Welcome to the 59th annual meeting of the Academy of Management at the Hyatt Regency Hotel in Chicago, August 6-11, 1999. It provides a marvelous opportunity to express your views and hear the unique voices of others about “Change and Development Journeys Into a Pluralistic World,” – our conference theme.

Chicago is a perfect setting to explore our theme. It is a microcosm of our ever-changing world. As captured by our Chicago ’99 logo (wonderfully created by graphic artist, Tracey Thompson), Chicago is a prism reflecting pluralistic experiences and life journeys. Our Local Arrangements Committee, chaired by Kenneth Thompson, has arranged opportunities to see many different life styles, living arrangements, and cultural expressions in the Chicago area. Each is real, each is legitimate, and each accommodates to another, producing a rich tapestry of social journeys and achievements.

Creating this tapestry is also the agenda for our Chicago ’99 program. It is being orchestrated by 27 division and area chairs, 22 professional development workshop chairs, and several Academy committees. They have created a very impressive program that includes 1147 papers and 192 symposia in 849 sessions involving 3503 speakers from 962 universities and other organizations in 41 countries. The web version of the program at http://www.aom.pace.edu/meetings/1999/ provides new and easy ways to review and search program details, including abstracts of all sessions and pop-up e-mail windows for communicating with all conference participants.

Our conference theme is Change and development journeys into a pluralistic world. It emerged through a “grass roots” process involving discussions with many members of the Academy and our larger management profession, as well as the GTE-sponsored ThemeSummit retreat with division program chairs and managers in Dallas last October. This theme was selected to achieve three conference goals:

- Change management scholarship, teaching, and practice in a needed direction.
- Draw all segments of our profession together by focusing on an issue that is too large for any one to accomplish alone, but too important for anyone to ignore.
- Appeal to management scholars, consultants, and practitioners in the U.S. and abroad because each group and culture have important ideas to contribute and learn on the theme.

Theme: Change and Development Journeys into a Pluralistic World

The Greek philosopher, Democrites, argued that the essence of being is stable and fixed. While he may have scored some points in the outgoing millennium, his opponent, Heraclitus, may win the debate in the next millennium for his position that the universe is pluralistic and in continuous flux.

Organizations are growing larger in vertical and virtual connections, merging and acquiring others with colliding cultures, hiring more technical/professional workers (now the largest and fastest growing segment of the work force), interfacing in more competitive international and global economies, and adopting widely distributed information technologies. The net result is pluralistic organizations, or the co-existence of groups with different, legitimate, and potentially competing strategies and mental models within the same organization, which itself is in the process of movement. In these pluralistic settings, we are challenged to examine how different mutually dependent groups accommodate and learn from each other as they co-evolve in their change and development journeys.

Change processes are relatively simple when they occur in unified and consensual organizational settings. More challenging and realistic in our contemporary world is the need for understanding change journeys in pluralistic settings.

- If pluralism contradicts our owner-centered theory of the firm, then perhaps a new theory is needed that heedfully accommodates the interests of multiple stakeholders.
• If pluralism represents an anathema to traditional management principles of consensus and alignment with a singular vision and approach to change, then we need new theories and ideas that allow for the management of divergent viewpoints and processes.

• If we assume that the expression of opposition is not welcomed, then we need new models and methods that encourage the existence and expression of divergent viewpoints.

• If pluralism implies varied ways of viewing an issue, then we need to develop creative ways to communicate and share this.

Fortunately, many management scholars, consultants, and practitioners are developing useful models and research for understanding processes of change in pluralistic settings. These models:

• go beyond theories of planned change, and include life cycle, dialectical, and evolutionary process models,

• transcend traditional linear views of change, by exploring complex, nonlinear, and dynamic processes of change,

• approach change and development as an ongoing stream of events instead of a discrete shift from one stable order to another, and

• view stability and change as produced by the same underlying mechanisms; e.g., they may reflect temporary periods of balance or imbalance between opposing cycles of divergent and convergent processes that ebb and flow over time.

Understanding change and development journeys in pluralistic settings is a central challenge for transitioning into the new millennium.

Program Agenda

Chicago ’99 provides a meeting place to present and share many initiatives under way to address this theme. In particular, we invite you to participate in the following activities:

1. Professional development workshops. A variety workshops and consortia are offered for doctoral students, faculty, and other conference participants from Friday to Sunday. These workshops and consortia often require pre-registration. See the conference program for contact information. Organized by division PDW chairs, these intensive workshops provide skill-building opportunities in teaching, research, and consulting on the theme and other professional development topics. A few examples are:

• A tour of McDonald's University. Bus leaves 11:15 Friday; for reservations call Liz Hill 630-829-6208

• On Friday afternoon and evening the ONE, ODC, and SIM Divisions are cosponsoring a Professional Development Workshop on Business and sustainable development: A dialogue with environmental executives from McDonalds, Monsanto, BP-Amoco, John Deere, and IGA.

• On Sunday morning, 8:30 - noon, the International Programs Committee is co-sponsoring a Professional Development Workshop on Management research and participation during times of radical political change: Participant/observer experiences in new or contested regimes and countries.

2. Sunday All Academy Sessions. A marvelous Sunday afternoon program has emerged to kick off the Academy’s Chicago ’99 conference:

• At 12:30 p.m., Peter Senge (MIT) and executives from Flour, Ford, Harley Davidson, and Shell Oil Companies will discuss the development of distributed leadership and learning.

• At 2:45 p.m., Peter Ring (Loyola Marymount U.) will moderate a panel discussion by top executives from 3M, Xerox, Intel, and Motorola with scholars who have been studying these organizations on managing change, pluralism, and learning.

• At 5:00 p.m., Anne Huff (AOM President) will conduct the Academy Business Meeting featuring a discussion by John Reed (CEO, Citicorp) and James March (Stanford) on academic research on management and the practice of management.

• At 7:00 p.m., everyone is invited to the All Academy Reception, sponsored by the Kelley School of Business of Indiana U.

• At 9:00 p.m., the Ibero-Academy of Management and the Academy of Management are joining forces to bring us a great salsa party by Orquesta Isla, one of the best in the country. The 13-piece band expresses a new genre combining the native salsa
rhythms of the Spanish Caribbean Basin with American musical ensembles.

3. **Cases on the theme.** A novel conference feature is the presentation and distribution of cases developed by scholars and managers of notable companies that can be used for teaching, consulting and practicing the theme. They include:

- **Processes of Technological Evolution at Intel,** by Dennis Carter (Intel Executive Vice President) with Robert Burgelman (Stanford U.) on Monday at 9:00 a.m.

- **Leading Innovation at 3M,** by William Coyne (3M Sr. Vice President for Research & Development) with Raghu Garud (New York U.) on Monday at 10:40 a.m.

- **The Multinational Ethics Journey of Motorola,** by Patrick Canavan (Motorola Vice President for Human Resources) with Kenneth Murrell (U. of West Florida) and Peter Sorenson (Benedictine College) on Monday at 1:00 p.m.

- **Learning in Pluralistic Communities of Practice at Xerox Parc,** by John Seely Brown (Chief Scientist, Corporate VP, and Director of Xerox PARC) with Sim Sitkin (Duke U.) on Monday at 2:30 p.m.

- **The Change and Development Journey of John Deere and Company,** by several John Deere managers with Therese Yaeger (Benedictine U.) on Monday at 4:10 p.m.

4. **Special journal issues on the theme.** Journals have issued calls for papers for special issues or forums on core aspects of the theme. The conference includes All Academy sessions that present and discuss selected papers for the special journal issues or forums.

- The **Academy of Management Journal, Review, and Executive** issued a first-ever-joint Call for Papers related to the conference theme. Papers that passed the standard double blind review process of the journals will be presented and discussed in two sessions at 8:30 a.m. on Monday and Tuesday.

- The **Administrative Science Quarterly** is presenting a special Forum of invited essays on the conference theme on Wednesday at 10:40 a.m.

- **Organization Science** will feature the best papers emerging from the series of OS Winter conferences on organizational complexity and nonlinear dynamic processes of change at 9 a.m. on Tuesday.

5. **A Handbook on the theme.** Oxford University Press has commissioned Marshall Scott Poole (Texas A&M U.) to edit a handbook that reviews and assesses our scientific knowledge on processes of change and development in individuals, groups, organizations, industries, and institutions. Two All-Academy sessions will feature presentations and discussions of work-in-process by Handbook chapter authors 10:40 a.m. on Monday and 2 p.m. on Tuesday.

6. **Future NSF-sponsored research on the theme.** The long run impact of the conference may be the research that it stimulates and supports in future years on the theme. To encourage this to happen, we are delighted to announce that the **Innovation and Organizational Change Program** of the **National Science Foundation** has agreed to provide an annual amount of $2.3 million for competitively-awarded research projects on the conference theme. An All Academy session on Monday at 10:30 a.m. announces the NSF IOC Requests for Research Proposals and ways to participate in the research. Learn from researchers of our theme cases (listed above) how to develop long-term learning relationships with managers to study organizational change.

7. **Symposia and speakers on the theme.** The conference includes several high-profile sessions that assess the preparedness of management education and practice to manage change and development journeys into a pluralistic world.

- A panel at 3:40 p.m. on Tuesday organized by Sandra Waddock (Boston College) includes Milton Blood (AACSB), Karl Weick (U. of Michigan), Henry Mintzberg (McGill U.), Peter Senge (MIT), and James Post (Boston U.) in a discussion on transforming management education for the 21st century.

- Rosabeth Kanter (Harvard U.) and Robert Shapiro (Monsanto) speak at 2:00 p.m. on Tuesday about how the change imperative is reshaping business strategy, organization process, career opportunities and life itself.

- Marina Whitman (former member of President’s Council of Economic Advisors) speaks on the
changing role of the American corporation at 10:40 a.m. on Wednesday.

Sessions such as these represent influential ways for the Academy to co-venture with others in providing intellectual leadership for the management profession.

8. **Division theme sessions.** Befitting the conference theme, at the GTE-sponsored October 1998 ThemeSummit of division chairs and managers, we decided that each division program chair will organize a session that addresses the conference theme from the division’s perspective. This decision has stimulated a wave of novel and pluralistic approaches to the theme. These division theme sessions are singled out in the conference program with a box.

9. **Interactive paper sessions and caucuses.** The pluralistic nature of the Academy itself emphasizes the importance of individuals to communicate and integrate their ideas. Interactive Paper Sessions and Caucuses provide opportunities for one-on-one and small group discussions. We encourage authors to review the conference index and invite five other individuals to come and discuss their papers.

10. **Artistic expressions of the theme.** To capture the soul of the theme, we round out the program with several very creative artistic expressions:

- On Monday at 5:30 p.m. Mary Crossan (U. of Western Ontario) has arranged a performance by the world-renown Second City Improvisation Company whose home is Chicago. A panel discussion will reflect on improvisation from theatre to management.

- On Monday at 8 p.m. everyone is invited to a reception to welcome new and non-US members of the Academy being hosted by Anne Huff (AOM President) and sponsored by Cranfield U.

- Tuesday at 3:40 p.m. features a highly novel session organized by Tom Brown (Management General) to express change journeys from inside and out through photography and piano. Martin Dugard (photographer, journalist and adventurer) will share his personal work and teamwork experiences from traversing the jungles of Borneo, the ancient Zulu battlegrounds of Lesotho, and several other outback landscapes. Michael Jones (pianist, composer, and producer of ten popular CD’s that sold two million units) will explore the unfinished journey of imagination and the aesthetics of leadership.

“What is our music?” Michael Jones will ask. "And what is the nature of the unfinished journey that we each must take to bring it into the world?” It begins with our exploration of the vast inner geography of the imagination, a subtle but powerful intelligence that brings us into the very heart of our own creativity. Cultivating this aesthetic sensitivity represents the next step in organizational learning and our continuing development as leaders and human beings. Appreciating and sharing this will make Chicago ’99 a wonderful stop along each of our life journeys.

Creating this program involved a great deal of self-less effort and dedication by many volunteers and much support from their universities and organizations recognized on the next page. On behalf of the Chicago 1999 Conference Committee, we are most grateful to each individual. In particular, we wish to acknowledge the extraordinary contributions of Kelley Hinze, Gove Allen, and Zehra Ahmed for overall program development and coordination at the University of Minnesota, of Raul Necochea for coordinating the professional development workshops at Boston College and of Alan Eisner and Damon Hurd for internet communications.

Andrew H. Van de Ven , Program Chair  
University of Minnesota  
Jean M. Bartunek, Program Chair-Elect  
Boston College
# Chicago '99 Exhibitors
in Wacker Hall of Hyatt Regency Hotel

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Exhibitor -- We welcome you, thank you for your continued support, hope you find this year's conference enjoyable and invite you to join us again next year in Toronto. Your comments, suggestions, and kudos are always welcome. To reserve your space for Toronto, please contact:

- Phil Stone
  GT Enterprises
  P.O. Box 11503
  Pleasanton, California 94588-1503
  Phone: 925-426-1920
  Fax: 510-490-4235
  Email philzbub@pacbell.net
TYPES OF SESSIONS

The conference program is presented in sections by types of sessions. They include the following:

**All-Academy Theme Sessions (AA)** are symposia and activities that address the conference theme, *Change and Development Journeys Into a Pluralistic World.*

**Showcase Symposia (SC)** are panel sessions that are jointly sponsored by two or three divisions and were nominated by division chairs to have wide appeal on any topic.

**Shared Interest Track (SIT)** are paper sessions that deal with a common topic or issue based on papers nominated by division program chairs.

**Interactive Paper Sessions (IP)** are informal small group discussions that are lead by authors of accepted papers. IP authors are encouraged to invite five individuals to come to their sessions to discuss their papers. Anyone else is welcome to participate in the paper discussions.

**Caucuses (CA)** are informal discussions among small groups or communities of individuals who share a common topic, concern or affinity. To be listed in the program, caucus organizers submitted a topic with the signatures of five individuals who wanted to discuss the topic in a caucus.

**Professional Development Workshops (PDW)** (formerly known as preconference activities) are held Friday to Sunday noon, and include a variety of intensive consortia and workshops for doctoral students, faculty, and other conference participants. These sessions often require preregistration. See the program session for contact information.

**Audio and Video Taping**

Video and audio tapes of selected sessions will be made available, as a result of a new policy by the Academy Board of Governors. These recordings are in conformance with the standing policy that no recordings of Academy sessions or activities are permitted unless written consent is obtained from the Academy Vice President and Program Chair, Andrew Van de Ven, and all participants in the sessions being recorded. Such permission must be secured prior to the meetings.

PROCEEDINGS

The proceedings CD includes the 122 best papers and 250-word abstracts for all of the papers and symposia. It also contains handouts from the All-Academy sessions and the membership directory of the Academy of Management.

ABBREVIATIONS USED IN PROGRAM GUIDE

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<tr>
<th>Abbreviation</th>
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# Conference Program Guide
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## Friday Afternoon, August 6, 1999

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<td>Swiss: Gball 3 [72] Practitioner Series: Introduction to the Inquiry Process and Research Projects</td>
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<td>Hyatt West: Goldcoast [73] International Research Collaborations</td>
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<td>Hyatt West: Field [59] IM: Polar Winds to Tropical Paradises: Management Research in the Americas</td>
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<td>Hyatt West: Dusable [59] International Human Resource Management: Where Are We Now and Where Are We Going?</td>
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<td>Swiss: Gball 2 [59] MED Workshop: Bringing life to management education</td>
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<td>Hyatt West: San Francisco [57] Conflict Management Division's Junior Faculty Research Incubator on Conflict &amp; Diversity</td>
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<td>Hyatt West: Ogden [70] ENT, MED &amp; MOC Workshop on Creative Classroom Action</td>
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<td>Hyatt West: Wright [57] ENT: How Learn to be Entrepreneurial?</td>
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<td>Hyatt West: Water Tower [34] OB/OMT Junior Faculty Consortium</td>
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<td>Swiss: Gball 3 [59] 305 HCM Welcome Reception &amp; Introductions</td>
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<td>Hyatt West: Toronto [59] MED: Escape from Cluelessness</td>
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Saturday Afternoon, August 7, 1999

1. HR Junior Faculty Consortium
2. New Doctoral Student Consortium
3. OCIS Mid-Career Faculty Workshop
4. OB/OMT Junior Faculty Consortium
5. M: Board of Governors Meeting
6. International Research Collaborations
7. Critical Management Studies: Parallel Tracks
8. HCM Lunch
9. Grantwriting: What You Need to Know
10. The Two Journeys of Academe: The Career Opportunities: Pluralism
11. Resources and the Growth of Entrepreneurial Knowledge
12. OB/ODC/OMT Doctoral Consortium
13. IM & RM: Workshop on Hierarchical Linear Modeling
14. CAR/CM/ONE/HCM/PNS Small Division Images and Member Identities
15. HR: Strategic Research Agenda
16. IM & BPS: European and North American Research Diversity
17. IMD Junior Faculty Consortium
18. Organizational Learning as a Developmental Journey
19. TIM/OCIS Doctoral Consortium
20. Critical Management Studies: Parallel Tracks
21. BPS & MC A Case Critique Colloquium
22. IPC: SME Development Programs
23. Practitioner Series: Developing and Critiquing Action Research Projects
24. BPS New Faculty Consortium
25. IAOM: Challenges & Approaches to Quality
26. Management of the Tenure Process for Hispanic Academics
27. IMD Doctoral Consortium
28. HR Doctoral Consortium
29. GDO: Dev.
30. GDO Research Workshop: Exploring the Intersection of Race and Gender
31. Visions for the OM Field for the Next Century
32. OM Teaching Approaches
33. OB Not-So-Junior Faculty Mid-Career Forum
34. Complexity & Management, Panels 1-2
35. Complexity & Management, Panels 3-4
36. MH New Member Workshop
37. MH Ph.D./Faculty Workshop
38. MH Doctoral Student Workshop
39. HCM: The Two Journeys of Academe
40. TIM/OCIS Junior Faculty Consortium
41. Conflict Management Division's Junior Faculty Research Incubator on Conflict & Diversity
42. Entrepreneurship Doctoral Consortium
43. Three Conversations to Build Theory in Trans-disciplinary Research
44. ENT New Faculty Consortium
45. ENT Innovation in Education
46. Viewpoints on International Business Consulting
47. Critical Management Studies: Parallel Tracks
48. BPS Cutting Edge Empirical Methods
49. ODC & ONE: Educating Leaders for Environmental Change
50. TIM at the End of the Millennium: A Century of Challenges
51. TIM at the End of the Millennium: Preparations
52. CAR: Careering Practice
53. MED: Pedagogy for Plurality
54. MED: Employee Change
55. MED: Contract Grading
56. MED: Human Spirit
57. RM & IM Intro. to Network Analysis
58. RM Workshop on Interpretive Research Traditions
59. SIM: Faculty Workshop on Complexity Theory
60. MED/OCD/GDO: Spirituality at Work
61. ODC/MED/GDO: The Power of Music
62. RM: Meta-Analysis Workshop
63. RM: Quality Ethnography
64. OB: Take the Plunge! Developing Skills Using Electronic Technology in the Teaching of Management
66. ENT Endowed Organizational Collaboration for Chicago Wilderness
67. OCIS & OMT: Working Collaboratively Across Intranets and Internet
**Saturday Evening, August 7, 1999**

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<td>41</td>
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<td>P: Institutional Impacts on TIM</td>
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<td>Global Networking Hospitality</td>
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**Monday Afternoon, August 9, 1999**

12:30  1:00  1:30  2:00  2:30  3:00  3:30  4:00  4:30  5:00

- 160: T: Motorola Case: Int'1 Ethics
- 161: T: The Xerox Case: Day 2
- 164: T: John Deere case: Transforming
- 165: T: Flat Panels? Not this one!!
- 168: Knowledge Transfer
- 227: JS: Work Safety Improvement
- 293: JP: Scripts and Scenarios
- 306: P: Competence and Resources
- 364: P: Competition vs Cooperation
- 429: P: Decision Making & Conflict
- 430: T: Negotiation and Pluralism
- 494: P: Taking Affirmative Action
- 521: Distinguished Speaker
- 594: P: Leveraging information in OM
- 534: A Worthy Cause: A
- 745: P: Transformation: Int'l Perspect
- 746: P: Action Learning and Dialogue
- 760: T: OCIS Theme Panel
- 784: M: Business Meeting
- 319: S: Stakeholder Pluralism
- 391: P: Green Strategies
- 392: Distinguished Speaker
- 393: Address: Oliver E. Williamson
- 223: JS: Beyond Armchair Feminism III
- 721: P: Macrocultural processes (K)

**Monday Afternoon, August 9, 1999**

- 160: T: Motorola Case: Int'1 Ethics
- 161: T: The Xerox Case: Day 2
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- 392: Distinguished Speaker
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- 223: JS: Beyond Armchair Feminism III
- 721: P: Macrocultural processes (K)
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<tr>
<th>Time</th>
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<td>Car: Hyatt West: Haymarket</td>
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<td>HCM: Hyatt West: Wrigley</td>
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<td>HCM: Hyatt West: Columbian</td>
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<td>MC: Swiss: Davos</td>
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<td>BO: Hyatt West: Regency Ball B(S)</td>
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<td>PNS: Swiss: Vevey</td>
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<td></td>
<td>RM: Swiss: Alpine I</td>
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<td>SIM: Swiss: Gbll 2</td>
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1997-1999 Trends in Submissions to Academy of Management Conferences

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<th>Year</th>
<th>Paper Submissions</th>
<th>Symposia Submissions</th>
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<td>San Diego '98</td>
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<td>Chicago '99</td>
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**Chicago '99 Program Statistics**

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<tr>
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<td>- accepted for Interactive Papers</td>
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<tr>
<td>- accepted for Division Paper session</td>
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<td>- # PDW sessions Fri-Sun</td>
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<tr>
<td>- # Regular sessions Sun-Wed</td>
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<td>Number of people involved in submissions</td>
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<td>- # people on PDW program (Fri-Sun)</td>
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<tr>
<td># countries represented in entire program</td>
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**Universities with the Most Participants in Chicago '99 Conference Sessions**

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<th>Rank</th>
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<tr>
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<td>U. of Michigan</td>
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<td>U. of Pennsylvania</td>
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<td>Cornell U.</td>
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<td>Stanford U.</td>
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<td>U. of Minnesota</td>
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<td>Harvard U.</td>
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<td>New York U.</td>
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<td>Michigan State U.</td>
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<td>Northwestern U.</td>
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**Personal Appointments**

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- 8:30: Personal Appointments
- 9:00: Personal Appointments
- 9:30: Personal Appointments
- 10:00: Personal Appointments
- 10:30: Personal Appointments
- 11:00: Personal Appointments
- 11:30: Personal Appointments
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<th>Time</th>
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<td>T: Kanter &amp; Shapiro on Change</td>
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<td>1:00</td>
<td>T: Transforming mgt. education</td>
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<td>T: Tension &amp; Change: What to do?</td>
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<td>T: What's behind the Great Wall?</td>
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<td>S: Institutional Change (I)</td>
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<td>S: Emergent IT &amp; Org. Change</td>
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<td>IS: Mgmt and OD Across Borders</td>
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<td>JS: Contingent Work Consequences</td>
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<td>IP: Knowledge Creation &amp; Evolution</td>
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<td>IP: Balancing Work and Family</td>
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<td>9:00</td>
<td>IP: Org. Learning &amp; Change</td>
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<td>IP: Issues in Operations Mgmt</td>
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<td>10:00</td>
<td>IP: Groups: Composition &amp; Process</td>
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<td>IP: Organizational Learning</td>
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<td>IP: Change, Commitment &amp; Culture</td>
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Tuesday Evening, August 10, 1999

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The Academy of Management is a professional society composed largely of professors who conduct research and teach about organizations and management. Doctoral students, management consultants and managers from diverse business settings are also members.

The Academy's purpose is to foster the general advancement of research, learning, teaching, and practice in the management field. The Academy publishes scholarly papers, conducts forums for the exchange of management knowledge, and provides services that enhance the science and practice of management.

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Academy of Management
Pace University
P. O. Box 3020
Briarcliff Manor, NY 10510-8020
(914) 923-2607 Fax: (914) 923-2615

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Pace University
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Briarcliff Manor, NY 10510-8020
(914) 923-2607 Fax: (914) 923-2615
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Neusa Santos Pontificia Universidade Brazil
Heidi Vernon Northeastern U. USA
Celeste Wilderom U. of Tilburg The Netherlands
Diana Wong China (USA)
### Personal Appointments

**8:00**  
Hyatt East: GndBall Reg Area

**8:30**  
Hyatt East: Wacker East

**9:00**  
TIM Hyatt West: Stetson E

**9:30**  
SIM Swiss: Gball 2

**10:00**  
Hyatt East: Wacker East (3)

**10:30**  
Hyatt East: Wacker East (2)

**11:00**  
Hyatt East: Wacker West (4)

**11:30**  
Hyatt East: Wacker West (5)

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### Program Schedule

**Wednesday Morning, August 11, 1999**

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<tr>
<th>Time</th>
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<td>T: Creating Capabilities</td>
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<td>P: Organizing for Innovation</td>
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<td>9:00</td>
<td>S: MNC's &amp; Global Enviro. Issues</td>
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<td>P: CSP/CSR and Stakeholder Roles</td>
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<td>M: Professional Learning</td>
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<td>T: Radicals in the classroom</td>
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<td>P: Professional Learning</td>
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<td>P: Multi-level Approaches</td>
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<td>P: Strategic HR M Management</td>
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<td>P: Improving What We Do</td>
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<td>P:冲突与谈判管理</td>
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### Room Assignments

- **P**: Hyatt East: GndBall A
- **SC**: Hyatt East: GndBall D(N)
- **SS**: Hyatt East: GndBall B
- **JS**: Hyatt West: Regency Ball C(N)
- **SIT**: Hyatt East: GndBall E
- **JS**: Hyatt East: GndBall F
- **SS**: Hyatt East: GndBall B
- **SC**: Hyatt West: Regency Ball D(N)
- **AA**: Hyatt East: GndBall A
- **IP**: Hyatt East: Wacker West (1)
- **IP**: Hyatt East: Wacker West (2)
- **IP**: Hyatt East: Wacker West (3)
- **IP**: Hyatt East: Wacker West (4)
- **IP**: Hyatt East: Wacker West (5)
- **BPS**: Hyatt West: Regency Ball A(S)
- **BPS**: Hyatt West: Acapulco
- **BPS**: Hyatt West: Toronto
- **BPS**: Hyatt West: Goldcoast
- **CAR**: Hyatt West: Columbus E/F
- **GDO**: Hyatt West: Stetson F
- **HCM**: Hyatt West: Columbus
- **HR**: Hyatt West: Field
- **HR**: Hyatt West: McCormick
- **IM**: Hyatt East: Columbus C/D
- **IM**: Hyatt East: Columbus H
- **MED**: Swiss: Alpine II
- **MH**: Hyatt West: Burnham
- **MOC**: Hyatt West: Picasso
- **MC**: Swiss: Davos
- **OB**: Hyatt West: Regency Ball B(S)
- **OB**: Hyatt West: New Orleans
- **OB**: Hyatt West: Atlanta
- **OM**: Swiss: Engleberg
- **OM**: Hyatt East: Columbus G
- **OM**: Hyatt East: Columbus I/J
- **OM**: Hyatt East: Columbus K/L
- **OTC**: Hyatt East: Columbus A
- **OCIS**: Hyatt West: Dusable
- **ONE**: Swiss: Neuchatel
- **PNS**: Swiss: Vevey
- **SIM**: Swiss: Gball 2
- **TIM**: Hyatt West: Stetson E
- **Hyatt East: Wacker East**
- **Hyatt East: GndBall Reg Area**

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**Registration**

- **8:00**
- **8:30**
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<td>Placement • HE: Wacker East</td>
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<td>IPC Information Booth • HE: Wacker East</td>
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<td>10:00 am</td>
<td>Global Networking Hospitality • HE: Skyway 272</td>
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<td>12:00 pm</td>
<td>M: Journal of Org Behavior • HW: Wright</td>
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<td>M: Journal of Org. Behavior • HW: Wright</td>
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<tr>
<td>3:30 pm</td>
<td>M: Executive Committee Meetings • HE: Skyway 280</td>
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<tr>
<td>5:00 pm</td>
<td>M: PDW Program Meeting • HW: Burnham</td>
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<tr>
<td>8:00 pm</td>
<td>Reception of new &amp; non-US mbrs • HE: GndBall F</td>
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Conference Activities and Meetings

**Tuesday**

<table>
<thead>
<tr>
<th>Time</th>
<th>Event</th>
<th>Location</th>
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<tbody>
<tr>
<td>9:00 am</td>
<td>Membership • HE: Grand Ball Reg Area</td>
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<tr>
<td>10:00 am</td>
<td>Global Networking Hospitality • HE: Skyway 272</td>
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<tr>
<td>12:00 pm</td>
<td>Presidential Luncheon • HE: Grand Ballroom</td>
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<tr>
<td>6:00 pm</td>
<td>Academy Fellows Reception • OS: See Contact</td>
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<tr>
<td>6:30 pm</td>
<td>Human Relations Reviewers • HE: Grand Ball D(N)</td>
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**Wednesday**

<table>
<thead>
<tr>
<th>Time</th>
<th>Event</th>
<th>Location</th>
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<tbody>
<tr>
<td>9:00 am</td>
<td>Membership • HE: Grand Ball Reg Area</td>
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<tr>
<td></td>
<td>Exhibits • HE: Wacker East</td>
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<tr>
<td></td>
<td>Registration • HE: Grand Ball Reg Area</td>
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<td>Placement • HE: Wacker East</td>
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<td></td>
<td>IPC Information Booth • HE: Wacker East</td>
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</tbody>
</table>

**Friday 1:00 pm**

1a. Meeting: Board of Governors Meeting
   • 1:00-5:00 Hyatt West: Acapulco
   *Presiding:* Anne S. Huff, U. of Colorado / Cranfield School of Management

**Saturday 9:00 am**

1b. Meeting: Board of Governors Meeting
   • 9:00-5:00 Hyatt East: Grand Ball B
   *Presiding:* Anne S. Huff, U. of Colorado / Cranfield School of Management

2. The "How Tos" of the Academy of Management Placement Services
   • 1:00-2:00 Hyatt East Columbus H
   *Presenters:* Geralyn M. Franklin, U. of Texas, San Antonio; Nancy Leonard, Lewis Clark State College; Mary Jo Vaughan, Mercer U

**Sunday 9:00 am**

3. Registration
   • 9:00-5:00 Hyatt East: Grand Ball Reg Area
   *Executive Director:* Nancy Urbanowicz, Academy of Management

4. Asia Academy of Management
   • 9:00-12:00 Swiss: Gball 2
   *Organizer:* Chung-Ming Lau, Chinese U. of Hong Kong

5. Placement
   • 9:00-12:00 Hyatt East: Group Office
   *Open to receive forms and to distribute books listing pre-registered applicants and positions.*
   *Director of Placement:* Geralyn M. Franklin, U. of Texas, San Antonio

6. Membership
   • 9:00-5:00 Hyatt East: Grand Ball Reg Area
   *What Are the Benefits of Membership? Do You Need to Update Your Membership Information? Would You Like to Get Involved?*
   *Director of Membership:* Carolyn Wiley, CARWIL Management Consulting

**Sunday 9:30 am**

7. Meeting: Officers of Regional Academy of Management Associations
   • 9:30-10:30 Hyatt East: Columbus A
   *Presiding:* Tim O. Peterson, The Stalwart Group

8. Meeting: Newsletter Editors for Professional Divisions and Interest Groups

   • 9:30-10:30 Hyatt West: Hong Kong
   *Presiding:* Andrew H. Van de Ven, U. of Minnesota

    • 9:30-10:30 Hyatt West: Acapulco
    *Presiding:* David Whetten, Brigham Young U.

**Sunday 10:30 am**

11. Meeting: People of Color Committee Meeting
    • 10:30-12:00 Hyatt West: Dusable
    *Presiding:* Stella Nkomo, U. of North Carolina, Charlotte

    • 10:30-12:00 Hyatt West: Hong Kong
    *Presiding:* Andrew H. Van de Ven, U. of Minnesota

    *Presiding:* Jone Pearce, U. of California, Irvine
    • 10:30-12:00 Hyatt West: New Orleans

    • 10:30-12:00 Hyatt West: Acapulco
    *Presiding:* Jean M. Bartunek, Boston College

15. Meeting: Officers of the Eastern Academy of Management
    • 10:30-12:00 Hyatt East: Skyway 279
    *Presiding:* Bonita Better-Reid, Simmons GSM

16. Meeting: Officers of the Midwest Academy of Management
    • 10:30-12:00 Hyatt East: Skyway 280
    *Presiding:* Marilyn Fox, Mankato State U

17. Meeting: Officers of the Southern Academy of Management
    • 10:30-12:00 Hyatt East: Skyway 281
    *Presiding:* C. A. Schriesheim, U. of Miami

18. Meeting: Officers of the SouthWest Academy of Management
    • 10:30-12:00 Hyatt East: Skyway 282
    *Presiding:* Tim O. Peterson, The Stalwart Group

19. Meeting: Officers of the Western Academy of Management
    • 10:30-12:00 Hyatt East: Skyway 283
\textit{Presiding:} Joan Dahl, California State U., Northridge

**Sunday 12:00 pm**

| 20. Exhibits | 12:00-5:00 Hyatt East: Wacker East
| **Presiding:** Morten Huse, Scandinavian Institute for Research in Entrepreneurship / Centre for Church Research |
| Director of Publisher Relations and Exhibits Coordinator: Philip B. Stone, GT Enterprises |

| 21. Meeting: International Programs Committee Meeting | 12:00-1:30 Hyatt West: Goldcoast |
| **Presiding:** Joan Dahl, California State U., Northridge |

| 22. Academy of Management Council Meeting | 12:00-2:00 Hyatt East: Skyway 272 |
| **Presiding:** Anne S. Huff, U. of Colorado / Cranfield School of Management |

| 23a. Placement | 12:00-5:00 Hyatt East: Wacker East |
| Director of Placement: Geralyn M. Franklin, U. of Texas, San Antonio |

| 23b. The "How Tos" of the Academy of Management Placement Services | 1:00-2:00 Hyatt East Columbus H |
| **Presenters:** Geralyn M. Franklin, U. of Texas, San Antonio; Nancy Leonard, Lewis Clark State College; Mary Jo Vaughan, Mercer U |

**Sunday 2:00 pm**

| 24. Meeting: Academy of Management Journal Outgoing Board | 2:00-3:30 Hyatt East: Columbus A |
| **Presiding:** Anne S. Tsui, Hong Kong U. of Science and Technology |

| 25. Meeting: Journal of Management Inquiry | 2:00-5:00 Hyatt East: Columbus G |
| **Presiding:** Paul M. Hirsch, Northwestern U. |

| 26. AMR Writer’s Workshop | 2:00-3:30 Hyatt East: Columbus H |
| Pregression required please contact Linn Van Dyne. |

| 27. Meeting: Administrative Science Quarterly | 2:00-5:00 Hyatt East: Columbus K/L |
| **Professional Development Workshop Chair:** Christine Oliver, York U. |

| 28. Meeting: Organization | 2:00-3:30 Hyatt West: Addams |
| **Presiding:** Rosemary Nixon, SAGE Publications, Inc.; Linda Smirich, U. of Massachusetts, Amherst; Marta B. Calas, U. of Massachusetts, Amherst |

| 29. Meeting: Leadership Quarterly | 2:00-3:30 Hyatt West: Horner |
| **Presiding:** Jerry Hunt, Texas Tech U. |

| 30. Meeting: M@n@gement | 2:00-3:30 Hyatt West: Ogden |
| **Presiding:** Bernard Forgues, IAE, Tours |

| 31. Meeting: Organization Science, Senior Editors | **Sunday 3:30 pm** |

| 32. Meeting: Journal of Management Education | 2:00-3:30 Hyatt West: Dusable |
| **Presiding:** Claudia B. Schoonhoven, U. of California, Irvine |

| 33. Meeting: Journal of Organizational Change Management | 2:00-3:30 Hyatt West: McCormick |
| **Presiding:** David M. Boje, New Mexico State U.; Nancy E. Landrum, New Mexico State U. |

| 34. Meeting: Journal of Leadership Studies Board | 2:00-3:30 Hyatt West: Haymarket |
| **Presiding:** Richard M. Hodgetts, Florida International U. |

| 35. Meeting: Journal of Occupational Health Psychology | 2:00-3:30 Hyatt West: Picasso |
| **Presiding:** James Campbell Quick, U. of Texas, Arlington |

| 36. Meeting: Academy of Management Executive | 2:00-3:30 Hyatt West: Soldier Field |
| **Presiding:** Sheila Puffer, Editor, Academy of Management Executive |

| 37. Meeting: Academy of Management Review Outgoing Board | 2:00-3:30 Hyatt West: Wrigley |
| **Presiding:** Ken G. Smith, U. of Maryland |

| 38. Meeting: Group and Organization Management Journal | 2:00-3:30 Hyatt West: San Francisco |
| **Presiding:** P. Christopher Earley, Indiana U. |

| 39. Global Networking Hospitality Suite: Connecting Across Borders | 2:00-4:00 Hyatt East: Skyway 272 |
| Drop by for refreshments, discuss international teaching, research, funding, and other issues of interest in the international arena. Also meet board members, and IPC members. Courtesy of Queensland U. of Technology. |

| 40. Meeting: Academy of Management Journal Incoming Board | 3:30-5:00 Hyatt East: Columbus A |
| **Presiding:** Gregory B. Northcraft, U. of Illinois, Urbana-Champaign |

| 41. Meeting: Management Science Board Meeting | 3:30-5:00 Hyatt East: Columbus H |
| **Presiding:** Linda Argote, Carnegie Mellon U. |

| 42. Meeting: Journal of Management | 3:30-5:00 Hyatt West: Burnham |
| **Presiding:** Robert P. Vecchio, U. of Notre Dame |

| 43. Meeting: Journal of Management Education Reception | 3:30-5:00 Hyatt West: Dusable |
Conference Activities and Meetings

44. Meeting: Management Learning
   • 3:30-5:00 Hyatt West: Field
   Presiding: Rosemary Nixon, SAGE Publications, Inc.; David Sims, Brunel U.; Joseph A. Raelin, Boston College

45. Meeting: Orientation for New Members
   • 3:30-5:00 Hyatt West: Columbian
   Presiding: Carolyn Wiley, CARWIL Management Consulting

46. Meeting: Academy of Management Review Incoming Board
   • 3:30-5:00 Hyatt West: Wrigley
   Presiding: Ed Conlon, U. of Notre Dame

47. Meeting: Organization Science Editorial Review Board Meeting & Reception
   • 3:30-5:00 Hyatt West: Atlanta
   Presiding: Claudia B. Schoonhoven, U. of California, Irvine

Sunday 7:00 pm

48. All-Academy Reception
   • 7:00-9:00 Hyatt East: Grand Ballroom
   Courtesy of Indiana U., Kelley School of Business. EVERYONE IS WELCOME!!! Hosted by Members of Chicago Conference Committee.
   Hosts: Gove N. Allen, U. of Minnesota; Jean M. Bartunek, Boston College; Tom Brown, Management General; Janet M. Dukerich, U. of Texas, Austin; Alan B. Eiseiner, Pace U.; Geralyn M. Franklin, U. of Texas, San Antonio; Stephen J. Havlovic, Simon Fraser U.; Kelley D. Hinze, U. of Minnesota; Terese Loncar, Academy of Management; Raul Necochea, Boston College; Peter Smith Ring, Loyola Marymount U.; William B. Snavelv, Miami U., Oxford; Timothy M. Stearns, California State U., Fresno; Philip B. Stone, GT Enterprises; Kenneth R. Thompson, DePaul U.; Nancy Urbanowicz, Academy of Management; Andrew H. Van de Ven, U. of Minnesota; David Whetten, Brigham Young U.

Sunday 9:00 pm

49. Barnard Society
   • 9:00-11:00 Hyatt East: Columbus G
   Ambassador: Paul C. Godfrey, Brigham Young U.

50. All-Academy Dance
   • 9:00-12:00 Hyatt East: Grand Ballroom
   Sponsored by the IberoAmerican Academy of Management
   Coordinator: Luis R. Gomez-Mejia, Arizona State U., Main

Monday 9:00 am

51. Membership
   • 9:00-5:00 Hyatt East: GndBall Reg Area
   What Are the Benefits of Membership? Do You Need to Update Your Membership Information? Would You Like to Get Involved?
   Director of Membership: Carolyn Wiley, CARWIL Management Consulting

52. Exhibits
   • 9:00-5:00 Hyatt East: Wacker East
   Director of Publisher Relations and Exhibits Coordinator: Philip B. Stone, GT Enterprises

Monday Afternoon Coffee break Sponsored by Cason-Hall

53. Registration
   • 9:30-5:00 Hyatt East: GndBall Reg Area
   Executive Director: Nancy Urbanowicz, Academy of Management

54. Placement
   • 9:00-5:00 Hyatt East: Wacker East
   Director of Placement: Geralyn M. Franklin, U. of Texas, San Antonio

55. International Programs Committee Information Booth
   • 10:00-4:00 Hyatt East: Wacker East
   Drop by the booth to share your knowledge about international activities and find out what’s happening around the global academic world. The IPC Booth is this year dedicated to the memory of Dr. Carolyn R. Dexter, one of the founders of the IPC.
   Coordinators: Morten Huse, Scandinavian Institute for Research in Entrepreneurship / Centre for Church Research; Betty Jane Punnett, U. of the West Indies / U. of Windsor

Monday 10:00 am

56. Global Networking Hospitality Suite: Connecting across borders
   • 10:00-4:00 Hyatt East: Skyway 272
   Drop by for refreshments, discuss international teaching, research, funding, and other issues of interest in the international arena. Also meet board members, and IPC members. Courtesy of Queensland U. of Technology.
   Hosts: Betty Jane Punnett, U. of the West Indies / U. of Windsor; Annabella Davila, Instituto Tecnologico y de Estudios Superiores de Monterrey; Morten Huse, Scandinavian Institute for Research in Entrepreneurship / Centre for Church Research; Neusa Santos, Universidade Pontificia Catholica, Brazil; Diana Wong, Marquette U.

Monday 12:00 pm

57. Meeting: Editorial Board of the Journal of Organizational Behavior
   • 12:00-4:00 Hyatt West: Wright
   Presiding: Cary L. Cooper, U. of Manchester Institute of Science and Technology

Monday 12:10 pm

58. The Editorial Board of the Journal of Organizational Behavior
   • 12:10-2:10 Hyatt West: Wright
   Presiding: Denise M. Rousseau, Carnegie Mellon U.

Monday 3:30 pm

59. Meeting: Executive Committees of the Divisions and Interest Groups
   • 3:30-5:00 Hyatt East: Skyway 280
   Business Policy & Strategy
   Hyatt East Skyway 272
   Careers
   Hyatt East Skyway 279
   Conflict Management
   Hyatt East Skyway 280
   Entrepreneurship
   Hyatt East Skyway 281
   Gender Diversity in Organizations
   Hyatt West Stetson D
   Health Care Management
   Hyatt East Skyway 282
   Human Resource
   Hyatt West Stetson E
   International Management
   Hyatt West Burnham
   Management Education & Development
   Hyatt West Stetson G
   Management History
   Hyatt East Skyway 264
   Managerial & Organizational Cognition
   Hyatt East Skyway 273
   Managerial Consultation
   Hyatt East Skyway 269
Conference Activities and Meetings

Operations Management  Hyatt East Skyway 268
Organizational Development & Change  Hyatt West Stetson C
Organization & Management Theory  Hyatt East Skyway 265
Organizational Behavior  Hyatt West Stetson F
Organizational Communication & Information Systems  Hyatt East Skyway 261
Organizations & the Natural Environment  Hyatt West Stetson A
Public Non-Profit Sector  Hyatt East Stetson B
Research Methods  Hyatt East Skyway 285
Social Issues in Management  Hyatt East Skyway 284
Technology & Innovation Management  Hyatt East Skyway 283

Monday 5:00 pm
60. Meeting: Toronto 2000 Organizing Committee
Meeting
• 5:00-6:00 Hyatt West: Burnham
Chair: Jean M. Bartunek, Boston College
Coordinator: Raul Necochea, Boston College

Monday 8:00 pm
61. Monday Evening Reception Welcoming New Members and Non-U.S. Members
• 8:00-10:00 Hyatt East: GndBall F
Sponsored By Cranfield University. Everyone is invited to attend this reception welcoming new and non-U.S. members of the Academy of Management.
Hosts: Anne S. Huff, U. of Colorado / Cranfield School of Management

Tuesday 9:00 am
62. Membership
• 9:00-5:00 Hyatt East: GndBall Reg Area
What Are the Benefits of Membership? Do You Need to Update Your Membership Information? Would You Like to Get Involved?
Director of Membership: Carolyn Wiley, CARWIL Management Consulting

63. Exhibits
• 9:00-5:00 Hyatt East: Wacker East
Director of Publisher Relations and Exhibits Coordinator: Philip B. Stone, GT Enterprises
Tuesday Afternoon Ice Cream Social Sponsored by The Free Press

64. Registration
• 9:00-5:00 Hyatt East: GndBall Reg Area
Executive Director: Nancy Urbanowicz, Academy of Management

65. Placement
• 9:00-5:00 Hyatt East: Wacker East
Director of Placement: Geralyn M. Franklin, U. of Texas, San Antonio

66. International Programs Committee Information Booth
• 10:00-12:00 and 2:00-4:00 Hyatt East: Wacker East
Drop by the booth to share your knowledge about international activities and find out what’s happening around the global academic world. The IPC Booth is this year dedicated to the memory of Dr. Carolyn R. Dexter, one of the founders of the IPC.
Chair: Morten Huse, Scandinavian Institute for Research in Entrepreneurship / Centre for Church Research
Organizers: Ann Gregory, Memorial U. of Newfoundland; Betty Jane Punnett, U. of the West Indies / U. of Windsor

Tuesday 10:00 am
67. Global Networking Hospitality Suite: Connecting across borders
• 10:00-12:00 and 2:00 to 4:00 Hyatt East: Skyway 272
Drop by for refreshments, discuss international teaching, research, funding, and other issues of interest in the international arena. Also meet board members, and IPC members. Courtesy of Queensland U. of Technology.
Hosts: Betty Jane Punnett, U. of the West Indies / U. of Windsor; Annabella Davila, Instituto Tecnologico y de Estudios Superiores de Monterrey; Morten Huse, Scandinavian Institute for Research in Entrepreneurship / Centre for Church Research; Neusa Santos, Universidad Pontificia Catholica, Brazil; Diana Wong, Marquette U.

Tuesday 12:00 pm
68. Presidential Luncheon
• 12:00-2:00 Hyatt East: Grand Ballroom
President Anne Huff will give an address at this all-conference session. Winners of the Distinguished Service, Scholar and Educator Awards, the TerryBook Award and the various best paper awards will be announced by President-Elect David Whetten.
Presiding: Anne S. Huff, U. of Colorado / Cranfield School of Management
Speaker: David Whetten, Brigham Young U.

Tuesday 6:00 pm
69. Academy Fellows Reception and Dinner
• 6:00-10:00 Off Site: See Contact
By invitation only.
Presiding: Arthur G. Bedeian, Louisiana State U.

Tuesday 6:30 pm
70. Human Relations Reviewers Reception
• 6:30-8:30 Hyatt East: GndBall D(N)
Coordinator: Tamar Jeffers, Tavistock Institute

Wednesday 9:00 am
71. Membership
• 9:00-12:00 Hyatt East: GndBall Reg Area
What Are the Benefits of Membership? Do You Need to Update Your Membership Information? Would You Like to Get Involved?
Director of Membership: Carolyn Wiley, CARWIL Management Consulting

72. Exhibits
• 9:00-12:00 Hyatt East: Wacker East
Director of Publisher Relations and Exhibits Coordinator: Philip B. Stone, GT Enterprises

73. Registration
• 9:00-12:00 Hyatt East: GndBall Reg Area

Executive Director: Nancy Urbanowicz, Academy of Management

74. Placement
• 9:00-12:00 Hyatt East: Wacker East
Actor: Geralyn M. Franklin, U. of Texas, San Antonio
### Shared Professional Development Workshops

**Program Chair:** Jean M. Bartunek, Boston College  
**Program Coordinator:** Raul Necochea, Boston College

<table>
<thead>
<tr>
<th>Start Time</th>
<th>Shared Program</th>
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<tbody>
<tr>
<td><strong>Friday</strong></td>
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<tr>
<td>11:15 am</td>
<td>Tour to McDonald's University • OS: McDonald's U.</td>
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<tr>
<td>1:00 pm</td>
<td>ECT, MED &amp; MOC Workshop on Creative Classroom Action • HW: Ogden</td>
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<tr>
<td>1:30 pm</td>
<td>ODC, SIM, ONE: Business and Su • HW: Soldier Field</td>
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<tr>
<td>2:00 pm</td>
<td>International Research Collabo • HW: Goldcoast</td>
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<td>2:30 pm</td>
<td>Practitioner Series: Introduction to the Inquiry Process and Research Projects • S: Gaill 3</td>
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<tr>
<td>5:00 pm</td>
<td>BPS/OMT/RM/MOC: Conversations to Build Theory in Trans-disciplinary Research • HW: Homer</td>
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<tr>
<td>6:00 pm</td>
<td>Critical Mgmt. Doctoral Workshop • HW: Dusabie</td>
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<tr>
<td>6:30 pm</td>
<td>ODC &amp; BPS: Org. Learning as Developmental Journey • HW: Wrigley</td>
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<tr>
<td>7:30 pm</td>
<td>TIM/OCIS Doctoral Consortium • HW: Stetson F</td>
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<td>8:00 pm</td>
<td>OB/OMT Junior Faculty Consortium • HW: Water Tower</td>
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<tr>
<td>8:30 pm</td>
<td>Reception for the New Doctoral • S: Gaill I</td>
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<tr>
<td>9:00 pm</td>
<td>OB/ODC/OMT Doctoral Consortium • OS: Loyola U.</td>
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<tr>
<td><strong>Saturday</strong></td>
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<tr>
<td>8:00 am</td>
<td>Critical Management Studies: B • HW: Comiskey</td>
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<tr>
<td>8:30 am</td>
<td>Critical Management Studies: P • HW: Columbian</td>
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<tr>
<td>9:00 am</td>
<td>Critical Management Studies: • HW: Buckingham</td>
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<tr>
<td>10:00 am</td>
<td>Critical Management Studies: P • HW: Comiskey</td>
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<tr>
<td>10:30 am</td>
<td>TIM/OCIS Doctoral Consortium • HW: Stetson E</td>
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<tr>
<td>11:00 am</td>
<td>New Doctoral Student Consortium • S: Gaill I</td>
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<tr>
<td>11:30 am</td>
<td>R&amp;M &amp; IM Intro. to Network Analysis • HE: Skyway 261</td>
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<td>12:00 pm</td>
<td>TIM/OCIS Doctoral Consortium • HE: Loyola U.</td>
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<td>12:30 pm</td>
<td>Critical management Studies: A • S: Alpine II</td>
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<td>1:00 pm</td>
<td>Critical Management Studies: B • HW: Comiskey</td>
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<td>Critical Management Studies: P • HW: Columbian</td>
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<td>Critical Management Studies: • HW: Buckingham</td>
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<td>Critical Management Studies: • HW: Goldcoast</td>
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<td>4:00 pm</td>
<td>Critical Management Studies: • S: Alpine II</td>
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<td>Critical Management Studies: • HW: Comiskey</td>
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<td><strong>Sunday</strong></td>
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**Program Coordinator:** Raul Necochea, Boston College  
**Program Chair:** Jean M. Bartunek, Boston College
Friday 11:15 am

76. (CAR, HR, MC, MED, ODC) Tour to McDonald’s University
   • 11:15-4:00 Off Site: McDonald’s U.
   For reservations, call Liz Hill 630-829-6208; $5.00 bus fee. Tour
   Arranged by the Local Arrangements Committee.
   Coordinators: Judi Strauss, Benedictine U.; Sally Benson,
   Benedictine U.; Kathryn Farley- Agee, Benedictine U.;
   Therese Yaeger, Benedictine U.
   Presenter: Rafik Mankarious, McDonald’s Corporation

Friday 1:00 pm

76. (ENT, MED, MOC) Creative Action in the Classroom:
Discovery and Application of Business Opportunities
   • 1:00-3:00 Hyatt West: Ogden
   Organizer: Lisa K. Gundry, DePaul U.
   Presenters: William P. Ferris, Western New England
   College; Jill R. Kickul, Northern Illinois U.; Norris F.
   Krueger, Entrepreneurial Strategies; Lisa K. Gundry,
   DePaul U.

