.

Amason, A.C. 1997. Who is the upper echelon? A framework for reconciling different views of the top management team. Presented at the AMR Theory Development Workshop at the annual meeting of the Academy of Management, Boston.

Amason, A.C. & Sapienza, H.J. 1995. Managing conflict for effective strategic decision making: The effects of top management team size and interaction norms. Presented at the Annual Meeting of the Academy of Management, Vancouver.

Hochwarter, W.A., Harrison, A.W., & Amason, A.C. 1995. Testing a second order multidimensional model of negative affectivity: A cross validation study using hierarchical confirmatory factor analysis. Presented at the Annual Meeting of the Academy of Management, Vancouver.

Amason, A.C. & Harrison, A.W. 1995. Good or bad or Good and bad? Measuring functional and dysfunctional conflict in strategic decision making teams. Presented at the annual meeting of the Southern Management Association.

Amason, A.C. 1994. Examining conflict and the paradox of top management teams and strategic decision making. Presented at the Annual Meeting of the Academy of Management, Dallas.

Amason, A.C. & Sapienza, H.J. 1994. Openness and cooperativeness in top management teams: Managing conflict for more effective strategic decision making. Presented at the annual meeting of the Southern Management Association, New Orleans.

Amason, A.C. & Schweiger, D.M. 1992. Integrating top management team research: A meta-theory. Presented at the Annual Meeting of the Academy of Management, Las Vegas.

Amason, A.C. & Schweiger, D.M. 1992. Asking new questions: A review and assessment of top management team research. Presented at The Institute of Management Science, College on Organization, Orlando.

Courses Taught:

University of Georgia, Fall, 1996 – Spring, 2013
Department of Management, Terry College of Business

Strategic Management
International Strategic Management
International Management (University of Oxford, England)
Entrepreneurship / Small Business Management
Principles of Management / Honors
EMBA / MBA Strategic Management
MBA Small Business Management
MBA Global Strategic Management
MBA Study Abroad
MBA Organizational Consultation
PhD Strategic Management Theory
PhD Strategic Management Research

Mississippi State University, August, 1993 - July, 1996

Department of Management, Assistant Professor of Management

Business Policy
MBA Business Strategy
MBA Strategy Field Study
PhD Strategic Management

The University of South Carolina, August, 1989 - July, 1993
Department of Management, Teaching Assistant

Business Policy, Organization Theory
Principles of Management

Dissertation Committees:

Theodore Waldron (Director)
Ann Mooney (Director)
Mark Ciavarella (Director)
Peter Gianodis
Tom Will
David Saiia
Bud Hamilton
Matthew Rutherford
Joe Gerard
Bob Carton
Brian Dennis

Honors, Awards, & Business Activities

Board of Directors: The Ocean Exchange, Savannah Georgia: 2014 - present

Board of Directors: Russian Foundation for Human Reproductive Health,
Maintenance & Recovery. Moscow, Russian Federation: 2008 - present

Board of Advisors: Georgia Oak Partners, Atlanta GA: 2009 – 2013

Strategic Partner: Executive Assessment Institute, Morganton, NC. 2005 – 2010

Terry College of Business / Outstanding Teacher Award, 2006

Terry College of Business / IBM Executive MBA Outstanding Professor, 2005,
2003, 2001.

Outstanding Paper Award, Strategy and Business Policy Track, Southern
Management Association, 2000.

Terry College of Business MBA Teacher of the Year, 1999; Terry College of
Business Outstanding Undergraduate Teacher, 1999

Overall Outstanding Paper Award, Southern Management Association, 1998.

Outstanding Paper Award, Strategy and Business Policy Track, Southern Management Association, 1998.

Outstanding Reviewer, Editorial Board - Academy of Management Journal, 1998.

Outstanding Researcher Award Recipient, Mississippi State University, 1996.

Professional Activities & Associations:

Editorial Board Memberships: *Academy of Management Journal, Journal of Management, Journal of Management Studies, Entrepreneurship, Theory & Practice, International Journal of Conflict Management, Journal of Managerial Issues*

Ad hoc Reviewer: *Organization Science, Academy of Management Review, Academy of Management Executive, Journal of Business Venturing, Journal of Business Research, Journal of Organizational Behavior, Management Science, Human Relations*

Past-President, Southern Management Association, 2010

President, Southern Management Association, 2009

Program Chair, Southern Management Association, 2008

Director, Southern Management Association Doctoral Consortium, 2006

Creator / Director, Terry College Music Business Program, 2003 – 2006

Director, Undergraduate Advancement in Leadership Program, Institute for Leadership Advancement, Terry College of Business. Spring, 2001 - Fall, 2002.

Chair, Strategy and Business Policy Track of the Southern Management Association, 1999

Board of Governors, Southern Management Association, 2000 – 2002

Member, Academy of Management, Southern Management Association