77. (ONE, SIM, ODC) ODC, SIM, ONE: Business and
   Sustainable Development to Environmental Executives
   from McDonalds, Monsanto, BP-Amoco, Deere, and IGA
   • 1:00-9:00 Hyatt West: Soldier Field
   To pre-register, contact Jim Ludema at jludema@ben.edu or at 630-829-6229
   Co-Chairs: James D. Ludema, Benedictine U.; Mark Starik,
   George Washington U.
   Panel: Robert B. Horsch, Monsanto; Robert Langert,
   McDonald’s Corporation; Walter R. Quanstrom, AMOCO;
   Ralph Groteluschen, Deere & Company; Paolo Goelzer,
   IGA
   Facilitators: Cheryl Richardson, McDonald’s Corporation;
   Gina Hinrichs, Deere & Company; Mike Mantel, World
   Vision; Marilyn J. Carter, AMOCO

78. (IM, RM) International Research Collaborations
   • 1:00-7:30 Hyatt West: Goldcoast
   Organizers: Arie Y. Lewin, Duke U.; Andrew Pettigrew, U.
   of Warwick

79. (BPS, CAR, HR, MC, MED, MH, MOC, OB, ODC, TIM) Introduction to
   the Inquiry Process and Research Projects
   • 1:00-5:00 Swiss: Gball 3
   There is a $50.00 refreshment fee for the two-day program. To
   preregister for the Practitioner Series, contact Dan Twomey at
dtwomey@mailbox.fdu.edu
   Chair: Peter Roche, London Perret Roche Group
   Leaders: Jeana Wirtenberg, PSE&G; Monica McGrath, U.
   of Pennsylvania; Gwen Jones, Fairleigh Dickinson U.; Daniel
   R. Kowalski, U.S. Department of Veteran’s Affairs; Max
   Elden, U. of Houston, Clear Lake; Rupert F. Chisholm,
   Pennsylvania State U., Harrisburg; Thoralf Ovale, Work
   Research Institute, Oslo, Norway

Friday 5:00 pm

80. (MOC, BPS, OMT, RM) Three Conversations to Build
   Theory in Trans-disciplinary Research
   • 5:00-9:00 Hyatt West: Horner
   Organizers: Yolanda A. Sarason, U. of New Mexico; Rhonda
   K. Reger, U. of Maryland; Mark P. Meckler, Florida
   Atlantic U.
   Facilitators: Samuel M. DeMarie, U. of Nevada, Las Vegas;
   Irene Duhaime, U. of Memphis; Marlene C. Fiol, U.
   of Colorado, Denver; J. L. Stimpert, Colorado College;
   Raymond Zammuto, U. of Colorado, Denver

81. (BPS, CAR, GDO, HR, IM, MC, MED, MH, OB, ODC, OM, OMT, ONE, PNS,
   RM, SIM, TIM) Critical Management Studies: Doctoral
   Workshop
   • 5:00-10:30 Hyatt West: Dusable
   Information on CMS and a detailed program at
http://aom.pace.edu/cms/
   Coordinator: Paul S. Adler, U. of Southern California

82. (ODC, BPS) Organizational Learning as a
   Developmental Journey
   • 5:00-8:30 Hyatt West: Wrigley
   Pre-registration required: $50.00 fee; please call or e-mail Angela
   Lipinsky, 617-491-0262, alipinsk@sol-ne.org
   Organizers: Peter M. Senge, MIT/Society for Organizational
   Learning; Richard Karash, Karash Associates; Karen Ayas,
   Erasmus U., Rotterdam
   Presenters: Victor Leo, Ford Automotive Operations; Lynn
   Elsenhans, Shell Chemicals
   Discussants: George L. Roth, Massachusetts Institute of
   Technology; John S. Carroll, MIT Sloan School/Harvard
   Business School

83. (TIM, OCIS) TIM/OCIS Doctoral Consortium
   • 5:00-7:30 Hyatt West: Stetson F
   Organizers: Philip Anderson, Dartmouth College; Mark Keil,
   Georgia State U.

Friday 6:00 pm

84. (OB, OMT) OB/OMT Junior Faculty Consortium
   • 6:00-9:00 Hyatt West: Water Tower
   Pre-registration required
   Organizers: M. Tina Dacin, Texas A&M U.; Steven J.
   Mezias, New York U.; Anne M. O’Leary-Kelly, U. of
   Arkansas, Fayetteville; Sandra L. Robinson, U. of British
   Columbia
   Panel: Jennifer M. George, Texas A&M U., College Station;
   Mary Ann Glynn, Emory U.; Ranjay Gulati, Northwestern
Organizers:

Coordinator:

Information on CMS and a detailed program at http://aom.pace.edu/cms/

Preregistration required.

Co-organized by the 1999 NDSC Organizing Committee.

Organizers: Pamela E. Carter, Florida State U.; Glen E. Kreiner, Arizona State U., Main

Panel:

Stephen R. Barley, Stanford U.; Bill Barnett, Stanford U.; Jerry Davis, U. of Michigan; Kimberly D. Elsbach, U. of California, Davis; Daniel C. Feldman, U. of South Carolina; Rob Folger, Tulane U.; David Krackhardt, Carnegie Mellon U.; Anne Miner, U. of Wisconsin, Madison; Kurt Motamedi, Pepperdine U.; Debra Ellen Meyerson, Center for Gender in Organizations, Simmons GSM/Stanford U.; Bill Torbert, Boston College; Anne S. Tsui, Hong Kong U. of Science and Technology

Saturday 7:30 am


7:30-8:00 Hyatt West: Comiskey

Information on CMS and a detailed program at http://aom.pace.edu/cms/

Coordinator: Paul S. Adler, U. of Southern California

Saturday 8:00 am

88. (ENT, ODC) Workshop on Developing Entrepreneurship Portfolios

8:00-10:00 Hyatt East: GndBall D(N)

Organizers: Connie Marie Gaglio, San Francisco State U.; Ronald K. Mitchell, U. of Victoria

Presenters: Connie Marie Gaglio, San Francisco State U.; Ronald K. Mitchell, U. of Victoria

89. (BPS, CAR, HR, MC, MED, MH, OMC, OB, ODC, T) Critical Management Studies: Parallel Tracks

8:00-4:00 Hyatt West: Comiskey

Information on CMS and a detailed program at http://aom.pace.edu/cms/

Coordinator: Paul S. Adler, U. of Southern California

Saturday 8:30 am

85. (CAR, CM, ENT, GDO, HR, IM, OB, OCIS, ODC, OMT, ONE, PNS, SIM, TIM) Reception for the New Doctoral Student Consortium

6:30-9:00 Swiss: Gball I

Co-organized by the 1999 NDSC Organizing Committee.

Preregistration required.

Organizers: Pamela E. Carter, Florida State U.; Glen E. Kreiner, Arizona State U., Main

86. (OB, ODC, OMT) OB/ODC/OMT Doctoral Consortium

6:00-9:00 Off Site: Loyola U.

Organizers: Pamela Haunschild, Stanford U.; Carrie R. Leana, U. of Pittsburgh; Caren Sieh, Thunderbird

Panel:

Stephen R. Barley, Stanford U.; Bill Barnett, Stanford U.; Jerry Davis, U. of Michigan; Kimberly D. Elsbach, U. of California, Davis; Daniel C. Feldman, U. of South Carolina; Rob Folger, Tulane U.; David Krackhardt, Carnegie Mellon U.; Anne Miner, U. of Wisconsin, Madison; Kurt Motamedi, Pepperdine U.; Debra Ellen Meyerson, Center for Gender in Organizations, Simmons GSM/Stanford U.; Bill Torbert, Boston College; Anne S. Tsui, Hong Kong U. of Science and Technology

83. (IM, RM) Introduction to Network Analysis

8:00-5:00 Hyatt East: Skyway 261


90. (MOC, BPS, OMT, RM) Three Conversations to Build Theory in Trans-disciplinary Research

8:30-5:00 Hyatt West: Horner

Organizers: Yolanda A. Sarason, U. of New Mexico; Rhonda K. Reger, U. of Maryland; Mark P. Meckler, Florida Atlantic U.

Facilitators: Samuel M. DeMarie, U. of Nevada, Las Vegas; Irene Duhaime, U. of Memphis; Marlene C. Fiol, U. of Colorado, Denver; J. L. Stimpert, Colorado College; Raymond Zammuto, U. of Colorado, Denver


8:00-4:00 Hyatt West: Columbian


8:00-4:00 Hyatt West: Buckingham


8:00-4:00 Hyatt West: Comiskey

Information on CMS and a detailed program at http://aom.pace.edu/cms/

Coordinator: Paul S. Adler, U. of Southern California

94. (TIM, OCIS) TIM/OCIS Junior Faculty Consortium

8:00-5:00 Hyatt West: Stetson E

Organizer: Joe Walther, Rensselaer Polytechnic Institute

95. (CAR, CM, ENT, GDO, HR, IM, OB, OCIS, ODC, OMT, ONE, PNS, SIM, TIM) New Doctoral Student Consortium: Managing Your Development Journey

8:30-5:30 Hyatt West: Regency Ball A(S)


96. (RM, IM) IM & RM: Workshop on Hierarchical Linear Modeling

8:30-5:30 Hyatt West: Regency Ball A(S)

Pre-registration required

Organizer: Tatiana Kostova, U. of South Carolina

Presenters: Katherine J. Klein, U. of Maryland; Mathilda DuToit, Scientific Software International
Panel:
Organizers: Philip Anderson, Dartmouth College; Mark Keil, Georgia State U.

Organizer: Carlos Alcercra, ITAM, Mexico

Presenters: Carlos Alcercra, ITAM, Mexico; Tarun Khanna, Harvard U.; Krishna G. Palepu, Harvard U.; Steve Werner, U. of Houston; Carolina Gomez, U. of Houston; Robert Kennedy, Harvard U.; Abraham Nosnik, Universidad Iberoamericana, Mexico; Marta B. Calas, U. of Massachusetts, Amherst

104. (BCP, CAR, CM, ENT, GDO, HCM, HR, IM, MC, MED, MH, MOB, OB, OCIS, ODC, OM, OMT, PNS, RS, SIM) Teaching International Management: Change and Development

9:00-12:00 Hyatt West: Goldcoast
Pre-registration required
Organizer: Jeanne McNutt, Assumption College

Facilitators: Retif Culpan, Pennsylvania State U., Harrisburg; Colette Frayne, California State Polytechnic U., San Luis Obispo; John Michael Geringer, California Polytechnic U.; Carol Harvey, Assumption College; Henry Lane, U. of Western Ontario; Martha L. Maznevski, U. of Virginia; Mary Teagarden, Thunderbird; Lena Zander, Institute of International Business / Stockholm School of Business

105. (BCP, CAR, CM, ENT, GDO, HCM, HR, IM, MC, MED, MH, MOB, OB, OCIS, ODC, OM, OMT, PNS, RS, SIM) IAOOM: Situational and Cultural Factors Affecting Managerial Effectiveness in Latin America

8:30-10:30 Swiss: Alpine II
Sponsored by the IberoAmerican Academy of Management
Coordinator: Carlos Alcercra, ITAM, Mexico

Presenters: Carlos Alcercra, ITAM, Mexico; Tarun Khanna, Harvard U.; Krishna G. Palepu, Harvard U.; Steve Werner, U. of Houston; Carolina Gomez, U. of Houston; Robert Kennedy, Harvard U.; Abraham Nosnik, Universidad Iberoamericana, Mexico; Marta B. Calas, U. of Massachusetts, Amherst


Discussant: Irene Sanders, U. of Colorado

106. (OB, OMT) OB/OMT Junior Faculty Consortium

9:00-5:00 Hyatt West: Water Tower
Pre-registration required
Organizers: M. Tina Dacin, Texas A&M U.; Steven J. Mezias, New York U.; Anne M. O'Leary-Kelly, U. of Arkansas, Fayetteville; Sandra L. Robinson, U. of British Columbia

Panel: Jennifer M. George, Texas A&M U., College Station; Mary Ann Glynn, Emory U.; Ranjay Gulati, Northwestern U.; Paul Ingram, Columbia U.; Roderick M. Kramer, Stanford U.; Frances J. Milliken, New York U.; Susan Taylor, U. of Maryland; James P. Walsh, U. of Michigan; Batia M. Wiesenfeld, New York U.; Edward J. Zajac, Northwestern U.

Sat 9:00 am

107. (MC, BPS, OB, OCIS) Complexity and Management - Two Interacting Sciences, Panels 1-2

10:00-1:30 Hyatt East: Columbus A


Saturday 10:00 am


10:00-12:00 Hyatt East: Skyway 269
Chair: Hemant Merchant, Simon Fraser U.
Facilitators: Ann Frost, U. of Western Ontario; David Shaw, U. of Macau

Saturday 10:30 am

109. (ENT, IM, ODC IPC) SME Development Programs in Economically Depressed Regions: A Discussion of Goals and Outcomes

10:30-12:00 Hyatt West: McCormick
Co-sponsored by the International Programs Committee
Organizers: Benson L. Honig, Haifa University; Norris F. Krueger, Entrepreneurial Strategies

Presenters: Benson L. Honig, Haifa University; Raymond Saner, Center for Socio-Economic Development; Thomas A. Bryant, Rutgers U.; Mark Lee, Briercrest Graduate School

Facilitators: Retif Culpan, Pennsylvania State U., Harrisburg; Colette Frayne, California State Polytechnic U., San Luis Obispo; John Michael Geringer, California Polytechnic U.; Carol Harvey, Assumption College; Henry Lane, U. of Western Ontario; Martha L. Maznevski, U. of Virginia; Mary Teagarden, Thunderbird; Lena Zander, Institute of International Business / Stockholm School of Business

110. (BCP, CAR, CM, ENT, GDO, HCM, HR, IM, MC, MED, MH, MOB, OB, OCIS, ODC, OM, OMT, PNS, RS, SIM) OB/OMT Junior Faculty Consortium

9:00-5:00 Hyatt West: Water Tower
Pre-registration required
Organizers: M. Tina Dacin, Texas A&M U.; Steven J. Mezias, New York U.; Anne M. O'Leary-Kelly, U. of Arkansas, Fayetteville; Sandra L. Robinson, U. of British Columbia

Panel: Jennifer M. George, Texas A&M U., College Station; Mary Ann Glynn, Emory U.; Ranjay Gulati, Northwestern U.; Paul Ingram, Columbia U.; Roderick M. Kramer, Stanford U.; Frances J. Milliken, New York U.; Susan Taylor, U. of Maryland; James P. Walsh, U. of Michigan; Batia M. Wiesenfeld, New York U.; Edward J. Zajac, Northwestern U.
Shared Professional Development Workshops

SPDW

Saturday 12:30 pm

111. (ONE, PNS, SIM) Organizational Collaboration for Chicago Wilderness: A Site Visit and Panel Discussion
- 12:30-5:00 Off Site: See Contact
Co-Chairs: Gordon P. Rands, Western Illinois U.; Woods Bowman, DePaul U.

Saturday 1:00 pm

112. (BPS, MC) BPS & MC A Case Critique Colloquium
- 1:00-5:00 Hyatt West: Field
Organizers: Timothy W. Edlund, Morgan State U.; Anne T. Lawrence, San Jose State U.
Panel: Margaret J. Naumes, U. of New Hampshire; John A. Seeger, Bentley College; Timothy M. Singleton, Georgia College and State U.; Linda E. Swayne, U. of North Carolina, Charlotte; Joan Winn, U. of Denver

113. (ENT, IM, ODC) SME Development Programs in Economically Depressed Regions: A Discussion of Goals and Outcomes
- 1:00-3:00 Hyatt West: McCormick
Co-sponsored by the International Programs Committee
Organizers: Benson L. Honig, Haifa University; Norris F. Krueger, Entrepreneurial Strategies
Presenters: Norris F. Krueger, Entrepreneurial Strategies; Benson L. Honig, Haifa University; Raymond Saner, Center for Socio-Economic Development; Thomas A. Bryant, Rutgers U.; Mark Lee, Briercrest Graduate School

114. (ODC, ONE) Educating & Developing Leaders for Environmental Change and Transformation: The Role of Business School Programs
- 1:00-4:30 Hyatt West: Stetson C
Chair: Thomas N. Gladwin, U. of Michigan
Panel: Raymond Benton, Jr., Loyola U., Chicago; Verie Sandborg, Baxter International; George Nassos, Illinois Institute of Technology; Ellen Jurczak, Amtrak Intercity

115. (CAR, GDO, MED, ODC) Spirituality at Work
- 1:00-3:00 Hyatt East: Skyway 269

Saturday 1:30 pm

116. (ENT, BPS) Resources and the Growth of Entrepreneurial Firms
- 1:30-3:00 Hyatt East: GndBall C(N)
Organizer: Shaker A. Zahra, Georgia State U.
Presenters: Candida G. Brush, Boston U.; Per Davidsson, Jonkoping International Business School; Rita Gunther McGrath, Columbia U.; Johan Wiklund, Jonkoping International Business School; Shaker A. Zahra, Georgia State U.

117. (IM, BPS) IM & BPS: European and North American Research Diversity?
- 1:30-3:30 Hyatt West: Goldcoast
Organizer: Jane E. Salk, ESSEC
Panel: Carlos Garcia-Pont, IESE; Alfred Kieser, U. of Mannheim; Majken Schultz, Copenhagen Business School; Raymond-Alain Thierry, U. of Paris, Dauphine / ESSEC; Richard Whittington, Said Business School, U. of Oxford

Saturday 2:00 pm

118. (BPS, CAR, CM, ENT, GDO, HCM, HR, IM, MC, MED, MH, MOC, OB, OCIS, ODC, OM, ONE, PNS, RM, SIM, TIAOM) Challenges and Approaches to Quality Management in Latin American Countries
- 1:30-3:00 Swiss: Alpine II
Sponsored by the IberoAmerican Academy of Management
Organizer: Maria Jose Alvarez, Universidad Carlos III, Madrid
Presenters: Gustavo Vargas, Instituto de Empresa; Jaime Reynoso, Instituto Tecnologico y de Estudios Superiores de Monterrey; Angel Martinez, Universidad de Murcia; Merbil Gonzalez, Universidad de Puerto Rico en Mayaguez; Benito Flores, Texas A&M U.

119. (OMT, MOC) Legitimacy, Reputation, and Identity: Examining A Convergence of Theory and Practice
- 2:00-4:00 Hyatt East: GndBall A
Organizer: Charles J. Fombrun, New York U.
Panel: Majken Schultz, Copenhagen Business School; Mary Jo Hatch, Cranfield U.; Paul Argenti, Dartmouth College; Scott Meyer, Shandwick International

120. (CAR, CM, HCM, ONE, PNS) Small Division Images and Member Identities: A Facilitated Discussion
- 2:00-5:00 Hyatt West: Acapulco
Organizer: Ralph S. Brower, Florida State U.

121. (OCIS, OMT) Working Collaboratively Across Intranets and Internet: Comparing Technologies for Sensemaking and Interpretation of Knowledge
- 2:30-5:00 Off Site: See Contact

Saturday 2:30 pm

122. (MOC, BPS, MC, SIM, TIM) Complexity and Management - Two Interacting Sciences, Panels 3-4
- 2:30-6:00 Hyatt East: Columbus A
Panel: Helen Harte, Northwest Hospital; Curt Lindberg, Voluntary Hospitals of America; Bill Fulkerson, Deere & Company; Ken Prokuski, Applied Bio-Systems; Larry Prusak, IBM; Bruce Hansen, CASA, Inc.; John Seelye
**Saturday 3:00 pm**

123. (BPS, CAR, CM, ENT, GDO, HCM, HR, IM, MC, MED, MH, ODC, OM, ONE, PNS, RM, SIM, TIM) **Management of the Tenure Process for Hispanic Academics**
- 3:00-6:00 Swiss: Alpine II
- Sponsored by the IberoAmerican Academy of Management
- Coordinator: Herman Aguinis, U. of Colorado, Denver
- Presenters: Regina F. Bento, U. of Baltimore; Jose M. Cortina, George Mason U.; Javier Gimeno, Texas A&M U.; Margaret A. Lucero, U. of Wyoming; Miguel A. Quinones, Rice U.

124. (CAR, GDO, MED, ODC) **The Power of Music**
- 3:00-5:00 Hyatt East: Skyway 269
- Chair: Alfonso Montuori, California Institute of Integral Studies

**Saturday 4:00 pm**

125. (BPS, CAR, GDO, HR, IM, MC, MED, MH, OB, ODC, OM, OMT, ONE, PNS, RM, SIM, TIM) **Critical Management Studies: Plenary Speaker**
- 4:00-6:30 Hyatt East: Comiskey
- Information on CMS and a detailed program at http://aom.pace.edu/cms/
- Coordinator: Paul S. Adler, U. of Southern California

**Saturday 6:00 pm**

126. (BPS, OB, OMT) **OB/OMT/BPS Junior Faculty Consortium Reception**
- 6:00-7:30 Hyatt West: Water Tower
- By invitation only

127. (BPS, CAR, CM, ENT, GDO, HCM, HR, IM, MC, MED, MH, ODC, OB, ODC, OM, OMT, ONE, PNS, RM, SIM, TIM) **Business Meeting Followed by Dinner**
- 6:00-8:00 Swiss: Alpine II
- Sponsored by the IberoAmerican Academy of Management
- Organizer: Luis R. Gomez-Mejica, Arizona State U., Main

**Saturday 6:30 pm**

128. (BPS, CAR, HR, MC, MED, MH, ODC, TIM) **Reception for Practitioner Series and Academic-Practitioner Interest Group**
- 6:30-9:00 Hyatt East: Columbus C/D
- Chair: Jeana Wirtenberg, PSE&G

129. (ONE, SIM) **Greening the University**
- 6:30-9:30 Hyatt West: Wright
- Chair: Mark Starik, George Washington U.

**Sunday 7:30 am**

130. (BPS, CAR, GDO, HR, IM, MC, MED, MH, OB, ODC, OM, OMT, ONE, PNS, RM, SIM, TIM) **Critical Management Studies: Reception, Poster Papers, Caucuses**
- 6:30-8:30 Hyatt West: Comiskey
- Information on CMS and a detailed program at http://aom.pace.edu/cms/
- Coordinator: Paul S. Adler, U. of Southern California

**Sunday 8:00 am**

132. (BPS, CAR, GDO, HR, IM, MC, MED, MH, ODC, TIM) **Launching an Academic-Practitioner Interest Group**
- 8:00-12:00 Hyatt East: Columbus C/D
- Chair: Daniel F. Twomey, Fairleigh Dickinson U., Madison
- Panel: Jeana Wirtenberg, PSE&G; Peter M. Senge, MIT/Society for Organizational Learning; Sheila Puffer, Editor, Academy of Management Executive; James Frasier, Motorola U.; Michael Beer, Harvard U.
- Facilitators: Monica McGrath, U. of Pennsylvania; Rosemary Feuerbach Twomey, Fairleigh Dickinson U.

133. (BPS, OMT) **BPS & OMT: The Craft of Reviewing**
- 8:00-10:00 Hyatt West: Toronto
- Organizers: Peter J. Lane, Arizona State U.; Barbara A. Ribbens, U. of Evansville
- Panel: Charles E. Bamford, Texas Christian U.; Marlene C. Fiol, U. of Colorado, Denver; Sarah Freeman, U. of Wisconsin, Milwaukee; Angelo J. Kinicki, Arizona State U.

134. (OCIS, MED) **Mastering the Case Method of Teaching**
- 8:00-12:00 Hyatt West: Regency Ball D(N)
- Organizer: Mark Keil, Georgia State U.
- Facilitators: Donna B. Stoddard, Babson College; H. Jeff Smith, Wake Forest U.; Robert DeFilippio, Suffolk U.; Ramiro Montalearge, U. of Colorado, Boulder

135. (CAR, GDO, MED, ODC) **Business & Volunteering Connections**
- 8:00-10:00 Swiss: WmTell
- Panel: Gregory K. Stephens, Texas Christian U.; Ronald J. Burke, York U.; Alan Hoffman, Bentley College
- Facilitator: Susan M. Adams, Bentley College

136. (MED, ODC) **Understanding, Designing and Implementing Spirituality in Management Courses and Practice**
- 8:00-10:00 Swiss: Alpine II
- Organizer: Sandra West King, Frostburg State U.
- Presenters: Michael Whitty, U. of Detroit Mercy; Jerry Biberman, U. of Scranton; Lee Robbins, Golden Gate U.
Organizers: Mark P. Kriger, Norwegian School of Management; Allen Bluedorn, U. of Missouri, Columbia
Facilitators: Deborah Ancona, Massachusetts Institute of Technology; Robert W. Backoff, Ohio State U.; Allen Bluedorn, U. of Missouri, Columbia; Kathleen M. Eisenhardt, Stanford U.; Mark P. Kriger, Norwegian School of Management; Mary J. Waller, U. of Illinois, Urbana-Champaign

138. (IM, RM) Management Research & Participation
During Times of Radical Political Change: Participant/Observer Experiences in New or Contested Regimes & Countries
  • 8:30-12:00 Swiss: Neuchatel
Co-sponsored by the AOM International Programs Committee and IM Division.
Chair: Ann Gregory, Memorial U. of Newfoundland
Panel: James Manan, Institute for Management Development (Jakarta); Jana Matesova, World Bank; Beth Kuttar, United National Refugee Relief Association; Judith White, California State U., Monterey Bay; Gilles Carbonnier, United Nations Research Institute for Social Development; Karen L. Newman, McDonough School of Business, Georgetown U.; Benson L. Honig, Haifa University

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Sunday 9:00 am

139. (OB, HR) OB & HR: Senior Faculty Consortium: The Boundaryless Career
  • 9:00-12:00 Hyatt East: Columbus K/L
Coordinator: Ray Aldag, U. of Wisconsin

140. (IM, RM) International Research Collaborations
  • 9:00-12:00 Hyatt East: GndBall E
Organizers: Arie Y. Lewin, Duke U.; Andrew Pettigrew, U. of Warwick

141. (ONE, SIM) Critical Issues for Teaching Environmental Management: An Analysis of Four Years of Experience
  • 9:00-12:00 Hyatt West: Wright
Coordinator: Mark Cordano, Wright State U.
Panel: Andrew Hoffman, Boston U.; Andrew King, New York U.; Anne T. Lawrence, San Jose State U.; Michael V. Russo, U. of Oregon

  • 9:00-12:00 Hyatt West: Columbusian

  • 9:00-12:00 Hyatt West: Buckingham

144. (OB, OMT) OB/OMT Junior Faculty Consortium
  • 9:00-12:00 Hyatt West: Water Tower
Pre-registration required
Organizers: M. Tina Dacin, Texas A&M U.; Steven J. Mezias, New York U.; Anne M. O'Leary-Kelly, U. of Arkansas, Fayetteville; Sandra L. Robinson, U. of British Columbia
Panel: Jennifer M. George, Texas A&M U., College Station; Mary Ann Glynn, Emory U.; Ranjay Gulati, Northwestern U.; Paul Ingram, Columbia U.; Roderick M. Kramer, Stanford U.; Frances J. Milliken, New York U.; Susan Taylor, U. of Maryland; James P. Walsh, U. of Michigan; Batia M. Wiesenfeld, New York U.; Edward J. Zajac, Northwestern U.

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Sunday 10:00 am

145. (BPS, OB) How To Make Academy of Management Sessions Exciting!
  • 10:00-12:00 Hyatt West: Toronto
Organizers: Russell W. Coff, Washington U.; Jing Zhou, Texas A&M U., College Station

146. (CAR, GDO, HCM, MED, ODC) CRCEERING: A Musical Production
  • 10:00-12:00 Swiss: WmTell
Organizer: Kerr Inkson, U. of Auckland
Actors: Michael B. Arthur, Suffolk U.; Gayle Baugh, U. of West Florida; Allan Bird, California Polytechnic U.; Shawn M. Carraher, Indiana State U.; Jay Mahoney, Montclair State U.; Mary Mallon, U. of Otago; Joy Schnee, Rider U.

147. (PNS, OB) Reflection: The Critical Link Between Service and Learning: Issues, Methods, and Pedagogy
  • 10:00-12:00 Hyatt East: Skyway 268
Organizer: Laurie N. DiPadova, U. of Utah
Presenters: Edward Zlotkowski, American Association for Higher Education; Amy L. Kenworthy, U. of North Carolina, Chapel Hill; David W. Hart, Mary Washington College; Sue R. Faerman, State U. of New York, Albany; Harvey E. Griggs, U. of Tasmania; Larry E. Pate, U. of Wisconsin, Madison

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Sunday 10:30 am

148. (CAR, HR, MED) Mentoring in the New Millenium: Advances in Research and Practice
  • 10:30-12:00 Hyatt West: Goldcoast
Sponsored by the Academy of Management Mentoring Committee
Chairs: Stacy Blake-Beard, Harvard U.; Regina M. O'Neill, Suffolk U.
Helping Behaviors: An Integrative Approach to Mentoring and Social Support, Regina M. O’Neill, Suffolk U.

Substitutes for Career-Oriented Mentoring, George F. Dreher, Indiana U., Bloomington


Formal Mentoring Programs as Strategic Initiatives for Change, Stacy Blake-Beard, Harvard U.; Christine Smith, Obik

Discussants: Kathy E. Kram, Boston U.; David A. Thomas, Harvard U.
### All Academy Theme Sessions

**Change and Development Journeys into a Pluralistic World**

**Program Chair:** Peter Smith Ring, Loyola Marymount University

<table>
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<tr>
<th>Time</th>
<th>Monday 9:00 am</th>
<th>Monday 10:40 am</th>
<th>Tuesday 9:00 am</th>
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<tr>
<td>2:45 pm</td>
<td>152. T: Adaptive Organization - Creating Cases Dealing with Organizational Change and Development</td>
<td>153. T: Kanter &amp; Shapiro on Change • HW: Regency Ball C(N)</td>
<td>154. T: Transforming mgmt. education • HW: Regency Ball C(N)</td>
<td>155. T: What's behind the Great Wall? • S: Gnbll I</td>
<td>161. T: Unilever Targets the Bottom • HW: Regency Ball C(N)</td>
<td>162. T: What is behind door number 1. He has promised us it is creative, different. So come on down!!!</td>
<td><strong>Sunday 12:30 pm</strong></td>
<td><strong>Sunday 5:00 pm</strong></td>
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<td>5:00 pm</td>
<td>155. T: SMEs in Depressed Regions • HW: Regency Ball C(N)</td>
<td>156. T: Arie and Andrew on Forms • HW: Regency Ball C(N)</td>
<td>157. T: Flat Panels? Not this one!!! • HW: Regency Ball C(N)</td>
<td>158. T: Second City Improv. Co. • HE: Gnbll A</td>
<td>162. T: Radicals in the classroom • HW: Regency Ball C(N)</td>
<td>163. T: ASQ: What is change about? • HE: Gnbll A</td>
<td><strong>Sunday 2:45 pm</strong></td>
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<td>9:00 am</td>
<td>157. T: Intel Case: Strategy Evolution • HE: GndBall A</td>
<td>158. T: John Deere case: Transforming • HE: GndBall A</td>
<td>159. T: What's behind the Great Wall? • S: Gnbll I</td>
<td>166. T: Executive panel on theme • HW: Regency Ballroom</td>
<td>167. T: Flat Panels? Not this one!!! • HW: Regency Ball C(N)</td>
<td>168. T: Kanter &amp; Shapiro on Change • HW: Regency Ball C(N)</td>
<td><strong>Sunday 2:45 pm</strong></td>
<td><strong>Sunday 5:00 pm</strong></td>
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**Sunday 12:30 pm**

**151. Theme: Towards an Ecology of Leadership: Developmental Journeys of Three Leaders**

A wonderful opportunity to explore leadership with those who walk the talk. Executives of member companies of the Society of Learning will join Peter Senge in discussing distributed leadership roles for directing change in their pluralistic organizations.

**Presenters:** Peter M. Senge, MIT/Society for Organizational Learning

**Executive Leaders:** Designers and Stewards, Not Hero, Local Line Leaders: Where Ideas Meet Reality, Internal Networkers: The Unrecognized Leaders

**Sunday 2:45 pm**

**152. Theme: Learning Collaborations: Journeys in Creating Cases Dealing with Organizational Change and Development**

In this session executives from 3M, Intel, Motorola & Xerox compare and contrast the management of change, pluralism, and learning. Encroaches on Monday and Tuesday feature the theme cases on each of these companies.

**Chair:** Peter Smith Ring, Loyola Marymount U.

**Participants:** John Seely Brown, Xerox, Palo Alto Research Center; Pat Canavan, Motorola; Dennis L. Carter, Intel Corporation; William E. Coyne, 3M

**Discussants:** Robert A. Burgelman, Stanford U.; Raghu Garud, New York U.; Kenneth Murrell, U. of West Florida; Sim B. Sitkin, Duke U.
Monday 10:40 am

156. Theme: 3M Innovation: A Process of Mindful Replication
- 10:40-12:00 Hyatt East: GndBall A
Another critical link in our efforts to make change and development journeys relevant to our research and our classrooms. On innovation, does 3M need any introduction? This program session deserves a king sized Post-it Note! (Co-sponsored with TIM Division)
Organizer: Raghu Garud, New York U.
Presenter: Several 3M executives, 3M

157. Theme: Macro-Level Perspectives on Organizational Change and Development
- 10:40-12:00 Hyatt West: Regency Ball C(N)
This dynamic panel spotlights change and development via a series of lenses representing macro level approaches in the context of populations, collectives and industries.
Organizer: Marshall Scott Poole, Texas A&M U., College Station
Panelists: Joel A. C. Baum, U. of Toronto; Arie Y. Lewin, Duke U.; Peter R. Monge, U. of Southern California

158. Theme: Change and Development in Health Care: A Multi-level, Multi-stakeholder Analysis
- 10:40-12:00 Swiss: Gball I
Nowhere is change more dramatic than in health care. An international panel provides new insights into efforts to ward off one of the two great absolutes: and we are not talking about taxes here!!!
(Co-sponsored with HCM Division)
Chair: Louise F. Fitzgerald, City U., UK
Presenters: Ewan Ferlie, Imperial College of Science, Technology and Medicine; Michael Powell, U. of Auckland; Ann Casebeer, U. of Calgary; Stephen M. Shortell, U. of California, Berkeley; Ann Langley, U. of Quebec, Montreal
Discussants: Pauline Barnett, U. of Otago; Jean-Louis Denis, U. de Montréal; Chris Hawkins, U. of Warwick; Gibbins Roger, U. of Calgary; Carey Hill, Canada West Foundation; Lise Lamotte, U. Laval; Rod Perkins, U. of Auckland; Annick Valette, U. of Grenoble

Monday 12:20 pm

159. Theme: Pluralistic Norms for Publishing Management Theory and Research: Reconciling North American vs. European Perspectives
- 12:20-2:10 Swiss: Gball I
Who among us has not taken part in the debates that flow around the way research is done in the states and the way it is done across the pond. Over there, they puzzle over the same questions. Like fresh research is done in the states and the way it is done across the pond. This session reminds us that as we enter the next century, divides are becoming more pronounced. (IM Division co-sponsor)
Chair: Ewan Ferlie, Imperial College of Science, Technology and Medicine; Michael Powell, U. of Auckland; Ann Casebeer, U. of Calgary; Stephen M. Shortell, U. of California, Berkeley; Ann Langley, U. of Quebec, Montreal
Panelists: Robin Wensley, Warwick Business School, University of Warwick; Harry Barkema, U. of Tilburg; Ardnt Sorge, Tilburg U.; Chris Earley, Indiana U.; Ken G. Smith, U. of Maryland
Who is Publishing Where, Yehuda Baruch, U. of East Anglia, UK
What is Publishing Where, Kyle Lewis, U. of Texas, Austin

160. Theme: Establishing and Maintaining an Ethical Posture in a Global Multi-Cultural Environment: Motorola, A Case Study

Monday 1:00 pm

- 1:00-2:10 Hyatt East: GndBall A
Not all development journeys take us through eye-pleasing landscapes. This session reminds us that as we enter the next century, divides are becoming more pronounced. (IM Division co-sponsor)
Chair & Co-Organizers: Benson L. Honig, Haifa University; Raymond Saner, Center for Socio-Economic Development
Analysis and Evaluation of SME Promotion Worldwide, Benson L. Honig, Haifa U.; Transformation from a Neighborhood to an International Development Bank, Ronald Grzywinski, Shorebank Corp. The ILO and SMEs: Global Networks and Perspectives, Goran Hultin, International Labor Organization Improving the Impact of SME Intervention in a World Characterized by Heterogeneity and Change, Benson L. Honig, Haifa U.; Raymond Saner, Center for Socio-Economic Development

Monday 2:30 pm

162. Theme: Fostering the coupling of generative differences: Creating space for pluralism
- 2:30-3:50 Hyatt East: GndBall A
Another challenge of doing business in a pluralistic world is that value systems are constantly tested. A Sunday sequel finds Murrell and his colleagues back inside Motorola exploring ethical development.
Organizer: Kenneth Murrell, U. of West Florida
Presenters: Brian Peach, U. of West Florida; B. J. Chakiris, B. J. Chakiris; R. S. Moorthy, Motorola; Peter F. Sorensen, Benedictine U.; Susan Stekely-Stevens, Benedictine U.; Therese Yaeger, Benedictine U.; Tracy Elazier, Motorola U.

163. Theme: The Evolution of New Organization Forms for a Pluralistic World: Findings from Two Large Scale International Research Programs
- 2:30-3:50 Hyatt West: Regency Ball C(N)
Two colleagues capable of bridging the pond that separates them, talk about what can be learned from large scale research initiatives that explore the evolution of organizational forms. (Co-sponsored with RM Division.)
Chair: Paul S. Adler, U. of Southern California
Presenters: Andrew Pettigrew, U. of Warwick; Arie Y. Lewin, Duke U.
Discussants: Henk Volberda, Erasmus U.; Rotterdam; Arie Y. Lewin, Duke U.

Monday 4:10 pm
164. Theme: The Change and Development Journey in the Pluralistic World of John Deere and Company
   - 4:10-5:30 Hyatt East: GndBall A
   Did you know that John Deere is the 2nd oldest U.S. Corporation? This collaboration of academics and practitioners takes you along as Deere prepares to enter its 3rd century. Find out what has kept this Deere from freezing in the headlights of progress.
   Organizer: Therese Yaeger, Benedictine U.
   Presenters: Marshal C. Chesmore, John Deere; Gina Hinrichs, Deere & Company; Mary Lou Koteki, John Deere; Peter F. Sorensen, Benedictine U.

165. Theme: Change and Development Journeys Across the Computer Industry Supply Chain: Lessons in Knowledge Creation from the Sloan Foundation Industry Centers
   - 4:10-5:30 Hyatt West: Regency Ball C(N)
   Now there is an idea. A panel on panels. Find out all about the value added in value chains. And PC is not politically correct. Sound intriguing? You betcha!
   Chair: Kathleen M. Eisenhardt, Stanford U.
   Presenters: Stefanie Lenway, U. of Minnesota; Tom Murtha, U. of Minnesota; Robert Leachman, U. of California, Berkeley
   Panelists: Jeff Hart, Indiana U., Bloomington; Chien Hwa Leachman, U. of California, Berkeley; Roger Bohn, U. of California; David McKendrick, U. of California; Martin Kenney, U. of California, Davis; James Curry
   Discussants: Steven Depp, Yorktown Lab, IBM; Frank Mayadas, Alfred P. Sloan Foundation

Monday 5:30 pm

166. Theme: From Theatre to Management: Reflections on Second City Improvisation Company
   - 5:30-8:30 Hyatt East: GndBall A
   A visit to Chicago without a visit to Second City! Do not even think about it. But, here is a chance to write it off as a legitimate business expense. Not that it will cost you anything. This is a session not to be missed.
   Organizer: Nancy Marino, The Second City
   Chair: Mary M. Crossan, U. of Western Ontario, Ivey School of Business
   Presenter: Dvora Yanow, California State U., Hayward
   Discussants: Mary Jo Hatch, Cranfield U.; Anne Miner, U. of Wisconsin, Madison; Karl E. Weick, U. of Michigan

Tuesday 8:30 am

167. Theme: AMJ, AMR & AME Showcase Papers: Change and Developmental Journeys in a Pluralistic World
   - 8:30-10:10 Hyatt East: GndBall A
   Remember when you turned sixteen. At much too early an hour you were rudely awakened. Hustled out to a car & off you went on a journey of ... Dick Woodman has some excellent theme papers to surprise you.
   Chair & Co-Organizer: Richard W. Woodman, Texas A&M U., College Station

168. Theme: Creating Sustainable Development: Strategies for the Bottom of the Pyramid
   - 8:30-10:10 Hyatt West: Regency Ball C(N)
   The story told by this panel runs counter to much of our wisdom about where one should look for new markets. Three fundamental paradoxes that must be addressed by MNCs in the next century are outlined and explored.

Tuesday 9:00 am

169. Theme: Organization Science Forum on Complexity Theories of Organizational Change
   - 9:00-10:10 Swiss: Gball I
   My young nephew, Michael Daniel, always wonders why adults think making change is complex. Give him a quarter, he will give you five nickles, two dimes & a nickle...well, you get the point. This panel takes on the making change challenge.
   Organizers: Philip Anderson, Dartmouth College; Alan Meyer, U. of Oregon
   Organizations as Adaptive Systems in Complex Worlds, Massimo Warglien, U. of Pennsylvania; Daniel A. Levinthal, U. of Pennsylvania
   Landscape Design: Designing for Local Action in Complex Worlds, Massimo Warglien, U. of Pennsylvania; Daniel A. Levinthal, U. of Pennsylvania
   View from the Santa Fe Institute, the Cradle of Complexity Theory, Michael Cohen, U. of Michigan
   Complexity Theory and Contemporary Managerial Applications, Chris Meyer, Ernst & Young LLP

Tuesday 10:30 am

170. Theme: NSF IOC Call for Research on Change and Development Journeys into a Pluralistic World With Illustrations from Researchers of Theme Cases
   - 10:30-11:50 Hyatt West: Regency Ball C(N)
   NSF will announce a $2.3 million annual RFP on our theme. Wonderful! But how can I develop long-term relationships to study organization change? Learn from those doing it in the cases presented yesterday, and of plans for a Fall NSF research conference.
   Chair: Peter Smith Ring, Loyola Marymount U.
   Panelists: Susan Walsh Sanderson, National Science Foundation/Rensselaer Polytechnic Institute; Robert A. Burgelman, Stanford U.; Sim B. Sitkin, Duke U.; Kenneth Murrell, U. of West Florida; Raghu Garud, New York U.
   Discussant: Andrew H. Van de Ven, U. of Minnesota

Tuesday 2:00 pm

171. Theme: Change or Else! : How the Change Imperative is Reshaping Business Strategy, Organization Process, Career Opportunities and Life Itself
   - 2:00-3:20 Hyatt West: Regency Ball C(N)
   Rosabeth Kanter and Monsanto CEO Robert Shapiro address the Change Imperative. These two well known masters of change are bound to capture your attention and to provoke some changes in your perspective on change.
   Organizer: Rosabeth Moss Kanter, Harvard Business School
   Participant: Robert Shapiro, Monsanto

172. Theme: Tensions Between Planned and Unplanned Change in Organizations
   - 2:00-3:20 Swiss: Gball I
   This discussion considers the tensions between research on natural process of change and development and research on planned change and development. The discussion will center on consistencies and clashes between the two.
**Tuesday 3:40 pm**

**173.** Symposium: *Change Journeys Inside and Out: Michael Jones via Piano and Martin Dugard via Photography*

- 3:40-5:30 Hyatt East: GndBall A
We promise you something VERY artistic here. Creative people practice their art forms and inform us about journeys of change and development in pluralistic worlds. There are at least 88 reasons why you should not miss this session.

**Organizer:** Tom Brown, Management General

**Presenters:** Michael Jones; Martin Dugard

**174.** Theme: *Transforming Management Education for the 21st Century: Changing and Developing for Global (and Local) Citizenship in a Pluralistic World*

- 3:40-5:30 Hyatt West: Regency Ball C(N)
An outstanding, make that exceptional, panel takes up the challenge of what will make academe relevant to managers. Weick, Mintzberg, Senge... Need we say more.

**Chair:** Sandra Waddock, Boston College

**Organizers:** Allen Bluedorn, U. of Missouri, Columbia; Linda Livingstone, Baylor U.

**175.** Theme: *Multinational Firms in the People's Republic of China*

- 3:40-5:30 Swiss: Gball I
East meets West..2 Billion Feet..A Race.. What is best? Is a Market this big fairly called emerging? This panel of Sino experts promises to take us into China on anything but a slow boat!

**Chairs:** Ming-Jer Chen, U. of Pennsylvania; Anne S. Tsui, Hong Kong U. of Science and Technology

**Presenters:** Jiatao Li, Hong Kong U. of Science and Technology; Max Boisot, U. of Pennsylvania; Katherine R. Harrigan, Columbia U.

**Wednesday 10:40 am**

**177.** Theme: *Administrative Science Quarterly Forum on What is Change About? What Drives the Journey*

- 10:40-12:00 Hyatt East: GndBall A
Sneak preview into the ASQ take on change. An international group take on each other & the conference theme. Will sparks fly? No instant reply... it is the baseball season. You need to be there to to see who hits the homers in this one.

**Participants:** Kathleen M. Eisenhardt, Stanford U.; Nitin Nohria, Harvard U.; Donald N. Sull, London Business School

**Discussant:** Connie Gersick, U. of California, Los Angeles

**178.** Theme: *New Games, New Rules: Marina Whitman on The Changing Role of the American Corporation*

- 10:40-12:00 Hyatt West: Regency Ball C(N)
One of the pathfinders of her gender, Marina Witman has seen change in the Board Room and in the White House -- from the inside!!! Our University of Michigan colleague shares her views on what is need to keep American corporations viable and vibrant.

**Organizer:** Lee E. Preston, U. of Maryland

**Speaker:** Marina V. N. Whitman, U. of Michigan

**Discussants:** Meinolf Dierkes, Wissenschaftszentrum, Berlin; Lyman W. Porter, U. of California, Irvine

**Wednesday 9:00 am**

**176.** Theme: *Against the Wind: Radicals, Rebels, and Rogues in the Classroom*

- 9:00-10:20 Hyatt West: Regency Ball C(N)
This is 1999, not 1968. These are not the Chicgo Seven. But their message is clear: There is more than one way to teach. Come and find out how.

**Organizer:** Janet Gillespie, Elmhurst College

**Discussants:** Dale Fitzgibbons, Illinois State U.; Judith A. Neal, U. of New Haven; Chris Poulson, U. of Tasmania; David S. Steingard, Maharishi University of Management
### Showcase Symposia

**Program Chair:** Andrew H. Van de Ven, University of Minnesota

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<td><strong>Monday 8:30 am</strong></td>
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<td>179. (MOC, OB, OMT)</td>
<td>From Titles to Tatoos: Physical Identity Markers and Social Identity</td>
<td>8:30-10:20 Hyatt West: Water Tower</td>
<td>Michele Williams, U. of Michigan; Darryl J. Stickel, Duke University</td>
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<td>Presenters: Michael G. Pratt, U. of Illinois, Urbana-Champaign; Janet M. Dukerich, U. of Texas, Austin; Anat Rafaeli, U. of Haifa; Mary Ann Glynn, Emory U.; Jessica L. Simmons, U. of Texas, Austin; Kevin E. Dickson, U. of Texas, Austin</td>
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<td><strong>Affective Reactions to Trust Violations: A Social Identity Theory Perspective, Roderick M. Kramer, Stanford U.</strong></td>
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<td>Organizers: Ana Maria Reyes, U. of Pennsylvania; Elaine Yakura, Michigan State U.</td>
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<td>Presenters: Tojo Joseph Thatchenkery, George Mason U.; Evangelina Holvino, Chaos Management Ltd.; Bernardo M. Ferdman, California School of Professional Psychology; Mary Teagarden, Thunderbird; Mary Yoko Brannen, San Jose State U.; Elena Yang, Independent Consultant/Educator; Katherine R. Xin, U. of Southern California</td>
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<td><strong>Building Trust in the Face of Hostility, Darryl J. Stickel, Duke University</strong></td>
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<td>Provocateur: Roy J. Lewicki, Ohio State U.</td>
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<td>182. (HR, OB, SIM)</td>
<td>Understanding Stigmatized Groups: The Journey to Acceptance in a Pluralistic World of Work</td>
<td>10:40-12:00 Hyatt West: Regency Ball D(N)</td>
<td>Jerald Greenberg, Ohio State U., Columbus</td>
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<td>Chairs: Carolyn Marie Wiethoff, Ohio State U., Columbus; Jerald Greenberg, Ohio State U., Columbus</td>
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<td>Presenters: Belle Rose Ragins, U. of Wisconsin, Milwaukee; Dianna Stone, U. of Central Florida; Audrey J. Murrell, U. of Pittsburgh; Faye Crosby, U. of California, Santa Cruz</td>
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<td>Discussants: Jerald Greenberg, Ohio State U., Columbus; Peter R. Bulmer, Jackson, Lewis, Schnitzler &amp; Krupman</td>
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**Monday 10:40 am**

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<td><strong>Cartel Stability and Administered Prices, Wayne E. Baker, U. of Michigan; Eric Cheney, U. of Massachusetts, Amherst; Robert R. Faulkner, U. of Massachusetts, Amherst; Gene A. Fisher, U. of Massachusetts, Amherst</strong></td>
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<td><strong>Affective Processes in Trust and Trust Violations</strong></td>
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Monday 1:00 pm

184. \( (OCT, OMT) \) Making Sense of Change: Essential Stabilities in Breathless Journeys
- 1:00-2:10 Hyatt West: Regency Ball D(N)
- Chair: Ian Colville, U. of Bath
- Presenters: Robert W. Waterman, The Waterman Group; Karl E. Weick, U. of Michigan

Monday 2:30 pm

185. \( (GDO, HR, SIM) \) Genetic Testing, Privacy, and Employment Discrimination
- 2:30-3:50 Hyatt West: Goldcoast
- Chair: Cliff Cheng, U. of Southern California
- Genetic Testing, Employment Discrimination, and Managerial Decision Making, Elaine Draper, U. of California, Berkeley
- Genetic Testing and Occupational Disease, No Causal Link: A Technology for Asymptomatic ADA Discrimination?, Cliff Cheng, U. of Southern California
- Genetic Screening and Privacy, Eugene F. Stone-Romero, U. of Central Florida
- Discussants: David E. Hyatt, DeCotiis Erhard Strategic Consultants; Amitai Etzioni, George Washington U.; Dianna Stone, U. of Central Florida

186. \( (IM, MC, ODC) \) Cross-Border Transfer of Management Knowledge for Large System Change
- 2:30-3:50 Hyatt West: Water Tower
- Chair: Kenneth Murrell, U. of West Florida
- Organizer: Raymond Murrell, Center for Socio-Economic Development
- The Marshall Plan and Early Transfers of Managerial Knowledge, Marie-Laure Djelic, ESSEC
- Intercultural Problems in East-West Management: The Collective Culture Shock in Hungary and Czech Republic, Gerhard Fink, U. of Vienna; Sylvia Meierewert, U. of Vienna
- The Change of Japan’s Financial Management System after World War II: Similarities and Dissimilarities with Eastern Europe after the Cold War, Nobuko Inagawa, Hamamatsu University
- From Import to Export: Can Western Economies Benefit from the Transfer of Management Ideas from Malaysia and Singapore?, Guy Callender, U. of Technology, Sydney; Judy Johnston, U. of Technology, Sydney (UTS)
- Matsushita Electric: Can the Circle be Squared?, Nigel Holden, Copenhagen Business School

Monday 4:10 pm

187. \( (OMT, RM) \) Understanding the Pluralistic World: The Role of Theory and Research in Organizational Discourse
- 2:30-3:50 Hyatt West: Regency Ball D(N)
- Organizational Discourse: Contributions and Challenges, Cliff Oswick, King’s College; David Grant, King’s College, London
- Dialogical Approaches to Organizational Discourse: A Program of Research, Cynthia Hardy, U. of Melbourne, Australia
- Levels of Discursive Struggle, Nelson W. Phillips, McGill U.
- The Discursive Construction of Identities, Steve Maguire, McGill U.
- Conversations and Narrative in Interorganizational Collaboration, Thomas B. Lawrence, U. of Victoria
- Discussant: Linda L. Putnam, Texas A&M U.

188. \( (BPS, IM) \) Creating and Mobilizing Knowledge within Organizations and Beyond: Evidence from the Field
- 4:10-5:30 Hyatt West: Water Tower
- Chair: Pablo Martin de Holan, INCAE (Costa Rica)
- Presenters: Jean-Jacques Degroof, Massachusetts Institute of Technology
- An Actor Perspective to Organizational Learning: Middle Managers as Enablers of Knowledge in Radical Change, Quy Huy, INSEAD
- Memory Systems in Organizations, Fernando Olivera, U. of Western Ontario
- The Intra-firm Transfer of Contextual Knowledge Across Borders: Barriers and Solutions to Adoption, Diffusion and Institutionalization of the U.S. Practices into the Japanese and European Environments in Pharmaceutical Companies, Kazuhiro Asakawa, Keio Business School
- Knowledge creation, circulation and maintenance in international strategic alliances., Pablo Martin de Holan, INCAE (Costa Rica)
- Discussant: Martin Schulz, U. of Washington

189. \( (BPS, IM, OMT) \) Pluralistic World, One Model?
- Corporate Governance Change In and Between Continental European Union and Anglo-Saxon Countries
- 4:10-6:00 Hyatt West: Regency Ball D(N)
- Chair and Organizer: Eugenio Marchese, Cornell U.
- Change in Anglo-Saxon Corporate Governance: Structures, Effects, and Transferability of Director Professionalism, Eugenio Marchese, Cornell U.
- : Mauro F. Guillen, Princeton/U. of Pennsylvania
- : Michel Goyer, Massachusetts Institute of Technology/Harvard U.
- Corporate Governance Convergence in a Globalizing Equity Market, Michael Useem, U. of Pennsylvania
- Convergence of Corporate Governance Models? Maybe Not, Mauro F. Guillen, Princeton/U. of Pennsylvania
- The Anglo-Saxon and the Continental Corporate Governance Models: Where do Italy and Spain Fit?, Ruth V. Aguilera, Harvard U.
Tuesday 8:30 am

190. (MOC, OB, OMT) Cognition’s Evolution in the Academy: A Journey into the New Millennium (Knowledge)

- 8:30-10:10 Hyatt West: Water Tower

Organizers: Cynthia G. Emrich, Purdue U.; Margaret D. Gorman, George Washington U.


Evolution and Devolution in the Study of Cognition in Organizations, Neal M. Ashkanasy, U. of Queensland; Karl E. Weick, U. of Michigan

191. (HR, OB, RM) Agreeing To Disagree on Organizational Phenomena: A Panel Discussion About Self-other Agreement, Congruence, and Fit as we Journey Into a Pluralistic World

- 8:30-10:10 Hyatt West: Regency Ball D(N)

Chair: Claudia C. Cogliser, Oregon State U.

Panelists: Leanne E. Atwater, Arizona State U., West; Kenneth L. Bettenhausen, U. of Colorado, Denver; Jennifer A. Chatman, U. of California, Berkeley; Lawrence R. James, U. of Tennessee, Knoxville; Melene J. Lankau, Cornell U.; Cheri Ostroff, Arizona State U.; Anne S. Tsui, Hong Kong U. of Science and Technology; Robert J. Vandenberg, U. of Georgia; Francis J. Yammarino, State U. of New York, Binghamton

Tuesday 10:30 am

192. (MED, ODC) Organization Development: Past, Present, and Future

- 10:30-11:50 Hyatt West: Water Tower

Chair: Edgar H. Schein, Massachusetts Institute of Technology

Presenters: Richard Beckhard, Richard Beckhard Associates; David A. Nadler, Delta Consulting Group Inc.; Christopher G. Worley, Pepperdine U.; David L. Cooperrider, Case Western Reserve U.

Tuesday 2:00 pm

193. (BPS, OMT, TIM) Replicating Knowledge for Competitive Advantage (Knowledge)

- 2:00-3:20 Hyatt West: Water Tower

Chairs: Gabriel Szulanski, U. of Pennsylvania; Sidney G. Winter, U. of Pennsylvania

Knowledge Transfer Within the Firm: A Replication Perspective on Internal Stickiness, Gabriel Szulanski, U. of Pennsylvania; Sidney G. Winter, U. of Pennsylvania

Hurdles in Replicating Knowledge Across Organization Subunits: A Search-Transfer Perspective, Morten T. Hansen, Harvard U.

Interorganizational Learning, Barriers to Intra-firm Knowledge Transfers, and Competitive Advantage, Jeffrey H. Dyer, U. of Pennsylvania

Imitation, Replication, and Complexity, Jan W. Rivkin, Harvard U.

194. (BPS, ODC, OMT) Processes of Institutional Change in Organizations (Institutions)

- 2:00-3:20 Hyatt West: Regency Ball D(N)

Organizers: Wesley David Sine, Cornell U.; Pamela S. Tolbert, Cornell U.

The Role of Professional Associations in the Transformation of Institutionalised Fields, C. R. Hinnings, U. of Alberta; Royston Greenwood, U. of Alberta

The De(RE)structuration of Organizational Fields, W. Richard Scott, Stanford U.; Peter J. Mendel, Stanford U.; Martin Ruef, Stanford U.; Carol A. Caronna, Stanford U.

Occupations vs. Organizations: Use of Part-Time Faculty in Colleges and Universities, Pamela S. Tolbert, Cornell U.; Wesley David Sine, Cornell U.

Institutional Change: The Sources of New Models and Forums in U.S. Colleges and Universities, Marc Ventresca, Northwestern U.; Mathew Kraatz, U. of Illinois, Urbana-Champaign; Marvin Washington, Northwestern U.

Discussant: Huseyin Leblebici, U. of Illinois, Urbana-Champaign

Tuesday 3:40 pm

195. (OCIS, ODC, TIM) Information Technology and Organizational Change in Turbulent Environments: Exploring Emergent Design Concepts for Sensemaking

- 3:40-5:00 Hyatt West: Water Tower

Chair: Ram Tenkasi, Benedictine U.

Mutual Sensemaking and Interpretation as the Basis of Knowledge Integration: SPIDER, A Perspective Taking Software for Exploring Knowledge Diversity in Knowledge Intensive Environments, Richard J. Boland, Jr., Case Western Reserve U.; Ram Tenkasi, Benedictine U.

TOP Modeler: A Tool for Rapid Organizational Redesign, Ann Majchrzak, U. of Southern California; Bryan Borys, U. of Southern California; Les Gasser, U. of Illinois, Urbana-Champaign


Knowledge Creation Through Interpretation: The Role of Computer-Mediated Simulations in a Laboratory Environment, Tojo Joseph Thatchenkery, George Mason U.; Ravi Behara, Florida Atlantic U.; Con Kenney, FannieMae

Discussant: Robert P. Gephart, U. of Alberta
### Showcase Symposia

**Chairs:** Rupert F. Chisholm, Pennsylvania State U., Harrisburg; Robert E. Quinn, U. of Michigan

**Network Development,** Rupert F. Chisholm, Pennsylvania State U., Harrisburg

**Organizational Culture,** Robert E. Quinn, U. of Michigan

**Developing Self-Managing Organizations,** Ronald E. Purser, San Francisco State U.

**Public Organizations,** Ronald R. Sims, College of William and Mary

**Discussant:** Edgar H. Schein, Massachusetts Institute of Technology

### Wednesday 8:30 am

187. *(MED, OB, SIM)* Finding the moral center: Is there a place for virtue and values in organizations

- **Chair:** Roy J. Lewicki, Ohio State U.


**Framing the Politics of Water,** Roy J. Lewicki, Ohio State U.; Carolyn Marie Wiethoff, Ohio State U.; Columbus

**Stakeholder Framing of the Edwards Aquifer Case,** Linda L. Putnam, Texas A&M U.; Charles Samuelson, Texas A&M U.

**Evolving Stakeholder Frames and the Transition Between Intractability and Resolvability in an Environmental Conflict: Lessons From the Quincy Library Group Case,** Julia M. Wondolleck, U. of Michigan; Todd Bryan, U. of Michigan

**Discussant:** Andre L. Delbecq, Santa Clara U.

188. *(CM, ONE)* The Framing of Intractable Environmental Disputes

- **Chair:** Roy J. Lewicki, Ohio State U.


**Framing the Politics of Water,** Roy J. Lewicki, Ohio State U.; Carolyn Marie Wiethoff, Ohio State U.; Columbus

**Stakeholder Framing of the Edwards Aquifer Case,** Linda L. Putnam, Texas A&M U.; Charles Samuelson, Texas A&M U.

**Evolving Stakeholder Frames and the Transition Between Intractability and Resolvability in an Environmental Conflict: Lessons From the Quincy Library Group Case,** Julia M. Wondolleck, U. of Michigan; Todd Bryan, U. of Michigan

**Discussant:** Max M. Bazerman, Northwestern U.

### Wednesday 10:40 am

189. *(OCC, RM)* Joint Sensemaking and Sensegiving: The Reflective Practitioner and the Practicing Academic

- **Chair:** Karen Ayas, Erasmus U., Rotterdam

**Organizing for Joint Sensemaking and Knowledge Creation,** Peter M. Senge, MIT/Society for Organizational Learning Insider/Outsider Team Research: An Insider Researcher’s Proposals and An Insider Organizational Member’s Responses, Jean M. Bartunek, Boston College; J. Kimball Kehoe, Profitlink Inc.

**On the Co-generation of Theory and Linking Research to Practice,** Michael Tushman, Harvard U.


**Discussant:** Edgar H. Schein, Massachusetts Institute of Technology

### Wednesday 12:20 pm

201. *(CAR, OB)* Understanding the dynamics and complexities of work transitions: A journey into the pluralistic world of individual change and development

- **Chair:** Hugh Gunz, U. of Toronto

**Individual Adaptation Strategies in Work Role Transitions,** Michael D. Higgs, Australian Graduate School of Management; Robert Wood, Australian Graduate School of Management

**How Employee Job Transitions Affect Employment Outcomes for Accompanying Spouses,** Lillian T. Eby, U. of Georgia

**Protein Behaviors and Proactive Repatriates: Keys to Successful Repatriation Transitions?,** Sharon Leib-O’Sullivan, Concordia U.

**The Career Kiss of Death? The Effect of Downward Work Transitions on Subjective Career Success and Identification,** Leisa D. Sargent, Queensland U. of Technology

**Ambassador:** Veronica Reiter-Palmon, U. of Nebraska, Omaha

**Discussant:** Gregory K. Stephens, Texas Christian U.
Strategic Human Resource Management: A Cross-Cultural Practice?, David E. Bowen, Thunderbird; Pillai Rajanndini, California State U., San Marcos
The Best Practice International HRM Project: Compensation, Peter J. Dowling, U. of Tasmania
An Exploratory Study of the Purpose of Performance Appraisal in Asia, Latin America, and North America, Cherrie Jiuhua Zhu, Monash U.; Stephen Nason, Hong Kong U. of Science and Technology; John F. Milliman, U. of Colorado, Colorado Springs

203. (OMT, TIM) Path Dependence and Creation
- 12:20-2:10 Hyatt West: Regency Ball D(N)
  Chairs: Raghu Garud, New York U.; Peter Karnoe, Copenhagen Business School
Unpacking Path Dependence: Differential Valuations
  Accorded History Across Disciplines, Paul M. Hirsch, Northwestern U.; James J. Gillespie, Northwestern U.
Complexity, Attractors, and Path Dependence and Creation in Technological Evolution, Joel A. C. Baum, U. of Toronto
Technologies of Managing and the Mobilization of Paths, Jan Mouritsen, Copenhagen Business School; Niels Dechow, Copenhagen Business School
Path Creation as a Process of Mindful Deviation, Raghu Garud, New York U.; Peter Karnoe, Copenhagen Business School

Wednesday 1:00 pm

204. (ENT, GDO, PNS) Developmental Entrepreneurship
- 1:00-2:10 Hyatt West: Regency Ball C(N)
  Chair: Craig Galbraith, U. of North Carolina, Wilmington
  Discussant: Steve Robinson, U. of North Carolina, Wilmington
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| Monday 9:00 am | 205. JS: Organization Culture Research • HE: GndBall B  
206. JS: Errors in Organizations • HE: GndBall E  
207. JS: Managing Growth • HE: GndBall F  
208. JS: Cognition and TMTs • HW: Comiskey  
209. JS: Euphonic Pedagogy: Musical • S: Alpine II  
210. JS: Measurement Issues in SHRM • S: Gball 3  
211. JS: Ghosts of Academies Past, Pres • S: Gblal I  |
| 10:40 am    | 212. JS: Organizational Dynamics • HE: GndBall B  
213. JS: Change and Development in ODC • HE: GndBall E  
214. JS: Time and Organizations • HE: GndBall F  
215. JS: From Both Sides Now: Perspecti • HW: Comiskey  
216. JS: Mentoring in a Pluralistic Env • S: Gball 3  |
| 12:20 pm    | 217. JS: Organizational Entry Journey • HE: GndBall B  
218. JS: Change and Feminism Journeys • HE: GndBall E  
219. JS: Feedback Based Interventions • HE: GndBall F  
220. JS: Virtuality and work • HW: Comiskey  
221. JS: The Gendered Classroom • S: Gball 3  |
| 2:30 pm     | 222. JS: Individual Differences In Perc • HE: GndBall B  
223. JS: Knowledge and Boundaries • HE: GndBall E  
224. JS: Cognitive Strategic Groups (K) • HE: GndBall F  
225. JS: Beyond Armchair Feminism III • HW: Comiskey  
226. JS: Doctoral Education Trends • S: Gball 3  |
| 4:10 pm     | 227. JS: Work Safety Improvement • HE: GndBall B  
228. JS: Managing Knowledge (K) • HE: GndBall E  
229. JS: Spirituality at Work • HE: GndBall F  
230. JS: Causal Mapping Tutorial • HW: Picasso  
231. JS: The Good, The Bad, and The Ugl • HW: Comiskey  
232. JS: Organizational Creativity • S: Gball 3  
233. JS: OB-HR Theme: Ind./Collectivism • S: Gball I  |
| 8:30 am     | 234. JS: Careers in Transition • HE: GndBall B  
235. JS: Change and Performance • HE: GndBall E  
236. JS: Project-Based Learning • HE: GndBall F  
237. JS: Trust in Virtual Worlds • HW: Comiskey  
238. JS: Reclaiming Past Knowledge • S: Neuchatel  
239. JS: Sexual Harassment Perspectives • S: Gball 3  |
| 10:30 am    | 240. JS: Individualism-Collectivism • HW: Columbian  
241. JS: Relational Experiences at Work • HW: Comiskey  
242. JS: Leadership and Evaluations • HW: Regency Ball B(S)  
243. JS: Global Corporate Citizenship • S: Gball 3  
244. JS: The Academy and the Media • S: Gball I  |
| 2:00 pm     | 245. JS: Sweet Home Chicago • HW: Comiskey  
246. JS: Re-thinking What We Think • S: Gball 3  
247. JS: Mgmt and OD Across Borders • HE: GndBall B  
248. JS: Social Enterprise: Organizatio • HE: GndBall E  
249. JS: Contingent Work Consequences • HE: GndBall F  
250. JS: NOFIA • HW: Comiskey  
251. JS: Management through Racial Lens • S: Gball 3  |
| 3:40 pm     | 252. JS: Self-Efficacy • HE: Columbus E/F  
253. JS: Pluralism and Work • HE: GndBall B  
254. JS: Competitive Dynamics (I) • HE: GndBall E  
255. JS: Racio-Ethnic Relations • HE: GndBall F  
256. JS: Global Convergence in HRM • HW: Comiskey  
257. JS: Knowledge-Action Nexus • S: Gball 3  |
| 8:30 am     | 258. JS: Project management • S: Engleberg  
259. JS: Knowledge in Service Firms (K) • HE: Columbus K/L  
260. JS: Rationalism and Pluralism • HE: GndBall B  
261. JS: Issues and Solutions in Global • HE: GndBall E  
262. JS: Work and Vacation • HE: GndBall F  
263. JS: Equity in Pay and Promotions • HW: Comiskey  
264. JS: Cutting Edge of Leadership: Th • S: Gball 3  |
| 9:00 am     | 265. JS: Negotiation Teaching Initiative • HE: GndBall D(N)  
266. JS: MNCs and Knowledge Transfer • HE: Columbus E/F  
267. JS: Social Identification • HE: GndBall E  
268. JS: Organizational Capabilities (K) • HE: GndBall F  
269. JS: Anger in Organizations • HW: Comiskey  
270. JS: Outsourcing: Driver of Change • S: Gball 3  |
**205. (OB, OMT) Broadening the Boundaries of Organizational Culture Research: Multiple Perspectives on Analyses and Consequences**

- Chairs: Francis J. Flynn, U. of California, Berkeley; Jennifer A. Chatman, U. of California, Berkeley


The Culture of Organizational Teams: The Impact of Values and Norms on Process and Performance, Elizabeth A. Mannix, Columbia U.; Sherry Thatcher, U. of Pennsylvania

Discussant: David F. Caldwell, Santa Clara U.

**206. (OB, OMT) Errors in Organizations: New Perspectives**


Relational Foundations of Collective Mindfulness and Error Mitigation in a Temporary, High-Reliability Organization, Gregory A. Bigley, U. of Cincinnati


Medical Professional Culture, Medical Collegiality and Medical Mistakes, Marilynn M. Rosenthal, U. of Michigan

A Mindful Infrastructure For Organizational Reliability, Kathleen M. Sutcliffe, U. of Michigan

Discussant: Karlene A. Roberts, U. of California, Berkeley

**207. (BPS, OMT) Managing Growth: New Perspectives on Replication, Rapid Internationalization and Location Choices**


Replicating To Grow: Preliminary Evidence on the Market Value of Concept Replicators, Sidney G. Winter, U. of Pennsylvania

Accelerating Growth: High Speed Internationalization, Harry Korine, London Business School


**208. (BPS, MOC) Strategic Thinking Ability in Top Management Teams: A Cognitive Perspective**

- Chairs: Navindranath Madhavan, U. of Illinois, Urbana-Champaign

Understanding Expertise in Strategic Thinking, Navindranath Madhavan, U. of Illinois, Urbana-Champaign

Business Strategy And Business Improvement Methodologies, Francis D. Tuggle, American U.

Measuring Cognition Is Not Exotic, Livia Markcozy, Cranfield U.; Jeffrey Goldberg, Cranfield U.

Strategic Thinking and Diversity of Cognition, John L. Naman, U. of Pittsburgh

Discussant: John L. Naman, U. of Pittsburgh

**209. (MED, ODC) Euphonic Pedagogy: The Teaching of Musical Themes as a Metaphor for Organizational Effectiveness**

- Chairs: Judith A. Neal, U. of New Haven

Using Music to Learn Through Shared Incompetence, Dorothy A. Marcic, Vanderbilt U.

Finding Your Voice in Community, Judith A. Neal, U. of New Haven

Participant: Frank Barrett, Naval Postgraduate School


- Chairs: Patrick M. Wright, Cornell U.

Next Steps for Strategy in Strategic Human Resource Management, Clint Chadwick, U. of Illinois, Urbana-Champaign


Measuring Firm Performance in Strategic HR Research: Adjustments to Tobin's Q When Intangible Assets Matter, Doug Miller, Ohio State U.; Jay B. Barney, Ohio State U.

Discussant: Barry A. Gerhart, Vanderbilt U.

**211. (MH, OMT) Ghosts of Academies Past, Present and Future: A Plurality of Perspectives on the Field of Organization Studies**

- Chairs: Charlene E. Zietsma, U. of British Columbia

The Present Through the Eyes of the Past: A Play, Benyamin Philip H. Mirvis

Anticipation, J. Keith Murnighan, Northwestern U.

Using Music to Learn Through Shared Incompetence, Dorothy A. Marcic, Vanderbilt U.

The Delights of History, the Thrill of the Present, and Hopes for the Future: Looking at a New Millennium for the Field of Organizational Behavior: Observation, Reflections and Anticipation, J. Keith Murnighan, Northwestern U.

Remarks on "The Present Through the Eyes of the Past", Philip H. Mirvis

Winner of OMT Division Best Symposium Proposal Award
**212.** (BPS, CAR) **The Duality of Careers and Organizations: Transitions and Organizational Dynamics**
- 10:40-12:00 Hyatt East: GndBall B

Co-Chairs: Jesper B. Sorensen, U. of Chicago; Rakesh Khurana, Massachusetts Institute of Technology

Integration in Multinational Corporations: The Case of International Manager Transfers Revisited, Martine R. Haas, Harvard U.


Start-up Experience and Firm Foundings, Scott Shane, Massachusetts Institute of Technology

Director Interlocks as Labor Market Institutions: Examining the External Market for CEOs, Rakesh Khurana, Massachusetts Institute of Technology

**Discussant:** Jesper B. Sorensen, U. of Chicago

**Chair:** Suzanne C. de Janasz, James Madison U.

- The Developmental Journey of Mentoring Research and Practice, Troy R. Nielson, California State U.; San Marcos

- The Role of Mentoring in Academe: A Relationship in Progress, Suzanne C. de Janasz, James Madison U.; Sherry E. Sullivan, Bowling Green State U.


- The Evolving Role of Mentoring in Industry, Karen O. Dowd, James Madison U.

**Discussants:** Linda K. Stroh, Loyola U.; Regina M. O'Neill, Suffolk U.

**Monday 12:20 pm**

**217.** (HR, OB) **New takes on the Organizational Entry Journey**
- 12:20-2:10 Hyatt East: GndBall B

Chair: Andrea E. C. Griffin, Texas A&M U.

Most Organizations Have New Employee Orientation Programs, So Why Isn't There More Research Guiding Practice?, John P. Wanous, Ohio State U.

When are Realistic Job Previews Most Effective?, Bruce M. Meglino, U. of South Carolina

The Interaction of Individual Newcomer and Organizational Socialization Tactics, Adrienne Colella, Texas A&M U.

Integrating Organizational Socialization and Impression Management: The Role of Organizational Image and Identity, Andrea E. C. Griffin, Texas A&M U.

**Discussant:** Angelo S. DeNisi, Texas A&M U.

**218.** (GDO, MOC) **Feminism/Otherness: Celebrating Journeys of Change and Discovery on the 50th Anniversary of Beauvoir's The Second Sex and the Verge of a New Millennium**
- 12:20-2:10 Hyatt East: GndBall E

Chair: Linda A. Krefting, Texas Tech U.

Hidden Gendered Assumptions in Organizational Theory, Joanne Martin, Stanford U.

The Potential for Alternative Forms of Inquiry, David Knights, Keele University

Reconsidering Essentialism, Linda A. Krefting, Texas Tech U.

Reflections on a Borderland Journey on the Verge of Turning Fifty And Discovering Beauvoir, Ella L. Bell, U. of North Carolina, Charlotte

Ignored for "Good Reason"?, Linda Smircich, U. of Massachusetts, Amherst; Marta B. Calas, U. of Massachusetts, Amherst

**Discussant:** Judi Marshall, U. of Bath

**219.** (HR, ODC) **Upward and Onward: Advances in Feedback Based Interventions For Assessment and Change**
- 12:20-2:10 Hyatt East: GndBall F

Chair: Allan H. Church, Warner Burke Associates Inc; Michael M. Harris, U. of Missouri, St. Louis

A Feedback-Based Model of Executive Coaching, Janine Waclawski, Warner Burke Associates Inc; Allan H. Church, Warner Burke Associates Inc

**211.** (MC, ODC) **Change and Development in ODC: Journeys in Theory and Practice**
- 10:40-12:00 Hyatt East: GndBall E

Chair: Dale E. Zand, New York U.

Coordinator: Trevor A. Williams, Queensland U. of Technology

Presenters: Wendell L. French, U. of Washington; Craig C. Lundberg, Cornell U.; Robert T. Golembiewski, U. of Georgia; Frank Friedlander, Fielding Institute

The Many Faces of Time: Temporal Considerations in the Study of Organizational Decision Making, Gerardo A. Okhuysen, U. of Texas, Dallas

The Time of Our Lives: Enacting Temporal Structures in Organizations, Wanda J. Orlikowski, Massachusetts Institute of Technology

**Discussants:** Allen Bluedorn, U. of Missouri, Columbia; Deborah Ancona, Massachusetts Institute of Technology

**214.** (OB, OCIS, OMT) **Organization Life Through a Temporal Lens: Advancing a Research Agenda**
- 10:40-12:00 Hyatt East: GndBall F

Chair: Kenneth R. Thompson, DePaul U.

Co-Chairs: Leslie A. Perlow, U. of Michigan; Gerardo A. Okhuysen, U. of Texas, Dallas

The Many Faces of Time: Temporal Considerations in the Study of Organizational Decision Making, Gerardo A. Okhuysen, U. of Texas, Dallas

Work Family and the Struggle Over the Meaning of Time, Gideon Kunda, Stanford U.


The Time of Our Lives: Enacting Temporal Structures in Organizations, Wanda J. Orlikowski, Massachusetts Institute of Technology

**Discussants:** Allen Bluedorn, U. of Missouri, Columbia; Deborah Ancona, Massachusetts Institute of Technology

**215.** (MED, OB) **From Both Sides Now: Perspectives on how to improve the quality of Organizational Behavior education from those who have been in academe and industry**
- 10:40-12:00 Hyatt West: Comiskey

Chair: Kenneth R. Thompson, DePaul U.

Co-Chairs: Linda Livingstone, Baylor U.; Diana Billimoria, Case Western Reserve U.

Panelists: Steven Kerr, General Electric - Corporate; Barry Leskin, Chevron Oil; Anthony Rucci, U. of Illinois, Chicago

**Facilitator:** Richard T. Mowday, U. of Oregon

**216.** (CAR, MED) **Mentoring in a Pluralistic Environment: Issues, Challenges and New Directions**
- 10:40-12:00 Swiss: Gball 3

Chair: Kenneth R. Thompson, DePaul U.

Co-Chairs: Jesper B. Sorensen, U. of Chicago; Rakesh Khurana, Massachusetts Institute of Technology

Integration in Multinational Corporations: The Case of International Manager Transfers Revisited, Martine R. Haas, Harvard U.


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**Discussants:** Linda K. Stroh, Loyola U.; Regina M. O’Neill, Suffolk U.
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<tr>
<td>12:20-2:10</td>
<td>Comiskey</td>
<td>Wanda J. Orlikowski, Massachusetts Institute of Technology</td>
<td>Stephen R. Barley, Stanford U.</td>
<td>Hyatt West: Comiskey</td>
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<td>2:30-3:50</td>
<td>Knowledge and the Meaning of Boundaries</td>
<td>Paul C. Almeida, Georgetown U.</td>
<td>David C. Mowery, U. of California, Berkeley</td>
<td>Hyatt East: GndBall E</td>
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<td>2:30-3:50</td>
<td>The Cognitive Strategic Groups</td>
<td>Gerry McNamara, Michigan State U.; Gerard P. Hodgkinson, U. of Exeter; Becky Luce, Michigan State U.</td>
<td>Rhonda K. Reger, U. of Maryland</td>
<td>Hyatt East: GndBall F</td>
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<td>2:30-3:50</td>
<td>Beyond Armchair Feminism III: Moving from Gender to a Broader Diversity Lens in Organizational Diagnosis and Intervention</td>
<td>Robin J. Ely, Columbia U.; Debra Ellen Meyerson, Center for Gender in Organizations, Simmons GSM/Stanford U.</td>
<td>Avangeline Holvino, Center for Gender in Organizations, Simmons/Chaos Management</td>
<td>Hyatt West: Comiskey</td>
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<td>2:30-3:50</td>
<td>Emerging Trends in Doctoral Education: Educating Scholar-Practitioners for Change and Development in a Pluralistic World</td>
<td>Frank Friedlander, Fielding Institute; Henrik H. Larsen, Copenhagen Business School; Sven Kylen, Stockholm School of Economics; Jytosna (Jo) Sanzgiri, California School of Professional Psychology; Richard J. Boland, Jr., Case Western Reserve U.</td>
<td>Kurt Motamedi, Pepperdine U.</td>
<td>Hyatt West: Comiskey</td>
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227. (HR, OB) Safety as a core management goal: Integrated approaches to improving work safety
- 4:10-5:30 Hyatt East: GndBall B
Chairs: Sharon K. Parker, U. of Sheffield; Mark A. Griffin, Queensland U. of Technology
Defining and Predicting Generic Safety Performance: An Examination of Performance Dimensionality and the Role of Training Histories, Michael J. Burke, Tulane U.; Sue Ann Sarpy, Tulane U.; Paul E. Tesluk, Tulane U.
A Commitment Oriented Approach to Promoting Safe Working: Evidence from a Longitudinal Study, Sharon K. Parker, U. of Sheffield; Carolyn M. Axtell, U. of Sheffield; Nick Turner, U. of Sheffield
Safety Climate, Safety Behavior, and Work Place Accidents., Mark A. Griffin, Queensland U. of Technology; Andrew Neal, U. of Queensland; Peter M. Hart, U. of Melbourne, Australia
Discussant: David A. Hofmann, Texas A&M U.

228. (BPS, OMT) Contexts and Antecedents in Managing Knowledge (Knowledge)
- 4:10-5:30 Hyatt East: GndBall E
Presenter: Melissa A. Schilling, Boston U.
Discussant: Larry Prusak, IBM

229. (MOC, SIM) Spirituality at Work: Another Management Fad or a Mechanism for Real Change?
- 4:10-5:30 Hyatt East: GndBall F
Co-Chairs: Donde P. Ashmos, U. of Texas, San Antonio; Dennis Dychon, U. of Texas, San Antonio
Culture Meaning and Belonging at Work, Janice M. Beyer, U. of Texas, Austin
Spirituality at Work: A Conceptualization and Measure, Donde P. Ashmos, U. of Texas, San Antonio; Dennis Dychon, U. of Texas, San Antonio
Spirituality for Business Leadership: An Experimental Course for CEOs and MBAs, Andre L. Delbecq, Santa Clara U.
Replacing Material Pursuits with Spiritual Pursuits, Dorothy A. Marcic, Vanderbilt U.
Discussant: Jay A. Conger, U. of Southern California

230. (MED, MOC) From Key Factors to Influence Diagramming to Causal Mapping: An Introductory Tutorial to CSM.
- 4:10-5:30 Hyatt West: Picasso
This "Theme Session", jointly sponsored by MOC and MED, will provide a hands on causal mapping learning experience.
Chair: William Acar, Kent State U.
Key Factors in Problem Framing, Kenneth E. Aupperle, U. of Akron
Influence Diagramming in Problem Framing, Nancy B. Duncan, Kent State U.
An Introduction to Causal Mapping with CSM, William Acar, Kent State U.
The CSM Approach to Problem Framing, Paul F. DuMont, Walsh U.

231. (CAR, HR) The Good, The Bad, and The Ugly: Diverse Perspectives on Mentoring in Organizations
- 4:10-5:30 Hyatt East: Comiskey
Chairs: Stacy E. McManus, U. of Tennessee, Knoxville; Joyce E. A. Russell, U. of Tennessee, Knoxville
An Examination of Mentoring Outcomes and Functions as Reported by Mentors, Tammy D. Allen, U. of South Florida
Stormy Weather: Dysfunctional Mentoring Experiences from the Mentor's Perspective, Stacy E. McManus, U. of Tennessee, Knoxville; Joyce E. A. Russell, U. of Tennessee, Knoxville
Proteges' Negative Mentoring Experiences: Frequency of Occurrence, Perceived Impact, and Effects on Psychological and Career-related Outcomes, Lillian T. Eby, U. of Georgia; Tammy D. Allen, U. of South Florida
Discussants: Kathy E. Kram, Boston U.; Belle Rose Ragins, U. of Wisconsin, Milwaukee

232. (OB, ODC) Organizational Creativity: Developing a Research Agenda
- 4:10-5:30 Swiss: Gball 3
Chair: Richard W. Woodman, Texas A&M U., College Station
Impeding Creativity? A Conceptual Look at Limits in Employee Work Contexts, Anne Cummings, U. of Pennsylvania; Danielle E. Warren, U. of Pennsylvania
The Development of Innovative Social Relationships in Organizations: A Research Agenda on the Social Context of Creativity, John E. Sawyer, U. of Delaware; Christina Shalley, Georgia Institute of Technology
Managers' Recognition of Employees' Creative Ideas: A Social-Cognitive Model, Jing Zhou, Texas A&M U., College Station; Richard W. Woodman, Texas A&M U., College Station

233. (HR, OB) New Developments regarding Vertical and Horizontal Individualism-Collectivism: Applications to the Workplace - A Panel Discussion
- 4:10-5:30 Swiss: Gball I
Chairs: Linn Van Dyne, Michigan State U.; Soon Ang, Nanyang Technological U.
Vertical and Horizontal Individualism and Collectivism, Harry C. Triandis, U. of Illinois, Urbana-Champaign
Differentiating and Integrating Individualism and Collectivism, Chao C. Chen, Rutgers U.
Integrating Sociological and Psychological Perspectives on Individualism-Collectivism, P. Christopher Earley, Indiana U.
Discussant: Miriam Erez, Technion, Israel Institute of Technology

Tuesday 8:30 am
234. (CAR, GDO) Careers in Transition--A Gliding Path for the New Millennium--A Sequence of Steps
- 8:30-10:10 Hyatt East: GndBall B
Chair: Dorothy Perrin Moore, Citadel
Organizer: Gary N. Powell, U. of Connecticut
Discussant: Gary N. Powell, U. of Connecticut

235. (BPS, TIM) Corporate Performance, Diversification, and Innovation
- 8:30-10:10 Hyatt East: GndBall E
Chair: Anita M. McGahan, Harvard U.
Product Sequencing: Vertical Integration, Diversification, and Innovation, Constance E. Helfat, Dartmouth College; Ruth S. Raubitschek, U.S. Department of Justice
Balancing Incentives: The Tension Between Basic and Applied Research, Scott Stern, Massachusetts Institute of Technology
Goliath vs. Goliath: The Emergence of Digital Imaging, Mary Tripsas, U. of Pennsylvania
Discussant: David C. Mowerly, U. of California, Berkeley

236. (MC, MED, ODC) Project-Based Learning: Using Reflective Practices to Enhance Learning Outcomes
- 8:30-10:10 Hyatt East: GndBall F
Chair: Robert DeFilippip, Suffolk U.
Ambassador: W. Jack Skaggs, Oklahoma Christian U.
Reflection as a Basis for Learning in the Project Environment, Joseph A. Raelin, Boston College
Action Learning and Reflective Practice, Peter Smith, Canadian School of Management
Project-Based Learning: The Challenge of Managing Organizational Learning Though Projects, Karen Ayas, Erasmus U., Rotterdam
Project-Based Learning: Stories from the Field, Nick Zeniu, Interactive Learning Laboratories Inc.
Linking Project-Based Learning To Career, Community and Company Learning Outcomes, Robert DeFilippip, Suffolk U.; Michael B. Arthur, Suffolk U.
Discussants: Peter Smith, Canadian School of Management; Karen Ayas, Erasmus U.; Robert DeFilippip; Nick Zeniu, Interactive Learning Laboratories Inc.; Michael B. Arthur, Suffolk U.; Joseph A. Raelin, Boston College

237. (OB, OCIS) Journeys into Virtual Worlds: Trust in Distributed Teams
- 8:30-10:10 Hyatt West: Comiskey
Chair: Susan G. Straus, Carnegie Mellon U.
Trust and Monitoring: Predicting Successful Outcomes in Distant Teams, Suzanne P. Weisband, U. of Arizona; Suzanne Iancono, National Science Foundation; Ashley Gilliam, Andersen Consulting LLP
A Comparison of the Impact of Employee-Manager Trust on Employees in a Remote-Management and Local-Management Environment, D. Sandy Staples, Queen's U.
Schmooze or Lose: The Effects of Rapport and Gender in Email Negotiations, Leigh Thompson, Northwestern U.;

238. (MED, ONE) Reclaiming Past Knowledge for Pluralistic Management Studies
- 8:30-10:10 Swiss: Neuchatel
Organizer: John T. Luhman, New Mexico State U.
Celtic Wisdom: Wardens for Pluralistic Organizations, Robert F. Dennehy, Pace U.
Hoki ki te Whakaaro Nui: Reclaiming Maori Knowledge, Parehau Richards, U. of Waikato; Riri Ellis, U. of Waikato
Vedic Education as the Fulfillment of Postmodern Education: Consciousness, Meditation, and "Heaven on Earth", David S. Steingard, Maharishi University of Management; Dale Fitzgibbons, Illinois State U.
The Knight Errant's Ideology of Adventure, David M. Boje, New Mexico State U.; John T. Luhman, New Mexico State U.
Discussant: Grace Ann Rosile, New Mexico State U.

239. (GDO, HR, SIM) Multiple Perspectives of Sexual Harassment
- 8:30-10:10 Swiss: Gball 3
Organizer: Caren Goldberg, George Washington U.
The Impact of Training on Perceptions of and Reactions to Sexual Harrassment, Caren Goldberg, George Washington U.; Patrick McHugh, George Washington U.
Individual Differences in Definition of Sexual Harrassment: the Influence of Attitudes and Traits, Robert Done, U. of Arizona; Maureen O'Connor, City U. of New York; Barbara A. Gutek, U. of Arizona
Out of Control: Sexually Opportunistic Behavior and Self-Control, Robert Done, U. of Arizona
Outcomes of Requests for Summary Judgements in Federal Sexual Harassment Cases: Policy-Capturing Revisited, Deborah E. Knapp, Cleveland State U.; Brian Heshizer, Cleveland State U.
Discussant: Jeanette N. Cleveland, Colorado State U.

Tuesday 10:30 am

240. (CM, OB) Individualism-Collectivism: Where Should We Go From Here?
- 10:30-11:50 Hyatt West: Columbian
Chairs: Ya-Ru Chen, New York U.; Joel Brockner, Columbia U.
The Moderating Influence of Cultural Differences in Self-construal on the Interactive Relationship Between Outcome Favorability and Procedural Fairness, Joel Brockner, Columbia U.; Ya-Ru Chen, New York U.; Elizabeth A. Mannix, Columbia U.
Managing Cultural Collectivism in Working Groups: Three New Perspectives, Christopher McCusker, Yale U.
241. (GDO, HR, OB) Ties that Bind and Ties that Chafe: The Nature and Impact of Relational Experiences at Work

- 10:30-11:50 Hyatt West: Comiskey

Chair: Christine M. Pearson, U. of North Carolina, Chapel Hill; Christine L. Porath, U. of North Carolina, Chapel Hill

The Feeling of Being Connected: Emotions and Interactions at Work, Jane E. Dutton, U. of Michigan; Michele Williams, U. of Michigan

Workplace Incivility: the Target's Eye View, Christine M. Pearson, U. of North Carolina, Chapel Hill; Christine L. Porath, U. of North Carolina, Chapel Hill

Narratives of Compassion, Peter J. Frost, U. of British Columbia; Jane E. Dutton, U. of Michigan

Discussion, Ralph Stablein, U. of Otago

242. (GDO, OB) Sneaking into the Men's Room: Leadership, Evaluations, and Making it to the Top

- 10:30-11:50 Hyatt West: Regency Ball B(S)

Chair: Barry Z. Posner, Santa Clara U.

Organizer: D. Anthony Butterfield, U. of Massachusetts, Amherst

"Re-viewing" Gender, Leadership, and Managerial Behavior: Do Three Decades of Research Tell Us Anything?, D. Anthony Butterfield, U. of Massachusetts, Amherst; James Paul Grinnell, U. of Massachusetts, Amherst

Gender Influences on Performance Evaluations, Katherine Bartol, U. of Maryland

The Glass Ceiling: Recent Trends and Future Prospects, Gary N. Powell, U. of Connecticut


Discussants: Alice H. Eagly, Northwestern U.; Marilyn J. Davidson, U. of Manchester Institute of Science and Technology

243. (MED, SIM) Global Corporate Citizenship: Implications of a Pluralistic World for Changing Management Education

- 10:30-11:50 Swiss: Gball 3

Organizer: Sandra Waddock, Boston College

Corporate Citizenship and Management Education: Steering Between Modern and Post-Modern, J. Wil Hoppen, Erasmus U., Rotterdam

Management Education for Global Corporate Citizenship, Karen Paul, Florida International U.

Global Corporate Citizenship: The Case for Executive Education, Bradley M. Googins, Boston College

Global Citizenship: Principles to Live and Work By, James E. Post, Boston U.

Discussants: Milton Blood, AACSB; James P. Walsh, U. of Michigan

244. (GDO, MED, ODC) Changing Views and Viewing Changes: Conversations on the Interplay Between the
Jointly Sponsored Symposia

Social Enterprise: An Overview of an Emerging Organizational Phenomenon, Richard Steckel, AddVenture Network

Coastal Enterprise Limited Partnership Ventures: One Not-For-Profit's Experience With Launching a For-Profit Subsidiary, Carla Dickstein, Coasts Enterprises Inc.

Breaking the Nonprofit Mold: Applying a Portfolio Management Approach to Building Community, Brett A. White, Communitas

The Effects of Social Enterprise: Evidence from Canadian Human Service Organizations, Raymond Dart, York U.


Consequences of Contingent Work: Beyond a Monolithic View
- 3:40-5:00 Hyatt East: GndBall F
Chair: Alison Davis-Blake, U. of Texas, Austin


Is Temporary Employment an Effective Selection Tool? The Relationship Between Temporary Employment and Job Performance, Joseph P. Broschak, U. of Illinois, Urbana-Champaign; Alison Davis-Blake, U. of Texas, Austin

Cronies, Grifters & Sycophants: Examining Culture Creation in a Temporary Placement Agency, Vanessa Hill, U. of Arizona

Boundary Labor Markets: A Grounded Theory of Contingent Work, Brenda A. Lautsch, Simon Fraser U.

Loose Connections or Met Expectations? Socialization and Obligations to Part-Time Faculty, Laurie A. Levesque, Carnegie Mellon U.; Denise M. Rousseau, Carnegie Mellon U.

Discussant: Jone L. Pearce, U. of California, Irvine

Findings from the International Research Program on New Organization Forms for the Information Age (NOFIA): The Co-evolution of the Financial Service Industry
- 3:40-5:00 Hyatt West: Comiskey
Chair: Arie Y. Lewin, Duke U.

Discussant: Dung-Sung Cho, Seoul National U.

Examining Management Development Strategies Through a Racial Lens
- 3:40-5:00 Swiss: GndBall 3
Chairs: Marian N. Ruderman, Center for Creative Leadership; Katherine Giscombe, Catalyst, Inc.

Inhibitors and Facilitators of Career Success for African-American Managers, Martin N. Davidson, U. of Virginia; Ross L. Mecham, III, Center for Creative Leadership

A Comparison of Developmental Job Experiences in the Lives of African-American and White Managers, Christina A. Douglas, Center for Creative Leadership; Marian N. Ruderman, Center for Creative Leadership; Martin N. Davidson, U. of Virginia

Mentoring Relationships Involving Women of Color Protogees in Fortune 1000 Corporations, Katherine Giscombe, Catalyst, Inc.

Networking Patterns and Managerial Effectiveness: An Investigation of Racial Differences, Stephanie Brutus, Concordia U., Montreal

Discussant: Ella L. Bell, U. of North Carolina, Charlotte

Wednesday 8:30 am

Self-Efficacy: Theory, research, and Application
- 8:30-10:20 Hyatt East: Columbus E/F
Chair: Alexander D. Stajkovic, U. of California, Irvine

The Impact of Self-efficacy on the Behavioral Paradigm, Fred Luthans, U. of Nebraska

Self-efficacy and Decision Making, Robert E. Wood, U. of New South Wales

The Impact of Self-efficacy on Work-motivation Theory and Research, Dov Eden, Tel Aviv U.

Future Issues in Self-efficacy Research, Edwin A. Locke, U. of Maryland

Discussant: Lyman W. Porter, U. of California, Irvine

New Perspectives on the Challenges of Pluralism in the Changing World of Professional Work
- 8:30-10:20 Hyatt East: GndBall B
Chairs: John Stuart Bunderson, Washington U.; Jeffery A. Thompson, U. of Minnesota

Professional-Organizational Conflict in Professional and Nonprofessional Organizations, Jean Wallace, U. of Calgary

Person-Organization Fit in the Professional Organization: Revisiting Old Assumptions, John Stuart Bunderson, Washington U.

Individual Transition Journeys into a Pluralistic Organization, Jeffery A. Thompson, U. of Minnesota

Managing Multiple Identities in Professional Organizations, Peter Foreman, U. of Illinois, Urbana-Champaign

Revolutionary and Evolutionary Ideological Change in Pluralistic Environment, Elizabeth Goodrick, State U. of New York, Buffalo; James R. Meindl, State U. of New York, Buffalo

Discussant: Stephen R. Barley, Stanford U.

Dynamic Models of Product, Organizational, and Institutional Competition (Institutions)
- 8:30-10:20 Hyatt East: GndBall E
Chair: Brian S. Silverman, Harvard U.


Determinants of Product Survival in the Laser Printer Industry, John M. de Figueiredo, Massachusetts Institute of Technology; Margaret K. Kyle, Massachusetts Institute of Technology

Predators or Prey? The Effect of Local Competitors’ Economic Health on Motor Carrier Survival, Jack A. Nickerson, Washington U.; Brian S. Silverman, Harvard U.

Competition in the Supply of Political Order: State Power and Kibbutz Founding, 1910-1996, Tal Simons, Tel Aviv U.; Paul Ingram, Columbia U.

Discussant: Daniel A. Levinthal, U. of Pennsylvania
Wednesday 9:00 am

255. (CM, GDO) Racial-ethnic Relations and the Forbidden Triad: Challenging Conceptions about Relationships among Minority Groups
- 8:30-10:20 Hyatt East: GndBall F
Chairs: Karen L. Proudfoot, Morgan State U.; Elena Yang, Independent Consultant/Educator

Colored Lenses: Reciprocal Perceptions of African American and Latino/a Co-workers, Martin N. Davidson, U. of Virginia
Exploring Latino/a Diversity and its Implications for Intergroup Relations in Organizations, Bernardo M. Federman, California School of Professional Psychology
Cross-Race Differences in Network Group Formation, Ray Friedman, Vanderbilt U.; Kellina M. Craig, California State U., Long Beach

The Strength of Weak Ties or the Weakness of Strong Ties: The Construction of Social Networks among Minorities, Karen L. Proudfoot, Morgan State U.; Elena Yang, Independent Consultant/Educator
Discussants: Karen A. Jehn, U. of Pennsylvania; dt ogilvie, Rutgers U.

255. (HR, IM) Towards or Away from the US Model? Evidence from Europe on the Debate about Convergence in Human Resource Management
- 8:30-10:20 Hyatt West: Comiskey
Chair: Chris Brewer, Cranfield U.

Convergence, Stasis or Divergence? The Case of Personnel Management in Europe, Paul Gooderham, Norwegian School of Economics and Business Administration; Chris Brewer, Cranfield U.
The Boundaries of Converging Management Practice: Cross National Comparisons of Contingent Employment, Olga Tregaskis, Cranfield U.
The Traditional Conception of Career, Henrik H. Larsen, Copenhagen Business School

- 8:30-10:20 Swiss: Gbass 3
Chair: Ram Tenkasi, Benedictine U.

Doing Research in Multi-Nationals: The Knowledge-Action Nexus Across Cultures, David Finegold, U. of Southern California; Susan Albers Mohrman, U. of Southern California
Action Research from Within One's Own Organization, David Coghlan, Trinity U.
Translating Management Research, John T. Gray, U. of Western Sydney; Geoff De Lacy, Polaris Consulting
On the Use of Research in a World of Distributed, Pluralistic Knowledge, Oyvind Palshaugen, Work Research Institute, Oslo, Norway
Discussant: Tojo Joseph Thatchenkery, George Mason U.

Wednesday 10:40 am

258. (IM, OM) The Organization and Strategy of Large-Scale Engineering Projects: The Challenge of Managing Complexity
- 9:00-10:20 Swiss: Engleberg
Organizers: Joseph Lampel , U. of Nottingham; Serghei Floricel, U. of Québec -- Trois-Rivières
Speakers: Roger Miller, U. of Quebec, Montreal; Zur Shapira, New York U.

Crafting Utopias Into Reality: The Shaping and Governance of Large-Scale Engineering Projects, Roger Miller, U. of Quebec, Montreal; Donald R. Lessard, Massachusetts Institute of Technology
Project Action-Sets and the Strategy of Engineering-Construction Firms, Joseph Lampel , U. of Nottingham
Shaping Strategic Systems for Large-Scale Engineering Projects, Serghei Floricel, U. of Quebec -- Trois-Rivières
Discussant: Candace Jones, Boston College

259. (MC, OMT) Managing Knowledge in Professional Service Firms (Knowledge)
- 10:40-12:00 Hyatt East: Columbus K/L

Leveraging Knowledge: How Front-Line Knowledge Workers Contribute To New Services, Stephen Frenkel, Australian Graduate School of Management

The Architecture of Expertise: How Absorptive and Transformative Capacities Create Intellectual Capital in Professional Services, Candace Jones, Boston College; Benyamin M. Lichtenstein, U. of Hartford

The Acquisition of Knowledge by Professional Service Firms: The Case of Large Accounting Firms, C. R. Hinings, U. of Alberta; Royston Greenwood, U. of Alberta
Discussant: Christopher Davis McKenna, Johns Hopkins U.

260. (BPS, OMT) When Rationalistic Tools Meet Pluralistic Contexts
- 10:40-12:00 Hyatt East: GndBall B
Chairs: Jean-Louis Denis, U. de Montréal; Ann Langley, U. of Quebec, Montreal

Performance Measures and Organizational Lifeworlds: the Violence of Abstraction, Barbara Townley, U. of Alberta
Strategic Planning and Control in a Complex Organizational Field, Jean-Louis Denis, U. de Montréal; Annick Valette, U. of Grenoble

The Social (Re)construction of Pricing: Organizational Perspectives, Mark Zbaracki, U. of Chicago; Mark Ritson, U. of Minnesota; Mark Bergen, U. of Minnesota; Shantanu Dutta, U. of Southern California; Daniel Levy, Emory U.

The Corruption of Managerial Techniques by Organizations, Daniel Lozeau, Ecole Nationale D Administration Publique; Ann Langley, U. of Quebec, Montreal; Jean-Louis Denis, U. de Montréal
Discussant: Martha Feldman, U. of Michigan
261. (CAR, HR, IM) Issues and Solutions in Globalizing Management Staffing and Development Systems

Chair: Michael G. Harvey, U. of Oklahoma
Emerging Markets in the Global Market Place: Implications for SGHRM, Nancy K. Napier, Boise State U.
American Female Expatriates: Understanding the Impact of Diversity, Rosalie L. Tung, Simon Fraser U.
Critical Issues in SGHRM: Commuting, Mentoring and Global Succession, Mary Ann Von Glinow, Florida International U.
The Role of Inpatriates in Strategic Global Human Resource Management, M. Ronald Buckley, U. of Oklahoma; Michael G. Harvey, U. of Oklahoma
Discussant: M. Ronald Buckley, U. of Oklahoma

262. (HR, OB) Work and vacation - who is afraid to take a break?

Chair: Dalia Etzion, Tel Aviv U.
Who is Afraid to Take a Break?, Dalia Etzion, Tel Aviv U.
Reflections on the Meaning of Work and Vacation in Light of the Changing Nature of Employment: Consequences for Individuals, Families and Organizations, Cary L. Cooper, U. of Manchester Institute of Science and Technology
Loss and Gain Spirals: Applying Hobfoll's COR Theory to Respite Research, Mina Westman, Tel Aviv U.
Expectations, Affectivity, and Respite Effects: Do We Experience the Relief We Expect?, Dov Eden, Tel Aviv U.
Vacation and Crossover of Strain between Spouses—Stopping the Vicious Circle, Dalia Etzion, Tel Aviv U.; Mina Westman, Tel Aviv U.

263. (CAR, GDO, OB) Discretionary Income and Arbitrary Advancement?: New challenges to Gender Equity in Pay and Promotions

Chair: Maura A. Belliveau, Duke U.
Reward Method and the Gender Wage Gap: Can Compensation Systems Explain Wage Inequality?, Marta M. Elvira, U. of California, Irvine; Mary E. Graham, George Washington U.
The State of Career Progress Among Managerial Women of Color, Katherine Giscombe, Catalyst, Inc.
Discussant: Robin J. Ely, Columbia U.

264. (OB, RM) Cutting Edge of Leadership: The Multiple-Level Approaches

Chair: Francis J. Yammarino, State U. of New York, Binghamton
In Search of the Level of Analysis for Leader-Member Exchange (LMX): Theory on and Research of Four Alternatives, Chester A. Schriesheim, U. of Miami; Stephanie L. Castro, Louisiana State U.; Xiaohua (Tracy) Zhou, U. of Miami; Francis J. Yammarino, State U. of New York, Binghamton
A Multi-Level View of Charismatic Leadership: Close-Up and at a Distance, Jane M. Howell, U. of Western Ontario; Bruce J. Avolio, State U of NY at Binghamton; Derrick J. Neufeld, U. of Manitoba
The Romance of Leadership: Social Constructions, Networks, and Levels of Analysis, James R. Meindl, State U. of New York, Buffalo; Juan Carlos Pastor, U. of Western Ontario
Discussant: Fred E. Dansereau, State U. of New York, Buffalo

Wednesday 12:20 pm

265. (CM, MED) Addressing the Topic of 21st Century Pluralism in Negotiation Courses: A Presentation of Four Pedagogical Initiatives

Chair: Amy L. Kenworthy, U. of North Carolina, Chapel Hill

- Interactive Drama: A Pedagogical Tool for the 21st Century, Brooks C. Holtom, U. of Washington
- Service Learning: A Pedagogical Tool for the 21st Century, Amy L. Kenworthy, U. of North Carolina, Chapel Hill
- Interactive Videotaped Examinations: A Pedagogical Tool for the 21st Century, Joseph F. Byrnes, Bentley College
- WebCT™ Technology: A Pedagogical Tool for the 21st Century, Terry L. Boles, U. of Iowa
Discussant: Edward Zlotkowski, American Association for Higher Education

266. (BPS, IM) Social Capital and Knowledge Transfer in the Multinational Enterprise

Chair: Brian Golden, U. of Western Ontario; Tatiana Kostova, U. of South Carolina

Presenters: Anthony Frost, U. of Western Ontario, Ivey School of Business; Bill McEvily, Carnegie Mellon U.; Tatiana Kostova, U. of South Carolina; James F. Nebus, U. of South Carolina
Discussant: Linda Argote, Carnegie Mellon U.

267. (MOC, OB) Contrasting Perspectives of Social Identification in Organizations

Chair: Thomas E. Becker, U. of Delaware
Organizer: Thomas E. Becker, U. of Delaware
Panelists: Blake E. Ashforth, Arizona State U., Main; Edwin A. Locke, U. of Maryland; Fred A. Mael, American Institutes for Research
Facilitator: Susan E. Jackson, Rutgers U., New Brunswick

268. (BPS, CMT) Search and Creation of Organizational Capabilities: The Evolution of Tacit, Articulated and Codified Knowledge (Knowledge)

Chair: Daniel A. Levinthal, U. of Pennsylvania
Organizer: Maurizio Zollo, INSEAD
From Organizational Routines to Dynamic Capabilities, Sidney G. Winter, U. of Pennsylvania; Maurizio Zollo, INSEAD
Jointly Sponsored Symposia

Learning with Re-engineering: How Learning Occurs with Radical Reformation of Organizational Core Competencies, Stephen Lee Walston, Cornell U.

Learning from Rare and Heterogeneous Events: Knowledge Codification, Experience Trajectories and M&A Performance in the US Banking Industry, Harbir Singh, U. of Pennsylvania; Maurizio Zollo, INSEAD

Building Alliance Capabilities: a Knowledge-based Approach, Harbir Singh, U. of Pennsylvania; Prashant V. Kale, U. of Pennsylvania

Knowledge Driven Quality Improvement: the Role of Tacit and Articulated Knowledge, Luk Van Wassenhove, INSEAD; Michael Lapre, Boston U.

Discussant: Sidney G. Winter, U. of Pennsylvania

269. (CM, OB) Anger in Organizations: Its Causes and Consequences

• 12:20-2:10 Hyatt West: Comiskey

Chair: Ronda R. Callister, Utah State U.

The Experience of Anger of Work: Lessons From the Chronically Angry, Donald E. Gibson, Yale U.; Sigal G. Barsade, Yale U.

Images of Anger Events from the Workplace, John Basch, Bond U.; Cynthia D. Fisher, Bond U.

Feeling Superior: the Link between High Status Social Position’s and Anger, Larissa Z. Tiedens, Stanford U.

Status and Anger in Conflicts Across Organizational Boundaries, Ronda R. Callister, Utah State U.


Discussant: Peter Carnevale, U. of Illinois

270. (HR, MC) Outsourcing: Driver of Human Resource Change and Development

• 12:20-2:10 Swiss: Gball 3

Organizer: Stuart A. Youngblood, Texas Christian U.

Chair: David A. Gray, U. of Texas, Arlington

Virtual HR, J. Edward Buckley, Carter Burgess Buckley; E. Mitchell Weatherly, Pier 1 Imports, Inc.

Strategic Human Resources, E. Mitchell Weatherly, Pier 1 Imports, Inc.

Global Human Resources, George E. Metzger, Bell Helicopter, Textron

"Faster, Cheaper, and Better” from the Vendor's Perspective, Ed Rankin, People-Solutions

Discussant: Charles R. Greer, Texas Christian U.
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<td><strong>271.</strong> Paper: Effects of Individual Differences: The &quot;Big Five&quot; Personality Dimensions</td>
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<td><strong>273.</strong> Paper: It's All Who You Know: The Strategic Role of Networks</td>
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<td><strong>274.</strong> Paper: Determinants and Effects of Goal Orientation</td>
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<td><strong>275.</strong> Paper: Sensing the Future: Strategy as Strategic Advice</td>
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**Monday 9:00 am**

- 9:00-10:20 Hyatt East: GndBall C(N)

- 9:00-10:20 Hyatt East: GndBall D(N)

273. Paper: It's All Who You Know: The Strategic Role of Networks
- 9:00-10:20 Hyatt East: Columbus E/F

274. Paper: Determinants and Effects of Goal Orientation
- 10:40-12:00 Hyatt East: GndBall C(N)

275. Paper: Sensing the Future: Strategy as Strategic Advice
- 10:40-12:00 Hyatt East: Columbus E/F
Shared Interest Track Papers

275. Paper: Designs for Pluralistic Practice
- 10:40-12:00 Hyatt East: GndBall D(N)
OMT: Unlimited by Design: A Journey from Monism to Pluralism, Anat Lechner, Rutgers U., Newark
MH: From Dairy Cooperative to Multinational Corporation: Managing Multiple Stakeholders at the Kerry Group plc, James J. Kennelly, Skidmore College; David C. Ahlstrom, Chinese U. of Hong Kong
ODC: Collaborative Organizing: An Organizational Model for a New Paradigm, Peter J. Robertson, U. of Southern California
Facilitator: L. David Brown, Boston U.

- 10:40-12:00 Hyatt East: Columbus E/F
PNS: Purchase of Service Contracting: Proposal Rating as a Moderator, Barbara Peat, Indiana U., South Bend; Dan L. Costley, New Mexico State U.
IM: The Role of Culture in the Formation Process of International Alliances: Evidence, Critique and Future Directions, Paul M. Olk, U. of California, Irvine; Gary R. Henderson, U. of California, Irvine
ODC: Design and Performance in International Joint Ventures: A Dynamic Evolution Perspective, Yan Zhang, U. of Southern California
Facilitator: Stephen B. Tallman, Cranfield U. / U. of Utah

277. Paper: Varieties of Radical Change
- 12:20-2:10 Hyatt East: GndBall C(N)
OMT: A Study of Revolutionary and Non-Revolutionary Organizational Transformation in the Banking Industry, J. Daniel Wischnevsky, Rutgers U.; Fariborz Damanpour, Rutgers U., Newark
OMT: Radical Organizational Change During Institutional Upheaval, Karen L. Newman, McDonough School of Business, Georgetown U.
TIM: In Search of Innovation: Determinants of New Product Innovation and Radicality, Riitta Katila, U. of Texas, Austin; Gautam Ahuja, U. of Texas, Austin

278. Paper: Collective and Shared Cognition
- 12:20-2:10 Hyatt East: GndBall D(N)
MOC: Pinning Down Collective Cognition, Phyllis Johnson, Cranfield U.
MOC: On Team Mental Models: The Role of Cognitive Convergence in Problem Solving and Team Cohesiveness, Eric Lee Monier, U. of Tennessee, Knoxville
OCIS: Perspective Taking Among Distributed Workers: The Effect of Distance on Shared Mental Models of Work, Pamela J. Hinds, Stanford U.
Facilitator: Colin Eden, U. of Strathclyde

279. Paper: What Affects Organizational Commitment?
- 12:20-2:10 Hyatt East: Columbus E/F
OB: Factors Affecting the Organizational Commitment of Technical Knowledge Workers: Generation X, Baby Boomers, and Beyond, David Finegold, U. of Southern California; Susan Albers Mohrman, U. of Southern California; Gretchen M. Spreitzer, U. of Southern California
OB: The Effects of Psychological Contract Strength and Violation on Organizational Commitment and Organizational Justice, Matthew A. Liao-Troth, DePaul U.
ODC: An Exploration of Leader-Member Exchange and Perceived Organizational Support as Predictors of Organizational Commitment: A Field Study, William S. Schaninger, Jr., Auburn U.; Dennis R. Self, Auburn U.
Facilitator: Richard T. Mowday, U. of Oregon

Monday 12:20 pm

Monday 2:30 pm

280. Paper: Virtual Teams
- 2:30-3:50 Hyatt East: GndBall C(N)
OCIS: Virtual Teams: A Proposed Research Agenda, Stacie Furst, U. of North Carolina, Chapel Hill; Richard S. Blackburn, U. of North Carolina, Chapel Hill; Benson Rosen, U. of North Carolina, Chapel Hill
MOC: Managing the Formation of Virtual Team Categories and Prototypes by Managing Information: A SIT / SCT Perspective, David P. Brandon, U. of Illinois, Urbana-Champaign; Michael G. Pratt, U. of Illinois, Urbana-Champaign

Winner of MOC Best Student Paper Award
Published in Conference Proceedings
OB: A Model of the Effects of Geographical Dispersion on Work Teams, Catherine Durnell Cranton, George Mason U.; Sheila Simsarian Webber, George Mason U.
Facilitator: Lee Sproull, Boston U.
Shared Interest Track Papers SIT

- 2:30-3:50 Hyatt East: GndBall D(N)

MOC: To Boldly Go Where No Man Has Gone Before: Integrating Cognitive and Physical Features in Scenario Studies, Pursey P. M. A. R. Heugens, Erasmus U., Rotterdam; Johannes Van Oosterhout, Erasmus U., Rotterdam

OM: Cognitive/Cause Mapping and Scenarios in Risk Management, Colin Eden, U. of Strathclyde; Fran Ackermann, U. of Strathclyde; Terry Williams, U. of Strathclyde


ENT: Crisis Management Plans as Schemas: Analysis and Implications, Joann L. Krauss, Western Illinois U.

Facilitator: James R. Meindl, State U. of New York, Buffalo

282. Paper: Impacts of Outside Directors on Strategy and Performance
- 2:30-3:50 Hyatt East: Columbus E/F


Facilitator: Susan G. Cohen, U. of Southern California

Published in Conference Proceedings

283. Paper: Dream Teams: Making Teams Effective
- 4:10-5:30 Hyatt East: GndBall C(N)


ODC: The Relative Influence of Vertical Vs. Shared Leadership on the Longitudinal Effectiveness of Change Management Teams, Craig L. Pearce, U. of North Carolina, Charlotte

OB: External Activities and Team Effectiveness: A Structural Contingency Framework, Jin Nam Choi, U. of Michigan

Facilitator: Claudia B. Schoonhoven, U. of California, Irvine

284. Paper: Up or Down the Up Escalator: Escalating Commitment in Individuals and Groups
- 4:10-5:30 Hyatt East: GndBall D(N)

MOC: Sensemaking the Everest Disaster: Escalating Commitment in Groups, Damian Christopher Kayes, Case Western Reserve U.


OB: John Henry Versus the Locomotive: Do Individuals Treat Other Individuals Differently Than They Do Objects Within an Escalation of Commitment Scenario?, Henry Moon, Michigan State U.

OCG: When the Going Gets Tough: How Escalating Commitment Can Help Innovations to Succeed, Mike John Gallivan, Georgia State U.

Facilitator: Mark Keil, Georgia State U.

285. Paper: Improving Organizational Performance: Methods, Barriers, and Moderating Effects
- 4:10-5:30 Hyatt East: Columbus E/F

ENT: Entry Barriers and New Venture Performance: A Longitudinal Investigation of Direct and Moderated Effects, Kenneth Charles Robinson, Kennesaw State U.; Patricia Phillips McDougall, Georgia Institute of Technology Winner of Michael H. Mescon Best Empirical Paper Award Published in Conference Proceedings

TIM: The Impact of Institutional, Commercial, and Entrepreneurial Factors on the Performance of University Technology Transfer Organizations, Barbara A. Kuhns, U. of Houston; Robert T. Keller, U. of Houston; Robert C. Hill, U. of Houston

OB: Configurations for Improved Organizational Performance Across Multiple Domains: The Influences of Quality of Work Life, High Involvement Work Processes, and Quality Service Approaches, Hettie A. Richardson, U. of Georgia; Robert J. Vandenberg, U. of Georgia


Facilitator: Lowell W. Busenitz, U. of Oklahoma

286. Paper: Dynamic, Complex Organizational Environments and Their Impacts
- 8:50-10:10 Hyatt East: GndBall C(N)

CM: Changes in Organization Environments: A Longitudinal Study, Gary J. Castrogiovanni, U. of Tulsa

OM: Dynamic Strategies: Emergent Journeys, Janice A. Black, New Mexico State U.; Gerard F. Farias, Loyola U.

HCA: Using Systems Perspectives to Visualize Health Services Organizations, Jane Jorgensen, Camas Inc.; Leonard H. Friedman, Oregon State U.

TIM: Appropriative Capabilities: Facilitators and Impediments to Internal Competency Replication in Firms Operating in Dynamic Environments, Linda F. Edelman, Boston U.

Facilitator: Claudia B. Schoonhoven, U. of California, Irvine

288. Paper: The Challenges and Opportunities of Becoming an Expatriate
  - 8:50-10:10 Hyatt East: Columbus E/F
  IM: Social Networks of Expatriates, Kevin Au, Chinese U. of Hong Kong; John Fukuda, Chinese U. of Hong Kong; Yan Zhao, Chinese U. of Hong Kong
  CAR: Underemployment Among Expatriates: Antecedents and Consequences, Mark C. Bolino, U. of South Carolina; Daniel C. Feldman, U. of South Carolina
  HR: Expatriation and Repatriation in MNCs: A Taxonomy, Yehuda Baruch, U. of East Anglia, UK; Yochanan Altman, U. of North London
  IM: Biggest Obstacle to Career Success of Female American Expatriates: Selection Bias at Home?, Yongsun Paik, Loyola Marymount U.
  Facilitator: Michael A. Hitt, Texas A&M U.

Tuesday 10:30 am

289. Paper: You’ve Got Mail! E-mail and E-commerce in Organizations
  - 10:30-11:50 Hyatt East: Columbus E/F
  IM: Cultural Effects on International Business and Electronic Commerce, John W. Clarry, Montclair State U.
  HCA: Becoming Virtual: Creating a Virtual Organization Within a Telemedicine Network, Jeanine Warisse Turner, Georgetown U.
  RM: The Electronic Survey Technique: An Integration and Assessment, Zeki Simsek, U. of Connecticut
  OCIS: Emerging Trends in Electronic Mail Technology: Creating an Agenda for Future Research, Roger J. Volkema, American U.
  Facilitator: Michael Moch, Michigan State U.

Tuesday 2:00 pm

  - 2:00-3:20 Hyatt East: Columbus E/F
  Facilitator: Deborah M. Kolb, Simmons GSM

Tuesday 3:40 pm

291. Paper: Knowledge Creation, Evolution, and Transfer
  - 3:40-5:00 Hyatt East: GndBall C(N)
  MC: Managing Knowledge Creation in Knowledge-Based Organizations: Individual, Organizational and Global Inter-Organizational Level…Issues and Agenda Involved, Rashmi H. Assudani, McGill U.
  ODC: Organizational Change Through the Transfer of Knowledge: Pitfalls in the Use of Management Consultants, Thomas Armbreuster, U. of Reading; Matthias Kipping, U. of Reading
  TIM: Knowledge, Structural Integration, and Technology Conversion: A Contingency Perspective, Laura B. Cardinal, U. of North Carolina, Chapel Hill; Scott F. Turner, U. of North Carolina, Chapel Hill; David Lei, Southern Methodist U.
  Facilitator: Linda Argote, Carnegie Mellon U.

292. Paper: Making Sense of Organizational Change
  - 3:40-5:00 Hyatt East: GndBall D(N)
  MOC: Re-Imagining the Differentiation and Integration of Innovation Work as Heedfully Interrelating Communities of Practice, Deborah Dougherty, Rutgers U.
  Facilitator: Anne Miner, U. of Wisconsin, Madison

293. Paper: The Performance Impact of Supply Chain Management
  - 3:40-5:00 Hyatt East: Columbus E/F
Shared Interest Track Papers

**Wednesday 9:00 am**

**294. Paper: Job Satisfaction in Contemporary Organizations**
- 9:00-10:20 Hyatt East: GndBall C(N)
- OB: Culture and Psychological Contracts: Effects on Job Satisfaction and Guilt, Yee Ng, Michigan State U.; Daniel R. Ilgen, Michigan State U.
- OB: The Moderating Effects of Employee Perceptions of Behavioral Discretion on the Relationship Between OCB and Job Satisfaction, Dan J. Putka, Ohio U.; Jeffrey B. Vancouver, Ohio U.
- HR: Identifying the Sources of Non-Equivalence in Job Satisfaction Measures, Vida Scarpello, Georgia State U.; James Hayton, Georgia State U.

**Facilitator:** Angelo J. Kinicki, Arizona State U.

**295. Paper: Antecedents and Outcomes of Organizational Citizenship Behavior**
- 9:00-10:20 Hyatt East: GndBall D(N)
- OB: Supervisors as Stewards of Organizational Citizenship? An Examination of the Agreement Between Within and Across Group Effects of Employee OCBs on Overall Performance, William H. Bommer, Georgia State U.; Bryan Lilly, U. of Wisconsin, Oshkosh
- OB: Mediating and Moderating Effects of Role Definitions on Relationships Between Organizational Justice and Organizational Citizenship Behavior, Edward C. Taylor, U. of Kentucky; Bennett J. Tepper, U. of Kentucky
- PNS: Reciprocity or 'It's My Job'? Exploring Organizationally Directed Citizenship Behavior in a National Health Service Setting, Jacqueline A-M. Coyle-Shapiro, London School of Economics and Political Science; Ian Kessler, U. of Oxford; John Purcell, U. of Bath

**Facilitator:** Linn Van Dyne, Michigan State U.

**Wednesday 10:40 am**

**296. Paper: Closing the Revolving Door: Turnover and Retention**
- 10:40-12:00 Hyatt East: GndBall D(N)

**Facilitator:** Peter W. Hom, Arizona State U.

**297. Paper: The Importance of Procedural and Distributive Justice**
- 10:40-12:00 Hyatt East: GndBall D(N)
- ODC: Allocation Processes in Mergers and Acquisitions: An Organisational Justice Perspective, Christine Benedichte Meyer, Norwegian School of Economics and Business Administration
- HR: Workplace Justice, Citizenship Behavior, and Turnover Intentions in a Union Context, Samuel Aryee, Hong Kong Baptist U.; Yue Wah Chay, International Survey Research Corporation

**Facilitator:** Rob Folger, Tulane U.
## Interactive Papers and Caucuses

**Program Chair: Janet M. Dukerich, University of Texas, Austin**  
**Caucuses Chair: Timothy M. Stearns, California State University, Fresno**

<table>
<thead>
<tr>
<th>Time</th>
<th>Monday</th>
<th>Tuesday</th>
<th>Wednesday</th>
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| 9:00 am | 38. IP: Global Alliances  
 HE: Wacker West (1) | 39. IP: Motivation/Self-Efficacy  
 HE: Wacker West (2) | 38. IP: Global Alliances  
 HE: Wacker West (1) |
| 9:10 am | 39. IP: Leader Development & Learning  
 HE: Wacker West (3) | 40. IP: Legal Issues  
 HE: Wacker West (4) | 39. IP: Leader Development & Learning  
 HE: Wacker West (3) |
| 9:20 am | 40. IP: Research Methodologies  
 HE: Wacker West (5) | 41. IP: Executive Issues  
 HE: Wacker West (1) | 40. IP: Research Methodologies  
 HE: Wacker West (5) |
| 10:40 am | 41. IP: Psychological Contracts  
 HE: Wacker West (2) | 42. IP: Enactment & Expectancies  
 HE: Wacker West (3) | 41. IP: Psychological Contracts  
 HE: Wacker West (2) |
| 10:50 am | 43. IP: Organizational Forms  
 HE: Wacker West (4) | 44. IP: Enactment & Expectancies  
 HE: Wacker West (3) | 42. IP: Enactment & Expectancies  
 HE: Wacker West (3) |
| 11:00 am | 45. IP: Managing Conflict  
 HE: Wacker West (5) | 46. IP: Entrepreneur Strategic Issues  
 HE: Wacker West (1) | 43. IP: Organizational Forms  
 HE: Wacker West (4) |
| 11:10 am | 46. IP: International Career Issues  
 HE: Wacker West (2) | 47. IP: Corp. Social Responsibility  
 HE: Wacker West (3) | 44. IP: Managing Conflict  
 HE: Wacker West (5) |
| 11:20 am | 47. IP: Technology Issues  
 HE: Wacker West (4) | 48. IP: Education & Knowledge  
 HE: Wacker West (5) | 45. IP: International Career Issues  
 HE: Wacker West (2) |
| 2:30 pm | 48. IP: Emerging Markets  
 HE: Wacker West (1) | 49. IP: Jobs & Roles in Organizations  
 HE: Wacker West (2) | 46. IP: Entrepreneur Strategic Issues  
 HE: Wacker West (1) |
| 2:40 pm | 49. IP: Management Changes in Japan  
 HE: Wacker West (3) | 50. IP: Strategic Human Resources  
 HE: Wacker West (4) | 47. IP: Corp. Social Responsibility  
 HE: Wacker West (3) |
| 2:50 pm | 50. IP: Evolution of Theory  
 HE: Wacker West (5) | 51. IP: Overcoming Barriers  
 HE: Wacker West (1) | 50. IP: Management Changes in Japan  
 HE: Wacker West (3) |
| 3:00 pm | 51. IP: Making and Breaking Trust  
 HE: Wacker West (2) | 52. IP: Self-directed Change  
 HE: Wacker West (3) | 52. IP: Overcoming Barriers  
 HE: Wacker West (1) |
| 3:10 pm | 52. IP: Career Issues  
 HE: Wacker West (4) | 53. IP: Environment Regulations  
 HE: Wacker West (5) | 52. IP: Self-directed Change  
 HE: Wacker West (3) |
| 6:30 pm | 53. Caucuses: Table 1  
 HE: Wacker West (1) | 54. Caucuses: Table 2  
 HE: Wacker West (1) | 53. IP: Environment Regulations  
 HE: Wacker West (5) |
| 6:40 pm | 54. Caucuses: Table 3  
 HE: Wacker West (1) | 55. Caucuses: Table 4  
 HE: Wacker West (2) | 54. Caucuses: Table 1  
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| 6:50 pm | 55. Caucuses: Table 5  
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| 7:00 pm | 56. Caucuses: Table 7  
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| 7:10 pm | 57. Caucuses: Table 9  
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| 8:30 pm | 58. Caucuses: Table 11  
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| 8:40 pm | 59. Caucuses: Table 13  
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| 8:50 pm | 60. Caucuses: Table 15  
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| 9:00 pm | 61. Caucuses: Table 17  
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 HE: Wacker West (5) | 61. Caucuses: Table 13  
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| 9:10 pm | 62. Caucuses: Table 19  
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| 9:20 pm | 63. Caucuses: Table 21  
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| 9:30 pm | 64. Caucuses: Table 23  
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 HE: Wacker West (5) | 64. Caucuses: Table 16  
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| 9:40 pm | 65. Caucuses: Table 25  
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 HE: Wacker West (5) | 65. Caucuses: Table 17  
 HE: Wacker West (5) |
| 9:50 pm | 66. Caucuses: Table 27  
 HE: Wacker West (5) | 67. Caucuses: Table 28  
 HE: Wacker West (5) | 66. Caucuses: Table 18  
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| 10:00 pm | 67. Caucuses: Table 29  
 HE: Wacker West (5) | 68. Caucuses: Table 30  
 HE: Wacker West (5) | 67. Caucuses: Table 19  
 HE: Wacker West (5) |
| 10:10 pm | 68. Caucuses: Table 31  
 HE: Wacker West (5) | 69. Caucuses: Table 32  
 HE: Wacker West (5) | 68. Caucuses: Table 20  
 HE: Wacker West (5) |
| 10:20 pm | 69. Caucuses: Table 33  
 HE: Wacker West (5) | 70. Caucuses: Table 34  
 HE: Wacker West (5) | 69. Caucuses: Table 21  
 HE: Wacker West (5) |
Monday 9:00 am

290. Global Alliances and Interorganizational Cooperation in International Management
- 9:00-10:20 Hyatt East: Wacker West (1)


IM: Strategic Alliance and Firm Value: A Case Study of the British Airways/US Air Alliance, Jong-Hun Park, City U. of Hong Kong; Anming Zhang, City U. of Hong Kong; Namgooy K. Park, New York U.


IM: Distinct Institutions, Different Links: Supply Relations in the UK and Dutch Agro-Food Industry, Martyn Franciscus Rademakers, Erasmus U., Rotterdam

299. Motivation and Self-Efficacy
- 9:00-10:20 Hyatt East: Wacker West (2)

10546 & 11210 adjacent booths

OB: The Development of Training Based Self-Efficacy in a Multidimensional Feedback Environment, Charles K. Parsons, Georgia Institute of Technology; Donald B. Fedor, Georgia Institute of Technology; David Herold, Georgia Institute of Technology

Published in Conference Proceedings


OB: Role of Conceptions of Ability in Self-Regulation and Performance on a Complex Task, Carmen M. Tabernerio, U. of Salamanca; Robert E. Wood, U. of New South Wales

OB: The Sacred Spark of Academic Research, Robert Rodgers, U. of Kentucky; Nanette Rodgers, U. of Kentucky

OB: The Role of Self-Efficacy as a Moderating Variable in the Job Strain Model, Nerina Lea Jimmieson, Queensland U. of Technology; Nyree Kathleen Hopley, Queensland U. of Technology

300. Leadership Development and Service Learning
- 9:00-10:20 Hyatt East: Wacker West (3)

MED: A Stages Of Change Perspective On Motivation To Learn In A Leadership Development Context: An Empirical Investigation, Stanley G. Harris, Auburn U.; Michael S. Cole, Auburn U.

Monday 10:40 am

302. Research Methodologies
- 9:00-10:20 Hyatt East: Wacker West (5)

RM: To Log or Not to Log: Bootstrap as an Alternative to Parametric Estimation of Moderation Effects in the Presence of Skewed Dependent Variables, Craig J. Russell, U. of Oklahoma; Michelle A. Dean, U. of North Texas


303. Executive Issues in Business Policy & Strategy
Interactive Papers and Caucuses

10:40-12:00 Hyatt East: Wacker West (1)

OMT: Emergent Mechanisms of Control in New Organizational Forms, Stefan Wally, Chapman U.; Kevin Clark, U. of Maryland

OMT: "Soft Bureaucracies": Domination and Political Centralization in French Organizations, David Paul Courpasson, EM LYON

OMT: Markets, Culture, and Institutions: The Formation of Taiwan’s Business Groups, 1950s-1970s, Chi-nien Chung, Stanford U.

307. Negotiation and Conflict Management

10:40-12:00 Hyatt East: Wacker West (5)

CM: Honor among the Ranks: The Relation of Honor and Conflict Management, E Faye Wright, Case Western Reserve U.


CM: Malaysian Community Mediation, James A. Wall, U. of Missouri, Columbia; Ronda R. Callister, Utah State U.


Monday 1:00 pm

308. Strategic Issues in Entrepreneurship

1:30-2:10 Hyatt East: Wacker West (1)

ENT: Building the Virtual Organization – A Resource-Based Perspective, Odd-Jarl Borch, Nordland Research Institute

PNS: Determinants of Entrepreneurial Behavior Within Foundations: An Examination of Factors Affecting Start-up, Effective Management and Continuity, Nancy B. Upton, Baylor U.; Carlos Moore, Baylor U.


ENT: The Role of Cultural Dimensions on National Entrepreneurship, Jeff Brice, Jr., Mississippi State U.


ENT: Franchising As An Entrepreneurial Transformation Approach For Developing Economies, Gary J. Castrogiovanni, U. of Tulsa; George S. Vozikis, U. of Tulsa

309. International Career Issues

1:00-2:10 Hyatt East: Wacker West (2)

CAR: The Female Expatriate Experience: Challenging The Myths, Linda K. Stroh, Loyola U.; Arup Varma, Loyola U.; Stacey J. Valy, Loyola U.
310. Corporate Social Responsibility
- 1:00-2:10 Hyatt East: Wacker West (3)

SIM: Credibility and the Theory of Testaments, Barry M. Mitnick, U. of Pittsburgh


SIM: Stakeholder Identification and Value, Anastasios Karamanos, Cambridge U.; Chong Ju Choi, Cambridge U.

311. The Cutting Edge of Technology
- 1:00-2:10 Hyatt East: Wacker West (4)


TIM: A Linkage Model Of Corporate New Ventures, Anurag Sharma, U. of Massachusetts, Amherst

TIM: Information Processing During Innovation Implementation, Randolph B. Cooper, U. of Houston; Richard A. Wolfe, U. of British Columbia

TIM: The Impact of Partner-Fit on Progress and Success of European Multi-Partner Research Projects, Hans Georg Gemuenden, U. of Karlsruhe; Martin Hoegl, U. of Karlsruhe

TIM: The Relationship Between Information Technology and Organizational Performance: A Development of Alternative Perspectives Based on an Information Processing Theoretical Framework, James F. Fairbank, West Virginia U.

TIM: The Stability of the Change Journey: An Evidence Based Examination of the Constancy of Organizational Hierarchy in Changing Information Technology Environments, Gavin M. Schwarz, U. of Queensland

312. Improving Education and Knowledge
- 1:00-2:10 Hyatt East: Wacker West (5)
10280 & 11280 in adjacent booths

MED: A Boundary-Spanning Pedagogical Approach to Environmental Regulation and Management, Kimble A. Byrd, Rowan U.

MED: Where Faculty Stand on the Major Controversies in Collegiate Business Education, John A. Pearce, Villanova U.

MED: Teaching Knowledge Management and Intellectual Capital Lessons: An Empirical Examination of the Tango Simulation, Nick Bontis, McMaster U.; John Girardi, Queensland U. of Technology


Facilitators: David J. Lemak, Washington State U.; Tri-Cities; Nell T. Hartley, Robert Morris College; David Ozag, Gettysburg College; Jack Byrne, National U.

Monday 2:30 pm

313. Managing in Emerging Markets
- 2:30-3:50 Hyatt East: Wacker West (1)

Published in Conference Proceedings

IM: Alliance Formation in Emerging Markets--An Institutional View, Qingjiu Tao, U. of Pittsburgh

IM: Crafting a Singaporean Culture: Implications for Theory and Practice, Usha C. V. Haley, New Jersey Institute of Technology; Linda Low, National U. of Singapore

IM: The Impact of Market Liberalization on Firm Scope, Omar Nohad Toulan, McGill U.

IM: The Impact of Political Ideology on Strategic Decision Process: An Action Research in an Alliance in Vietnam, Bertrand Venard, ESSCA

314. Jobs and Roles in Organizations
- 2:30-3:50 Hyatt East: Wacker West (2)


OB: All in a Day's Work: Micro Role Transitions and the Workplace, Blake E. Ashforth, Arizona State U., Main; Glen E. Kreiner, Arizona State U., Main; Mel Fugate, Arizona State U., Main

Published in Conference Proceedings

315. Management Changes in Japan
- 2:30-3:50 Hyatt East: Wacker West (3)

IM: Downsizing and the Deinstitutionalization of the Social Contract in Japan, Christina Linn Ahmadjian, Columbia U.; Patricia Robinson, New York U.

IM: Bank-Firm Cross-Shareholding: Is It Really Winding Down? -- Recent Evidence from Japan, Mark J. Scher,
United Nations Department of Economic and Social Affairs


IM: The Service Paradox: Structure and Evolution of Japanese Subsidiaries, Cyril Daniel Bouquet, U. of Western Ontario

316. Strategic Human Resources
- 2:30-3:50 Hyatt East: Wacker West (4)
  
  
HR: Market Focus and the Hidden Costs of Downsizing, David Michael Eplion, U. of Pittsburgh
  

OMT: The Power to Deny: The Relationship Between Firm Strength and the Rate of Internal Promotion, Damon Jeremy Phillips, U. of Chicago

HR: Reconceptualizing the Manufacturing-Versus-Service Dichotomy as a Determinant of the Characteristics of Managerial Work, Avinash V. Mainkar, U. of Connecticut


317. Evolution of Theory & Practice
- 2:30-3:50 Hyatt East: Wacker West (5)
  
MH: The Mother of All Pluralisms, Milorad M.Novicevic, U. of Oklahoma
  
  
MH: History of the U.S. Home Video Game Market, Scott Gallagher, Rutgers U.; Seung-Ho Park, Rutgers U.
  

Monday 4:10 pm

318. Overcoming Barriers to Inclusion
- 4:10-5:30 Hyatt East: Wacker West (1)

  
Published in Conference Proceedings

GDO: The Impact of Organizational Culture on Women's Advancement in Organizations, Linda M. Bajdo, Wayne State U.; Marcus W. Dickson, Wayne State U.

GDO: Breaking the Glass Ceiling to Get to the Top: A Review of Recent Evidence, Phyllis Tharenou, Monash U., Caulfield


GDO: Taking the Next Step in Adjusting to One's Disability at Work: Organizational, Social, and Individual Influences on Decisions to Make Accommodation Requests, Anna T. Florey, U. of Texas, Arlington

Facilitators: Robyn A. Berkley, U. of Wisconsin, Madison; Darlene Gambill, U. of Pittsburgh; Janice Witt Smith, North Carolina A&T State U.; Mary J.J. Fambrough, Case Western Reserve U.; Lisa Mainiero, Fairfield U.

319. Making and Breaking Trust
- 4:10-5:30 Hyatt East: Wacker West (2)

OB: Determinants of Interpersonal Trust in New Work Relationships, Anthony Paul Ammeter, U. of Texas, Austin

OB: Trust for Management and Performance: Who Minds the Shop While the Employees Watch the Boss?, Roger C. Mayer, Baylor U.; Mark B. Gavin, Oklahoma State U.

CM: Turn the Other Cheek or an Eye for an Eye: Targets' Responses to Incivility, Christine L. Porath, U. of North Carolina, Chapel Hill; Christine M. Pearson, U. of North Carolina, Chapel Hill; Debra L. Shapiro, U. of North Carolina, Chapel Hill

OB: Why Do People Lie and How Does it Affect Them?: The Effect of Having an Ethical Climate and a Severe Consequence to the Victim of a Lie, Karl F. Aquino, Georgia State U.; Steven L. Grover, Georgia State U.

CM: Predicting Observers' Dispositional Attributions for Workplace Violence, James M. Wilkerson, Georgia Institute of Technology

320. Self-directed Change and Self-Awareness
- 4:10-5:30 Hyatt East: Wacker West (3)

MED: Learning Journals as a Force for Personal Change: A Qualitative Example From Research Management, Karran Thorpe, U. of Lethbridge; Robert Loo, U. of Lethbridge

MED: Educational Implications of Longitudinal Intervention on the Awareness of Self-directed Change on Managerial Abilities, Kenneth S. Rhee, Case Western Reserve U.
  
Published in Conference Proceedings

MED: A Multi-Dimensional, Cross-Cultural Examination of Managerial Self-Awareness and Effectiveness Using 360 Feedback, Frank Shipper, Salisbury State U.

MED: Is It the People We Know, the Things We Do, or the Places We Go? The Impact of Social Environments on Self-Directed Change and Learning, Jane V. Wheeler, Bowling Green State U.

Facilitators: Patricia M. Fandt, U. of Washington, Tacoma; Larry E. Pate, U. of Wisconsin, Madison; Katherine Karl, Indiana U., South Bend; Diane H. Parente, Pennsylvania State U., Erie

321. Age, Stage, and Career Relationships
- 4:10-5:30 Hyatt East: Wacker West (4)

CAR: The Aging Workforce and Career Dynamics: Implications for the Next Millennium, Glenn M. McEvoy, Utah State U.; Mary Jo Blahna, Utah State U.

CAR: Well-Being and Vocational Satisfaction: The Influence of Self-Efficacy Beliefs, Catherine E. Schwoerer, U. of Kansas; Elaine C. Hollensbe, U. of Kansas

CAR: The Pluralistic World of Organizational Role Models: Looking for Inspiration beyond Age- and Hierarchy-based
322. The Effects of Environmental Regulations
- 4:10-5:30 Hyatt East: Wacker West (5)
ONE: Corporate Strategic Responses to Environmental Regulations. Alan M. Rugman, Templeton College, U. of Oxford; Alain Verbeke, U. of Brussels

Monday 6:30 pm

323. Caucus Table 1 States and Management
- 6:30-8:30 Hyatt East: Wacker West (1)
Contact: Jone L. Pearce, U. of California, Irvine, jpearce@uci.edu
Actor: Jone L. Pearce, U. of California, Irvine

324. Caucus Table 2 Meditation and Management
- 6:30-8:30 Hyatt East: Wacker West (1)
Contact: Jane Schmidt-Wilk, Maharishi U. of Management, jschmidt@mum.edu
Actor: Jane Schmidt-Wilk, Maharishi University of Management; Dennis P. Heaton, Maharishi University of Management

325. Caucus Table 3 Enomet: The Network for the Study of Emotion in Organizations
- 6:30-8:30 Hyatt East: Wacker West (1)
Contact: Neal M. Ashkanasy, U. of Queensland, N.Ashkanasy@gsm.uq.edu.au
Actor: Neal M. Ashkanasy, U. of Queensland; Charmine E. J. Hartel, U. of Queensland

326. Caucus Table 4 Developing and Teaching On-Line Courses
- 6:30-8:30 Hyatt East: Wacker West (2)
Contact: weberj@cobalt.vic.uth.edu
Actor: James E. Weber, U. of Houston, Victoria; Forrest Aven, U. of Houston, Downtown

327. Caucus Table 5 Change and Development Journeys with Strategic Management Simulations
- 6:30-8:30 Hyatt East: Wacker West (2)
Contact: Steven J. Maranville, U of St. Thomas, maranville@basil.stthom.edu
Actor: Steven J. Maranville, U of St. Thomas

328. Caucus Table 6 International HR Certification and Competencies
- 6:30-8:30 Hyatt East: Wacker West (2)
Contact: Carolyn Wiley, cwiley2498@aol.com
Actor: Carolyn Wiley, CARWIL Management Consulting; Herman Aguinis, U. of Colorado, Denver

329. Caucus Table 7 Management and Political-Economy
- 6:30-8:30 Hyatt East: Wacker West (3)
Contact: William Kagan, wkagan@email.msn.com

330. Caucus Table 8 Religion in Organizations: In Search of Authenticity?
- 6:30-8:30 Hyatt East: Wacker West (3)
Contact: Scott R. Safrański, safrainski@elu.edu
Actor: Kathy Lund Dean, Saint Louis U.; Scott R. Safrański, St. Louis U.

331. Caucus Table 9 What Distinguishes Women Non-Executive Directors From Executive Directors?
- 6:30-8:30 Hyatt East: Wacker West (5)
Contact: Zena Burgess, zburelss@lucy.cc.swin.edu.au
Actor: Zena Burgess, Swinburne U.; Phyllis Tharenou, Monash U.; Caulfield

332. Caucus Table 10 Employment Practice Liability Insurance: A Window to Strategic Human Resource Management or an Employer Trap?
- 6:30-8:30 Hyatt East: Wacker West (3)
Contact: Stuart A. Youngblood, s.youngblood@tcu.edu
Actor: Stuart A. Youngblood, Texas Christian U.

333. Caucus Table 11 Riding the Wave: Academic Research and Human Resource Information Systems (HRIS)
- 6:30-8:30 Hyatt East: Wacker West (4)
Contact: Kevin D. Carlson, kevincc@vt.edu
Actor: Kevin D. Carlson, Virginia Polytechnic Institute and State U.

334. Caucus Table 12 Social Issues Database Roundtable
- 6:30-8:30 Hyatt East: Wacker West (4)
Contact: Eugene Szwarzowski, genesz@hotmail.com
Actor: Eugene Walter Szwarzowski, State U. of New York, Albany

335. Caucus Table 13 Tempered Radicals, Positive Subversives, Empowered Resistors, and Other Roles of Individuals in Organizational Change
- 6:30-8:30 Hyatt East: Wacker West (4)
Contact: Sandy K. Piderit, kep2@po.cwru.edu
Actor: Sandy Kristin Piderit, Case Western Reserve U.; Celia V. Harquail, U. of Virginia

336. Caucus Table 14 Perspectives On How To Improve the Quality of Organizational Behavior Education
- 6:30-8:30 Hyatt East: Wacker West (5)
Contact: Linda P. Livingstone, Linda_Livingstone@Baylor.Edu
Actor: Linda Livingstone, Baylor U.; Kenneth R. Thompson, DePaul U.; Gary Carini, Baylor U.; Nicholas Mathys, DePaul U.; Les Palich, Baylor U.

337. Caucus Table 15 Change and Development Journeys of Faculty at Smaller Schools
- 6:30-8:30 Hyatt East: Wacker West (5)
Contact: Monica Forret, mforret@saunix.sau.edu

### 338. Caucus Table 16 The Question We Dare Not Pose: The Date, Timing and Submission Deadline for Future Academy of Managements
- 6:30-8:30 Hyatt East: Wacker West (5)
Contact: William Acar, wacar@bsa3.kent.edu
Actors: Page G. West, III, Wake Forest U.; William Acar, Kent State U.

#### Tuesday 8:30 am

### 339. Selection and Performance Appraisal
- 8:30-10:10 Hyatt East: Wacker West (1)
HR: The Role of Social Cognition on Rater Evaluations of Job Applicants: When do Interviewers Adjust Ratings to Account for Situational Influences?, Derek S. Chapman, U. of Waterloo; Jane Webster, U. of Waterloo
HR: Frame of Reference Training With Multisource Raters: A Field Study, Catherine L. Tyler, Florida Atlantic University; H. John Bernardin, Florida Atlantic University
GDO: Bias, Error, and Favoritism in Performance Ratings: Motivational, Socio-Cultural, and Cognitive Processes, D. Randall Smith, Rutgers U., New Brunswick; Nancy DiTomaso, Rutgers U., Newark/New Brunswick; George F. Farris, Rutgers U., Newark/New Brunswick; Rene Cordero, New Jersey Institute of Technology
HR: Personnel Selection with Incomplete Information: An Extension of the Inference Effect, Kristen Marie Blesing, U. of Western Australia
Facilitator: Kecia M. Thomas, U. of Georgia

### 340. The Cutting Edge of Theory
- 8:30-10:10 Hyatt East: Wacker West (2)
OMT: Whither Guest Thou? Seeking Trends in Organization Theory into the New Millenium, Dwight K. Lemke, James Foster-Johnson, Amos Tuck School of Business/Dartmouth College; Martin N. Davidson, U. of Virginia
OMT: Pluralism in the Field: Narrative Studies as an Interdisciplinary Inquiry, Ellen S. O’Connor, Stanford U.

### 341. Gender Comparisons
- 8:30-10:10 Hyatt East: Wacker West (3)
GDO: Women’s Ways: The Impact of Organizational Status in the Organization on Women’s Management Styles, Lynn Foster-Johnson, Amos Tuck School of Business/Dartmouth College; Martin N. Davidson, U. of Virginia
GDO: An Exploratory Study of Leadership Style Among Women and Men in the Political Arena, Mary L. Tucker, Ohio U.; Anne M. McCarthy, Colorado State U.; Colleen Jones, U. of Nebraska; Ann Harris Shiarella, Colorado State U.
GDO: Examining Gender Differences in Intuitive Decision Making in the Workplace: An Exploratory Investigation, Lisa A. Burke, Louisiana State U. in Shreveport; Monica Miller, U. of Dayton
Facilitators: Teresa Joyce Covin, Kennesaw State U.; Suzanne C. de Janasz, James Madison U.; Madeline M. Crocito, State U. of New York, Old Westbury

### 342. Theology, Political Strategy, and Government Relations
- 8:30-10:10 Hyatt East: Wacker West (4)
SIM: Corruption and Economics: A Model of Predictors and Outcomes, Kathleen A. Getz, American U.; Roger J. Volkema, American U.
SIM: Seek Ye First the Redemptive Managerial Character of God: Towards a Theology of Management, Bruno Dyck, U. of Manitoba; David Schroeder, Canadian Mennonite Bible College

### 343. Culture and Control in Health Care Organizations
- 8:30-10:10 Hyatt East: Wacker West (5)
HCA: Managed Care and Treatment Practices: A Model of Organizational Response to External Influence, Christy H. Lemak, U. of Florida
MC: Organization Designs for Innovation in Academic Health Centers, Jean Livingston, Benedictine U.
OMT: Field-Level Change: Integrating Perspectives on the Evolutionary Dynamics of Health Care Governance Associations, Tiffany L. Galvin, U. of Texas, Dallas
OMT: The Influence of Organization and Industry on the Culture of Canadian Hospitals, Christina Sue-Chan, U. of Western Australia

#### Tuesday 10:30 am

### 344. Alliances and Stakeholders
- 10:30-11:50 Hyatt East: Wacker West (1)
OMT: Inertia or Rational Calculation: Alliance Maintenance and Reciprocity in the U.S. Investment Banking Industry, Stan X. Li, U. of Toronto; Timothy J. Rowley, U. of Toronto

Contact: Marya Leatherwood, maryaleatherwood@vsu.edu
Contact: William Acar, wacar@bsa3.kent.edu

### 345. The Role of Time in Theory and Theory Building in Organizational Behavior
- 8:30-10:10 Hyatt East: Wacker West (6)
OB: The Role of Time in Theory and Theory Building in Organizational Behavior, Jennifer M. George, Texas A&M U., College Station; Gareth R. Jones, Texas A&M U.

Contact: Marya Leatherwood, maryaleatherwood@vsu.edu
Contact: William Acar, wacar@bsa3.kent.edu
345. Issues of Firm Growth

OMT: Trust, Control, and Learning in Joint Ventures: A Theoretical Framework, Andrew C. Inkpen, Thunderbird; Steven C. Currall, Rice University
OMT: Symphonic Dances: A Grounded Theory of Leader-Stakeholder Relationships in Orchestral Decision Making, Sally Maitlis, U. of Sheffield
Published in Conference Proceedings

ENT: The Effects of Organizational Sampling Frame Selection, Gregory B. Murphy, U. of Nebraska, Omaha
Published in Conference Proceedings

ENT: New Venture Legitimacy: The Influence of Legitimacy Upon the Growth of New Ventures, Monica A. Zimmerman, Temple U.


ENT: Conceptual and Empirical Challenges in the Study of Firm Growth, Per Davidsson, Jonkoping International Business School; Johan Wiklund, Jonkoping International Business School
Fast Company Award for Best High Growth/High Potential Paper

346. Entry Mode Choices and Value Chains

IM: Playing Football in a Soccer Field: Value Chain Structure, Capability Transfer, Co-Specialization and Global Expansion in Mortgage Banking, Michael G. Jacobides, U. of Pennsylvania


IM: Foreign Producers: A Neglected Form of Multinational Corporation, Jane F. Craig, U. of New South Wales; Philip W. Yetton, U. of New South Wales; Jeremy G. Davis, U. of New South Wales


347. Strategic Decision Making

OMT: Alliances as Social Facts: A Structurationist Essay, Hamid Bouchikhi, ESSEC; Mark de Rond, Oxford U.; Valerie Leroux, ESSEC

348. International Issues in Business Education

MED: The Learning of Senior Managers in Changing Environments: Preliminary Results, Judy H. Matthews, Queensland U. of Technology; Trevor A. Williams, Queensland U. of Technology

MED: Student Perceptions of Psychological Contracts in the Business School Classroom: Exploring Differences between the U.S. and Taiwan, Brian P. Niehoff, Kansas State U.; William H. Turnley, Kansas State U.; Chwen Sheu, Kansas State U.; Hsiu Ju Rebecca Yen, Yuan-Ze U.

MED: The Influence of Anglo-American Management Education on Chinese Business Practice, Aelita Brivins Martinsons, Yen & Martinsons (Hong Kong) Ltd.; Maris G. Martinsons, City U. of Hong Kong; Paul S. Hempel, City U. of Hong Kong

Facilitators: Carolyn Wiley, CARWIL Management Consulting; Richard O. Abderhalde, U. of Washington, Tacoma; Randi L. Sims, Nova Southeastern U.; Thomas Hawk, Frostburg State U.

Tuesday 2:00 pm

349. Organizational Learning & Change

OOC: Organizational Learning - Philosophical Issues from an Autopoietic Lens, Srikanth Goparaju, Texas A&M U., College Station

OOC: Transfer of Achieved Identity: Its Importance to Employee Reactions to Organizational Change, Mary S. Logan, U. of Arkansas, Fayetteville; Anne M. O'Leary-Kelly, U. of Arkansas, Fayetteville

OOC: TQM and Profit Sharing: A Test of Two Methods of Achieving Change in Employees' Orientation to Continuous Improvement, Jacqueline A-M. Coyle-Shapiro, London School of Economics and Political Science
Interactive Papers and Caucuses

350. Groups: Composition and Process Issues
- 2:00-3:20 Hyatt East: Wacker West (2)

Facilitator: Kelly Anne Mollica, Wake Forest U.

351. Organizational Change, Commitment, and Culture in International Firms
- 2:00-3:20 Hyatt East: Wacker West (3)


IM: Organizational Change Processes in Global MNCs: A Comparative Case Study, Martyn Wright, Warwick Business School, University of Warwick; Paul Edwards, Warwick Business School, University of Warwick

IM: The Impact of Cultural Values on Employee Job Satisfaction and Organizational Commitment in Self-Managing Work Teams, Bradley L. Kirkman, U. of North Carolina, Greensboro

IM: The Impact of Personality and Expatriate Adjustment Competencies on Turnover Intent, Chantell E. Nicholls, U. of Western Ontario; Mitchell G. Rothstein, U. of Western Ontario; Andrea Bourne, U. of Western Ontario

IM: Organisational Commitment in Malaysia and Australia, Fauziah Noordin, Queensland U. of Technology, Gardens Point; Catherine Zimmer, North Carolina State U.; Trevor A. Williams, Queensland U. of Technology

IM: Interlocking Directorates as Corporate Governance in Third World Multinationals: Theory and Evidence from Thailand, Kevin Au, Chinese U. of Hong Kong; Mike W. Peng, Ohio State U., Columbus; Denis Wang, Chinese U. of Hong Kong

352. Career Choice & Management
- 2:00-3:20 Hyatt East: Wacker West (4)

ENT: A Longitudinal Study of Self-Employment Success During the Early Career Stage, Thomas J. Naughton, Wayne State U.

CAR: Career Management in Changing Times: Role of Self-Knowledge, Interpersonal Knowledge and Environmental Knowledge, Uzoamaka P. Anakwe, Pace U.; James C. Hall, Pace U.; Susan M. Schor, Pace U.

Published in Conference Proceedings


Winner of Careers Division Applied Paper Award

Published in Conference Proceedings

CAR: Professional Employee Retention in Hi-tech Industries: Unfolding Decision Paths in a Free Agency Labor Market, Stanley B. Malos, San Jose State U.

CAR: When Medical Managers’ Needs Encourage the Needs of Reduced-Hour Physicians: Two Organizational Subcultures Confront Change, Jennifer K. Hartwell, Boston College; Rosalind C. Barnett, BrandeisU.; Stephen P. Borgatti, Boston College; Lena Lundgren, Boston U.

353. Current Trends in Communication Research and Information Systems
- 2:00-3:20 Hyatt East: Wacker West (5)

OCIS: Communication Research Integration and Categorization Frameworks, John H. Lundin, U. of North Carolina, Greensboro; Lawrence L. Schkade, U. of Texas, Arlington

OCIS: Content Factors Influencing Accuracy of Authorship Attributions for Anonymous, Mediated Brainstorming Comments, Stephen C. Hayne, Arizona State U., West; Ronald E. Rice, Rutgers U., New Brunswick; Carol E. Pollard, U. of Colorado, Boulder

Published in Conference Proceedings

OCIS: A Synchronous Innovation Perspective of Software Reusability, Thiagarajan Ravichandran, Rensselaer Polytechnic Institute

OCIS: The Impact of Business Process Reengineering on Organizational Controls in an IT-enabled Environment, Siew Kien Sia, Nanyang Technological U.; Boon Siong Neo, Nanyang Technological U.; Soon Ang, Nanyang Technological U.

Facilitators: Julie Rennecker, Massachusetts Institute of Technology; Michael B. O'Leary, Massachusetts Institute of Technology; Wendy Lynne Guild, Massachusetts Institute of Technology

Tuesday 3:40 pm

354. Issues in Operations Management
- 3:40-5:00 Hyatt East: Wacker West (1)


Interactive Papers and Caucuses

**OM:** Effective Design of Products/Services: An Approach Based on Integration of Marketing and Operations Management Decisions, Rohit Verma, DePaul U.; Gary M. Thompson, Cornell U.; William L. Moore, U. of Utah; Jordan J. Louviere, U. of Sydney

**355. Organizational Learning from Successes and Failures**
- 3:40-5:00 Hyatt East: Wacker West (2)

**OB:** Failing Forward: The Role of Constructive Responses to Failure in Organizational Effectiveness, Amy C. Edmondson, Harvard U.; Dorothy Leonard, Harvard U.; Mark D. Cannon, Vanderbilt U.

**OB:** A Multilevel Model of Collective Failure, David A. Hofmann, Texas A&M U.; Frederick P. Morgeson, Texas A&M U.

**OB:** Improvisational Jazz and America's Fifth Mission to the Moon, Claus Rerup, Stanford U.

**OB:** The Aesthetics of Management Storytelling: The Good, The Bad, and The Ugly, Stephen S. Taylor, Boston College; Dalmar Fisher, Boston College

**356. Affective Reactions in Organizations**
- 3:40-5:00 Hyatt East: Wacker West (3)

**HR:** The Impact of Work-Life Policies and Practices on Employee Loyalty: A Life Course Perspective, Mark V. Roehling, Western Michigan U.; Patricia V. Roehling, Cornell U.; Phyllis Moen, Cornell U.

**HR:** Employee Satisfaction With the Performance Appraisal and the Appraiser: The Role of Perceived Appraisal Use, Wendy R. Boswell, Cornell U.; John W. Boudreau, Cornell U.

**HR:** A Model of Perceptions of Contingent Workers, Anne C. Bourhis, U. Laval

**HR:** Differing Conceptualizations of Pay Satisfaction Dimensionality: A Test of a Random-Effects Model, Michael C. Sturman, Louisiana State U.; Shawn M. Carracher, Indiana State U.


**357. Issues for Public and Nonprofit Management**
- 3:40-5:00 Hyatt East: Wacker West (4)


**PNS:** The Role of the Nonprofit Sector in Hong Kong's Development, Wai-Fung Lam, U. of Hong Kong; James L. Perry, Indiana U., Bloomington

**PNS:** Privatizing the Management: A Choice for the Pension System in China, Jason Z. Yin, Seton Hall U.

**PNS:** The Effect of Change on Teachers' Skill Flexibility Within the Framework of a Multi-Country Study, Zehava Rosenblatt, U. of Haifa; Lya Kremer-Hayon, U. of Haifa

**PNS:** Service Agent or Community Governance? The Management of Government - Nonprofit Partnerships for Area Regeneration in the UK, Stephen Peter Osborne, Aston U.; Kathleen Ross, Glasgow Caledonian U. Facilitator: Kira Kristal Reed, U. of Connecticut

**358. Environmental Initiatives and Innovations**

**ONE:** The Determinants of Environmental Proactivity and the Factors that Distinguish Environmental Leaders from Laggards in the Retail Food Industry, Brian Spielmann, U. of Minnesota; Alfred A. Marcus, U. of Minnesota

**ONE:** Anchoring Innovation in the Corporate Environmental Culture: Breaking from the Rigid History of Corporate Environmentalism, Kevin A. Fletcher, Rensselaer Polytechnic Institute

**ONE:** The Adoption of ‘Green’ Organizational Practices: Signals, Symbols and Environmental Reputation, Kimberly Michelle Ellis, Florida State U.

**ONE:** Regulation, Business, and Sustainable Development: The Antecedents of Environmentally Conscious Technological Innovation, Mark Meo, U. of Oklahoma; Rex T. Ellington, U. of Oklahoma

**ONE:** Corporate Environmentalism and Firm Performance: The Differential Effects of Process-Driven Versus Product-Driven Greening Initiatives, K. Matthew Gilley, Oklahoma State U.; Dan L. Worrell, Southern Illinois U., Carbondale; Wallace N. Davidson, III, Southern Illinois U., Carbondale; Abuzar El-Jelly, King Saud University

**SIM:** Does the Environmental Movement Matter? An Examination of the Relationship Between the Contemporary Environmental Movement and Organization Change, Julianne Bergh, Pennsylvania State U.

**Wednesday 8:30 am**

**359. Institution and Industry Contexts**
- 8:30-10:20 Hyatt East: Wacker West (1)

**BPS:** Corporate Strategy and Litigation, John M. de Figueiredo, MIT Sloan School of Management

**BPS:** Task Environment Complexity: An Empirical Reassessment, Alan R. Cannon, Clemson U.; Caron H. St. John, Clemson U.

**BPS:** Idea Generation in Strategic Renewal, Bill Woodruff, Inc., U. of Massachusetts, Amherst; Steven W. Floyd, U. of Connecticut

Published in Conference Proceedings

**BPS:** Science and Technology Platforms: Breaking Path Dependencies to Respond to Hypercompetition in Manufacturing Industries, Peter J. Lane, Arizona State U.; Marianna Makri, Arizona State U.

**BPS:** Towards A Nationally-Bounded Theory of Corporate Governance, Michael H. Lubatkin, U. of Connecticut; Peter J. Lane, Arizona State U.; Sven-Olof Yrjö Collin, Lund U.; Philippe Very, EDHEC

**BPS:** Does Industry Matter Differently in Different Places? A Comparison of Industry, Corporate Parent, and Business Segment Effects in Four OECD Countries, Jeffrey L. Furman, Sloan School of Management MIT

**360. Personality and Dispositional Effects in Organizations**
- 8:30-10:20 Hyatt East: Wacker West (2)

**OB:** On the Consequences of Neglecting to Include Both Dimensions of Affectivity in Research, Vilmos F. Misangyi, U. of Florida; Amir Erez, U. of Florida

**OB:** The Mediating Role of Task Cognition and Strategies in the Relationship Between the Big Five Personality Dimensions and Achievement, Mark A. Mone, U. of Connecticut
**Wisconsin, Milwaukee;** Michael C. Moss, George Mason U.; Leonard A. White, OPM Personnel Resources and Development

**HR:** Relationships Between Personality Traits and Psychological Empowerment Among Job Changers, Yoav M. Vardi, Tel Aviv U.

**OB:** Expected Evaluation and Creative Performance: Effects of Evaluation Type, Approach, and Individuals' Creative Personality Characteristics, Jing Zhou, Texas A&M U., College Station; Greg R. Oldham, U. of Illinois, Urbana-Champaign

**Facilitator:** Aaron J. Nurick, Bentley College

### 361. Investment, Trade, and the Transfer of Knowledge

- **8:30-10:20 Hyatt East: Wacker West (3)**

**IM:** Changes in the Specialization of Canada’s Exports to the US Under Free Trade, Thomas James Wesson, York U.

**IM:** Cross-Border Knowledge Transfer In Multinational Corporations, Leyland Lucas, Rutgers U., Newark

**IM:** Managers’ Views of Political Risks: An Empirical Exploration of Miller’s Conceptualization, Michele A. Govekar, Ohio Northern U.; Paul L. Govekar, Nova Southeastern U.


**IM:** International Business in the "Double Triad": National Institutions and International Markets, Chong Ju Choi, Cambridge U.; Tarek Eldomiaty, City U. Business School; Soo Hee Lee, U. of London; Oh Donghoon, Cambridge U.

### 362. Organizational Commitment and Turnover

- **8:30-10:20 Hyatt East: Wacker West (4)**

**GDO:** Gender as a Moderator of the Relationship Between Psychological Climate Perceptions and Employee Dedication: A Look at Organizational Commitment and Turnover Intentions, Mark N. Bing, U. of Tennessee, Knoxville; Susan M. Burroughs, U. of Tennessee, Knoxville; Michael C. Helford, Roosevelt University

**GDO:** The Impact of Demographic Diversity and Perceived Similarity on Mentoring Outcomes: The Moderating Effect of Time, Daniel B. Turban, U. of Missouri, Columbia; Thomas W. Dougherty, U. of Missouri, Columbia; Felissa K. Lee, U. of Missouri, Columbia

**GDO:** Global and Facet Variables as Predictors of Intention to Quit for Managerial and Non-Managerial Men and Women, Donald J. Campbell, National U. of Singapore; Kathleen M. Campbell, National U. of Singapore

**GDO:** 'Playing the Race Card': Effect of Race on Affective Commitment and Intent to Turnover of University Faculty, Janice Witt Smith, North Carolina A&T State U.

**Facilitators:** Stacy Blake-Beard, Harvard U.; Kate Walsh, Boston College

### 363. Improving Learning/Teaching Effectiveness

- **8:30-10:10 Hyatt East: Wacker West (5)**


**MED:** Enhancing Student Motivation Through Enriched Learning Environments: An Empirical Study, Ralph W. Adler, U. of Otago; Markus J. Milne, U. of Otago; Ralph Stablein, U. of Otago

**MED:** Structuring Assignments to Enhance the Value of Site Visits in Management Education, André M. Everett, U. of Otago

**MED:** Structuring Assignments to Enhance the Value of Site Visits in Management Education, Yim-Yu Wong, San Francisco State U.

**MED:** Personality Congruence, Values Congruence, and Classroom Environment Congruence: Predictors of Student Performance and Satisfaction in Management Education?, James W. Westerman, Western State College of Colorado; David J Plante, U. of Utah; George Tanner, Idaho State U.

**Facilitators:** Sybille Sachs, Institute for Research in Business and Administration - Zurich; Dennis P. Heaton, Maharishi University of Management; Claude Graeff, Illinois State U.; Joe Wolfe, U. of Tulsa

### Wednesday 10:40 am

### 364. Cognitive Issues in Entrepreneurship

- **10:40-12:00 Hyatt East: Wacker West (1)**

**ENT:** Organizational Roles and Transitions to Entrepreneurship, Stanislav Dobrev, Tulane U.; William P. Barnett, Stanford U.

**ENT:** A Multi-Level Model of Entrepreneurial Cognition, Daniel P. Forbes, New York U.

**ENT:** Proposing a Paradigm for Entrepreneurship Using Information and Knowledge Theory, Page G. West, III, Wake Forest U.

**Winner of Entrepreneurship Theory and Practice Best Conceptual Paper Award**

**GDO:** Examining Female Entrepreneurs’ Organizational Role Definition: An Application of a "Relational" Frame, Holly Buttner, U. of North Carolina, Greensboro

**ENT:** The Curvilinear Effect of Start-up Experience on VCs’ Assessment of Success, Andrew L. Zacharakis, Babson College; Dean A. Shepherd, Rensselaer Polytechnic Institute

**ENT:** Risk Taking Propensity as a Distinctive Entrepreneurial Characteristic: A Meta-Analytic Review, Wayne H. Stewart, Clemson U.; Philip L. Roth, Clemson U.

**Facilitator:** Kathleen Powers, Willamette U.

### 365. Power & Politics

- **10:40-12:00 Hyatt East: Wacker West (2)**

**OB:** Definitions of Organizational Politics: Diversity Among Researchers and Differences of Researchers With

**OB:** Power and Politics: A Multiperspective Assessment of Organizational Politics, Jane L. Smith, Rice U.; John W. Davis, Rice U.; Janice M. Hotchkiss, Rice U.
Interactive Papers and Caucuses

OB: I Am Outta Here: Organizational Politics vs. Personality Predicting Turnover, Lawrence Alan Witt, U. of New Orleans

OB: Performance Improvement Efforts in Response to Negative Feedback: The Roles of Source Power and Recipient Self-Esteem, Donald B. Fedor, Georgia Institute of Technology; Walter D. Davis, Georgia Institute of Technology; John M. Maslyn, Vanderbilt U.; Kieran Mathieson, Oakland U.

PNS: Employees' Reactions to Organizational Politics in the Public Sector: Confronting a Quiet Enemy?, Eran A. Vigoda, U. of Haifa

CM: The Effect of Employees' Influence Tactics on Perceptions of Organizational Politics: A Longitudinal Study, Eran A. Vigoda, U. of Haifa; Aaron Cohen, U. of Haifa

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Theory Driven Health Services Research

- 10:40-12:00 Hyatt East: Wacker West (3)


HCA: Does Strategic Orientation Predict Medical Group Performance?, Myron D. Fottler, U. of Alabama, Birmingham; Donna J. Slovensky, U. of Alabama, Birmingham; John D. Blair, Texas Tech U.

HCA: Mind the Gap? Rethinking the Generation and Implementation of Health Care Research, Martin Wood, U. of Warwick

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Managerial Knowledge

- 10:40-12:00 Hyatt East: Wacker West (4)

MOC: Self-Transcending Knowledge: Organizing Around Emerging Realities, Claus Otto Scharmer, Massachusetts Institute of Technology

MOC: The Strength of Redundant Ties: Overcoming Barriers to Information Transfer Across Networks, Marc H. Anderson, U. of Minnesota

MOC: Where Institutions Collide: An International Congregate Identity Map of Middle Managers Attitudes Towards Technology and Innovation, Pedro David Perez, Cornell U.

MOC: "If the Technology's in My Head, What's Going on in There?" Identifying Cognitive Frames Essential to Sensemaking Practices in Data Base-Centered Work, David W. De Long, Boston U.

OMT: Network Interaction at the Top: The Emergence of Top Management Team Beliefs, Kathleen M. Sutcliffe, U. of Michigan; Markus Vodosek, U. of Michigan; John Stuart Bunderson, Washington U.

Facilitator: Amy L. Pablo, U. of Calgary

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Using Groups Effectively

- 10:40-12:00 Hyatt East: Wacker West (5)

MED: Selection Into Student-Based Teams: What Do Team Members Really Want to Know?, Mary L. Connerley, Virginia Polytechnic Institute and State U.; Fred A. Mael, American Institutes for Research
### Business Policy and Strategy

**Program Chair:** Ming-Jer Chen, University of Pennsylvania  
**Workshop Chair:** Albert A. Cannella Jr, Texas A&M University

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<td>5:00 pm</td>
<td>BPS Doctoral Consortium • HW: Hong Kong</td>
<td>BPS/OMT/RM/MOC: Conversations to Build Theory in Trans-disciplinary Research • HW: Horner</td>
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<td>Management of the Tenure Process • S: Alpine II</td>
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Friday 5:00 pm

369. Doctoral Consortium
- 5:00-9:00 Hyatt West: Hong Kong
Preregister with Julia Liebeskind at (213) 740-0749 or liebesk@rcf.usc.edu
Organizers: Julia P. Liebeskind, U. of Southern California; Anita M. McGahan, Harvard U.

Saturday 8:00 am

370. BPS Doctoral Consortium
- 8:00-5:00 Hyatt East: Columbus G
Preregister with Julia Liebeskind at (213) 740-0749 or liebesk@rcf.usc.edu
Organizers: Julia P. Liebeskind, U. of Southern California; Anita M. McGahan, Harvard U.

371. BPS New Faculty Consortium
- 8:00-5:00 Hyatt East: Columbus H
Preregister with Margaret Peteraf (612) 626-7559 or mpeteraf@csom.umn.edu
Organizers: Margaret A. Peteraf, U. of Minnesota; S. Akbar Zaheer, U. of Minnesota
Panel: Allan Afuah, U. of Michigan; Karel Cool, INSEAD; Curtis M. Grimm, U. of Maryland; Dawn Harris, Loyola U., Chicago; Michael Lawless, Duke U.; Joseph Mahoney, U. of Illinois; Rita Gunther McGrath, Columbia U.; Vincenzo Perrone, Bocconi U.; Lacy Glenn Thomas, III, Emory U.; Margarethe F. Wiersema, U. of California, Irvine

Saturday 1:00 pm

372. Cutting Edge Empirical Methods in Strategy Research
- 1:00-4:00 Hyatt West: Hong Kong
Organizer: Michael J. Leiblein, Ohio State U., Columbus
Presenters: David L. Kang, Harvard U.; Michael J. Leiblein, Ohio State U., Columbus; Ravindranath Madhavan, U. of Illinois, Urbana-Champaign; Brian S. Silverman, Harvard U.

Sunday 9:00 am

375. BPS Workshop Consortium: Managing Your Dissertation
- 9:00-12:00 Hyatt East: Field
Preregister with Anne Ranft at (304) 594-3072 or aranft@wvu.edu
Organizer: Annette L. Ranft, West Virginia U.
BPS Discussion Learning: Using the Case Method in Your Classroom

- 9:00-12:00 Hyatt West: McCormick

Organizer: Jay Dial, Case Western Reserve U.
Panel: Brian Golden, U. of Western Ontario; Myra Hart, Harvard U.; Neil Jones, U. of Western Ontario

Monday 8:00 am

Welcome
- 8:00-8:30 Hyatt West: Regency Ball A(S)

Monday 8:30 am

Paper: Knowledge, Innovation, and Learning
- 8:30-10:20 Hyatt West: Toronto

Chair: Kazuhiro Asakawa, Keio Business School
The Role of Emergent Initiatives in Strategic Renewal, Steven W. Floyd, U. of Connecticut
Ephemeral Resources and Firm Knowledge Stocks: The Case of the Contingent Workforce, Sharon F. Matusik, Rice U.
The Antecedents and Consequences of Innovation Search: A Longitudinal Study, Gautam Ahuja, U. of Texas, Austin
Riitta Katila, U. of Texas, Austin
Knowledge Creation Through Organizational Routines, Ann Mcdonough, Texas A&M U.; Albert A. Cannella, Jr., Texas A&M U.
Inventor Productivity as a Function of knowledge Renewal, Ann Mcdonough, Texas A&M U.; Albert A. Cannella, Jr., Texas A&M U.
Discussant: Gordon Walker, Southern Methodist U.

Paper: Critical Issues in Executive Leadership
- 8:30-10:20 Hyatt West: Acapulco

Chair: Kathryn Jones, Alcorn State U.
Managerial Discretion and Performance Variability: The Implications of Heteroskedasticity, Vilmos F. Misangyi, U. of Florida; Heather Elms, U. of Florida
Perils of Failure, Perils of Success or ...? The Role of the Strategist's Personal Issues in Strategic Persistence, Veronika Kisfalvi, Ecole des Hautes Etudes Commerciales, Montreal
The Influence of Executive Organizational Tenure on the Retention and Divestment of Acquired Companies, Donald Duane Bergh, Pennsylvania State U.
Executive Commitment to the Status Quo: Some Additional Tests, Patrick Thomas Gibbons, U. College Dublin; Mike O'Brien, Kaiser Associates International
Discussant: Eugenio Marchese, Cornell U.

Paper: Change and Transformation
- 8:30-10:20 Hyatt West: Regency Ball A(S)
Chair: Janice A. Black, New Mexico State U.
Strategic Renewal: Four Dynamic Mechanisms for Responding to Environmental Change, Charles Baden-Fuller, City U. Business School; Henk Volberda, Erasmus U., Rotterdam
An Empirical Test of Revolutionary Organizational Transformation in the Banking Industry, J. Daniel Wischevsky, Rutgers U.

Differential Firm Performance in a Behavioural Model of Organizational Change, Christoph Zott, INSEAD
Relating Strategic Decision Processes to Absorbed and Unabsorbed Slack, Allen C. Amason, U. of Georgia; Ann C. Mooney, U. of Georgia
Punctuated and Incremental Change: The UK Water Industry, Alison Dean, City U. Business School; Charles Baden-Fuller, City U. Business School

Published in Conference Proceedings

Discussant: Donald N. Sull, London Business School

Monday 10:40 am

Paper: Executive Compensation
- 10:40-12:00 Hyatt West: Acapulco
Chair: Jean B. McGuire, Concordia U., Montreal
The Other Side Of The Coin: Principal Opportunism In Agency Relationships, Jay Dial, Case Western Reserve U.; Asghar Zardkoohi, Texas A&M U.
Environmental, Structural and Strategic Complexity as Determinants of CEO Compensation in Multinational Corporations, Kimberly Michelle Ellis, Florida State U.; Bruce T. Lamont, Florida State U.; V. Sambamurthy, U. of Maryland
Incentive-Based Compensation and Firm R&D Intensity, Daniel Rodriguez, Emory U.
Incentive Alignment or Cooption? Outside Director Compensation at Large, Publicly-Traded U.S. Firms, Gary T. Moskowitz, Southern Methodist U.
The Impact of Capital Markets on Compensation Incentives, Organizational Slack, and Firm Innovation, Michael N. Young, Chinese U. of Hong Kong

Published in Conference Proceedings

Discussant: Anita M. McGahan, Harvard U.

Paper: Real Option Theory and Risk Management
- 10:40-12:00 Hyatt West: Toronto
Chair: Yasemin Y. Kor, U. of Illinois, Urbana-Champaign
The Impact of Product and International Diversification Strategy on the Corporate Performance: Spanish Case, María Luisa Ramírez-Alesón, U. of Zaragoza/Temple University; Manuel Antonio Espitia-Escuer, U. de Zaragoza
Option Potential and the Innovator's Dilemma: Resource Commitment to Uncertain New Projects, Rita Gunther McGrath, Columbia U.; Paola Dubini, Bocconi U., Milan
Entry Timing and Option Value, Kent D. Miller, New York U.; Timothy B. Foltz, Purdue U., West Lafayette
Facing the Uncertain Environment from Technological Discontinuities: Hedging as a Technology Choice Strategy, Donald E. Hatfield, Virginia Polytechnic Institute and State U.; Linda F. Tegarden, Virginia Polytechnic Institute and State U.; Ann E. Echols, Virginia Polytechnic Institute and State U.

Discussant: David J. Flanagan, Western Michigan U.

Paper: Global Competitive Dynamics
- 10:40-12:00 Hyatt West: Regency Ball A(S)
Chair: William Acar, Kent State U.
Monday 12:20 pm

385. Paper: **Social Capital**
- 12:20-2:10 Hyatt West: Acapulco
Chair: Jay J. Janney, U. of Kentucky
Social Capital, Strategic Relatedness and the Formation of Intra-Organizational Linkages, Wenpin Tsai, Pennsylvania State U.


Social Capital and Productive Exchange: Is Network Structure All We Need to Consider?, Peter Moran, London Business School; Charles Galunic, INSEAD

The Ties That Bind: Status-Based Constraints on Strategic Actions in the U.S. Investment Banking Industry, Stan X. Li, U. of Toronto; Whitney Blair Berta, U. of Toronto


Discussant: Jay B. Barney, Ohio State U.

386. Paper: **Revisiting TMT Research**
- 12:20-2:10 Hyatt West: Toronto
Chair: Rakesh B. Sambharya, Rutgers U., Camden

Revisiting the Effects of Strategic Leadership on Corporate Strategy: The Unit of Analysis Dilemma, Edward J. Zajac, Northwestern U.; Michael Jensen, Northwestern U.


Published in Conference Proceedings

Predicting Order and Timing of New Product Moves: The Role of Top Management, Abhishek Srivastava, U. of Maryland; Hun Lee, George Mason U.; Ken G. Smith, U. of Maryland; Curtis M. Grimm, U. of Maryland

The Effects of Past Performance on Top Management Team Conflict in Strategic Decision Making, Allen C. Amason, U. of Georgia; Ann C. Mooney, U. of Georgia

The Role of Top Management Team Heterogeneity on Organizational Survival and Adaptation in an Environmental Shift, Theresa S. Cho, Rutgers U.

Discussant: David L. Kang, Harvard U.

Theme: **Challenges for Global Enterprise in the 21st Century**

Monday 2:30 pm

388. Paper: **Cognition in Strategy**
- 2:30-3:50 Hyatt West: Acapulco
Chair: Adelaide Wilcox King, U. of Virginia
Positive Mindsets and Exaggerated Beliefs: Interpretive Frames as Key Determinants of Firm Performance, Klaus Weber, U. of Michigan; Kathleen M. Sutcliffe, U. of Michigan

The Effects of Increased Managerial Discretion on the Top Executive Cognition: The Implications for Strategic Change, Theresa S. Cho, Rutgers U.

Top Managers' Efficacy Beliefs and Organizational Outcomes: An Application of Social Cognitive Theory, Seokhwa Yun, U. of Maryland

Psychological Team Composition and Strategy Making: Team Level Locus of Control in Relation to Planning Quality and Action Consistency, Christophe Boone, Maastricht U.; Woody van Olffen

Discussant: Rebecca A. Luce, Michigan State U.

389. Paper: **Do Competences and Resources Matter?**
- 2:30-3:50 Hyatt West: Toronto
Chair: Sandra Sieber, IESE, U. of Navarra, Barcelona
Competitive Advantage from Technological Knowledge: A Resource-based Investigation of Factors that Influence Persistence, Susan K. McEvily, U. of Pittsburgh

Matching Competitive Strategy and Resources: The Case of the Motor Carrier Industry, Kenneth Zantow, Oklahoma State U.; Parshotam Dass, U. of Arkansas


A Competence-Based New Product Typology, Erwin Danneels, Emory U.

Discussant: Bertrand Vital Quelin, HEC, Paris

390. Paper: **Strategic Networks and Information Flows**
- 2:30-3:50 Hyatt West: Regency Ball A(S)
Chair: Nicholas S. Argyles, U. of Southern California
Strategic Domains and Network Building: Using Flag Concepts to Configure Value Creation Systems, Rafael Ramirez, École des Hautes Etudes Commerciales; Flavio C. Vasconcelos, Center for Entrepreneurial Leadership

Spillovers and the Advent of the Network Economy, Brian McGrath, U. College Dublin; Rita Gunther McGrath, Columbia U.


Don’t Go It Alone: Alliance Networks and Startups’ Performance in Canadian Biotechnology, Joel A. C. Baum, U. of Toronto; Tony Calabrese, U. of Toronto; Brian S. Silverman, Harvard U.

The System of Business Enterprises as a Complex Dynamic Network of Resources and Competencies, Giovanni Battista Dagino, London Business School

Published in Conference Proceedings

Discussant: Hugh M. O’Neill, U. of North Carolina, Chapel Hill
Monday 4:10 pm

**391.** Paper: *Technological Innovation and Uncertainty*
- 4:10-5:30 Hyatt West: Acapulco
  *Chair: Raphael Amit, U. of British Columbia*

Creating Options or Making Commitments? A Case Study of Strategic Investing Under Uncertainty, Karen L. Belanger, Columbia U.


*Published in Conference Proceedings*

Ownership Structure, Myopic Loss Aversion, and the Problem of 'Presentation', Wayne Grossman, U. of Delaware

*Published in Conference Proceedings*

Betting on Technological Innovation: Towards a Competence-Based View of First Mover Advantage, Joseph Lampel, U. of Nottingham; Jamal Shamsie, U. of California, Los Angeles

*Discussant: Aya S. Chacar, London Business School*

**392.** Paper: *Competition Versus Cooperation*
- 4:10-5:30 Hyatt West: Toronto
  *Chair: Paul N. Friga, U. of North Carolina, Chapel Hill*

Collaborating With Competitors: An Empirical Study of the Impact of Inter-Partner Learning on Alliance Outcome, Pierre Dussauge, HEC, Paris; Bernard Garrette, HEC, Paris; Will Mitchell, U. of Michigan

Co-operation: An Experimental Investigation, Darryl A. Seale, Kent State U.; James A. Sundali, U. of Nevada, Reno

Strategic Colonialism in Unfamiliar Cultures: Overcoming Extreme Forms of Causal Ambiguity Internationally, Elaine Mosakowski, Purdue U.


*Discussant: John E. Prescott, U. of Pittsburgh*

**393.** Paper: *Strategy in Emerging Markets*
- 4:10-5:30 Hyatt West: Regency Ball A(S)
  *Chair: S. Akbar Zaheer, U. of Minnesota*

The Co-Evolution of Resources and Scope, Alvaro Cuervo-Cazurra, Massachusetts Institute of Technology

Reorganizing Economic Activity in China: A Technological System Perspective, Steven White, Hong Kong U. of Science and Technology

Organizational Slack as a Source of Competitive Advantage: A Multimethod Test in an Emerging Economy, Justin Tan, California State U., San Marcos


*Published in Conference Proceedings*

*Discussant: Trevor A. Williams, Queensland U. of Technology*

Tuesday 8:30 am

**394.** Paper: *CEOs, Status Quo, and Performance*
- 8:30-10:10 Hyatt West: Acapulco
  *Chair: Sylvia Sloan Black, U. of North Carolina, Chapel Hill*


Temporal Dynamics of CEO Tenures, Donald C. Hambrick, Columbia U.; Andrew D. Henderson, Columbia U.; Miller Danny, Columbia U.


*Learning Across the Life Cycle: Experimentation and Performance Among the Hollywood Studio Heads, Dan Miller, Columbia U.; Jamal Shamsie, U. of California, Los Angeles*

*Published in Conference Proceedings*

CEO Commitment to the Status Quo: Replication and Explication and Extension Using Content Analysis, Paul W. Patterson, U. of Wisconsin, Milwaukee; Vincent L. Barker, U. of Wisconsin, Milwaukee

*Discussant: Richard L. Priem, U. of Texas, Arlington*

**395.** Paper: *Different Perspectives on Managing Scale*
- 8:30-10:10 Hyatt West: Toronto
  *Chair: Douglas D. Moe, U. of Missouri, Columbia*

Jeopardizing Strategic Assets: Examining the Impact of Downsizing Through the Resource-Based View, Patricia M. Norman, Baylor U.; Annette L. Ranft, West Virginia U.


*Published in Conference Proceedings*


The Disaggregation of the Firm: An Empirical Test of the Impact of Technological Change and Globalization on Organizational Form, Melissa A. Schilling, Boston U.; Cassandra Vasco, Boston U.; Wilvy F. Sy, Boston U.

Determinants of Firm Turnaround: A Longitudinal Study of Decline Situation and Organizational Characteristics, John D. Francis, Mississippi College; Ashay B. Desai, U. of Wisconsin, Oshkosh; Timothy L. Pett, Wichita State U.

*Discussant: Jaideep Anand, U. of Michigan*

**396.** Paper: *Knowledge Sharing and Alliance*
- 8:30-10:10 Hyatt West: Regency Ball A(S)
  *Chair: Sally W. Fowler, U. of Victoria*

Redundant Governance Structures: An Analysis of Structural and Relational Embeddedness, Timothy J. Rowley, U. of Toronto; Dean Behrens, U. of Toronto

Creating and Managing a High Performance Knowledge-Sharing Network: The Toyota Case, Kentaro Nobeoka, Kobe


*Published in Conference Proceedings*

Firms' Knowledge-Sharing Strategies in Emerging High Technology Industries, Jennifer W. Spencer, U. of Houston

*Published in Conference Proceedings*
**Tuesday 10:30 am**

**397. Symposium: Organizing/Strategizing**
- **Chair:** Andrew Pettigrew, U. of Warwick
- **Discussant:** Thordvald Haerem, Norwegian School of Management
- **Change Journeys: Processes, Sequencing and Complementarities, Frans A. J. van den Bosch, Erasmus U., Rotterdam**
- **Internationalisation Strategies and Modes of Organising, Carlos Sanchez-Runde, IESE, U. of Navarra, Barcelona**
- **Organising is Strategizing, Leif Melin, Jonkoping U.**
- **Discussant:** C. R. Hinings, U. of Alberta

**398. Paper: Alliances and Joint Ventures**
- **Chair:** Paul W. Patterson, U. of Wisconsin, Milwaukee
- **Risk Attitude Differences, Factions, and Influence Behavior Within, Robert J. Pearce, State U. of West Georgia**
- **Re-Examining the Diversity -Decision Quality Link: The Role of Member Interactions, Devaki Rau, U. of Minnesota**
- **Trust, Control, and Risk in Strategic Alliances: An Integrated Framework, T. K. Das, Baruch College/City U. of New York**
- **Bounded Momentum and Strategic Alliances, Namgyoo K. Park, New York U.**
- **Discussant:** Joanne Oxley, U. of Michigan

**399. Symposium: Performance of Multi-business and Multinational Firms: Why Does Theory Converge but Results Diverge?**
- **Chair:** Jaideep Anand, U. of Michigan
- **When and Why are Cross-border Acquisitions Profitable? An Empirical Analysis of the Sources of Value Creation in Foreign Acquisitions of US Firms, Anju Seth, U. of Illinois, Urbana-Champaign**
- **Diversification and the Role of Center in Multi-business Firms, Costas Markides, London Business School**
- **The Internal Governance of Multi-Business vs Multinational Scope, Anil Gupta, U. of Maryland**
- **Discussant:** Will Mitchell, U. of Michigan

**Tuesday 2:00 pm**

**400. Paper: Corporate Diversification and Implementation**
- **Chair:** Vincent L. Barker, U. of Wisconsin, Milwaukee
- **Corporate-Divisional Relations and Divisional Performance in Strategy Implementation, Wenyi Chu, National Taiwan U.; Cheng-Min Chuang, National Taiwan U.**
- **Discussant:** Thorvald Haerem, Norwegian School of Management


**Technological vs. Product Market Diversification:**
- **Economies of Scope for Innovation, Michael B. Heeley, Georgia Institute of Technology; Sharon F. Matusik, Rice U.; Gary S. Hansen, U. of Washington**
- **Discussant:** Michael H. Lubatkin, U. of Connecticut

**401. Paper: Institution and Culture in the Global Context**
- **Chair:** Andrew D. Henderson, Columbia U.
- **Which Institutional Environment for Organizational Change?**
- **Perceptions of Barriers to Innovation and R&D Cooperation in Europe, Magali A. Delmas, U. of California, Santa Barbara**
- **Changing Institutions, Types of Resources and Capabilities, and Firm Strategies: The case of Korea, Cheoelsoo Park, Seoul National U.; Jeongil Seo, Seoul; Minyoung Yi, Seoul National U.**
- **Post-Privatization Restructuring and Firm Performance in Russia: Theory and Evidence, Trevor Buck, Leicester Business School; Igor Filatotchev, U. of Nottingham**
- **Organizational Identities and Strategies in the French Retailing Industry, Hamid Bouchikhi, ESSEC; John R. Kimberly, U. of Pennsylvania / INSEAD; Jabril Bensedrine, U. of Marne-la-Vallée**
- **Discussant:** Michel Claessens, ESCNA

**402. Paper: Competitive Advantage Revisited**
- **Chair:** Hao Ma, Bryant College
- **Arriving at a Strategic Theory of the Firm, Steven E. Phelan, U. of Texas, Dallas; Peter Lewin, U. of Texas, Dallas**
- **Beyond Equilibrium: Towards a Process Theory of Competitive Advantage, Volker Mahnke, Copenhagen Business School; Nicolai Foss, Copenhagen Business School**
- **Are Baseball Free Agents a Source of Competitive Advantage?, Laura Poppo, Virginia Polytechnic Institute and State U.; Keith Weigelt, U. of Pennsylvania**
- **The Role of Non-Core Resources in Competitive Advantage, Jonathan T. Eckhardt, U. of Maryland; Ken G. Smith, U. of Maryland**
- **Discussant:** David J. Collis, Harvard U.

**Tuesday 3:40 pm**

**403. Paper: Strategic Groups and Entry Barriers, Revisited**
- **Chair:** Jan W. Rivkin, Harvard U.
- **The Performance Implications of Core, Secondary, and Solo Firms in Cognitive Strategic Groups, Gerry McNamara, Michigan State U.; David L. Deephouse, Louisiana State U.**
- **Customer Erected Barriers to Entry: A New View of the Changing Landscape, Page G. West, III, Wake Forest U.**
- **An Evolutionary Perspective on Strategic Group Emergence: A Genetic Algorithm-Based Model, Jeho Lee, Korea**
Advanced Institute of Science and Technology; Kyungmook Lee, Seoul National U.; Sangkyu Rho, Seoul National U.
Does Group Membership Influence Firm Behavior?, Anil Nair, Old Dominion U.; Suresh Kotha, U. of Washington
Discussant: Gregory Young, North Carolina State U.

404. Paper: High-tech and R&D Alliances
   - 3:40-5:00 Hyatt West: Toronto
Chair: Paul E. Bierly, James Madison U.
Post-Formation Dynamics in High-Tech Alliances, Maurizio Zollo, INSEAD; Jeffrey J. Reuer, INSEAD; Harbir Singh, U. of Pennsylvania
R&D Alliances: The Role of Governance in Realizing Innovative Potential, Rachelle Sampson, U. of Michigan
Valuing Biopharmaceutical Alliances, Daniel Rodriguez, Emory U.
Protecting Knowledge and Capabilities in Strategic Alliances: Resource and Relational Characteristics, Patricia M. Norman, Baylor U.
Discussant: Michael J. Leiblein, Ohio State U., Columbus

405. Richard D. Irwin Outstanding Educator Award
   - 3:40-5:00 Hyatt West: Regency Ball A(S)

Tuesday 5:30 pm

406. Meeting: Business Meeting and Awards Ceremony
   - 5:30-6:30 Hyatt West: Regency Ball A(S)

Tuesday 6:30 pm

407. Social
   - 6:30-7:30 Hyatt West: Regency Ball A(S)

Wednesday 8:30 am

408. Paper: Organizational Learning, Planning and Change
   - 8:30-10:20 Hyatt West: Acapulco
Chair: Alvaro Cuervo-Cazurra, Massachusetts Institute of Technology
Published in Conference Proceedings

The Interaction of Strategic Planning and Organizational Learning and its Impact on Performance, Luis G. Flores, Northern Illinois U.; Ralph F. Catalanello, Northern Illinois U.; Narsingh N. Saxena, Northern Illinois U.
Implementing Strategic Change: The Use of Strategic Projects, Richard A. Kernochan, Aslan Ltd.
Market Evaluation of Strategic Planning Processes Within Organizations: The Stock Market's Verdict to the Planning Debate, Ashay B. Desai, U. of Wisconsin, Oshkosh; Barry J. Gilmore, U. of Memphis
Discussant: Gabriel Szulanski, U. of Pennsylvania

409. Paper: Intangible Resources and Capabilities
   - 8:30-10:20 Hyatt West: Toronto
Chair: Russell W. Coff, Washington U.

Building Corporate Reputation on the Internet: The Case of Amazon.com, Violina P. Rindova, U. of Washington; Suresh Kotha, U. of Washington
Managing an Organizational Learning System by Aligning Stocks and Flows of Knowledge: An Empirical Examination of Intellectual Capital, Knowledge Management, and Business Performance, Nick Bontis, McMaster U.
Published in Conference Proceedings

How Intangible Capabilities Provide Competitive Pricing Advantage, Daniel H. Simon, U. of Maryland
Intangible Resources and the Sustainability of Competitive Advantage, Belen Villalonga, U. of California, Los Angeles
Discussant: Bente R. Lowendahl, Norwegian School of Management

410. Paper: Managing Global Networks
   - 8:30-10:20 Hyatt West: Regency Ball A(S)
Chair: Julian Birkinshaw, London Business School
The Business Federation Form in Strategy Consulting Firms in Europe: Basic Dimensions and Their Effect on Performance, Joaquim Vilà, IESE, U. of Navarra, Barcelona; Carsten M. Syvertsen, IESE, U. of Navarra, Barcelona
An Effective Global Integration of Distinctive Competences: A Study on Multinational Businesses in Global Industries, Kwangsoo Kim, City U. of Hong Kong; Jong-Hun Park, City U. of Hong Kong
Published in Conference Proceedings

Balancing Standardization and Adaptation of Global Products: The Influence of Leveraging Knowledge Across Borders, Mohan Subramaniam, U. of Connecticut
Discussant: Phillip H Phan, National U. of Singapore

Wednesday 10:40 am

411. Symposium: Universities as a Source of New Technology
   - 10:40-12:00 Hyatt West: Acapulco
Prior Knowledge and the Discovery of Entrepreneurial Opportunities, Scott Shane, Massachusetts Institute of Technology
The Geographic Reach of Market and Non-Market Channels of Technology Transfer: Evidence from the University of California and Stanford University, Arvids A. Ziedonis, U. of California, Berkeley; David C. Mowery, U. of California, Berkeley

Discussants: Rebecca Henderson, Massachusetts Institute of Technology; Shane M. Greenstein, Northwestern U.

412. Paper: Joint Ventures: Terminations and Continuations
- 10:40-12:00 Hyatt West: Toronto
Chair: Carlo A. Carnevale-Maffe, SDA Bocconi U.

Explaining the Incidence of Unrelated Joint-Ventures: Efficiency and Agency Approaches, Mikolaj Jan Piskorski, Harvard U.


Joint Venture Terminations: Causes and Consequences, Shyam Kumar, U. of Illinois, Urbana-Champaign

Solving the Collaborative Dilemma of Joint Ventures: The Role of Structural Conditions, Ming Zeng, INSEAD / European Institute of Business Administration

Discussant: Ravindranath Madhavan, U. of Illinois, Urbana-Champaign

413. Paper: Mergers and Acquisitions Revisited
- 10:40-12:00 Hyatt West: Regency Ball A(S)
Chair: Andrew Harris Gold, U. of North Carolina, Chapel Hill

Evidence of Acquiror Learning in Mergers and Acquisitions, 1985-1995, Mathew Hayward, London Business School

Published in Conference Proceedings


A Review of Recent Research on Mergers and Acquisitions, Melissa E. Graebner, Stanford U.

Discussant: Rita D. Kosnik, Associate Editor, Academy of Management Journal

Wednesday 12:20 pm

414. Paper: Hybrid Governance
- 12:20-2:10 Hyatt West: Acapulco
Chair: Charles C. Snow, Pennsylvania State U.

Supply Chain Competitiveness and the "Tragedy of the Commons": The Case of the Champagne Industry, Karen S. Cool, Stanford U.; James E. Henderson, Babson College


Contracts and Project Based Strategic Alliances: An Empirical Test, Conor T. Vibert, Acadia U.

A Typology of Hybrid Governance: Proposal and Empirical Validation, Mani R. Subramani, U. of Minnesota; John C. Henderson, Boston College

Discussant: Tarun Khanna, Harvard U.

- 12:20-2:10 Hyatt West: Toronto
Chair: Theresa Taylor-Coates, Rensselaer Polytechnic Institute


Equifinality, Strategic Configurations, and Organizational Performance, Dan Marlin, U. of Texas, San Antonio; David J. Ketchen, Jr., Louisiana State U.


Reassessing the Link Between Corporate Social Responsibility and Firm Performance, Donald Siegel, Arizona State U., West; Abagail McWilliams, Arizona State U., West; John B. Guerard, Vantage Global Advisors

Discussant: Richard Makadok, Emory U.
# Careers

**Program Chair:** Jay Mahoney, Montclair State University  
**Workshop Chair:** Susan Adams, Bentley College

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<thead>
<tr>
<th>Start Time</th>
<th>Regular Program</th>
<th>Shared Program</th>
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<tbody>
<tr>
<td>11:15 am</td>
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<td>75. Four to McDonald’s University • OS: McDonald’s U.</td>
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<tr>
<td>1:00 pm</td>
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<td>73. Practitioner Series: Introduction to the Inquiry Process and Research Projects • S: Gbell 3</td>
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<td>5:00 pm</td>
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<td>91. Critical Mgmt. Doctoral Workshop • HW: Dulable</td>
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<td>6:00 pm</td>
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<td>95. Reception for the New Doctoral • S: Gbell 1</td>
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<td>7:30 am</td>
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<td>97. Critical Management Studies: B • HW: Comiskey</td>
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<td>8:00 am</td>
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<td>99. Practitioner Series: Developing and Critiquing Action Research Projects • HE: Columbus C/D</td>
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<tr>
<td>9:00 am</td>
<td>416. CAR: Careering Practice • S: WmTell</td>
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<td>10:00 am</td>
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<td>108. OD/IM/MED/GDO/CAR: Time Management • HE: Skyway 269</td>
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<td>1:00 pm</td>
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<td>110. IAOM: Competing in Latin America • S: Alpine II</td>
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<td>115. MED/ODC/GDO: Spirituality at Work • HE: Skyway 269</td>
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<td>2:00 pm</td>
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<td>118. IAOM: Challenges &amp; Approaches to Quality • S: Alpine II</td>
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<td>3:00 pm</td>
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<td>123. CAR/CM/ONE/HCM/PNS Small Division Images and Member Identities • HW: Acapulco</td>
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<td>4:00 pm</td>
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<td>127. IAOM: Business Meeting &amp; Dinner • S: Alpine II</td>
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<td>128. Reception for Practitioner Ser • HE: Columbus C/D</td>
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<td>130. Critical Management Studies: • HW: Comiskey</td>
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<td>131. Critical Management Studies: B • HW: Comiskey</td>
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<td>132. Launching an Academic-Practica • HE: Columbus C/D</td>
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<td>133. Business &amp; Volunteering Connect • S: WmTell</td>
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<td>134. Critical Management Studies: • HW: Comiskey</td>
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<td>142. Critical Management Studies: P • HW: Buckingham</td>
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<td>145. Critical Management Studies: P • HW: Comiskey</td>
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<td>8:30 am</td>
<td>417. P: Pluralism in Academic Roles • HW: Goldcoast</td>
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<td>9:00 am</td>
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<td>271. IP: Big Five Pers. Dimensions • HE: GndBall C(N)</td>
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<td>212. JS: Organizational Dynamics • HE: GndBall B</td>
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<td>213. JS: Mentoring in a Pluralistic Env • S: Gbell 3</td>
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<td>309. IP: International Career Issues • HE: Wacker West (2)</td>
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<td>4:10 pm</td>
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<td>231. JS: The Good, The Bad, and The Ugl • HW: Comiskey</td>
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<td>8:30 am</td>
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<td>234. JS: Careers in Transition • HE: GndBall B</td>
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<td>288. IP: Expatriates • HE: Columbus E/F</td>
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<td>2:00 pm</td>
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<td>290. IP: Balancing Work and Family • HE: Columbus E/F</td>
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<td>3:40 pm</td>
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<td>352. IP: Career Choice &amp; Management • HE: Wacker West (4)</td>
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<td>5:30 pm</td>
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<td>356. IP: Affective Reactions • HE: Wacker West (3)</td>
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<td>7:00 pm</td>
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<td>22. Social Hour • HW: Goldcoast</td>
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<td>8:30 am</td>
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<td>263. JS: Equity in Pay and Promotions • HW: Comiskey</td>
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<td>10:40 am</td>
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<td>261. JS: Issues and Solutions in Global • HE: GndBall E</td>
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<td>12:20 pm</td>
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<td>201. Work transition journeys (SC) • HE: GndBall A</td>
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### Saturday 9:00 am

*416. Careering Practice*

- 9:00-6:00 Swiss: WmTell  
*By invitation only*  
*Organizer:* Kerr Inkson, U. of Auckland

### Monday 8:30 am

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<tr>
<th>Start Time</th>
<th>Program Content</th>
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<tr>
<td>8:30 am</td>
<td>Theme: Pluralism in Academic Roles: Using One Vehicle to Make Simultaneous Journeys</td>
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</table>
| 8:30-10:20 | Hyatt West: Goldcoast  
*Chair:* Mary R. Watson, Vanderbilt U.  
*Division Welcomer:* Joan D. Mahoney, Montclair State U.  
*Ambassador:* Samuel Rabinowitz, Rutgers U., Camden |
Monday 12:20 pm

**418.** Paper: **Perspectives on Mentoring**
- 12:20-2:10 Hyatt West: Goldcoast
  
  **Chair:** Debra A. Major, Old Dominion U.
  
  **Not All Relationships are Created Equal: Critical Factors of Productive Mentoring Relationships,** Troy R. Nielson, California State U., San Marcos; Larry E. Pate, U. of Wisconsin, Madison; Regina J. Eisenbach, California State U., San Marcos
  
  
  **Career-Related and Social Support: An Examination of Expectations Among Mentors and Proteges,** Angela M. Young, California State U., Los Angeles; Pamela L. Perrewe, Florida State U.
  
  **Comparison of Traditional, Step-ahead, and Peer Mentoring**
  
  **on Proteges’ Support, Satisfaction and Perceptions of Career Success: A Social Exchange Perspective,** Ellen Ann Ensher, Loyola Marymount U.; Craig Thomas, Claremont Graduate U.; Susan E. Murphy, Claremont McKenna College
  
  **Discussants:** J. Bruce Prince, Kansas State U.; Lynn Kathleen Harland, U. of Nebraska, Omaha

Tuesday 2:00 pm

**419.** Paper: **Individual and Organizational Outcomes of Job and Career Changes**
- 2:00-3:20 Hyatt West: Goldcoast
  
  **Chair:** Eileen Kaplan, Montclair State U.
  
  **The Experience of Boundarylessness: Job Change, Extrinsic and Intrinsic Career Success Among Early-Career MBAs,** Maury A. Peiperl, London Business School; Lidewey van der Sluis, London Business School
  
  **The Clean Slate Effect on Tournament Mobility in Organizations,** Amy E. Hurley, Chapman U.; Stefan Wally, Chapman U.; Jeffrey A. Sonnenfeld, Chief Executive Institute
  
  **Job Seeking: The Importance of Cross-Industry Ties to an Industry Change,** Deborah Wright Brown, Long Island U.
  
  **The Nature of the New Employment Relationship(s): A Content Analysis of the Practitioner and Academic Literatures,** Mark V. Roehling, Western Michigan U.; Marcie A. Cavanaugh, Cornell U.; Lisa M. Moynihan, Cornell U.; Wendy R. Boswell, Cornell U.
  
  **Discussants:** Phillip Gardner, Michigan State U.; Monica Forret, Saint Ambrose U.

Tuesday 3:40 pm

**420.** Symposium: "The business of business is also education": Boeing’s journey into linking business and academe to better prepare college business graduates for the
- 3:40-5:00 Hyatt West: Goldcoast
  
  **Chair:** Linda K. Gibson, Pacific Lutheran U.
  
  **Ambassador:** Romila Singh, Drexel U.
  
  **Presenters:** Bruce Finnie, Pacific Lutheran U.; Sven Kalve, Boeing Company; Linda K. Gibson, Pacific Lutheran U.

Tuesday 5:30 pm

**421.** Meeting: **Division Business Meeting**
- 5:30-6:45 Hyatt West: Goldcoast
  
  **Division Chairs:** Martin M. Greller, U. of Wyoming; Hugh Gunz, U. of Toronto

Tuesday 7:00 pm

**422.** **Social Hour**
- 7:00-9:00 Hyatt West: Goldcoast
  
  **Co-Chair:** Susan M. Adams, Bentley College

Wednesday 8:30 am

**423.** Practicing What We Preach: Building for Continuous Improvement to Best Meet Careers Division Member's Need in the New Millenium
- 8:30-10:20 Hyatt West: Goldcoast
  
  **Chair:** Gayle Porter, Rutgers U., Camden
  
  **Ambassador:** Veronica Wan-Huggins, Georgia State U.
  
  **Presenters:** Deborah Ettington, Eastern Michigan U.; Veronica Godshalk, Pennsylvania State U., Great Valley; Monica C. Higgins, Harvard U.; Yehuda Baruch, U. of East Anglia, UK
  
  **Facilitators:** Maury A. Peiperl, London Business School; Martin M. Greller, U. of Wyoming; Hugh Gunz, U. of Toronto; Joan D. Mahoney, Montclair State U.
# Conflict Management

**Program Chair:** Laurie Weingart, Carnegie Mellon University  
**Workshop Chair:** Judi M. Parks, Washington University

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<thead>
<tr>
<th>Start Time</th>
<th>Regular Program</th>
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<tr>
<td><strong>Friday 1:00 pm</strong></td>
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<td>424.</td>
<td>Conflict Management Division’s Junior Faculty Research Incubator on Conflict &amp; Diversity</td>
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<td>1:00-9:00</td>
<td>Hyatt West: San Francisco</td>
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<td><strong>425.</strong></td>
<td>Conflict Management Division’s Junior Faculty Research Incubator on Conflict &amp; Diversity</td>
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<td>9:00-5:00</td>
<td>Hyatt West: San Francisco</td>
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<td><strong>Saturday 9:00 am</strong></td>
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<td>426.</td>
<td>Managing Conflict in the Pluralistic Classroom</td>
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<td>9:30-12:00</td>
<td>Hyatt West: San Francisco</td>
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**Chairs:** Debra L. Connelley, State U. of New York, Buffalo; Martin N. Davidson, U. of Virginia  
**Discussants:** Ella L. Bell, U. of North Carolina, Charlotte; Stella Ting-Toomey, California State U., Fullerton

**Monday 8:00 am**

427. Division Welcome
- 8:00-8:30 Hyatt West: Haymarket
**Division Chair:** Peter Carnevale, U. of Illinois  
**Program Chair:** Laurie R. Weingart, Carnegie Mellon U.

**Monday 8:30 am**

428. Paper: Antecedents and Consequences of Perceptions of Justice
- 8:30-10:20 Hyatt West: Haymarket
**Chair:** Robert J. Robinson, Harvard Business School  
*Examining Layoff Survivors’ Changes In Commitment: The Effects Of Procedural And Interactional Injustice*, James J. Lavelle, U. of Utah / Catholic U. of America  
*Published in Conference Proceedings*

A Social Identity Perspective on Organizational Justice  
Among Layoff Survivors, Kelly Anne Mollica, Wake Forest U.  
*Winner of CM Division Best Paper Award*  
*Published in Conference Proceedings*


**Monday 2:30 pm**

429. Paper: Decision Making and Conflict Behavior  
- 2:30-3:50 Hyatt West: Haymarket  
*Chair:* Sally Blount-Lyon, U. of Chicago

Intergenerational Discounting: The Role of Time Delay, Uncertainty, and Affinity to Future Generations, Kimberly A. Wade-Benzoni, New York U.


Secrecy, Deception, Retribution, and the Negotiation Process, Terry L. Boles, U. of Iowa; Rachel T. A. Croson, U. of Pennsylvania; J. Keith Murnighan, Northwestern U.

The Influence of Physical Attractiveness and Gender on Ultimatum Game Decisions, Maurice E. Schweitzer, U. of Pennsylvania; Sara J. Solnick, U. of Miami

**Monday 4:10 pm**

430. Theme: A Behavioral Theory of Labor Negotiations in a Pluralistic World  
- 4:10-5:30 Hyatt West: Haymarket

Panel discussion of the implications of McKersies classic book in disputes where social identity (e.g., race, culture, gender) is salient.  
*Chair:* Deborah M. Kolb, Simmons GSM

*Presenters:* Ray Friedman, Vanderbilt U.; Deborah M. Kolb, Simmons GSM; Lavinia Hall, Rutgers U.; New Brunswick; Charles Heckscher, Rutgers U.; New Brunswick

*Discussant:* Robert McKersie, Massachusetts Institute of Technology

**Monday 5:40 pm**

431. Meeting: Conflict Management Division Business Meeting  
- 5:40-6:40 Hyatt West: Haymarket  
*Division Chair:* Peter Carnevale, U. of Illinois

**Monday 6:45 pm**

432. Conflict Management Division Social  
- 6:45-8:00 Hyatt West: Wrigley

**Tuesday 8:50 am**

433. Paper: Inter- and Intra-Group Conflict  
- 8:50-10:10 Hyatt West: Haymarket

*Chair:* Kathleen M. O’Connor, Cornell U.

The Effect of Cross-Cutting Social Identity on Negotiation Expectations, Debra L. Connelley, State U. of New York, Buffalo; Donald E. Conlon, Michigan State U.

**Tuesday 10:30 am**

434. Symposium: In One Way and Out the Other: The Negotiation Process as a Site for Transformation  
- 10:30-11:50 Hyatt West: Haymarket

*Chairs:* Deborah M. Kolb, Simmons GSM; Kathleen L. Valley, Harvard Business School

Interactively Determined Bargaining Scripts, Kathleen L. Valley, Harvard Business School

Language and Dialectical Tensions in the Dynamics of Teacher’s Negotiations, Linda L. Putnam, Texas A&M U.

Solving “Our” Problem: The Psychological Transformation of Two Negotiating Parties into One Problem Solving Group, Jeffrey T. Polzer, U. of Texas, Austin; Max M. Bazerman, Northwestern U.

*Discussants:* Sara Cobb, Harvard U.; Deborah M. Kolb, Simmons GSM; Max M. Bazerman, Northwestern U.

**Tuesday 2:00 pm**

435. Paper: Cultural Perspectives on Conflict Resolution and Fairness  
- 2:00-3:20 Hyatt West: Haymarket

*Chair:* Michelle Gefand, U. of Maryland

Japanese Conflict Handling Styles: Etic and Emic Elements, Anne Louise Lyle, Hong Kong U. of Science and Technology; Tetushi Okumura, Shiga U.

Exploring the Norm of Reciprocity in the Global Market: U.S. and Japanese Intra- and Inter-Cultural Negotiations, Wendi L. Adair, Northwestern U.

Winner of CM Division Best Student Paper Award Published in Conference Proceedings

A Cross-Cultural Perspective on Procedural Justice, Jasmine Tata, Loyola U., Chicago

Trust Levels and Conflict Resolutions: Toward an Aculural Model for International Negotiation, Yongsun Paik, Loyola Marymount U.; Steven C. Combs, Loyola Marymount U.

**Tuesday 3:40 pm**

436. Symposium: Assessing the Effectiveness of Negotiation Instruction: A Conversation with Case and Text Authors  
- 3:40-5:00 Hyatt West: Haymarket

Panel discussion considering whether students of negotiation are able to apply newly acquired skills and knowledge outside the classroom.  
*Chair:* Laurie R. Weingart, Carnegie Mellon U.

*Panelists:* Sara Cobb, Harvard U.; Steven C. Currall, Rice University; Roy J. Lewicki, Ohio State U.; Leigh Thompson, Northwestern U.
### Entrepreneurship

**Program Chair:** Robert Hisrich, Case Western Reserve University  
**Workshop Chair:** Thomas Dean, University of Tennessee

#### Friday

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<tr>
<th>Time</th>
<th>Event</th>
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<tr>
<td>8:00 am</td>
<td><strong>Regular Program</strong></td>
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<td>437. ENT* Case Writing Project • HW: Sandburg</td>
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<td>1:00 pm</td>
<td>438. ENT* Doctoral Consortium • HW: Addams</td>
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<td>439. ENT* Workshop on Case Method • HW: McCormick</td>
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<td>3:00 pm</td>
<td>440. ENT* Refreshment Break • HW: Addams</td>
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<td>3:30 pm</td>
<td>441. ENT: How to be Entrepreneur? • HW: Ogden</td>
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<td>442. ENT: Non-U.S. Scholar and the AOM • HW: Wright</td>
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<td>443. ENT in Franchising, Co-ops, MLMs • HW: McCormick</td>
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<td>5:00 pm</td>
<td>444. ENT New Faculty Consortium • HW: Ogden</td>
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<td>6:00 pm</td>
<td><strong>Shared Program</strong></td>
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<td>78. ENT, MED &amp; MOC Workshop on Creative Classroom Action • HW: Ogden</td>
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<td>445. ENT Coffee and Croissants • HE: Grandballroom Lobby</td>
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<td>447. Entrepreneurship Doctoral Consortium • HW: Addams</td>
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<td>448. ENT New Faculty Consortium • HW: Ogden</td>
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<td>449. Central Problems for the Field • HE: GndBall C(N)</td>
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<td>10:00 am</td>
<td>450. Refreshment Break • HE: Grandballroom Lobby</td>
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<td>10:30 am</td>
<td>451. ENT: Revise and Resubmit • HW: Ogden</td>
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<td>12:00 pm</td>
<td>452. ENT Endowed Chairs Council Lunch • OS: See Contact</td>
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<td>1:00 pm</td>
<td>453. ENT: McGraw-Hill Irwin Innovation Award • HE: GndBall D(N)</td>
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<td>454. ENT Innovation in Education • HW: Ogden</td>
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<td>455. Cognitive and Social Factors i • HE: GndBall C(N)</td>
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<td>6:00 pm</td>
<td>456. ENT: Teaching Entrepreneurship • HE: GndBall D(N)</td>
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<td>457. Entrepreneurship Division Pre- • OS: See Contact</td>
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<td>459. ENT* Doctoral Consortium • HW: Addams</td>
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<td>461. ENT* Doctoral Ed. Study Findings • HE: GndBall C(N)</td>
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<td>464. ENT: National Startups Study • HE: GndBall C(N)</td>
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<td>465. ENT* University &amp; Home Business • HW: Wrigley</td>
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<td>466. ENT Opening Welcome • HW: Wrigley</td>
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<td>467. S: Sustaining the ‘Sustainable’? • HW: Wrigley</td>
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<td>468. P: University &amp; Home Business • HW: Wrigley</td>
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<td>469. P: Financing and the ENT Firm • HW: Wrigley</td>
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<td>280. JPC: SME Development Programs • HW: McCormick</td>
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<td>281. P: Human and Capital  HW: Wrigley</td>
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<td>282. P: Family Business Succession • HW: Wrigley</td>
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<td>283. ENT* Social • HW: Water Tower</td>
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<td>284. P: Family Business Strategy • HW: Wrigley</td>
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<td>285. P: ENT in Existing Organizations • HW: Wrigley</td>
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<td>286. P: International Entrepreneurship • HW: Wrigley</td>
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<td>287. P: International ENT Theory • HW: Wrigley</td>
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<td>288. USASBE Board Meeting • HW: Wrigley</td>
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<td>289. P: Networks and Entrepreneurship • HW: Wrigley</td>
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<td>290. P: Partnering and Entrepreneurship • HW: Wrigley</td>
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<td>291. P: ENT Firm Performance • S. Gbali</td>
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<td>292. P: Innovation and Creativity • HW: Wrigley</td>
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<td>204. Developmental Entrepreneurship • HW: Regency Ball C(N)</td>
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**Friday 8:00 am**

437. **Entrepreneurial Consultation/Case Writing Project**  
- 8:00-1.00 Hyatt West: Sandburg  
Offsite Project: Preregister with Thomas A. Bryant at 973-353-1062  
**Organizer:** Thomas A. Bryant, Rutgers U.

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**Friday 1:00 pm**

438. **Entrepreneurship Division Doctoral Consortium**  
- Preregister with Nancy M. Carter at 651-962-4407 or at nmccarter@stthomas.edu  
**Organizers:** Nancy M. Carter, U. of St. Thomas; Timothy M. Stearns, California State U., Fresno
Presenters: Howard E. Aldrich, U. of North Carolina, Chapel Hill; Claudia B. Schoonhoven, U. of California, Irvine; Harry J. Sapienza, U. of South Carolina

439. The Case Method: Tips on Developing, Writing, Teaching, and Publishing Cases
- 1:00-3:00 Hyatt West: McCormick
Organizer: Myra Hart, Harvard U.
Presenters: Myra Hart, Harvard U.; Candida G. Brush, Boston U.; Patricia G. Greene, U. of Missouri, Kansas City; Chi Anyansi-Achibong, North Carolina A&T State U.

Friday 3:00 pm

440. Refreshment Break
- 3:00-3:30 Hyatt West: Addams
Organizer: Thomas J. Dean, U. of Colorado, Boulder

Friday 3:30 pm

441. How Creative Individuals Learn to be Entrepreneurial: Lessons & Experience from the Arts Industries
- 3:30-5:00 Hyatt West: Ogden
Organizer: Thomas A. Bryant, Rutgers U.
Presenters: Thomas A. Bryant, Rutgers U.; Patricia Kettenring, Rutgers U.; Willem VanDooijeweert, WV Management

442. The Non-U.S. Scholar and the Academy: Entrepreneurship and Change, an International Journey
- 3:30-5:00 Hyatt West: Wright
Organizer: Antoine Hermens, U. of Technology

443. Entrepreneurship on the Fringe of the Definition: Franchising, Co-Ops, MLMs, and Non-Profits
- 3:30-5:00 Hyatt West: McCormick
Organizer: Norris F. Krueger, Entrepreneurial Strategies

Friday 5:00 pm

444. Entrepreneurship Division New Faculty Consortium
- 5:00-6:30 Hyatt West: Ogden
Preregister with Patricia G. Greene at 816-235-5841 or greenep@umkc.edu
Organizers: Patricia G. Greene, U. of Missouri, Kansas City; Jerome A. Katz, St. Louis U.
Presenters: McRae C. Banks, Worcester Polytechnic Institute; Nancy B. Upton, Baylor U.; Kelly G. Shaver, College of William and Mary; Anne M. McCarthy, Colorado State U.

Saturday 7:30 am

445. Coffee and Croissants
- 7:30-8:30 Hyatt East: Grandballroom Lobby
Organizer: Thomas J. Dean, U. of Colorado, Boulder

Saturday 8:00 am

446. Entrepreneurship Research in Management Journals: An Empirical Examination of the Top Journals
- 8:00-9:00 Hyatt East: GndBall C(N)
Organizer: Lowell W. Busenitz, U. of Oklahoma
Presenters: Lowell W. Busenitz, U. of Oklahoma; Gaylen N. Chandler, Utah State U.; Teresa Nelson, Suffolk U.; Harry J. Sapienza, U. of South Carolina; Dean A. Shepherd, Rensselaer Polytechnic Institute; Page G. West, III, Wake Forest U.; Andrew L. Zacharakis, Babson College

Saturday 8:30 am

447. Entrepreneurship Division Doctoral Consortium
- 8:30-4:30 Hyatt West: Ogden
Preregister with Nancy M. Carter at 651-962-4407 or nmcarter@stthomas.edu
Organizers: Nancy M. Carter, U. of St. Thomas; Timothy M. Stearns, California State U., Fresno

Saturday 9:00 am

448. Entrepreneurship Division New Faculty Consortium
- 8:30-4:30 Hyatt West: Ogden
Preregister with Patricia G. Greene at 816-235-5841 or greenep@umkc.edu
Organizers: Patricia G. Greene, U. of Missouri, Kansas City; Jerome A. Katz, St. Louis U.

Saturday 10:00 am

450. Refreshment Break
- 10:00-10:30 Hyatt East: Grandballroom Lobby
Organizer: Thomas J. Dean, U. of Colorado, Boulder

Saturday 10:30 am

451. Managing the Revise and Resubmit Process
- 10:30-12:00 Hyatt West: Ogden
Organizers: Patricia G. Greene, U. of Missouri, Kansas City; Jerome A. Katz, St. Louis U.
Presenters: Scott W. Kunkel, U. of San Diego; McRae C. Banks, Worcester Polytechnic Institute; S. Venkataraman, U. of Virginia; Elaine Romanelli, Georgetown U.
### Saturday 12:00 pm

**Council of Endowed Chairs Annual Luncheon**
- **Time:** 12:00-1:00
- **Location:** Off Site: See Contact
- **Pre-registration:** Jerome Katz at katzja@slu.edu
- **Organizer:** Jerome A. Katz, St. Louis U.

### Saturday 1:30 pm

**The McGraw-Hill Irwin Innovation in Entrepreneurship Pedagogy Award Winner**
- **Time:** 1:30-3:00
- **Location:** Hyatt East: GndBall D(N)
- **Organizer:** Connie Marie Gaglio, San Francisco State U.

### Saturday 2:45 pm

**Innovation in Entrepreneurship Education: Internet Delivery of Expert Assistance Tools**
- **Time:** 2:45-4:30
- **Location:** Hyatt West: Ogden
- **Organizers:** Patricia G. Greene, U. of Missouri, Kansas City; Jerome A. Katz, St. Louis U.
- **Presenters:** Ronald K. Mitchell, U. of Victoria; Eric A. Morse, U. of Victoria; Brian McKenzie, U. of Victoria

### Saturday 3:00 pm

**Cognitive and Social Factors in Entrepreneurial Success**
- **Time:** 3:00-5:00
- **Location:** Hyatt East: GndBall C(N)
- **Organizer:** Robert A. Baron, Rensselaer Polytechnic Institute
- **Presenters:** Robert A. Baron, Rensselaer Polytechnic Institute; Evan J. Douglas, Queensland U. of Technology; Gideon D. Markman, U. of Colorado, Boulder; Kelly G. Shaver, College of William and Mary; Dean A. Shepherd, Rensselaer Polytechnic Institute; Andrew L. Zacharakis, Babson College

### Saturday 7:00 pm

**Entrepreneurship Division Pre-Conference Social Event**
- **Time:** 7:00-10:00
- **Location:** Off Site: See Contact
- **Pre-registration:** Required
- **Organizer:** Thomas J. Dean, U. of Colorado, Boulder

### Monday 8:30 am

**Entrepreneurship Division New Faculty Consortium**
- **Time:** 8:30-12:00
- **Location:** Hyatt East: GndBall C(N)
- **Pre-registration:** Patricia G. Greene at 816-235-5841 or greenep@umkc.edu
- **Organizers:** Patricia G. Greene, U. of Missouri, Kansas City; Jerome A. Katz, St. Louis U.
- **Presenters:** Candia G. Brush, Boston U.; Elizabeth J. Gatewood, Indiana U.; Steven H. Hanks, Utah State U.; Frank Hoy, U. of Texas, El Paso; Donald Jacobs, Northwestern U.; Max S. Wotman, Iowa State U.

### Sunday 8:30 am

**Doctoral Education in the Field of Entrepreneurship: Preliminary Results from the Task Force**
- **Time:** 9:00-10:00
- **Location:** Hyatt East: GndBall D(N)
- **Organizer:** Paul Shrivastava, Bucknell U.

### Sunday 9:00 am

- **Time:** 10:30-12:00
- **Location:** Hyatt East: GndBall C(N)
- **Organizers:** Paul Reynolds, Babson College; Candia G. Brush, Boston U.; Kelly G. Shaver, College of William and Mary; Nancy M. Carter, U. of St. Thomas; Bruce A. Kirchhoff, New Jersey Institute of Technology; Timothy M. Stearns, California State U.; Mary Williams, U. of Pennsylvania; Denny Dennis, National Federation of Independent Businesses; Per Davidsson, Jonkoping International Business School; Candia G. Brush, Boston U.; William B. Gartner, U. of Southern California

### Sunday 10:30 am

**Opportunities to Enhance Teaching and Research through Linkages with University-Related Incubators**
- **Time:** 10:30-12:00
- **Location:** Hyatt East: GndBall D(N)
- **Organizer:** Mark P. Rice, Rensselaer Polytechnic Institute
- **Presenters:** Mark P. Rice, Rensselaer Polytechnic Institute; Dinah Adkins, National Business Incubation Association; Terry C. Blum, Georgia Institute of Technology
467. Symposium: Sustaining the 'Sustainable'?  
- 9:00-10:20 Hyatt West: Wrigley  
Chair: Norris F. Krueger, Entrepreneurial Strategies  
Presenters: Jon Entine, Ruffin; David Alexander, U. of Toronto; Jacob Park, U. of Maryland  
Discussant: Marianne Jennings, Arizona State U.

Monday 10:40 am

468. Paper: University Related and Home Based Businesses  
- 10:40-12:00 Hyatt West: Wrigley  
Chair: Emeric Solymossy, Western Illinois U.  
Geographic Proximity: A Stimulus for Greater Relationship Intensity and Outcomes Between Small Firms and University Research Centers. Michael D. Santoro, Lehigh U.; Joseph E. Coombs, James Madison U.  
Determining the Incremental Impact of Legitimizing Tactics on Home-Based Businesses in the Construction Industry. Dale A. Henderson, Radford U.; Lester A. Digman, U. of Nebraska  
Discussant: Susanna Khavul, Boston U.

Monday 12:20 pm

469. Paper: Financing and the Entrepreneurial Firm  
- 12:20-2:10 Hyatt West: Wrigley  
Chair: David Deeds, Case Western Reserve U.  
"Residual Communism" Entrepreneurship and Micro-Enterprise Finance in Post-Communist Countries. Chao C. Chen, Rutgers U.; Nada T. Kobeissi, Rutgers U., Newark  
Chief Executive Officer (CEO) Tenure in Initial Public Offering (IPO). Hitoshi Mitsuhashi, Cornell U.; Welbourne M. Theresa, Cornell U.  
Discussants: Sandra West King, Frostburg State U.; Roger Hutt, Arizona State U., West

Monday 2:30 pm

470. Paper: Human Resources and Human Capital  
- 2:30-3:50 Hyatt West: Wrigley  
Chair: Anne M. McCarthy, Colorado State U.  
Network Capital, Relational Rents, and the Competitive Advantage of Small Firms. Juan Florin, U. of Connecticut  
Discussants: Alice Andrews, Valour Inc.; Emeric Solymossy, Western Illinois U.

Monday 4:10 pm

471. Paper: Succession in Family Businesses  
- 4:10-5:30 Hyatt West: Wrigley  
Chair: Nancy B. Upton, Baylor U.  
Confucianism and Succession in Chinese Family Business. Jun Yan, Texas Tech U.; Ritch L. Sorenson, Texas Tech U.  
Discussants: Ramona K. Z. Heck, Cornell U.; Timothy M. Stearns, California State U., Fresno

Monday 5:30 pm

472. Meeting: Entrepreneurship Division Business Meeting  
- 5:30-6:30 Hyatt West: Wrigley  
Organizer: Robert D. Hisrich, Case Western Reserve U.

Monday 6:30 pm

473. Entrepreneurship Division Social  
- 6:30-8:00 Hyatt West: Water Tower  
Organizer: Robert D. Hisrich, Case Western Reserve U.

Tuesday 8:50 am

474. Paper: Strategy and Fairness in Family Businesses  
- 8:50-10:10 Hyatt West: Wrigley  
Chair: Arnold C. Cooper, Purdue U., West Lafayette  
Patterns of Strategy Formulation in a Family Firm. Bakr Ibrahim, Concordia U., Montreal; Jean B. McGuire, Concordia U., Montreal; Y. Ismail, Concordia U., Montreal; Collette Dumas, Suffolk U.  
Founder Centrality and Strategy in the Family Owned Firm. Louise M. Kelly, Northeastern U.; Nickolas Athanassiou, Northeastern U.  
Discussant: Susan C. Hanlon, U. of Akron

Tuesday 10:30 am

475. Paper: Entrepreneurship in Existing Organizations  
- 10:30-11:50 Hyatt West: Wrigley  
Chair: Roger D. Roderick, Arkansas State U.  
Levels and Patterns in the Intrapreneurship Model: An Exploratory Comparison. Bostjan Antonic, Case Western Reserve U./U. of Ljubljana  
A Dynamic Perspective of Internal Fit in Corporate Venturing. Stewart Thornhill, U. of British Columbia  
Discussant: Scott W. Kunkel, U. of San Diego

Tuesday 2:00 pm

476. Paper: International Entrepreneurship
Entrepreneurship

Wednesday 10:40 am

480. Paper: Partnering and Entrepreneurship
- 10:40-12:00 Hyatt West: Wrigley
Chair: Lene Foss, Norwegian Institute of Fishery and Aquaculture Ltd.
Sustaining Strategic Partnerships Between Entrepreneurial Firms: An Outcome/Legitimacy-Based Approach, Craig Erwin, U. of Arizona; Keith G. Provan, U. of Arizona
Technology Portfolios and Alliance Formation in New Firms, Donna J. Kelley, Rensselaer Polytechnic Institute; Mark P. Rice, Rensselaer Polytechnic Institute
Published in Conference Proceedings

Young Entrepreneurial Firms and the Liabilities of International Joint Venture Relationships, Lloyd P. Steier, U. of Alberta
Discussants: Sharon Alvarez, Ohio State U.; Prescott C. Ensign, U. of Western Ontario

Wednesday 12:20 pm

482. Paper: Innovation and Creativity in Entrepreneurial Firms
- 12:20-2:10 Hyatt West: Wrigley
Chair: Lowell W. Busenitz, U. of Oklahoma
Responding to Innovations in Marketing and Service: The Strategies of Independent Retailers, Michael J. Rubach, U. of Central Arkansas; McGee M. Jeffrey, U. of Texas, Arlington
Discussants: Karen L. Belanger, Columbia U.; Connie Marie Gaglio, San Francisco State U.

Tuesday 3:40 pm

477. Paper: Theory and Survival of International Entrepreneurial Firms
- 3:40-5:00 Hyatt West: Wrigley
Chair: Hamid Etemad, McGill U.
"Born Global" Firms: A Theoretical Exploration, Paula D. Harveson, U. of Memphis; Ben L. Kedia, U. of Memphis; Peter S. Davis, U. of Memphis
Lessons from England: The Development of Small Firms Policy, Simon Down, U. of Plymouth; Jonathan Lean, U. of Plymouth
SME Survival in Hungary, Marjorie A. Lyles, Indiana U.; Indianapolis; Kathleen Watson, California State U.; San Marcos; Todd Saxton, Indiana U., Indianapolis
Discussants: Robert C. Hill, U. of Houston

Tuesday 5:30 pm

478. USASBE Board Meeting
- 5:30-7:30 Hyatt West: Wrigley
Organizers: Lynn Neeley; Robert D. Hisrich, Case Western Reserve U.

Wednesday 9:00 am

479. Paper: Networks and Entrepreneurship
- 9:00-10:20 Hyatt West: Wrigley
Chair: Ha T. Hoang, Case Western Reserve U.
Published in Conference Proceedings

Personal Networking Activities and Venture Performance: An Assessment of the Moderating Effects of Firm Age Among Small High Technology Manufacturing Firms, Dilene R. Crockett, U. of Texas, Arlington; Jeffrey E. McGee, U. of Texas, Arlington
The Role of Relational Contracting in Realizing the Benefits of Key Customer Relationships, Helena Yli-Renko, London Business School; Harry J. Sapienza, U. of South Carolina; Michael Hay, London Business School
Discussants: William M. Mayfield, Wichita State U.
## Gender and Diversity in Organizations

**Program Chair:** Audrey Murrell, University of Pittsburgh  
**Workshop Chair:** Laura Graves, Clark University

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<td>5:00 pm</td>
<td>GDO: Finding a Job • HW: Truffles</td>
<td>103. Critical Mgmt. Doctoral Workshop • HW: Dusable</td>
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<td>6:00 pm</td>
<td>GDO Doctoral Consortium • HW: New Orleans</td>
<td>88. Reception for the New Doctoral • S. Gbali I</td>
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<td>GDO Research Directions • HW: New Orleans</td>
<td>27. Critical Management Studies: B • HW: Comiskey</td>
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**Friday 6:00 pm**

**483.** Welcome to the 1999 GDO Doctoral Consortium: Finding a Job That’s Right for You
- 6:00-9:00 Hyatt West: Truffles

**Contact:** Jeffrey Greenhaus (greenhaus@drexel.edu) or Saroj Parasuraman (saroj@drexel.edu) for more information.  
**Organizers:** Jeffrey H. Greenhaus, Drexel U.; Saroj Parasuraman, Drexel U.
484. Saturday 7:00 am
1999 GDO Doctoral Consortium: Continental Breakfast
- 7:00-8:00 Hyatt West: New Orleans
Preregistration required
Organizers: Jeffrey H. Greenhaus, Drexel U.; Saroj Parasuraman, Drexel U.

485. Saturday 8:00 am
1999 GDO Doctoral Consortium: New Directions for Research on Gender and Diversity
- 8:00-9:30 Hyatt West: New Orleans
Preregistration required
Organizers: Jeffrey H. Greenhaus, Drexel U.; Saroj Parasuraman, Drexel U.
Panel: Martin N. Davidson, U. of Virginia; Suzan Lewis, Manchester Metropolitan U.; David A. Thomas, Harvard U.

486. Saturday 9:30 am
- 9:30-11:00 Hyatt West: New Orleans
Preregistration required
Organizers: Saroj Parasuraman, Drexel U.; Jeffrey H. Greenhaus, Drexel U.
Panel: Denise M. Rousseau, Carnegie Mellon U.; Phyllis Tharenou, Monash U., Caulfield

487. Saturday 11:00 am
1999 GDO Doctoral Consortium: Developing a Research Program
- 11:00-12:30 Hyatt West: New Orleans
Preregistration required
Organizers: Jeffrey H. Greenhaus, Drexel U.; Saroj Parasuraman, Drexel U.
Panel: Ella L. Bell, U. of North Carolina, Charlotte; Michelle K. Duffy, U. of Kentucky; Alison M. Konrad, Temple U.; Jason D. Shaw, Drexel U.

488. Saturday 1:30 pm
GDO Research Workshop: Exploring the Intersection of Race and Gender
- 1:30-5:30 Hyatt West: New Orleans
Contact Laura Graves (lgraves@clarku.edu) for more information.
Chair: Laura M. Graves, Clark U.
Panel: Karen L. Proudford, Morgan State U.; Stacy Blake-Beard, Harvard U.; Ella L. Bell, U. of North Carolina, Charlotte; Marilyn J. Davidson, U. of Manchester Institute of Science and Technology; Gary N. Powell; D. Anthony Butterfield, U. of Massachusetts, Amherst; Myrtie P. Bell, U. of Texas, Arlington

489. Saturday 5:30 pm
GDO Preconference Reception
- 5:30-6:30 Hyatt West: New Orleans
Sponsored by The Ada Ida Gannon, BVM, Center for Women and Leadership at Loyola University Chicago

Organizer: Laura M. Graves, Clark U.

490. Sunday 8:30 am
GDO Continental Breakfast and Networking: An Opportunity to Establish New Partnerships for Conducting and Publishing Research
- 8:30-10:00 Hyatt West: New Orleans
Chairs: Ellen A. Fagenson, George Mason U.; Belle Rose Ragins, U. of Wisconsin, Milwaukee

491. Monday 10:40 am
Paper: GDO Welcome Session: Finding Balance: Career, Life and Family
- 10:40-12:00 Hyatt West: Stetson F
Chair: Razelle Frankl, Rowan U.
Tidy Lives: A Model of Pluralism in Work/Life Balance,
Karen J. Crooker, U. of Wisconsin, Milwaukee; faye l. smith, Emporia State U.; Filiz Tabak, Towson U.
Published in Conference Proceedings
Correlates of Voluntary vs. Involuntary Part-Time Employment Among Women, Richard K. Caputo, Yeshiva U.; Mary Cianni, Towers Perrin
Job Attribute Preferences in the Changing Context of Employment and Family Relationships, Linley Claire Hartmann, U. of South Australia; Peter W. O'Brien, U. of Adelaide; Margaret G. Patrickson, U. of South Australia
Professional and Psychological Benefits of Multiple Roles for Managerial Women, Marian N. Ruderman, Center for Creative Leadership; Patricia J. Ohlott, Center for Creative Leadership; Kate Panzer, Center for Creative Leadership; Sara N. King, Center for Creative Leadership
Discussant: Jasmine Tata, Loyola U., Chicago

492. Monday 1:00 pm
Paper: Macro Perspectives on Workplace Diversity
- 1:00-2:10 Hyatt West: Stetson F
Chair: David M. Porter, U. of California, Los Angeles
The Impact of Cultural Diversity on Organizational Effectiveness: An Integrative Theory of Process and Content, Orlando Curtae’ Richard, Louisiana Tech U.; Thomas A. Kochan, Massachusetts Institute of Technology
Organizational Characteristics and Racial Diversity, Dail L. Fields, George Washington U.; Jodi S. Goodman, Purdue U.; Terry C. Blum, Georgia Institute of Technology
Explaining Why Diversity Sometimes has Positive Effects in Organizations and Sometimes has Negative Effects in Organizations: The Perceived Dissimilarity Openness Moderator Model, Charmine E. J. Hartel, U. of Queensland; Yuka Fujimoto, U. of Queensland
Published in Conference Proceedings
Discussant: Faten M. Moussa, State U. of New York, Plattsburgh

493. Monday 4:10 pm
Paper: Creating Change through Affirmative Action
Gender and Diversity in Organizations

- 4:10-5:30 Hyatt West: Stetson F
  Chair: Elaine Yakura, Michigan State U.
  Perceptions of Sex-Based Promotion Decisions: An Organizational Justice Perspective; Teri J. Elkins, U. of Houston; James S. Phillips, U. of Houston; Dennis P. Bozeman, U. of Houston

Explaining Demographic Group Differences in Attitudes Toward Affirmative Action, Alison M. Konrad, Temple U.; Janet Spitz, College of St. Rose

Implementing Equal Employment Opportunity through Identity Conscious or Identity Blind HR Strategies: The Effects on Women's Advancement in Management, Erica Lynn French, Queensland U. of Technology

Assumptions of Gender-Based Preferential Selection: The Impact of Rarity, Steven Blader, New York U.; Madeline Heilman, Columbia U.

Discussant: Anita D. Bhappu, U. of Arizona

Tuesday 7:30 am

495. GDO Division Breakfast
- 7:30-8:30 Hyatt West: Stetson F

Tuesday 9:10 am

496. Paper: Careers as Life Journeys
- 9:10-10:10 Hyatt West: Stetson F
  Chair: Freida Reitman
  The Midlife Transition of Professional Women: An External and Internal Recalibration; Judith R. Gordon, Boston College; Joy E. Beatty, Boston College; Karen S. Whelan, Samford U.
  Professional Women's Mid-Career Satisfaction: Toward a Multilevel Framework, Ellen Ross Auster, York U.
  Women's Versus Men's Managerial Careers: Is It a Case of Comparing Apples and Oranges?, Catherine Kirchmeyer, Wayne State U.

Published in Conference Proceedings

Towards a Model of the Female International Career Move: A Qualitative Study in a European Context, Margaret Linehan, U. College, Cork; James Walsh, U. College, Cork

Published in Conference Proceedings

Discussant: Roya Ayman, Illinois Institute of Technology

Tuesday 2:00 pm

497. Paper: Identity Journeys into a Pluralistic World
- 2:00-3:20 Hyatt West: Stetson F
  Chair: Gary N. Powell, U. of Connecticut
  Sexuality and Organizational Theorizing: A Queer Theory Approach, Carlos B. González, U. of Massachusetts, Amherst
  Sexual Identity Management Strategies: An Exploration of Antecedents and Consequences, Donna Lynn Chrobot-Mason, U. of Colorado, Denver; Scott B. Button, American Institutes for Research

Winner of Dorothy Harlow Award

Published in Conference Proceedings

Disruptions to Women's Social Identity: A Comparative Study of Workplace Stress Experienced by Women in Three Geographic Regions, Margaret A. Shaffer, Hong Kong Polytechnic U.; Janice R. W. Joplin, Southern Illinois U.; Edwardsville; Myrtle P. Bell, U. of Texas, Arlington; Theresa Lau, Hong Kong Polytechnic U.; Ceyda Oguz, Hong Kong Polytechnic U.

Songs of Ourselves: Employees' Deployment of Social Identity In Encounters with Self and Others, W. E. Douglas Creed, Boston College; Maureen Scully, Massachusetts Institute of Technology

Discussant: Margaret A. Lucero, U. of Wyoming

Tuesday 3:40 pm

498. Special Session: Organizational Talk: The Transformational Potential of a Feminist Approach
- 3:40-5:00 Hyatt West: Stetson F
  Chair: Ann C. Baker, George Mason U.
  Presenters: Susan A. Comerford, U. of Vermont; Mary J.J. Fambrough, Case Western Reserve U.

Tuesday 5:30 pm

499. Meeting: GDO Division Business Meeting
- 5:30-7:30 Hyatt West: Stetson F

Tuesday 6:30 pm

500. GDO Division Social Hour
- 6:30-7:00 Hyatt West: Stetson F

Wednesday 10:40 am

501. Paper: Diverse Perspectives within Teams
- 10:40-12:00 Hyatt West: Stetson F
  Chair: Robin Johnson, Darden Business School, U. of Virginia
  Looking into the Black Box: A Social Network Approach to Diversity, Communication, and Work Team Effectiveness, Margarita C. Mayo, U. of Western Ontario, Ivey School of Business
  Relational Demography Within Groups: An Empirical Test of a Theoretical Model, Christine Marie Riordan, U. of Georgia; Elizabeth Wier Weatherly, U. of Georgia

Discussant: Joycelyn Finley-Hervey, Jackson State U.

Wednesday 12:20 pm

- 12:20-2:10 Hyatt West: Stetson F
  Chair: Deborah E. Knapp, Cleveland State U.
Same-Sex Sexual Harassment: A Legal Review with Implications for Organizational Policy, Gary A. Kustis, O’Brien, Passen & Associates, Inc.; Deborah E. Knapp, Cleveland State U.

Same-Sex Sexual Harassment Against Men: Toward a Broader Theory of Sexual Harassment, Margaret S. Stockdale, Southern Illinois U., Carbondale; Michelle E. Wood, Southwest Missouri State U.; Leena Batra, Southern Illinois U., Carbondale

A Model of the Link Between Workplace Romance and Sexual Harassment, Charles A. Pierce, Montana State U., Bozeman; Herman Aguinis, U. of Colorado, Denver

The Moderating Effects of Other Types of Harassment Stressors on Sexual Harassment Outcomes, Kimberly T. Schneider, U. of Texas, El Paso; Robert T. Hitlan, U. of Texas, El Paso; Armando X. Estrada, U. of Texas, El Paso

Discussants: Jeanette N. Cleveland, Colorado State U.; Louise F. Fitzgerald, City U., UK
Health Care Management
Program Chair: Jacqueline Zinn, Temple University
Workshop Chair: Sharon Topping, University of North Carolina

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<th>Start</th>
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| Friday 6:00 pm | HCM Welcome Reception & Introductions • S: Gball 3
| 7:30 pm     | HCM Junior Faculty Breakout Session • S: Gball 2
| 8:00 pm     | HCM Break-Out Sessions • S: Gball 3
| 8:30 am     | Research, Teaching, & Service: • S: Gball 3
| 10:15 am    | Strategies for Success • S: Gball 3
| 10:30 am    | HCM Lunch • S: Gball 3
| 1:00 pm     | Grantwriting: What You Need to • S: Gball 3
| 2:00 pm     | HCM: The Two Journeys of Academe • S: Gball 2
| 3:00 pm     | The Two Journeys of Academe: T • S: Gball 3
| 4:00 pm     | Career Opportunities: Pluralis • S: Gball 3
| 6:00 pm     | HCM Continental Breakfast and Networking
| Saturday 7:30 am | HCM: Faculty Forum on Emerging Topics • S: Gball 3
| 10:30 am    | HCM: Editors on Research • S: Gball 3
| 8:30 am     | Division Welcome • HW: Columbian
| 9:00 am     | HCM: Hospital Financial Strategy • HW: Columbian
| 1:00 pm     | Balancing Physician Roles • HW: Columbian
| 2:30 pm     | Trust and Teamwork • HW: Columbian
| 4:10 pm     | Distinguished Speaker • HW: Columbian
| 5:30 pm     | HCM: Management of the Tenure Process • S: Alpine II
| 6:30 pm     | Social Hour • HW: Columbian
| 8:30 am     | Health Care Market Change • HW: Columbian
| 10:30 am    | P: Healthcare Market Change • HW: Columbian
| 2:00 pm     | P: Workforce Reduction and Stress • HW: Columbian
| 3:40 pm     | P: Perspectives on Managed Care • HW: Columbian
| 9:00 am     | Professional Learning • HW: Columbian
| 10:40 am    | Professional Learning • HW: Columbian

Friday 6:00 pm

**503. HCM Welcome Reception and Introductions:**
Doctoral Students and Junior Faculty
- 6:00-7:30 Swiss: Gball 3

By invitation only

*Coordinator: Sharon Topping, U. of North Carolina, Chapel Hill*


Friday 7:30 pm

**504. Junior Faculty Breakout Session: Forming Networks for Your Teaching and Research Needs**

**505. Doctoral Students Break-Out Session: Forming Networks for Your Teaching and Research Needs**
- 7:30-9:00 Swiss: Gball 3

By invitation only


Saturday 8:00 am

**506. HCM Continental Breakfast and Networking Forum for Doctoral Students and Junior Faculty**
- 8:00-8:30 Swiss: Gball 2

By invitation only

*Coordinator: Sharon Topping, U. of North Carolina, Chapel Hill*

*Facilitators: Margarete Arndt, Clark U.; Bruce J. Fried, U. of North Carolina, Chapel Hill; Myron D. Fottler, U. of Alabama, Birmingham; David Grazman, U. of Southern California; Timothy J. Hoff, State U. of New York, Albany; Eric S. Williams, U. of Missouri, Columbia*

Saturday 8:30 am

507. Research, Teaching, & Service: A Balanced Academic Life
- 8:30-10:00 Swiss: Gball 3
By invitation only
Chair: Kathryn H. Dansky, Pennsylvania State U.
Panel: Bruce J. Fried, U. of North Carolina, Chapel Hill; Kathleen Montgomery, U. of California, Riverside; John Valentine, Florida Atlantic U.; Donna Malvey, U. of South Florida

Saturday 10:15 am

508. Strategies for Success
- 10:15-12:00 Swiss: Gball 3
By invitation only
Chair: Jon Chilingerian, Brandeis U.
Panel: David Grazman, U. of Southern California; Christy H. Lemak, U. of Florida; Barbara Bigelow, Clark U.; Margarete Arndt, Clark U.; Ann Langley, U. of Quebec, Montreal; Gary J. Young, Boston U.

Saturday 12:00 pm

509. Lunch: Pizza as a Networking Tool for Doctoral Students and Junior Faculty
- 12:00-1:00 Swiss: Gball 3
Facilitators: All Panelists & Chairs. By invitation only
Organizer: Sharon Topping, U. of North Carolina, Chapel Hill

Saturday 1:00 pm

510. Grantwriting: What You Need to Know to Get Funded
- 1:00-2:15 Swiss: Gball 3
By invitation only
Chair: Thomas D’Aunno, U. of Chicago
Panel: Mary L. Fennell, Brown U.; Grant T. Savage, U. of Alabama, Tuscaloosa; Maria A. Friedman, HCFA

Saturday 2:30 pm

511. HCM: The Two Journeys of Academe: The Dissertation Journey
- 2:30-4:00 Swiss: Gball 2
For Doctoral Students Only
Chair: Eric A. Goodman, Fort Hays State U.
Panel: Timothy J. Hoff, State U. of New York, Albany; David J. Ketchen, Jr., Louisiana State U.

512. The Two Journeys of Academe: The Promotion and Tenure Journey
- 2:30-4:00 Swiss: Gball 3
Junior Faculty Only
Chair: Jacqueline S. Zinn, Temple U.

Saturday 4:00 pm

513. Career Opportunities: Pluralism in Health Care

Sunday 7:30 am

514. Continental Breakfast and Networking Forum for Doctoral Students and Junior Faculty
- 7:30-8:00 Swiss: Gball 2
Coordinator: Sharon Topping, U. of North Carolina, Chapel Hill
Facilitators: Leonard H. Friedman, Oregon State U.; Kathleen Montgomery, U. of California, Riverside; E. Jose Proenca, Widener U.

Sunday 8:00 am

515. Faculty Forum: Emerging Topics in Health Services Research From the Interorganizational and Organizational Perspective
- 8:00-10:30 Swiss: Gball 3
By invitation only
Chair: Jane C. Banaszak-Holl, U. of Michigan

Sunday 10:30 am

516. Advancing Your Research Career: Advice From the Editors
- 10:30-12:00 Swiss: Gball 3
By invitation only
Chair: Jon Chilingerian, Brandeis U.
Panel: Margarete Arndt, Clark U.; Barbara Bigelow, Clark U.; James P. Johnson, Editor, Journal of Healthcare Management; Rita D. Kosnik, Associate Editor, Academy of Management Journal; Sheila Puffer, Editor, Academy of Management Executive; Stephen M. Shortell, U. of California, Berkeley

Monday 8:45 am

517. Division Welcome
- 8:45-9:00 Hyatt West; Columbian
Program Chair: Jacqueline S. Zinn, Temple U.

Monday 9:00 am

518. Paper: Financial Strategy and Performance in Hospitals
- 9:00-10:20 Hyatt West; Columbian
Chair: Bruce J. Fried, U. of North Carolina, Chapel Hill
Community Control and Pricing patterns of Nonprofit Hospitals: Findings and Antitrust Implications, Gary J. Young, Boston U.; Kamal Desai, Boston U.
Published in Conference Proceedings

Does Reengineering Really Work? An Examination of the Context and Outcomes of Hospital Reengineering Initiatives, Stephen Lee Walston, Cornell U.; John R.
Kimberly, U. of Pennsylvania / INSEAD; Lawton Robert Burns, U. of Pennsylvania

Interorganizational Strategies in the Health Industry: Effects on Hospital Financial Performance, Gloria J. Bazzoli, Northwestern U.; Benjamin Chan, Health Research and Educational Trust; Stephen M. Shortell, U. of California, Berkeley

Winner of HCM Division Best Paper Award Published in Conference Proceedings

Discussant: Lawrence Van Horn, U. of Rochester

Monday 1:00 pm

519. Paper: The Physician as Employee, Manager, Entrepreneur: Balancing New Roles
- 1:00-2:10 Hyatt West: Columbian
Chair: Robert C. Myrtle, U. of Southern California
The Paradox of Legitimacy: Factors Decreasing the Likelihood of Physician Executives Practicing Medicine, Timothy J. Hoff, State U. of New York, Albany
Physician Transition Journeys: Developing Dual Commitment on the Road from Private Practice to Employment, Jeffery A. Thompson, U. of Minnesota

Winner of HCM Division Best Paper Based on a Dissertation Award

Relationship Navigator or Relationship Ostrich? Linking Stakeholder Management Styles to Key Firm Resources, John D. Blair, Texas Tech U.; Starr A. Blair, Texas Tech U.; Myron D. Fottler, U. of Alabama, Birmingham; Timothy W. Nix, Texas Tech U.; Gregory Tyge Payne, Texas Tech U.; Grant T. Savage, U. of Alabama, Tuscaloosa

Discussant: Eric S. Williams, U. of Missouri, Columbia

Monday 2:30 pm

520. Paper: Trust and Teamwork in Hospital Settings
- 2:30-3:50 Hyatt West: Columbian
Chair: Kathryn H. Dansky, Pennsylvania State U.
Abstinence Culture: The Effects of Union Membership Within Work Groups and Industrial Relations Climate, Roderick D. Iverson, U. of Melbourne, Australia; Donna M. Buttigieg, Templeton College, U. of Oxford; Catherine Maguire, U. of Melbourne, Australia
Trust in Mangement as a Mediator of Empowerment in Health Services Employees, E. Jose Proenca, Widener U.
Selected Determinants of Performance within a Set of Health Care Teams, Karl J. McCleary, Loma; S. Robert Hernandez, U. of Alabama, Birmingham

Discussant: Timothy J. Hoff, State U. of New York, Albany

Monday 4:10 pm

521. HCM Distinguished Speaker Presentation
- 4:10-5:10 Hyatt West: Columbian
Chair: Barbara Bigelow, Clark U.
Distinguished Speaker: Patrick G. Hays, Blue Cross/ Blue Shield Association

Monday 5:30 pm

522. Meeting: Division Business Meeting
- 5:30-6:15 Hyatt West: Columbian
Chair: Stephen J. O'Connor, U. of Wisconsin, Milwaukee

Winner of HCM Division Best Theory-to-Practice Paper

Monday 6:30 pm

523. Social Hour
- 6:30-7:30 Hyatt West: Columbian
Chair: Barbara Bigelow, Clark U.

Tuesday 8:50 am

- 8:50-10:10 Hyatt West: Columbian
Chair: Margarete Arndt, Clark U.
VA Medical Centers As A Safety Net In A Changing Urban Environment, Blair D. Gifford, U. of Colorado, Denver; Diane C. Cowper, Hines VA Hospital; Larry M. Manheim, Northwestern U.
Radical Change in Alberta Health Care: The Recomposition of an Organizational Field, Trish Reay, U. of Alberta

Discussant: Christopher L. Shook, U. of Texas, Arlington

Tuesday 2:00 pm

525. Paper: Workforce Reduction and Employee Stress in Hospitals
- 2:00-3:20 Hyatt West: Columbian
Chair: Kathleen Montgomery, U. of California, Riverside
Workforce Reduction Practices and Perceptions of Organizational Dysfunction in Canadian Hospitals, Kent Vernon Rondeau, U. of Alberta; Terry Hubert Wagar, St. Mary's U.
Predicting Who Resigns and Who Gets Laid-Off in a Hospital Environment of Repeated Downsizing: An Event History Analysis, Roderick D. Iverson, U. of Melbourne, Australia; Jacqueline A. Pullman, U. of Melbourne, Australia
The Direct and Mediating Roles of Personality and Moods in Nursing Burnout in Two Hospitals, Kelly Lee Zellars, U. of Alabama, Birmingham

Discussant: L. Michele Issel, U. of Illinois, Chicago

Tuesday 3:40 pm

526. Paper: Three Perspectives on Performance in Managed Care
- 3:40-5:00 Hyatt West: Columbian
Chair: John Valentine, Florida Atlantic U.
The Effects of Open Access on Member Satisfaction and Intentions to Remain in an HMO, John E. Gamble, U. of South Alabama; Marjorie L. Icenogle, U. of South Alabama; Norman B. Bryan, Georgia State U.; Daniel A. Rickert, PrimeHealth, Inc.

Winner of HCM Division Best Theory-to-Practice Paper

All Care is Managed: Evidence from Mental Health Providers on the Impact of Utilization Controls, Bruce J. Fried, U. of North Carolina, Chapel Hill; Sharon Topping, U. of North Carolina, Chapel Hill; Joseph P. Morrissey, U. of North Carolina, Chapel Hill; Scott Stroup, U. of North Carolina, Chapel Hill

Discussant: Eric G. Kirby, Texas Tech U.
Wednesday 9:00 am

Paper: Spanning the "Knowledge Gap": Learning by Health Care Professionals
- 9:00-10:20 Hyatt West: Columbian

Chair: Judith W. Alexander, U. of South Carolina


Published in Conference Proceedings

The Effectiveness of Teaching Medical and Allied Health Professionals Methods and Tools for Improving Practice. Diane M. Irvine, U. of Toronto; Ross G. Baker, U. of Toronto; John Bohnen, St. Michael's Hospital; Catherine Zahn, Toronto Hospital; Michael Murray, U. of Toronto; Jennifer Carryer, U. of Toronto


Discussant: Jeanine Warisse Turner, Georgetown U.
# Human Resources

**Program Chair:** Lynn Shore, Georgia State University  
**Workshop Chair:** Lois Tetrack, University of Houston

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<td>HR Doctoral Consortium • HW: Regency Ball B(S)</td>
<td>Practitioner Series: Developing and Critiquing Action Research Projects • HE: Columbus C/D</td>
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**Notes:**
- Early Wednesday morning activities were moved to 10 am to be included within the day.
- Monday morning activities were moved to 9 am to align with the new schedule.
- Tuesday morning activities were moved to 10 am to align with the new schedule.
Saturday 8:00 am

528. HR Doctoral Consortium
   - 8:00-5:30 Hyatt West: Regency Ball B(S)
   - Preregister with Sandy Wayne at (312) 996-2799 or sjwayne@uic.edu.
   - Organizer: Sandy J. Wayne, U. of Illinois, Chicago
   - Presenters: Maureen L. Ambrose, U. of Colorado; Daniel M. Cable, U. of North Carolina, Chapel Hill; Angelo S. DeNisi, Texas A&M U.; Robert L. Dipboye, Rice U.; Chris Earley, Indiana U.; Cynthia V. Fukami, U. of Denver; Robert Gatewood, U. of Georgia; Herbert G. Heneman III, U. of Wisconsin, Madison; Mark Huselid, Rutgers U.; Susan E. Jackson, Rutgers U., New Brunswick; Maria L. Kraimer, U. of Illinois, Chicago; Amy L. Kristof-Brown, U. of Iowa; Bruce M. Meglino, U. of South Carolina; Mark Mendenhall, U. of Tennessee, Chattanooga; Robert H. Moorman, West Virginia U.; Raymond A. Noe, Ohio State U.; Miguel A. Quinones, Rice U.; Eduardo Salas, Navy Personnel Research and Development Center; David O. Ulrich, U. of Michigan; Kevin J. Williams, State U. of New York, Albany; Patrick M. Wright, U. of Quebec; Jing Zhou, Texas A&M U.; College Station

Saturday 9:00 am

529. HR Junior Faculty Consortium
   - 9:00-6:00 Hyatt West: Regency Ball C(N)
   - The fee for participation is $40. Preregister with Debra Cohen at (202) 994-7055, by fax at (202) 994-4930.
   - Organizer: Debra J. Cohen, George Washington U.
   - Coordinators: Jose M. Cortina, George Mason U.; John E. Delery, U. of Arkansas, Fayetteville
   - Presenters: Richard J. Klimoski, George Mason U.; Gary C. McMahon, U. of Texas, Arlington; Craig J. Russell, U. of Oklahoma; Donald Schwab, U. of Wisconsin; M. Susan Taylor, U. of Maryland; Arup Varma; Ellen M. Whitener, U. of Virginia

Saturday 10:00 am

530. Editors' Round Table: Joint Session Junior Faculty and Doctoral Consortia
   - 10:00-12:00 Hyatt West: Toronto
   - By invitation only

Saturday 3:00 pm

531. Establishing a Research Agenda for Strategic HRM: Issues and Opportunities

Saturday 5:30 pm

532. HR Division Reception
   - 5:30-7:30 Hyatt West: Regency Ball C(N)
   - Organizer: Lois E. Tetrick, U. of Houston

Sunday 8:30 am

533. HR Doctoral Consortium
   - 8:30-12:00 Hyatt West: Regency Ball B(S)
   - Preregister with Sandy Wayne at (312) 996-2799, by fax (708) 479-4697.
   - Organizer: Sandy J. Wayne, U. of Illinois, Chicago

Sunday 10:00 am

534. Junior Faculty Consortium
   - 8:30-12:00 Hyatt West: Regency Ball C(N)
   - Preregister with Debra Cohen at (202) 994-7055, by fax at (202) 994-4930.
   - Organizer: Debra J. Cohen, George Washington U.
   - Coordinators: Jose M. Cortina, George Mason U.; John E. Delery, U. of Arkansas, Fayetteville
   - Presenters: Robert Gatewood, U. of Georgia; Stephen J. Havlovic, Simon Fraser U.; K. Michele Kacmar, Florida State U.; Judith A. Tansky, Ohio State U.; Dianna Stone; Chuck Williams, Texas Christian U.; Larry J. Williams, Virginia Commonwealth U.

535. UCIRHRP Meeting: Directors of Industrial Relations and Human Resources Programs.
   - 8:30-10:30 Swiss: Davos
   - Preregister with Michael Moore at (517) 355-1801 or moorem@pilot.msu.edu.
   - Organizer: Michael J. Jedel, Georgia State U.

536. Linking the HR Classroom to HR Practice: A Best Practices Approach
   - 10:00-12:00 Hyatt East: Skyway 272
   - Organizer: Diana L. Deardrick, Old Dominion U.
   - Coordinator: Mary A. Gowan
Monday 8:30 am

537. Symposium: The Pluralistic World of Contingent Work
- 8:30-10:20 Hyatt West: Field
Chair: Melissa S. Cardon, Columbia U.; Donna Blancero, Arizona State U.
: George Marron, Arizona State U.
: Glen E. Kreiner, Arizona State U., Main
Contingent Work and Institutional Commitment, Melissa S. Cardon, Columbia U.
The Role of Perceptions of Marginalization in Understanding Commitment and Perceived Organizational Support Among Contingent Workers, Tracey Honeycutt Sigler, Western Washington U.; Courtney Shelton Hunt, Northern Illinois U.
Discussants: Melissa Barringer, U. Massachusetts, Amherst; Scott A. Johnson, Arizona State U.

538. Paper: Issues in Compensation
- 9:00-10:20 Hyatt West: McCormick
Chair: Joseph J. Martocchio, U. of Illinois, Urbana-Champaign
The Role of Organizational Justice in Pay and Employee Benefit Satisfaction, and Its Effects on Work Attitudes, Michel Tremblay, CIRANO; Bruno Sire, U. of Toulouse; David B. Balkin, U. of Colorado, Boulder
The Construct of Contingent Pay Satisfaction: Adding a New Dimension to the Pay Satisfaction Questionnaire, Michael C. Sturman, Louisiana State U.; Jeremy C. Short, Louisiana State U.
Cultural Specifics and Universals in Employee Responses to Pay Contingencies, Christine M. Hagan, Florida Atlantic U.; Mark F. Peterson, Florida Atlantic U.
Discussants: James H. Dulebohn, Georgia State U.; Greg Hundley, Purdue U.

Monday 9:00 am

539. Paper: Person - Organization Fit and Employee Selection
- 10:40-12:00 Hyatt West: Field
Chair: K. Michele Kacmar, Florida State U.
The Use of Person-Group fit for Employment Selection: A Missing Link in Person-Environment Fit, James D. Werbel, Iowa State U.
Published in Conference Proceedings
Personality and Personnel Selection: Reexamining the Impact of Motivated Distortion on Construct Validity, Brent Smith, Cornell U.
An Examination of Calculator Use on Employment Tests of Mathematical Ability, Susan M. Burroughs, U. of Tennessee, Knoxville; Mark N. Bing, U. of Tennessee, Knoxville
College Grade Point Average as a Selection Device: Ethnic Group Differences and Adverse Impact of a Forgotten Predictor of Job Performance, Philip L. Roth, Clemson U.; Philip Bobko, Gettysburg College
Discussants: Robert E. Ployhart, Michigan State U.; Craig J. Russell, U. of Oklahoma

Monday 10:40 am

540. Paper: Job Design and Work Place Accomodation
- 10:40-12:00 Hyatt West: McCormick
Chair: Richard J. Klimoski, George Mason U.
An Examination of Ergonomic Training on Organizational Strain: A Person-Environment Fit Perspective, Angela K. Miles, Florida State U.; Pamela L. Perrewe, Florida State U.
Trust in Lean Production Systems: Lean Job Design and Workers' Trust in Management at Korean Automobile Plants, Dongyouh Shin, Yonsei U.; Jiman Lee, INSEAD
Job Category and Adaptation to Change, Robert C. Satterwhite, Georgia Institute of Technology; Linda Hoopes, ODR, Inc.; Jack Feldman, Georgia Institute of Technology
Limits on ADA Effectiveness: The Mediating Role of Beliefs in Requesting Accommodation, David C. Baldridge, U. of Connecticut; John F. Veiga, U. of Connecticut
Discussants: Scott J. Behson, State U. of New York, Albany; Ellen Ernst Kossek, Michigan State U.
Published in Conference Proceedings

Monday 12:20 pm

541. Paper: Impact of Human Resources on Organizational Performance
- 12:20-2:10 Hyatt West: Field
Chair: Debra J. Cohen, George Washington U.
Designing a HR System: The Roles of HR Specialists and Senior Managers, John F. Mackin, Dublin City University Business School; Kathy Monks, Dublin City University Business School
Drug Testing Programs and Their Impact on Workplace Accidents, Frank S. Lockwood, Tallahassee Community College; Brian S. Klaas, U. of South Carolina; John E. Logan, U. of South Carolina; William R. Sandberg, U. of South Carolina
Monday 1:00 pm

542. Symposium: Incorporating Personality in Theories and Research on Organizational Processes: Individual Differences in Behavior and Affect in Organizations
• 1:00-2:10 Hyatt West: McCormick
Chair: Stéphane Côté, U. of Michigan
Jobs, Careers, and Callings: Individual Differences in Goals for Reemployment, Amy Wrzesniewski, U. of Michigan
When Emotions Run Amok: Exploring the Roles of Affect in Counterproductive Behavior at Work, Suzy Fox, U. of South Florida; Paul E. Spector, U. of South Florida; Don Miles, U. of South Florida
A Conditional Model of the Role of Individual Differences in Organizations, Stéphane Côté, U. of Michigan; Debbie S. Moskowitz, McGill U.
Individual Differences in Feedback Propensities and Their Relationship to Training Performance, David Herold, Georgia Institute of Technology
Discussant: Benjamin Schneider, U. of Maryland

Monday 2:30 pm

543. Paper: Recruitment and Organizational Entry
• 2:30-3:50 Hyatt West: Field
Chair: Mary A. Gowan, U. of Central Florida
Establishing Person-Organization Fit During Organizational Entry, Daniel M. Cable, U. of North Carolina, Chapel Hill; Charles K. Parsons, Georgia Institute of Technology
Effects of Message Framing in Job Advertisements on Organizational Attractiveness, Todd Jay Thorsteinson, U. of Idaho; Scott Highhouse, Bowling Green State U.; Tania Fay, U. of Idaho
The Role of Salary Negotiations in Recruitment Outcomes, Christopher O. L. H. Porter, Michigan State U.; Donald E. Conlon, Michigan State U.; Alison E. Barber, Michigan State U.
Recruitment and Job Choice: The Effects of Early Recruitment Practices on the Decision to Apply to an Organization, Christopher Jon Collins, U. of Maryland; Cynthia Kay Stevens, U. of Maryland
Discussants: Marcia C. Cavanaugh, Cornell U.; James A. Breauh, U. of Missouri, St. Louis
Published in Conference Proceedings

544. Paper: Dysfunctional Workplace Behaviors: Violence, Sexual Harassment, Non-Contingent Punishment, and Aggression
• 2:30-3:50 Hyatt West: McCormick
Chair: Jonathan Monat, California State U., Long Beach
Workplace Violence in Public Schools: Risk Factors, Consequences, and Intervention Strategies, Robert R. Sinclair, U. of Tulsa; Lee W. Croll, U. of Tulsa; James E. Martin, Wayne State U.

Monday 4:10 pm

545. Connecting Your Teaching Curriculum to the American Compensation Association Body of Knowledge Study
• 4:10-5:20 Hyatt West: McCormick
Organizer: Stella Nkomo, U. of North Carolina, Charlotte
Speakers: Debra J. Cohen, George Washington U.; Pat Llantino, American Compensation Association

Monday 5:30 pm

546. Ice Cream Social
• 5:30-6:30 Hyatt West: Goldcoast
Recipient of the Heneman Career Achievement Award, sponsored by Irwin-McGraw Hill, will be announced.

Tuesday 8:30 am

• 8:30-10:10 Hyatt West: Field
Chair: Patrick M. Wright, Cornell U.
Determinants of Performance in Telecommunications Customer Service and Sales, Rosemary Batt, Cornell U.
Discussant: John E. Delery, U. of Arkansas, Fayetteville

548. Paper: Compensation System Effectiveness
• 8:30-10:10 Hyatt West: McCormick
Chair: Ronald Jay Karren, U. of Massachusetts, Amherst
The Cost of Agency: The Effect of Managerial Stockholdings on Employee Participation in Company Financial Returns, Nien-Chi Liu, National Tsinghua U.; Avner Ben-Ner, U. of Minnesota
How Do Company Differences in Pay for Performance Strategy Influence Intrinsic Motivation, Extrinsic
Tuesday 10:30 am

549. Symposium: New Approaches to Understanding Employees’ Affective and Behavioral Responses to Multi-Rater Feedback Systems
- 10:30-11:50 Hyatt West: Field
  Chair: Raymond A. Noe, Ohio State U.
  Organizer: Marcia J. Simmering, Louisiana State U.
  Toward Greater Understanding of the Construct Validity of Managerial Performance Ratings, Steven E. Scullen, North Carolina State U.
  Discussant: Cheri Ostroff, Arizona State U.

550. Paper: Team and Leadership Processes
- 10:30-11:50 Hyatt West: McCormick
  Chair: Anson Seers, Virginia Commonwealth U.
  The Makings of a Team Leader: The FFM and Cognitive Ability, Simon Taggar, Memorial U. of Newfoundland; Sudhir Saha, Memorial U. of Newfoundland
  Discussants: Elizabeth Ravlin, U. of South Carolina; Christine Marie Riordan, U. of Georgia

Tuesday 2:00 pm

- 2:00-3:20 Hyatt West: Field
  Chair: David B. Balkin, U. of Colorado, Boulder
  The Shamrock Organization: Determinants and Consequences of Externalization, Venkat Bendapudi, Ohio State U., Columbus; Ronald A. Ash, U. of Kansas
  Published in Conference Proceedings

552. Paper: Flexible Work Arrangements
- 2:00-3:20 Hyatt West: McCormick
  Chair: Charles E. Lance, U. of Georgia
  An Individual-Level Model of Telecommuting, David G. Allen, U. of Memphis; Robert W. Renn, U. of Memphis; Rodger W. Griffith, Georgia State U.
  Teleworking: Frameworks for Organizational Research, Kevin Daniels, U. of Sheffield; David Andrew Lamond, Macquarie U.; Peter Standen, Edith Cowan University
  Role Conflict and the Effects of Flexible Work Arrangements on Applicant Attraction, Barbara L. Rau, U. of Wisconsin, Oshkosh; MaryAnne M. Hyland, Rutgers U., Livingston
  "Dick" Baynton, Industry Consultant
  Telecommuting: Manager Control and Employee Development in One Public and Two Private Organizations ORGANIZATIONS, Cecily D. Cooper, U. of Southern California; Nancy B. Kurland, U. of Southern California; Diane E. Bailey, Stanford U.
  Discussants: Karen J. Jansen, Cornell U.; Raymond T. Sparrowe, Cleveland State U.

Tuesday 3:40 pm

553. HR Business Meeting
- 3:40-5:00 Hyatt West: Field
  Division Chair: Robert Gatewood, U. of Georgia

Tuesday 5:30 pm

554. HR Social Hour
- 5:30-7:30 Hyatt West: Water Tower

Wednesday 8:30 am

- 8:30-10:20 Hyatt West: Field
  Chair: John Lust, Illinois State U.
  Development of an Instrument to Assess the Strategic Orientation of HRM, Nagaraj Sivasubramaniam, State U. of New York, Binghamton; K Galen Kroec, Florida International U.
  Published in Conference Proceedings
  The Impact of Industrial Relations Climate, Organizational Commitment, and Union Loyalty on Organizational Performance: A Longitudinal Study, Stephen J. Deery, U. of Melbourne, Australia; Roderick D. Iverson, U. of Melbourne, Australia
  Winner of HR Division Best Paper Award
  Published in Conference Proceedings
  Strategic Utility Analysis, Elizabeth F. Cabrera, Universidad Carlos III, Madrid; Angel Cabrera, Instituto de Empresa
Examining the Human Resource Architecture: The Moderating Effects of Strategic Orientation, David P. Lepak, U. of Maryland; Scott A. Snell, Pennsylvania State U.

Discussant: Edilberto Montemayor, Michigan State U.

**Wednesday 10:40 am**

**556.** Paper: **Assessing Employee Performance**
- 10:40-12:00 Hyatt West: Field
  
  *Chair:* Lucy McClurg, Georgia State U.

  **Adaptation to Changing Task Contexts: Effects of General Cognitive Ability, Openness, and Conscientiousness**
  - Jeffrey A. LePine, U. of Florida; Jason A. Colquitt, U. of Florida; Christopher P. Purdy, U. of Florida

  **Performance Differentiation in Peer Appraisals: Procedural and Attitudinal Factors**

  **Employee Input in the Development of Performance Appraisal Systems**
  - Bennett Cherry, U. of Arizona; Stephen W. Gilliland, U. of Arizona

  **Accuracy and Its Determinants in Distributional Assessment**
  - Jeffrey S. Kane, Chinese U. of Hong Kong

  *Discussants:* Howard J. Klein, Ohio State U.; Kenneth G. Wheeler, U. of Texas, Arlington

**557.** Symposium: **HR outsourcing: determinants and consequences**
- 10:40-12:00 Hyatt West: McCormick

  *Chair:* Herbert G. Heneman III, U. of Wisconsin, Madison

  **Outsourcing the HR function: The Effects of Strategic Orientation**
  - David P. Lepak, U. of Maryland; Sharyn Gardner, U. of Maryland

  **The Outsourcing of Human Resource Activities in Canada**
  - Michel Tremblay, CIRANO; Paul Lanoie, CIRANO; Michel Patry, CIRANO; Michelle Lacombe, CIRANO

  **HR Outsourcing: Determinants of PEO Client Reactions**
  - John McClendon, Temple U.

  **HR Outsourcing in Small and Medium Enterprises**
  - Brian S. Klaas, U. of South Carolina; Thomas W. Gainey, U. of South Carolina
## International Management

**Program Chair:** Farok Contractor, Rutgers University  
**Workshop Chair:** Srilata Zaheer, University of Minnesota

### Friday

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<th>Regular Program</th>
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<td>International Human Resource M • HW: Dusable</td>
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<td>International Research Collabo • HW: Goldcoast</td>
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<td>IM: Polar Winds to Tropical Pa • HW: Field</td>
<td>11:00</td>
<td>Critical Mgmt. Doctoral Workshop • HW: Dusable</td>
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<td>Reception for New Doctoral • S. Gblall I</td>
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<td>7:00 pm</td>
<td>IM Workshop for Non-US Partici • HW: Field</td>
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<td>Critical Management Studies: B • HW: Comiskey</td>
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<td>RM &amp; IM Intro. to Network Analysis • HE: Skyway 261</td>
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<td>IM: Managerial Effectiveness in Latin America • S. Alpine II</td>
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<td>SME Development Programs in Ec • HW: McCormick</td>
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<td>IPC: SME Development Programs • HW: McCormick</td>
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<td>IM: Challenges &amp; Approaches to Quality • S. Alpine II</td>
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<td>Management of the Tenure Proce • S. Alpine II</td>
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<td>IMD Doctoral Consortium • HW: Picasso</td>
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<td>10:00 am</td>
<td>IM Barry Richman Awards • HW: Wrigley</td>
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<tr>
<td>8:30 am</td>
<td>Division Welcome • HE: Columbus C/D</td>
<td>08:30</td>
<td>Cultural Complexity • HW: Regency Ball D(N)</td>
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### Wednesday

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<td>Global Convergence in HRM • HW: Comiskey</td>
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Friday 1:00 pm

558. International Human Resource Management: Where Are We Now and Where Are We Going?
   • 1:00-5:00 Hyatt West: Dusable
   Workshop to take stock of research in international HRM
   Organizers: Schon L. Beechler, Columbia U.; Mary Ann Von Glinow, Florida International U.
   Panel: Sully Taylor, Portland State U.; Nakiye A. Boyacigiller, San Jose State U.; Vladimir Pucik, IMD; Allan Bird, California Polytechnic U.

559. IM: Polar Winds to Tropical Paradises: Management Research in the Americas
   • 1:00-6:00 Hyatt West: Field
   Participative workshop to develop a research program on the Americas
   Organizer: Betty Jane Punnett, U. of the West Indies / U. of Windsor
   Presenters: Terri R. Lituchy, Concordia U., Montreal; Annabella Davila, Instituto Tecnologico y de Estudios Superiores de Monterrey; Andrea Blackwood-Harriot, U. of West Indies; Neusa Santos, Universidade Pontificia Catholica, Brazil; Paul Simmonds, Florida State U.; Diana Wong, Bowling Green State U.; Jose G. Vargas-Hernandez, Universidad de Colima

Friday 7:00 pm

560. IM Workshop for Non-US Participants at the Academy of Management
   • 7:00-9:00 Hyatt West: Field
   How to network and have fun at the Academy! (Light refreshments provided)
   Presenters: Carlos Garcia-Pont, IESE; Kazuhiro Asakawa, Keio Business School; Mary Ann Von Glinow, Florida International U.; Richard T. Mowday, U. of Oregon; Per-Ola Ulvenblad, Halmstad U.

Saturday 9:00 am

561. IMD Junior Faculty Consortium
   • 9:00-5:30 Hyatt West: Haymarket
   By invitation only
   Coordinator: Sully Taylor, Portland State U.

562. IMD Doctoral Consortium
   • 9:00-5:30 Hyatt West: Picasso
   By invitation only
   Coordinator: Udo Zander, Institute of International Business / Stockholm School of Business

Saturday 3:45 pm

563. Restructuring and Transformation in Asia: The Korean Case
   • 3:45-5:45 Hyatt West: Goldcoast

Chair: Hak-Chong Lee, Yonsei U.
Panel: Michael Byungnam Lee, LG Management Development Institute; Yukiko Fukagawa, Aoyama Gakuin U.; Richard Steers, U. of Oregon

Saturday 6:30 pm

564. IM PDW Reception
   • 6:30-8:00 Hyatt West: Regency Ball A(S)
   For Junior Faculty and Doctoral Consortium and Workshop participants
   Organizer: Srilata A. Zaheer, U. of Minnesota

Sunday 8:30 am

565. IMD Junior Faculty Consortium
   • 8:30-12:00 Hyatt West: Haymarket
   By invitation only
   Coordinator: Sully Taylor, Portland State U.

566. IM Division Doctoral Consortium
   • 8:30-10:30 Hyatt West: Picasso
   By invitation only
   Coordinator: Udo Zander, Institute of International Business / Stockholm School of Business

Sunday 10:30 am

567. Barry M. Richman Dissertation Awards Finalists
   • 10:30-12:00 Hyatt West: Wrigley
   Finalists for the IM Best Dissertation Award will present their research
   Chair: John Michael Geringer, California Polytechnic U.
   Coordinator: Udo Zander, Institute of International Business / Stockholm School of Business

Monday 8:45 am

568. Division Welcome
   • 8:45-9:00 Hyatt East: Columbus C/D
   Welcomers: Farok J Contractor, Rutgers U., Newark/New Brunswick; Srilata A. Zaheer, U. of Minnesota; Stephen B. Tallman, Cranfield U./U. of Utah; Douglas Nigh, U. of South Carolina; John Michael Geringer, California Polytechnic U.

Monday 9:00 am

   • 9:00-10:20 Hyatt East: Columbus H
   Chair: Yair Aharoni, Tel Aviv U.
   Mitigating the Liability of Foreignness: Corporate Citizenship in Global Companies, Charles J. Fombrun, New York U.; Naomi A. Gardberg, New York U.
   When the Cat's Away: A Content Analysis of MNC Overseas Recruitment Print Ads, Siew Meng Leong, National U. of Singapore; Hwee Hoon Tan, National U. of Singapore; Marissa Loh, National U. of Singapore
   A Research Note on the Phenotype Interpretation of Isomorphism and Diversity: Company Structures and Strategies in the International Computer Industry, Geert Duysters, U. of Maastricht / MERIT; John Hagedoorn, U. of Maastricht / MERIT
   Organizational Adaptation in Transition Economies: A Study of the Central European Banking Industry, Laszlo Tihanyi,
Discussant: Srilata A. Zaheer, U. of Minnesota

570. Paper: Emerging Country Investment: Managerial Attitudes and Strategy
• 9:00-10:20 Hyatt East: Columbus C/D
Chair: Daniel Fogel, U. of Pittsburgh
Competitive Positioning and Rivalry in Emerging Market Risk-Assessment, Gerry McNamara, Michigan State U.; Paul Vaaler, Tufts U.
Managerial Attitudes Towards Technology and Innovation in Developed and Developing Countries, Pedro David Perez, Cornell U.; Lois Peters, Rensselaer Polytechnic Institute
Japanese Firm’s Investment Strategies In Emerging Economies, Andrew Delios, Hong Kong U. of Science and Technology; Witold Jerzy Henisz, U. of Pennsylvania
Discussant: Bindu Vyas, Rutgers U., Newark/New Brunswick

Monday 10:40 am

571. Paper: Cross-cultural Issues in International Management
• 10:40-12:00 Hyatt East: Columbus H
Chair: Nancy J. Adler, McGill U.
Evolution of Culture Assimilators: Toward Theory-Based Assimilators, Dharm P. S. Bhawuk, U. of Hawaii
Work Goals in Israel: Change in Their Importance Among the Same People, Over the Course of Time, Itzhak Harpaz, U. of Haifa; Moshe Sharabi, U. of Haifa
Published in Conference Proceedings
Reflections on Hofstede’s Mas/Fem Dimension: New Evidence from China, Carolyn Erdener, Hong Kong Baptist U.
Discussant: Karen L. Newman, McDonough School of Business, Georgetown U.

572. Paper: Managing and Acquiring Knowledge in Global Firms
• 10:40-12:00 Hyatt East: Columbus C/D
Chair: Andrew C. Inkpen, Thunderbird
Technological Evolution in Multinational Subsidiaries: An Empirical Investigation, Paul C. Almeida, Georgetown U.; Anupama Phene, U. of Texas, Dallas
Time’s Arrow: The Impact of Differences in the Time Perspective on Knowledge Management in a Multicultural Context, Mary J. Waller, U. of Illinois, Urbana-Champaign; Cristina B. Gibson, Center for Effective Organizations, USC
Knowledge as Property: The Commercialization of Biotechnology in the United States and France, Michelle Gittelman, New York U.
Published in Conference Proceedings

Discussant: Michael David Lord, Wake Forest U.

Monday 1:00 pm

573. Paper: Theories of the Multinational Enterprise: Explaining Foreign Direct Investment
• 1:00-2:10 Hyatt East: Columbus H
Chair: Thomas James Wesson, York U.
Mode, Size, and Location of Foreign Direct Investment and Industry Price Mark-Up, Wilbur C. Chung, New York U.
When do International Acquisitions Create Value for Bidding Firms?: An Event Study Test, Yangmin Kim, Texas A&M U., College Station
Discussant: Tailan Chi, U. of Wisconsin, Milwaukee

574. Paper: Global Mindsets and Global Leaders
• 1:00-2:10 Hyatt East: Columbus C/D
Chair: David Hunt, U. of Southern Mississippi
What We Talk about When We Talk about “Global Mindset”?, Orly Levy, U. of Wisconsin, Madison; Schon L. Beechler, Columbia U.; Sully Taylor, Portland State U.; Nakiye A. Boyacigiller, San Jose State U.
Validity of a Theory of Leadership Across Cultures: A Meta-Analysis, Syed Aqeel Tirmizi, Lahore U of Management Sciences, Pakistan
Leadership Behaviors and Outcomes in Intercultural Work Relationships, Donald L. Ferrin, U. of Minnesota
Discussant: Sylvia Sloan Black, U. of North Carolina, Chapel Hill

Monday 2:30 pm

575. Paper: Expatriations on Expatriation
• 2:30-3:50 Hyatt East: Columbus H
Chair: Rajib Sanyal, College of New Jersey
An Empirical Examination of Expatriate Managerial Behaviors and Multiple Indicators of Effectiveness, Jeffrey Patrick Shay, Cornell U.; J. Bruce Tracey, Cornell U.
Going global: A cross-cultural study of the willingness of new hires to accept expatriate assignments, Mary Cianni, Towers Perrin; Phyllis Tharenou, Monash U., Caulfield
Selection of Expatriates for Regional Business Operations in Asia: A Study of MNE Managers in Singapore, Osman-Gani M. A. Ahad, Nanyang Technological U., Singapore; Wee-Liang Tan, Nanyang Technological U., Singapore; Thian-Ser Toh, Singapore Management University
Published in Conference Proceedings
576. Paper: Reacting to Changes in the Global Competitive Environment
   • 2:30-3:50 Hyatt East: Columbus C/D
   Chair: Thomas C. Lawton, U. of London
   NAFTA, Environmental Regulations and Firm Strategies.
   Alan M. Rugman, Templeton College, U. of Oxford; John Kirton, U. of Toronto
   Adapting to Globalization: Gearing Up in the US Machine Tool Industry, David Michael Berg, U. of Texas, Dallas
   Competitive Rivalry in Multinational Markets: Strategic Options and Their Determinants, Hao Ma, Bryant College
   Discussant: Sumit Kumar Kundu, Saint Louis U.

577. Paper: Cultural Misfits and the Liability of Foreignness
   • 4:10-5:30 Hyatt East: Columbus H
   Chair: Dail L. Fields, George Washington U.
   The Liability of Foreignness: An Empirical Test in the Global Banking Industry, Arvind Parkhe, Indiana U., Bloomington; Stewart R. Miller, Indiana U., Bloomington
   Organizational Culture and Effectiveness: The Case of Foreign Firms in Russia, Carl F. Fey, Stockholm School of Economics; Daniel R. Denison, U. of Michigan
   Culture Differences and IJV Performance: Do National and Organizational Cultures Matter?, Vijay Pothukuchi, Rutgers U.; Fariborz Damanpour, Rutgers U., Newark
   Cross-Cultural Understanding and International Management: Some Considerations on a Conceptual Framework for Conflict Resolution in Management in Foreign Cultures, Brij Nino Kumar, U. of Erlangen-Nuremberg; Karen Hoffmann, U. of Erlangen-Nuremberg
   Discussant: Lena Zander, Institute of International Business / Stockholm School of Business

578. Paper: Cross-border Alliances
   • 4:10-5:30 Hyatt East: Columbus C/D
   Chair: Anil Gupta, U. of Maryland
   Interdependence, Cultural Congruence, and Social Connectedness Between Alliance Partners: The Determinants of Global Strategic Alliance Survival, Christine M. Chan, Chinese U. of Hong Kong; Shige Makino, Chinese U. of Hong Kong
   Published in Conference Proceedings
   The Impact of the Traits of Local Partner Firms on International Joint Venture’s Performance: The Analysis of 117 IJVs in South Korea, Dong-Sung Cho, Seoul National U.; Hyeon-Deog Cho, Seoul National U.
   Building a Foreign Sales Base: The Roles of Capabilities and Alliances for Entrepreneurial and Established
   Discussant: Wesley David Sine, Cornell U.

579. Paper: Choosing the Optimal Organizational Mode for Foreign Market Entry
   • 8:50-10:10 Hyatt East: Columbus H
   Chair: Harry Barkema, U. of Tilburg
   The Foreign Market Servicing Behavior of Large Multinational Corporations: An Empirical Investigation, Jane F. Craig, U. of New South Wales
   Published in Conference Proceedings
   Entry Mode Selection During International Expansion: The Case of MNEs in an Emerging Market, Yadong Luo, U. of Hawaii
   The Impact of Cultural and Geographic Distance, Country Experience and Multiple Sources of Technological Competencies on the Choice Between Foreign Direct Investment and Technology Licensing, Andrea Fosfuri, Universidad Carlos III, Madrid; Ashish Arora, Carnegie Mellon U.
   Discussant: Jaeyong Song, Columbia U.

580. Paper: Multicultural and Spatially-Separated Teams
   • 8:50-10:10 Hyatt East: Columbus C/D
   Chair: Jean Boddewyn, Baruch College/City U. of New York
   Contrast and Flow: Two Perspectives for Examining Multicultural Teamwork, Esther Wyss-Flamm, Case Western Reserve U.
   The Influence of Status Cues on the Task Effectiveness of Multinational Management Teams, Christina Lea Butler, Western Reserve U.
   The Cultural Context of Teams: An Integrative Model of National Culture, Work Team Characteristics, and Team Effectiveness, Jasmine Tata, Loyola U., Chicago
   Published in Conference Proceedings
   Social Contact in a Geographically Distributed Team: A Social Network Perspective, Aparna Joshi, Rutgers U., New Brunswick; Paula M. Caligiuri, Rutgers U., New Brunswick
   Discussant: Wesley David Sine, Cornell U.

581. Paper: Entrepreneurial Leadership in Emerging Markets
   • 10:30-11:50 Hyatt East: Columbus H
   Chair: Kevin B. Lowe, U. of North Carolina, Greensboro
   Privatization and Economic Liberalization: the Role of the Entrepreneur as a Catalyst for Change in Transition Economies, Ben L. Kedia, U. of Memphis; Charles Clay Dibrell, U. of Memphis; Paula D. Harveston, U. of Memphis
   Published in Conference Proceedings
   Privatization and Economic Liberalization: the Role of the Entrepreneur as a Catalyst for Change in Transition Economies, Ben L. Kedia, U. of Memphis; Charles Clay Dibrell, U. of Memphis; Paula D. Harveston, U. of Memphis
   Discussant: Kevin B. Lowe, U. of North Carolina, Greensboro
The Role of Pioneering Advantage in the Entrepreneurial Transformation of New Privatized Enterprise, Jonathan Paul Doh, American U.


A Cross-Cultural Study of Leader Power in the U.S. and South Korea, M. Afzalur Rahim, Western Kentucky U.; Nam Hyeon Kim, Keimyung U., South Korea; David T. Antonioni, U. of Wisconsin, Madison; Clement Psenicka, Youngstown State U.

Discussant: Samir Youssef, American U., Cairo

Tuesday 2:00 pm

582. Paper: Values in Global Companies: Ethics, Creativity & Job Satisfaction
   • 10:30-11:50 Hyatt East: Columbus C/D
   Chair: Colette Frayne, California State Polytechnic U., San Luis Obispo
   Creativity in a Cultural Context, Rose Trevelyen, Australian Graduate School of Management
   A Single Framework for the Ethical and Strategic Global Manager, Scott J. Reynolds, U. of Minnesota

   Published in Conference Proceedings

Effect of Cultural Variation on the Behavioral Response to Declining Job Satisfaction, David C. Thomas, U. of Auckland; Kevin Au, Chinese U. of Hong Kong

Discussant: Simcha Ronen, Tel Aviv U.

583. Paper: Building a Global Strategy: Structure, Configuration and Diversification
   • 2:00-3:20 Hyatt East: Columbus H
   Chair: Rakesh B. Sambharya, Rutgers U., Camden
   Centers of Excellence in Multinational Corporations, Julian Birkinshaw, London Business School; Prescott C. Ensign, U. of Western Ontario; Tony S. Frost, U. of Western Ontario, Ivey School of Business
   Self-Regulation and the Sanctuary Strategy: Competitive Advantage through Domestic Cooperation by Japanese Firms, Ulrike Schaeida, U. of California
   Institutional Pressures, Strategic Responses, and Foreign Subsidiary Performance, Deyin Xu, York U.

Discussant: Hemant Merchant, Simon Fraser U.

584. Paper: Transfer of Knowledge and Technology Across Borders
   • 2:00-3:20 Hyatt East: Columbus C/D
   Chair: Anju Seth, U. of Illinois, Urbana-Champaign
   Technology Spillovers from Foreign Direct Investment in the Indian Pharmaceutical Industry, Susan Elizabeth Feinberg, U. of Maryland; Sumit K. Majumdar, Imperial College of Science, Technology and Medicine

Managing Technology Transfer Across Borders: Normative and Cognitive Considerations, Kamal Ahmed Munir, McGill U.


The Transfer of Knowledge in the Multinational Corporation: Considering Context, Adva Dinur, Temple U.; Andrew C. Inkpen, Thunderbird; Robert Hamilton, Temple U.

Discussant: Joanne Oxley, U. of Michigan

Tuesday 3:40 pm

585. AICM-IMD Distinguished Scholar Forum:
"Vertical and Horizontal Individualism and Collectivism: Implications for International Comparative Management
   • 3:40-5:15 Hyatt East: Columbus H
   Co-Chairs: Joseph L. C. Cheng, U. of Illinois, Urbana-Champaign; Dick Peterson, U. of Washington
   Speaker: Harry C. Triandis, U. of Illinois, Urbana-Champaign
   Panelists: Wayne F. Cascio, U. of Colorado, Denver; Peter W. Dorfman, New Mexico State U.; Chris Earley, Indiana U.; Karlene A. Roberts, U. of California, Berkeley

Tuesday 5:30 pm

586. IM Business Meeting and Social
   • 5:30-7:00 Hyatt East: Columbus C/D
   Barry Richman Dissertation Award; Best Paper Award; Best Reviewer Awards; Review of Division Finances; RECEPTION: Delicious Goodies and Intelligent Company
   Chair: Stephen B. Tallman, Cranfield U. / U. of Utah
   Facilitators: John Michael Geringer, California Polytechnic U.; Srilata A. Zaheer, U. of Minnesota; Douglas Nigh, U. of South Carolina; Farok J Contractor, Rutgers U.; Newark/New Brunswick

Wednesday 9:00 am

   • 9:00-10:20 Hyatt East: Columbus H
   Chair: Dick Peterson, U. of Washington
   A Comparison of Pay Values by Organizational Type in China, Russia, and the United States: Support for the Divergence, Crossvergence or Convergence Theories of Cultural Values Adaptation?, Jane K. Giacobbe-Miller, U. of Massachusetts; Daniel J. Miller, Central Connecticut State U.; Vladimir I. Victorov, St. Petersburg State Technical U.

   Published in Conference Proceedings


   Published in Conference Proceedings

Training and Human Resource Development Among Indigenous Firms and MNC Affiliates in East and Southeast Asia, Kenneth R. Bartlett, U. of Illinois, Urbana-Champaign; Johnsee Bae, Hanyang U.; Shyh-Jer Chen,
National Sun Yat-Sen U.; John J. Lawler, U. of Illinois, Urbana-Champaign
A Cultural Analysis of Organizational Commitment and Turnover Intentions in a Collectivist Society, Syeda Arzu Wasti, U. of Illinois, Urbana-Champaign
Published in Conference Proceedings

Discussant: Dharm P. S. Bhawuk, U. of Hawaii

588. Paper: Integration and Control over Foreign affiliates and Production Units
- 9:00-10:20 Hyatt East: Columbus C/D
Chair: Sriman Beldona, Rutgers U., Newark/New Brunswick
Revisiting the Headquarters-Subsidiary Relationship in the Multinational Corporation, Stewart Johnston, U. of Melbourne, Australia
Control Exercised by U.S. Multinationals Over Their Overseas Affiliates: Does Location Make a Difference?, Malika Richards, Drexel U.
Foreign Control and Survival of Joint Ventures: An Examination of Japanese IJV in Asia, Jane Lu, U. of Western Ontario; Louis Hebert, U. of Western Ontario
Strategic Idiosyncrasy Versus Depth of Product Renewal: Integrating an Individual Production Unit into Global Multi-plant Operations, Markus Alexander Collet, Chenevière & Co.
Discussant: Mahesh Joshi, St. Joseph’s U.

Wednesday 10:40 am

589. Paper: Conflict and Negotiation Management in Multi-cultural Firms
- 10:40-12:00 Hyatt East: Columbus H
Chair: Nickolas Athanassiou, Northeastern U.
Whistle-Blowing Behavior in a Global Economy: An Extended Model, Michael T. Rehg, Air Force Institute of Technology; Arvind Parkhe, Indiana U., Bloomington
Why Don't They Fight Each Other? Cultural Diversity and Operational Unity in Multinational Peacekeeping Forces, Efrat Elron, Hebrew U.; Boas Shamir, Hebrew U.; Eyal Ben-Ari, Hebrew U.
Discussant: Tatiana Kostova, U. of South Carolina

590. Paper: International Expansion and Evolution
- 10:40-12:00 Hyatt East: Columbus C/D
Chair: Anisya S. Thomas, Stockholm School of Economics
Growing in a Foreign Soil: A Review of Subsidiary Evolution, Cyril Daniel Bouquet, U. of Western Ontario
Capabilities, Survival and the Profitability of Foreign Subsidiaries, Andrew Delios, Hong Kong U. of Science and Technology; Paul W. Beamish, U. of Western Ontario
Discussant: Udo Zander, Institute of International Business / Stockholm School of Business

Wednesday 12:20 pm

591. Meeting: IM Division Member Feedback and Reflection
- 12:20-2:10 Hyatt East: Columbus H
Members of the IM Division are urged to provide feedback and suggestions for organizing the next meeting, as well as comments on the overall running of the division. We depend on member ideas and initiatives to develop our mission.
Chair: Stephen B. Tallman, Cranfield U. / U. of Utah
Division Welcomers: Douglas Nigh, U. of South Carolina; Srilata A. Zaheer, U. of Minnesota
Facilitator: Farok J Contractor, Rutgers U., Newark/New Brunswick

Published in Conference Proceedings
| 7:30 am | MED: Escape from Cluelessness • HW: Toronto | Critical Management Studies: B • HW: Comiskey |
| 8:00 am | MED: Experiential Learning • HE: Skyway 284 | Critical Management Studies: P • HW: Columbia |
| 8:15 am | MED: Experiential Learning 2 • HE: Skyway 284 | Critical Management Studies: • HE: Buckingham |
| 8:30 am | MED: Experiential Learning 3 • HE: Skyway 284 | Critical Management Studies: P • HW: Comiskey |
| 8:45 am | Critical Management Studies: GDO/MED/OCD/CAR: Career Identities in Academia • HE: Skyway 269 | |
| 9:00 am | MED: Experiential Learning 4 • HE: Skyway 284 | |
| 9:15 am | Critical Management Studies: P • HW: Comiskey | |
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| 5:45 am | Critical Management Studies: • HE: Skyway 269 | |
## Friday 1:00 pm

### 592. Bringing Life to Management Education: Creating Real Organizations for Real Learning
- **Organizer:** Steven M. Maser, Willamette U.
- **Presenters:** J. Frederick Truitt, Willamette U.; Kathleen Powers, Willamette U.; John A. Miller, Bucknell U.; Larry K. Michaelsen, U. of Oklahoma; Tammy Bunn Hiller, Bucknell U.
- **Introduction:** James A. F. Stoner, Fordham U.
- **Presenter:** Jeffrey D. Ford, Ohio State U.

## Friday 3:00 pm

### 594. Self-Managed Teams in the Classroom: Process and Problems
- **Organizer:** Robert Silvers, Central Washington U.

## Friday 5:30 pm

### 595. Escape from Cluelessness
- **Organizer:** Colleen Jones, U. of Nebraska
- **Presenter:** Lee G. Bolman, U. of Missouri, Kansas City

### 596. Making Experiential Learning More Effective
- **Organizer:** Erwin Rausch, Didactic Systems, Inc.
- **Facilitators:** John B. Washbush, U. of Wisconsin; Whitewater; Jeffrey A. Mello, Golden Gate U.

### 597. Helping Students and Practitioners Navigate their Journeys: Contemplative Methods as Anchors in Times of Discontinuous Change
- **Organizer:** Robert Silvers, Central Washington U.
- **Presenter:** Robert Silvers, Central Washington U.; Judith White, California State U., Monterey Bay

## Saturday 8:00 am

### 598. Working with Diverse Students: Designing Strategies to Assist Faculty in Doing Their Homework
- **Organizer:** Susan A. Comerford, U. of Vermont
- **Presenters:** Jill Dailey, George Mason U.; Mary J.J. Fambrough, Case Western Reserve U.; Esther Wyss-Flamm, Case Western Reserve U.

### 599. Development of an Integrative Undergraduate Business Experience
- **Organizer:** D. Kent Zimmerman, James Madison U.

## Saturday 10:00 am

### 600. Pedagogy for Plurality: Journeys with Students beyond "The One Best Way"
- **Coordinators:** Ian C. Palmer, U. of Technology, Sydney; Cynthia Hardy, U. of Melbourne, Australia
- **Presenters:** Ian C. Palmer, U. of Technology, Sydney; Cynthia Hardy, U. of Melbourne, Australia

- **Organizer:** Tammy Bunn Hiller, Bucknell U.
- **Presenters:** Tammy Bunn Hiller, Bucknell U.; Amy B. Hietapelto, Michigan Technological U.

## Saturday 3:00 pm

### 602. Employee Change and Development in a Pluralistic Work Setting
- **Organizer:** Minnette A. Bumpus, American U.

### 603. Hospitable to the Human Spirit: An Imperative for Organizations
- **Organizer:** Anne M. McCarthy, Colorado State U.
- **Presenter:** Dorothy A. Marcic, Vanderbilt U.

## Saturday 6:30 pm

### 604. Journal of Management Education and MED Reception, sponsored by SAGE Publications
- **Hosts:** Diana Billimoria, Case Western Reserve U.; Bill Ferris, Western New England College

## Saturday 9:00 pm

### 605. OBTS/MED Talent Show
- **Organizer:** D. Kent Zimmerman, James Madison U.

## Sunday 8:00 am

### 606. Creating a Communication-Focused Business Curriculum
- **Organizer:** Mary C. Meisenhelter, York College of Pennsylvania
  - **Panel:** Becky Smith, York College of Pennsylvania; Ken Slaysman, York College of Pennsylvania; Chris Meisenhelter, York College of Pennsylvania; Janice Jackson, York College of Pennsylvania; Mary Graham, York College of Pennsylvania; Normandie Gaitley, York College of Pennsylvania; Dominic Delli Carpini, York College of Pennsylvania

### 607. MED Doctoral Consortium. Change and Development: The Journey from Student to Teacher
- **Organizer:** Mary C. Meisenhelter, York College of Pennsylvania
  - **Panel:** Becky Smith, York College of Pennsylvania; Ken Slaysman, York College of Pennsylvania; Chris Meisenhelter, York College of Pennsylvania; Janice Jackson, York College of Pennsylvania; Mary Graham, York College of Pennsylvania; Normandie Gaitley, York College of Pennsylvania; Dominic Delli Carpini, York College of Pennsylvania

### 608. MORAL Center in Plurality • HW: Water Tower
### 609. IP: Improving Learning/Teaching • HE: Wacker West (5)
### 610. JP: Using Groups Effectively • HE: Wacker West (5)
### 611. JS: Negotiation Teaching Initiative • HE: GndBall D(N)
### 612. HRM lessons from 13 countries • HW: Water Tower
Management Education and Development

**Preregistration required**

**Organizers:** Patricia M. Fandt, U. of Washington, Tacoma; Richard O. Aberhalden, U. of Washington, Tacoma

**Facilitators:** David J. Lemak, Washington State U., Tri-Cities; David Van Fleet, Arizona State U., West

**Sunday 10:00 am**

**608. Breaking Up is Hard to Do**
- **10:00-12:00 Swiss: Alpine I**
- **Presenters:** Peter J. Frost, U. of British Columbia; Carolyn P. Egri, Simon Fraser U.; Ken Keleman, Western Washington U.

**609. E-Media Journeys in the Pluralistic World of the Academy**
- **10:00-12:00 Swiss: Alpine II**
- **Organizer:** Charles Wankel, St. John's U., New York
- **Presenters:** Alan B. Eisner, Pace U.; Raghu Garud, New York U.

**Panel:**
- Scott J. Behson, State U. of New York, Albany; Michelle Bowring, Athabasca U.; Norman B. Bryan, Georgia State U.; Deborah J. Dwyer, U. of Toledo; Bernard Forgues, IAE, Tours; Hugh Gunz, U. of Toronto; Catherine Hajnal, U. of New Brunswick, Fredericton; Scott W. Kunkel, U. of San Diego; Dwight K. Lemke, James Cook U.; Jeffrey Lewis, Pitzer College; Terrell G. Manyak, Nova Southeastern U.; Pablo Martin De Holan, INCAE (Costa Rica); Paul Miesing, State U. of New York, Albany; Terence T. Rock, U. of Calgary; Paul Shrivastava, Bucknell U.; Bob Stephens, Wellington Polytechnic; Chuck Williams, Texas Christian U.; George Walker, Sam Houston State U.
- **Presenters:** Charles Wankel, St. John's U., New York; Roger Dunbar, New York U.

**Monday 8:30 am**

**610. Division Welcome**
- **8:30-8:50 Swiss: Alpine II**
- **SCHEDULING NOTE:** Immediately following the Division Welcome, the joint ODC-MED session: “Euphonic Pedagogy: The Teaching of Musical Themes as a Metaphor for Organizational Effectiveness” will start in this room (Alpine Room II) at 9:00 am.
- **Division Chair:** William P. Ferris, Western New England College
- **Program Chair:** James A. F. Stoner, Fordham U.
- **Professional Development Workshop Chair:** Robert DeFillippi, Suffolk U.
- **Division Chair-Elect:** Charles Wankel, St. John's U., New York

**Monday 10:40 am**

- **10:40-12:00 Swiss: Alpine II**
- **Organizer:** Judith A. Neal, U. of New Haven
- **Discussants:** Tom Brown, Management General; Regina A. Greenwood, Kettering U.; Kenneth Murrell, U. of West Florida

**Monday 12:20 pm**

**612. Paper: Making the Internet Work for All of Us**
- **12:20-2:10 Swiss: Alpine II**
Technology-Mediated Distance Learning: Post-Graduate Education, Kurt A. Heppard, U. S. Air Force Academy

Technology-Mediated Distance Learning: Undergraduate Education, Frances Amatucci, Salem State College


Tuesday 8:30 am

615. Symposium: Classrooms Without Walls: Action-Learning and Service-Learning as Evolutionary Responses to Pluralistic Demands on Management Education
- 8:30-10:10 Swiss: Alpine II
  Chair: Amy L. Kenworthy, U. of North Carolina, Chapel Hill
- The Shift To Real World Learning: Opportunities and Challenges For Management Education, Diana Billimoria, Case Western Reserve U.
- The Role of Action Learning in Management Education, Kim S. Cameron, Case Western Reserve U.
- Moving Our Classrooms Into the Community: Service-Learning As a Pedagogical Tool, Amy L. Kenworthy, U. of North Carolina, Chapel Hill
  Discussant: Edward Zlotkowski, American Association for Higher Education

Tuesday 10:30 am

616. Paper: Thinking Deeply about the Basics
- 10:30-11:50 Swiss: Alpine II
  Chair: Bonnie S. O'Neill, U. of Wisconsin, Milwaukee
  Teaching Management as Liberal Art and Social Function, Jeffery N. Decker, Whittier College
  The Importance of Liberal Arts and Fundamental Education for the Next Millenium of Managers, Philip Bobko, Gettysburg College; Manuel J. Tejeda, Gettysburg College
  The Paradox of Teaching Organizational Behavior to Undergraduates: A Proposed Model and Empirical Findings, Jo Ellen Moore, Southern Illinois U.; Edwardsville; Lisa A. Burke, Louisiana State U. in Shreveport; Timothy T. Baldwin, Indiana U., Bloomington
  Discussants: Jane Schmidt-Wilk, Maharishi University of Management; Cheryl Tromley, Fairfield U.; Sandra West King, Frostburg State U.

Tuesday 2:00 pm

617. Symposium: The Carnegie Academy for the Scholarship of Teaching and Learning
- 2:00-3:20 Swiss: Alpine II
  Chair: Cynthia V. Fukami, U. of Denver
  An Integrated Business Course: An Examination and an Assessment, Donna Blanace, Arizona State U.
  The Management 101 Project: Re-Understanding Management - in Threes, John A. Miller, Bucknell U.
  Collaborative Learning in an MBA Program: Practicing What We Preach with Teamwork, Cynthia V. Fukami, U. of Denver

Tuesday 3:40 pm

618. Becoming Business Partners: Constructing a More Accurate Workplace Reality Through the Use of Learning Maps
- 3:40-5:15 Swiss: Alpine II
  Chair: Jane Galloway Seiling, Business Performance Group
  Presenters: Sheila McNamee, U. of New Hampshire; Craig E. Carroll, U. of Texas, Austin; Eric Flasck, Root Learning, Inc.

Tuesday 5:30 pm

619. Meeting: Business Meeting
- 5:30-6:30 Swiss: Alpine II
  Division Chair: William P. Ferris, Western New England College

Tuesday 6:30 pm

620. Social
- 6:30-8:30 Swiss: Alpine II

Wednesday 8:30 am

621. Paper: Story-Telling, Improvisation, and Cinema in the Classroom
- 8:30-10:20 Swiss: Alpine II
  Chair: Mary C. Meisenhelter, York College of Pennsylvania
  Discussant: Abdelmagid M. Mazen, Suffolk U.; Thomas Hawk, Frostburg State U.; Kathleen Powers, Willamette U.

Wednesday 10:40 am

622. Paper: Improving What We Do in the Classroom
- 10:40-12:00 Swiss: Alpine II
  Chair: William P. Ferris, Western New England College
  Learning Developmental Coaching Through Experience, James Michael Hunt, Babson College; Joseph R. Weintraub, Babson College
Management Education and Development

**Instructional Methods and Mental Models of Students:**
An Empirical Investigation, Sucheta S. Nadkarni, U. of Kansas

*Discussants:* David E. Morgan, U. of New South Wales;
Bruce A. Schooling, Point Loma Nazarene U.; Richard Stackman, U. of Washington, Tacoma

**Wednesday 12:20 pm**

**623.** Paper: The Natural Role of Diversity in Management Education
- 12:20-2:10 Swiss: Alpine II
*Chair:* Linda Hite, Indiana U. / Purdue U., Fort Wayne
*Discussants:* Daniel J. Miller, U. S. Air Force Academy;
Kent D. Miller, New York U.

**The Effects of Gender Diversity And Team Coaching on Small-Group Performance in a Student Case Competition,** Marc Orlitzky, Australian Graduate School of Management; John D. Benjamin, American U.

**Changes in Attitudes of Hispanic and Anglo Management Students Surrounding a Workforce Diversity Intervention,** Jacqueline N. Hood, U. of New Mexico;
Helen J. Muller, U. of New Mexico; Patricia Seitz, Albuquerque Technical Vocational Institute

**Rethinking the Journey of Management Education:**
Diversity as a Natural Phenomena, Madeline M. Crocitto, State U. of New York, Old Westbury

**Older Students...Diversity...Generation X...and Now Y?: The Ever-Changing Management Education Landscape-Dealing With What's Next,** Martin J Hornyak,

*Discussants:* Nicholas Miceli, Morgan State U.; Bruce Teague, U. of Pennsylvania; Joan L. Wiener, Drexel U.;
Laurie P. Milton, U. of Calgary

**624.** Symposium: Is Emotional Intelligence One of the Retained Learnings of Our MBAs? Are We Preparing Them to Manage and Lead?
- 12:20-2:10 Swiss: Gball I
*Chair:* Richard E. Boyatzis, Case Western Reserve U.

**Competencies and Learning,** Kim S. Cameron, Case Western Reserve U.

**Teaching for Emotional Competence,** Diana Billimoria,
Case Western Reserve U.

**Reaching Across the Curriculum: Emotional Competence -- It's Not Just for OB Anymore!,** Poppy L. McLeod, Case Western Reserve U.

**Does Management Education Really Make a Difference in Developing Students' Emotional Intelligence?** Richard E. Boyatzis, Case Western Reserve U.
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**Saturday 1:00 pm**

**625. New Member Workshop: Introduction to the Management History Division, Its Mission and Domain**
- 1:00-2:00 Hyatt West: Dusable
  
  *Chair:* Charles W. Blackwell, Nova Southeastern U.
  
  *Academy of Management Overview, Richard M. Hodgetts, Florida International U.*
  
  *Management History Division Domain, Paula Phillips, Carson, U. of Southwestern Louisiana*
  
  *Introduction of Executive Committee and their Roles, Kerry Carson, U. of Southwestern Louisiana*

**Saturday 2:00 pm**

**626. Doctoral Student and Junior Faculty Workshop: Making the Annual Meeting Work For You**
- 2:00-3:00 Hyatt West: Dusable
  
  *Chair:* Michael Plater, U. of Florida
  
  *Managing your Time, Jane W. Gibson, Nova Southeastern U.*
  
  *Understanding the Program, Eileen P. Kelly, Ithaca College*

Volunteering and Getting Involved, Alfred A. Bolton, Averett College

**Saturday 3:00 pm**

**627. Doctoral Student Workshop: Navigating the Dissertation Process: Views From the Front**
- 3:00-4:30 Hyatt West: Dusable
  
  *Chair:* John Hannon, Nova Southeastern U.
  
  *Current Student Perspective Julia Teagen, Baker College*
  
  *Recent Graduate Perspective, Jorge M. Herrera, Nova Southeastern U.; Anne F. Nelson, High Point University Dissertation Chair Perspective, Richard M. Hodgetts, Florida International U.; Daniel A. Wren, U. of Oklahoma*

**Sunday 8:30 am**

**628. Change and Development Journeys in Academia: Professional Development in a Pluralistic World**
- 8:30-10:00 Hyatt West: Dusable
  
  *Chair:* Regina A. Greenwood, Kettering U.
  
  *Getting Papers Accepted at National and Regional Conferences, Alfred A. Bolton, Averett College*
Sunday 10:00 am

629. Change and Development Journeys in Academia II: Getting Published
- 10:00-11:30 Hyatt West: Dusable
Organizers: Jorge M. Herrera, Nova Southeastern U.; Richard M. Hodgetts, Florida International U.
Getting Articles Published, Peter B. Petersen, Johns Hopkins U.; Daniel A. Wren, U. of Oklahoma
Getting Books Published, Richard M. Hodgetts, Florida International U.; Dewey E. Johnson, California State U., Fresno

630. Management History Division Welcome
- 10:30-11:30 Hyatt West: Burnham
Continental Breakfast for MH Members Sponsored by Ithaca College.
Division Chair: Michael Plater, U. of Florida
Program Chair: Eileen P. Kelly, Ithaca College

Monday 9:00 am

631. Paper: Multiple Perspectives on Organizational Culture and Change
- 9:00-10:20 Hyatt West: Burnham
Chair: Mohammed Ahmed, Ameer Institute of Technology
Cloaked Culture and Veiled Diversity: Why Theorists Ignored Early U.S. Workforce Diversity, Lois Landis Kurowski, U. of Illinois, Urbana-Champaign
Ronald B. Shuman Best Graduate Student Paper Award
Published in Conference Proceedings

The Key to High-Performing Suggestion Systems: Lessons From Their History in Sweden and Japan, Louise Ostberg, U. of Massachusetts, Amherst; Alan G. Robinson, U. of Massachusetts, Amherst; Dean M. Schroeder, Valparaiso U.
Historical Transformation: A Study in Organizational Change, Venkataraman Nilakant, U. of Canterbury

Monday 10:40 am

632. Paper: Historical Insights on Employee Rights
- 10:40-12:00 Hyatt West: Burnham
Chair: Carol Harvey, Assumption College
A Historical, Cross-Disciplinary Examination of the Construct of Employee Entitlement, Stefanie E. Naumann, U. of the Pacific; Barbara D. Minski, Louisiana State U.; Michael C. Sturman, Louisiana State U.
The Psychological Contract Then and Now: the Impact of the Contingent Worker, Grant H. Fenner, U. of Memphis; Thomas R. Miller, U. of Memphis
Industrial Democracy v. Democratic Realism: Early 20th-Century Philosophical Debates in Management Thought, Ellen S. O’Connor, Stanford U.

Monday 1:00 pm

633. Paper: Re-Examining Operations and Logistics Strategies
- 1:00-2:10 Hyatt West: Burnham
Chair: Jay Heizer, Texas Lutheran U.
The Misplaced Origin of Just-In-Time (JIT) Production Methods, Peter B. Petersen, Johns Hopkins U.
Published in Conference Proceedings

Frederick W. Taylor’s 1899 Pig Iron Experiments: Examining Fact, Fiction, and Lessons to be Learned for the Millennium, Charles D. Wrege, Cornell U.; Richard M. Hodgetts, Florida International U.
Discussants: Robert P. Jones, Westinghouse Savannah River Co.; Franz T. Lohrke, U. of South Florida

Monday 2:30 pm

634. Symposium: Reflections on the Hawthorne Studies 75 Years Later
- 2:30-3:50 Hyatt West: Burnham
Chair: Jane W. Gibson, Nova Southeastern U.
Discussant: Charles W. Blackwell, Nova Southeastern U.

Monday 4:10 pm

635. A Worthy Cause: A Celebration of James C. Worthy
- 4:10-5:10 Hyatt West: Burnham
Organizers: Regina A. Greenwood, Kettering U.; Daniel A. Wren, U. of Oklahoma

Monday 5:30 pm

636. Meeting: Management History Business Meeting
- 5:30-6:00 Hyatt West: Burnham
Division Chair: Michael Plater, U. of Florida
Program Chair: Eileen P. Kelly, Ithaca College
Daniel A. Wren, U. of Oklahoma
Winner of Ronald G. Greenwood Award
Jim Paul, New Mexico State U.; Dan L. Costley, New Mexico State U.; Jon P. Howell, New Mexico State U.; Peter W. Dorfman, New Mexico State U.
Winners of the Paul Hersey Award
Lois Landis Kurowski, U. of Illinois, Urbana-Champaign
Winner of Ronald F. Shuman Best Graduate Student Paper Award
Edwin W. Arnold, Auburn U., Montgomery
Management History

Monday 6:00 pm

637. Management History Social Hour
- 6:00-8:00 Hyatt West: Burnham
Reception Sponsored by the Journal of Leadership Studies and Baker College in memory of James C. Worthy.

Tuesday 9:00 am

638. Paper: How History Matters in Understanding Leadership in Organizations
- 9:00-10:10 Hyatt West: Burnham
Chair: Robert Ford, U. of Central Florida
Bennis and Hodgetts in Conversation; Alfred A.; Bolton, Averett College; John G.; Joos, Informed Decisions, Inc.
The Mutability of Charisma in Leadership Research, Jim Paul, New Mexico State U.; Dan L.; Costley, New Mexico State U.; Jon P.; Howell, New Mexico State U.; Peter W.; Dorfman, New Mexico State U.
Winners of the Paul Hersey Award
Discussants: Jorge M.; Herrera, Nova Southeastern U.; Thomas J.; Hench, U. of Wisconsin, La Crosse

Tuesday 10:30 am

639. Paper: Creative Approaches to Examining Research and Technology in Management History
- 10:30-11:50 Hyatt West: Burnham
Chair: Michael Plater, U. of Florida
Patterns of R&D Knowledge Diffusion in the Emergence of a New High Technology Product: The Flat Panel Display Industry from 1969 to 1989, Jennifer W.; Spencer, U. of Houston
The Evolution of Social Arrangements for Shaping and Delivering Large-Scale Engineering Projects: The Search for an Elusive Optimal Model, Serghei Floricel, U. of Quebec -- Trois-Rivières; Roger Miller, U. of Quebec, Montreal
Discussants: Joseph J.; Eassa, Jr., Palm Beach Atlantic College; Ira T.; Kaplan, Hofstra U.; John Trinkhaus, Baruch College/City U. of New York

Tuesday 2:00 pm

640. Paper: Higher Education's Role in Shaping Management Thought
- 2:00-3:20 Hyatt West: Burnham
Chair: Stephanie E.; Newell, Eastern Michigan U.
Creating a Faculty's Academic Genealogy: A Case Study of Method, Outcomes, and Benefits, Stanley G.; Harris, Auburn U.; Scott K.; Campbell, Auburn U.
Importers of Managerial Ideas: Turkish Academia Before and After the Second World War, Bahlul Uysdiken, Sabanci U.; Demet Cetin, Bogazici U.
The Corporate University and Its History, Betty J. Birkenmeier, U. of Southwestern Louisiana; Paula Phillips Carson, U. of Southwestern Louisiana; Kerry D. Carson, U. of Southwestern Louisiana
Discussants: Kenneth E.; Aupperle, U. of Akron; Alvin L. Gibson, U. of Alabama; Franz T.; Lohrke, U. of South Florida

Wednesday 9:00 am

641. Paper: International Perspectives on Management History
- 9:00-10:20 Hyatt West: Burnham
Chair: David A.; De Cenzo, Towson U.
Multinational Enterprise in Ancient Phoenicia, Karl James Moore, Templeton College, U. of Oxford; David Charles Lewis, Templeton College, U. of Oxford
From Heresies to Orthodoxies: The Organizational Renewal Movement in Australia 1966-1996, Andrew B.; Griffiths, Queensland U. of Technology, Gardens Point; Dexter Dunphy, Australian Graduate School of Management
Volvo: A Historical Perspective on the Evolution of Corporate Identity, Henrik Glimstedt, Stockholm School of Economics; Anisya S.; Thomas, Stockholm School of Economics
Discussants: David Hunt, U. of Southern Mississippi; Terrell G. Manyak, Nova Southeastern U.; William Wilkerson, U. of Virginia
### Managerial and Organizational Cognition

**Program Chair:** Kathleen Sutcliffe, University of Michigan  
**Workshop Chair:** Theresa Lant, New York University

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#### Sunday 8:30 am

**642. MOC: Cognition in the Rough - Faculty Workshop**  
- 8:30-12:00 Hyatt West: Horner  
  *A Workshop for Research in Managerial and Organizational Cognition.*  
  **Organizers:** Cindy Emrich, Purdue U.; Margaret D. Gorman, George Washington U.  
  **Facilitators:** Robert Lord, U. of Akron; Linda Argote, Carnegie Mellon U.; Neal M. Ashkanasy, U. of Queensland; Michel Bougon, Bryant College; Andrea J. Casey, George Washington U.; Colin Eden, U. of Strathclyde; Jack Feldman, Georgia Institute of Technology; Dennis A. Gioia, Pennsylvania State U.; Mary Jo Hatch, Cranfield U.; Lynn Isabella, U. of Virginia; Gerry Johnson, Cranfield U.; Theresa K. Lant, New York U.; Frances J. Milliken, New York U.; Joseph F. Porac, U. of Illinois, Urbana-Champaign; Rhonda K. Reger, U. of Maryland; Majken Schultz, Copenhagen Business School; David Schwandt, George Washington U.; Sim B. Sitkin, Duke U.; Dov Eden, Tel Aviv U.

#### Tuesday 8:30-10:40 am

**643. Cognition in the Rough - Doctoral Student Workshop**  
- 8:30-12:00 Hyatt West: Burnham  
  *A workshop for research in Managerial Cognition. Preregistration required.*  
  **Organizers:** Margaret D. Gorman, George Washington U.; Cindy Emrich, Purdue U.  
  **Facilitators:** Andrea J. Casey, George Washington U.; Dov Eden, Tel Aviv U.; Jack Feldman, Georgia Institute of Technology; Linda Argote, Carnegie Mellon U.; Neal M.
Monday 8:40 am

644. Division Welcome
- 8:40-9:00 Hyatt West: Picasso
Program Chair: Kathleen M. Sutcliffe, U. of Michigan

Monday 9:00 am

645. Paper: Unleashing Knowledge in Organizations: Managers as Creative Theorists
- 9:00-10:20 Hyatt West: Picasso
Chair: Frances J. Milliken, New York U.
Ordinary Theorists in the Chocolate Industry, Roland Georges Calori, EM LYON
Organizational Dynamics, Issue Importance, and Creativity in Problem Solving, Jennifer L. Palmer, U. of Tennessee, Knoxville; Kelly G. Shaver, College of William and Mary
Knowledge Conceptualisation as a Determinant of Organisational Unlearning Goals: An Empirical Study, Kate M. Andrews, Queensland U. of Technology; Brian L. Delahaye, Queensland U. of Technology
Discussant: Zur Shapira, New York U.

Monday 10:40 am

646. Paper: Managers’ Backgrounds and Strategic Decision Processes: Fine-Tuning What We Know
- 10:40-12:00 Hyatt West: Picasso
Chair: Dale Rude, U. of Houston
The Impact of Functional Issue Classification on Managerial Decision Processes: A Study in the Telecommunications Industry, Philip Gerald Bayster, Bell Communications Research; Cameron M. Ford, U. of Central Florida
The Role of Managerial Characteristics in Strategic Issue Diagnosis: A Study of the Influence of Cognitive and Demographic Factors on Managers’ Threat and Opportunity Interpretation, Causal Understanding and Data Search, Bård Kuvaa, Norwegian School of Management; Geir Kaufmann, Norwegian School of Management
Discussant: John Stuart Bunderson, Washington U.

Monday 12:20 pm

647. Paper: Positive Expectancies, Illusions of Control, and Overconfidence as Influences on Performance
- 12:20-2:10 Hyatt West: Picasso
Chair: Karen Thompson, State U. of New York at Buffalo
Published in Conference Proceedings
The Impact of Positive Illusions on Performance, Mark D. Cannon, Vanderbilt U.
The Effects of Overconfidence on the Performance of Product Introductions: Evidence from an Exploratory Field Study, Mark Simon, Oakland U.; Susan M. Houghton, Georgia State U.; Sonia Savelli, Oakland U.
Discussant: Mary Ann Glynn, Emory U.

Tuesday 10:30 am

648. Paper: Shaping Thinking, Learning, and Knowledge Generation
- 10:30-11:50 Hyatt West: Picasso
Chair: Andrea J. Casey, George Washington U.
Switching Cognitive Gears Between Automatic and Conscious Thinking: Drawing Lessons From Successful vs. Failed Events, Shmuel Ellis, Tel Aviv U.; Inbar Daniel, Tel Aviv U.
Winner of MOC Division Best Paper Award
Published in Conference Proceedings
The Evolution of Search Strategies for Knowledge by Organizations, Leyland Lucas, Rutgers U., Newark; dt ogilvie, Rutgers U.
Discussant: Ray Aldag, U. of Wisconsin

Tuesday 2:00 pm

649. Paper: Cognitive Systems, Transitions, and Change in a Pluralistic World
- 2:00-3:20 Hyatt West: Picasso
Chair: Jan E. Bouwen, K.U. Leuven
A Cognitive Model of Firm and Industry Level Strategic Change, Frank C. Schultz, U. of Minnesota
Forms, Frames and Fit: Managing Transitions in Organizational Sense-making in a Pluralistic World, Terance J. Wolfe, California State U., Northridge; Mingfang Li, California State U., Northridge
Discussant: Margarethe F. Wiersema, U. of California, Irvine

Tuesday 3:40 pm

650. Distinguished Speaker: The Complexity Advantage
- 3:40-5:00 Hyatt West: Picasso
Susanne Kelly, Vice President and Research Director of Complexity and Organizational Technology at Citigroup will discuss her
Managerial and Organizational Cognition

experiences with managing complexity, documented in her recent book titled The Complexity Advantage.

Welcome: Neal M. Ashkanasy, U. of Queensland

Speaker: Susanne Kelly, Citigroup

Tuesday 5:50 pm

651. Meeting: Business Meeting, Best Paper Awards, and Social Hour

- 5:50-7:30 Hyatt West: Picasso
  Award Recipients Include: Best Paper Award to Shmuel Ellis and Inbar Daniel of Tel Aviv University. Best Student Co-authored Paper Award to David Brandon and Michael Pratt of U. of Illinois. Service awards also will be presented.
  Division Chair: Lynn Isabella, U. of Virginia

Wednesday 8:30 am


- 8:30-10:20 Hyatt West: Picasso
  Chair: Peter Allen Stanwick, Auburn U.
  One Foot in Each Camp: The Dual Identification of Contract Workers, Elizabeth George, U. of Queensland; Prithviraj Chattopadhyay, U. of Queensland
  A Laboratory Experiment Testing the Antecedents of Leader Cognitions, Vicki L. Goodwin, U. of North Texas; Jerry C. Wofford, U. of Texas, Arlington; Nancy Boyd, U. of North Texas
  Normative Cognitive Maps, Harold E. Klein, Temple U.
  Discussant: Pamela S. Barr, Georgia State U.
## Management Consulting

**Program Chair:** Anthony Buono, Bentley College

**Workshop Chair:** Bill Vroman, Strategic Planning, Inc.

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<tr>
<th>Start Time</th>
<th>Regular Program</th>
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<tr>
<td>11:15 am</td>
<td>75. Tour to McDonald’s University • OS: McDonald’s U.</td>
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<td>1:00 pm</td>
<td>533. MC: The Successful Management • OS: Loyola U.</td>
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<td>11. Critical Mgmt. Doctoral Workshop • HW: Durham</td>
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<td>87. Critical Management Studies: B • HW: Comiskey</td>
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<td>98. Practitioner Series: Developing and Critiquing Action Research Projects • HE: Columbus C/D</td>
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<td>109. IAOM: Managerial Effectiveness in Latin America • S: Alpine II</td>
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<td>554. Viewpoints on International Business Consulting • HW: Wright</td>
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<td>107. Complexity &amp; Management, Panels 1-2 • HE: Columbus A</td>
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<td>110. IAOM: Competing in Latin America • S: Alpine II</td>
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<td>126. Critical Management Studies: P • HW: Comiskey</td>
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<td>129. IAOM: Business Meeting &amp; Dinner • S: Alpine II</td>
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### Friday 1:00 pm

**533. MC: The Successful Management Consultant Workshop: Processes, Skills and Tools**
- 1:00-9:00 Off Site: Loyola U.

*Registration fee $550. Contact Jim Warren, Center for Collaborative Management: Phone/fax 310/826-5049; e-mail jw1tcsm@aol.com*

*Coordinators: James R. Warren, Center for Collaborative Management; Georges Trepo, HEC, Paris*

*Presenters: Steven A. Savia, The Sage Group; Rickie Moore, ISEOR / E. M. Lyon / U. of Southern California; Marc Bonnet, U. of Lyon; Alyson Parham, Partek Enterprise Group; Suzanne Geigle, Pricewaterhouse Coopers; Marilyn E. Harris, Central Michigan U.*

### Saturday 9:00 am

**554. Viewpoints on International Business Consulting**
- 9:00-5:00 Hyatt West: Wright

*Chairs:* Thomas C. Head, Roosevelt University; Peter F. Sorensen, Benedictine U.

*Presenters:* Paulo Goelzer, IGA; Joanne Preston, Pepperdine U.; Gerald Mount, Amoco/Benedictine U.; Terry Armstrong, U. of West Florida; Robert T. Golembiewski, U. of Georgia; Lichia Saner-Yu, Centre for Socio-Eco-Nomic Development

- 9:00-6:00 Off Site: Loyola U.

*Registration fee $550. Contact Jim Warren, Center for Collaborative Management: Phone/fax 310/826-5049; e-mail jw1tcsm@aol.com*

*Coordinators: Georges Trepo, HEC, Paris; James R. Warren, Center for Collaborative Management*
Sunday 8:00 am

656. MC: Consulting as a Setting for Academic Research
   • 8:00-9:50 Hyatt West: Stetson A
   Presenter: Robert T. Golembiewski, U. of Georgia

Sunday 10:00 am

657. Managing Common Points of Tension in Consultant-Client Relations
   • 10:00-12:00 Hyatt West: Stetson A
   Effective consulting requires immense skill and insight. This seminar points out the factors that mitigate the tension in the consultant-client relationship.
   Chair: Richard Dunford, Macquarie U.
   Presenters: Yasemin Aksoy, Tulane U.; Suzanne Geigle, Pricewaterhouse Coopers; Robert Jenefsky, Ecole Hoteliere de Lausanne, Switzerland

Monday 8:30 am

658. Paper: Welcome Session & New Directions in Consulting
   • 8:30-10:20 Swiss: Davos
   Chairs: Anthony F. Buono, Bentley College; Kurt Motamed, Pepperdine U.
   DNA Management: A Genetic Approach for Managers and Consultants, Ned S. Schwartz, Western New England College
   Discussants: David Jamieson, Pepperdine U.; Geraldine Kisiel, Central Michigan U. / AK Research and Training
   Published in Conference Proceedings

Monday 12:20 pm

659. Theme: The Changing Dynamics of Tomorrow's Pluralistic Professional Services Firms: Sharing Perspectives, Learnings, and Collaboration Opportunities
   • 12:20-2:10 Swiss: Davos
   The MC Division Theme Session presents an opportunity to (1) hear multiple perspectives on consulting in a professional service firm environment and (2) explore potential practitioner-academic collaboration.
   Growth and Growing Pains in a Specialized Consulting Environment, Larry Ambrose, Perrone-Ambrose Associates Inc.
   Workforce and Human Resources Trends in Professional Services Firms, Heather E. Bock, Arthur Andersen LLP
   Successful Merger and Synthesis of Large Professional Services Firms, John Furcon, Pricewaterhouse Coopers
   Taking Diversity Into the Next Century, Doug Harris, The Kalleidoscope Group

Monday 4:10 pm

660. Distinguished Speaker: Courage and Values -- Missing in Action
   • 4:10-5:20 Swiss: Davos
   The author of Managing The Professional Services Firm and True Professionalism: The Courage To Care About Your People, Your Clients. And Your Career will reflect on challenges facing the management consulting profession as we approach the 21st century.
   Chair: Anthony F. Buono, Bentley College
   Speaker: David Maister, Maister Associates Inc.

Monday 5:30 pm

661. Meeting: Business Meeting & Social Hour
   • 5:30-7:00 Swiss: Davos
   Chair: Flemming Poulfelt, Copenhagen Business School

Tuesday 10:30 am

662. Paper: New Paradigms for Consultation
   • 10:30-11:50 Swiss: Davos
   Chair: Joanne Preston, Pepperdine U.
   The Challenges of Developing the Role of the Professional Management Consultant, Marilyn E. Harris, Central Michigan U.
   In Search of an Integrated Approach to Management Consulting Interventions, Marc Bonnet, U. of Lyon; Rickie Moore, ISEOR / E. M. Lyon / U. of Southern California
   Management Consulting for Sensemaking, Torbjorn Stjernberg, Göteborg U.; Andreas Werr, Stockholm School of Economics
   Discussants: James J. Carroll, Georgian Court College/James J. Carroll Consulting; Joseph W. Weiss, Bentley College

Wednesday 9:00 am

663. Paper: New Perspectives on Consulting Interventions
   • 9:00-10:20 Swiss: Davos
   Chair: James Fairfield-Sonn, U. of Hartford
   Adapting Focus Group Methods to Large Groups: Mobilization in the U.S. Army Reserve, Leslie E. Overmyer Day, Organizational Consulting; Eileen A. Hogan, Kutztown U.
   How Consultants Can Help Organizations Survive the ERP Frenzy, Miguel P. Caldas, EAESP-FGV, São Paulo; Thomaz Wood, Jr., EAESP-FGV, São Paulo
   Perceptions on Management Consulting -- Myths or Realities?, Kim Moller, Oxford Research; Flemming Poulfelt, Copenhagen Business School
   Discussants: Linda Hoopes, ODR, Inc.; Alberto Zanzi, Suffolk U.
# Organizational Behavior

**Program Chair:** Robert Liden, University of Illinois, Chicago

**Workshop Chair:** Terence R. Mitchell, University of Washington

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### Organizational Behavior

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<td>Group process • HW: Atlanta</td>
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<td>OCB • HW: New Orleans</td>
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<td>Justice and performance • HW: Atlanta</td>
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<td>Power and politics • HW: New Orleans</td>
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<td>Transformational leadership • HW: Atlanta</td>
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<td>Social exchange and networks • HW: New Orleans</td>
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<td>Global work attitudes • HW: Regency Ball B(S)</td>
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#### Saturday 8:30 am

**664. OB: Take the Plunge! Developing Skills Using Electronic Technology in the Teaching of Management**

*8:30-4:30 Off Site: De Paul U.*

**Pre-register with Joe Garcia at 360-650-3916 or Joseph_Garcia@wwu.edu**

**Coordinator:** Joseph E. Garcia, Western Washington U.

**Presenters:** Randall B. Dunham, U. of Wisconsin; Joseph E. Garcia, Western Washington U.; Robert D. Marx, U. of Massachusetts, Amherst; Guido H. Slangen, Rensselaer Polytechnic Institute at Hartford; Randall G. Sleeth, Virginia Commonwealth U.; Joan L. Wiener, Drexel U.

#### Saturday 1:00 pm

**665. OB Not-So-Junior Faculty Mid-Career Forum**

*1:00-5:30 Hyatt East: Columbus K/L*

**Preregistration required**

**Coordinator:** Blake E. Ashforth, Arizona State U., Main

**Panel:** Arthur P. Brief, Tulane U.; Barbara A. Gutek, U. of Arizona; Douglas T. Hall, Boston U.; Angelo J. Kinicki, Arizona State U.; Christine Oliver, York U.; Mary Ann Von Glinow, Florida International U.

#### Sunday 10:00 am

**666. OB Incorporating New Research into OB Teaching**

*10:00-12:00 Hyatt East: Columbus I/J*

**Organizers:** Jennifer M. George, Texas A&M U., College Station; Ricky W. Griffin, Texas A&M U.

**Panel:** Arthur P. Brief, Tulane U.; Jeffrey R. Edwards, U. of North Carolina, Chapel Hill; Jennifer M. George, Texas A&M U., College Station; Ricky W. Griffin, Texas A&M U.; Anne M. O'Leary-Kelly, U. of Arkansas, Fayetteville; Greg R. Oldham, U. of Illinois, Urbana-Champaign; Sandra L. Robinson, U. of British Columbia; James P. Walsh, U. of Michigan

#### Monday 9:00 am

**668. Paper: Antecedents and Outcomes of Organizational Commitment**

*9:00-10:20 Hyatt West: Columbus K/L*

**Chair:** Dwight Frink, U. of Mississippi


Dispositional Affectivity and Explanatory Style as Predictors of Work Attitudes, Behavior, and Performance, William L.
Chair: Elizabeth J. Rozell, Southwest Missouri State U.; James H. Barnes, U. of Mississippi

**The Impact of Race on an Employee's Level of Organizational Commitment: An Examination of the Moderating Effect of Perceived Job Alternatives.** Craig A. Martin, U. of Memphis; Robert R. Taylor, U. of Memphis


**Negative Push, Positive Pull: Differentiated Work Commitment in a Turbulent Career Environment.** Brian J. McAulay, Sherman College of Straight Chiropractic; Gerald Zeitz, Temple U.

**Discussant:** Rabi S. Bhagat, U. of Memphis

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**Monday 10:40 am**

669. Paper: **Issues Surrounding Job Performance**

- 10:40-12:00 Hyatt West: Atlanta

**Chair:** Robert Eisenberger, U. of Delaware

**Efficacy-Performance Patterns in Response to Unambiguous Performance Feedback.** Giuseppe Audia, London Business School

**When Are High Performers More or Less Likely to Turnover? A Mediated Test of the Performance-Turnover Relationship.** David G. Allen, U. of Memphis; Rodger W. Griffith, Georgia State U.; Laurence Fink, U. of Toledo

**The Effects of Humor on Individual and Group Task Performance.** Allan Filipowicz, Harvard Business School

**A Feedback Seeking, Social Cognitive, and Goal Setting Model of Work Quality and Quantity.** Robert W. Renn, U. of Memphis; Donald B. Fedor, Georgia Institute of Technology; W. Kevin Barksdale, U. of Memphis

**Published in Conference Proceedings**

**Effects of Multiple Sources of Motivation on Task Performance.** Judith A. Scully, U. of Florida; Amy L. Brownlee, U. of Florida; Mary D. Brtek, U. of Florida; Henry L. Tosi, U. of Florida

**Discussant:** John Cotton, Marquette U.

670. Paper: **Investigations on Good and Bad Leader-Subordinate Relationships**

- 10:40-12:00 Hyatt West: New Orleans

**Chair:** Robert P. Vecchio, U. of Notre Dame

**Employee Retaliation: The Neglected Consequence of Poor Leader-Member Relations.** Joellyn Townsend, Assessment Solutions, Inc.; James S. Phillips, U. of Houston; Teri J. Elkins, U. of Houston

**Testing the Cultural Boundaries of a Model of Trust: Subordinate-Manager Relationships in Norway and the United States.** Ellen M. Whitener, U. of Virginia; Martha L. Maznevski, U. of Virginia; Snorre R. Saebo, Human Factors AS/Oslo Norway; Bjorn Z. Ekelund, Human Factors AS/Oslo Norway

**Birds of a Feather? How Supervisor-Subordinate Dissimilarity Moderates the Influence of Supervisor Behaviors on Workplace Attitudes.** Walter J. Ferrier, U. of Kentucky; Michelle K. Duffy, U. of Kentucky

**Balanced and Unbalanced Leadership Relationships: A Three-Sample Investigation into the Outcomes Associated With Four Different Types of Leader-Member Exchanges.** Claudia C. Cogliser, Oregon State U.; Chester A. Schriesheim, U. of Miami; Terri A. Scandura, U. of Miami; Linda L. Neider, U. of Miami

**Leader-Member Exchange and its Dimensions: Effects of Self and Other Effort on Relationship Quality.** John M. Maslyn, Vanderbilt U.; Mary Uh!-Bien, U. of Central Florida

**Discussant:** Anson Seers, Virginia Commonwealth U.

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671. Paper: **Goal Setting, Goal Commitment, and Performance**

- 12:20-2:10 Hyatt West: Atlanta

**Chair:** James Terborg, U. of Oregon

**Conscious Goal Setting Versus Subconscious Motives: Longitudinal and Concurrent Effects on the Performance of Entrepreneurial Firms.** Kay B. Tracy, K. Tracy Associates; Edwin A. Locke, U. of Maryland; Monika M. Renard, West Virginia U.

**The Relative Effect of Learning, Outcome, and Proximal Goals on a Complex Task.** Gerard H. Seijts, U. of Manitoba; Gary P. Latham, U. of Toronto


**Another Paper on Goals, Self-Efficacy and Performance, But a Very Different Set of Findings.** Jeffrey B. Vancouver, Ohio U.; Amy A. Williams, New York U.; Charles M. Thompson, Ohio U., Athens

**Mood and the Goal Setting-Performance Relationship.** Mark A. Davis, U. of North Texas; Susan L. Kirby, Texas Tech U.; Bryan D. Little, U. of Kentucky; Donna E. Fletcher, Texas Tech U.

**Discussant:** Mary D. Zalesny, Battelle, Inc.

672. Paper: **Justice: Domestic and International Perspectives**

- 12:20-2:10 Hyatt West: New Orleans

**Chair:** Craig Pinder, U. of Victoria

**Perceptions of the Beneficiaries of Nepotism Policies, Brian Welle, New York U.**

**Features of the Value Function for Voice and Their Consistency Across Subjects From Four Countries: Great Britain, Mexico, The Netherlands, and The United States.** Kenneth H. Price, U. of Texas, Arlington; Thomas W. Hall, U. of Texas, Arlington; James E. Hanton, U. of South Florida; Kees Van den Bos, Leiden University; Stephen Lovett, San Diego State U.; Mark J. Tippett, U. of Exeter


**Are the Scales of Justice Tipped in Favor of Procedural or Distributive Justice? An Investigation of the US, India, and Germany, Rajnandini Pillai, California State U., San Marcos; Eric S. Williams, U. of Missouri, Columbia**

**Is the System Fair?: Linking Social Identity, Organizational Justice and Psychological Contract Theories.** Rhonda Pfaltzgraff-Carlson, Harmony Management Consulting
674. **Symposium: Positive and negative discretionary behavior: Exploring the relationship between organizational citizenship behavior and deviant workplace behavior**
- 12:20-2:10 Hyatt West: Regency Ball B(S)
  *Chair:* Christina L. Stamper, U. of North Carolina, Wilmington

**Discussants:**
- Lívia Markóczy, Cranfield U.; Jeffrey Goldberg, Cranfield U.
- Martin G. Evans, U. of Toronto; Barbara Pierce, U. of Western Ontario; Deborah A. Waldron, U. of Auckland; Roderick White, U. of Western Ontario

**Monday 2:30 pm**

**Paper: Perspectives on Group Composition**
- 2:30-3:50 Hyatt West: Atlanta
  *Chair:* Dennis P. Bozeman, U. of Houston

**Taking Teams to Task: A Normative Model for Designing or Recalibrating Work Teams**, Marifran Mattson, Purdue U., West Lafayette; Troy V. Mumford, Purdue U., West Lafayette; G. Scott Sintay, Purdue U., West Lafayette

**The More We Are Alike, the More Confident We Become: The Mediating Effect of Group-Efficacy on the Relationship Between Team Heterogeneity and Team Performance and Reputation**, Kristi M. Lewis, Oregon State U.; Cristina B. Gibson, Center for Effective Organizations, USC


**The Impact of Relational Demography on Teamwork: When Differences Make a Difference**, Charles A. O'Reilly III, Stanford U.; Katherine Y. Williams, Stanford U.; Sigal G. Barsade, Yale U.

**Winner of OB Division Best Paper Award**

**Published in Conference Proceedings**


**Published in Conference Proceedings**

675. **Symposium: Management, Organization and Human Nature**
- 2:30-3:50 Hyatt West: Regency Ball B(S)
  *Chairs:* Lívia Markóczy, Cranfield U.; Jeffrey Goldberg, Cranfield U.

**Discussants:**
- Martin G. Evans, U. of Toronto; Barbara Pierce, U. of Western Ontario; Deborah A. Waldron, U. of Auckland; Roderick White, U. of Western Ontario

**Monday 4:10 pm**

**Meeting: Business Meeting**
- 5:30-6:45 Hyatt West: Regency Ball B(S)

**Monday 6:45 pm**

**Social Hour**
- 6:45-8:00 Hyatt West: Regency Ball B(S)

**Tuesday 8:30 am**

**Symposium: "Everything I need to know about teams and organizations I learned at the ball park": An examination of sports as a model and metaphor**
- 8:30-10:10 Hyatt West: Regency Ball B(S)
  *Chair:* Nancy R. Katz, Harvard U.

**Three-Game Management: Picturing Organizational Complexity**, Robert W. Keidel, U. of Pennsylvania

"Playing by the Rules", Joshua D. Margolis, U. of Michigan

"From Harlem Globetrotter to Business Team Coach: Bringing Lessons I Learned on the Basketball Court into the Executive Suite", Maureen O'Brien, OB Management Consultants


**Discussant:** Michael B. McCaskey, Chicago Bears Football Team

**Tuesday 10:30 am**

**Paper: Group Structure, Process, and Performance**
- 10:30-11:50 Hyatt West: Atlanta
  *Chair:* Arthur G. Jago, U. of Missouri, Columbia


**The Link Between Emotions and Team Effectiveness: How Teams Engage Members and Build Effective Task Processes**, Vanessa Urch Druskat, Case Western Reserve U.; Steven B. Wolf, Marist College

**Published in Conference Proceedings**
Comparing the Effects of Trust and Reward Structures on Group Problem Solving, Kurt T. Dirks, Simon Fraser U.; Donald L. Ferrin, U. of Minnesota

**Discussant:** Dennis Nagao, Georgia Institute of Technology

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### 681. Paper: Organizational Citizenship Behaviors: A Focus on Antecedents

- **Chair:** Robert H. Moorman, West Virginia U.
- **A Common Conceptual Space for Employee Extra-Role Behaviors**, Badrinarayan Shankar Pawar, City U. of Hong Kong; Kenneth K. Eastman, Oklahoma State U.
- **Attributions of the "Causes" of Performance as an Alternative Explanation of the Organizational Citizenship Behavior / Organizational Performance Relationship**, Daniel Gregory Bachrach, Indiana U., Bloomington; Elliot Bendoly, Indiana U., Bloomington; Philip M. Podsakoff, Indiana U., Bloomington
- **Understanding Prosocial Constructs in Organizational Behavior Theory and Research: Toward a Role Theory Conceptualization**, Morgeson Phillip Morgeson, Texas A&M U., College Station
- **Three Components of Commitment: Their Effects on In-role and Extra-role Performance in the People's Republic of China**, Zhen Xiong Chen, Hong Kong Baptist U.; Anne Marie Francesco, Hong Kong Baptist U./ Pace U.


**Discussant:** Denise Daniels, Seattle Pacific U.

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### 682. Paper: Relations Between Justice, Performance, and Performance Appraisal

- **Chair:** Lynda St. Clair, Bryant College
- **The Role of Fairness and Privacy in Electronic Performance Monitoring and Control Systems: Some Preliminary Findings**, Bradley J. Alge, Ohio State U., Columbus
- **Cutting Off Your Nose to Spite Your Face? Why Graduates Damage the Reputational Ratings of Their Alma Maters**, Daniel M. Cable, U. of North Carolina, Chapel Hill; Charles K. Parsons, Georgia Institute of Technology
- **A Construct Validation of a Measure of Organizational Justice**, Jason A. Colquitt, U. of Florida

**Discussant:** Ralph Katerberg, U. of Cincinnati

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### 683. Paper: Power and Politics in Organizational Settings

- **Chair:** Michael M. Crant, U. of Notre Dame
- **Addressing Politics in Matrix Teams**, Lawrence Alan Witt, U. of New Orleans

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### 684. Symposium: Advances in Team Research:

**Incorporating Levels of Analysis for Stronger Theory, Measurement, and Analysis**

- **2:00-3:20 Hyatt West: Regency Ball B(S)**
- **Chairs:** Sandi Lynne Dinger, State U. of New York, Binghamton; Francis J. Yammarino, State U. of New York, Binghamton
- **Organizational Linkages Analysis in Group Research**, Paul S. Goodman, Carnegie Mellon U.

**Discussant:** Lawrence Brawley, U. of Waterloo

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### 685. Paper: Current Issues in the Study of Transformational Leadership

- **3:40-5:00 Hyatt West: Atlanta**
- **Chair:** Jeffrey A. Miles, U. of the Pacific
- **Managing Multiple Demands: Leadership Profiles of Managers Who Meet and Who Do Not Meet the Expectations of All Members of Their Organizational Role-Set**, Robert Hooijberg, Rutgers U.; Jaepil Choi, Rutgers U.
- **The Effectiveness of Transactional and Transformational Leader Behaviors in Chinese Organizations: Evidence from Taiwan**, Xiao-Ping Chen, Indiana U., Bloomington; Jiing-Lih Farh, Hong Kong U. of Science and Technology
- **The Distinction between Charisma and Vision**, Naresh Khatri, Nanyang Technological U., Singapore; Tracy Lee Hway, Nanyang Technological U., Singapore

**Discussant:** Ronald Deluga, Bryant College

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**Tuesday 2:00 pm**

**Tuesday 3:40 pm**
686. Paper: *Current Approaches to the Study of Social Exchange and Networks*  
*Chair:* Carolyn Birmingham, U. of Oklahoma  
*Boundary Management in Social Support Relationships: The Case of Peer Support in Work Organizations,* Samuel B. Bacharach, Cornell U.; Peter Bamberger, Technion; Israel Institute of Technology; Valerie M. McKinney, Cornell U.  
*Individual and Structural Origins of Friendship and Social Position Among Professionals,* Paul M. Olk, U. of California, Irvine; Deborah E. Gibbons, Georgia State U.  
*Published in Conference Proceedings*  

*Exchange Processes of Interpersonal Helping in the Social Structure of Work Groups,* Kai Lamertz, Concordia U., Montreal  
*Winner of OB Division Best Dissertation-Based Paper Award*  
*Published in Conference Proceedings*  

The Concurrent Impact of Internal and External Network Ties on Group Performance, Priti Pradhan Shah, U. of Minnesota; Russel W. Rogers, U. of Minnesota; Norman Chevany, U. of Minnesota; Kurt T. Dirks, Simon Fraser U.  
*Discussant: Lisa J. Gebhardt, Arizona State U.*  

687. Symposium: *Organizational Learning From Crisis: Towards an Appreciation and Use of Crisis’ Positive Properties*  
*Chair:* Andre Bourgault, U. of Western Ontario; William S. Schaninger, Jr., Auburn U.  
*Exploring the Barriers to Learning from Crisis,* Denis Smith, Sheffield University Management School; Dominic Elliott, De Montfort U.  
*Organizational Cynicism: An Examination Using Social Exchange Theory and Contemporary Workplace Outcomes,* Pamela Brandes, Southern Connecticut State University; Ravi Dharwadkar, Syracuse U.; James W. Dean, U. of North Carolina, Chapel Hill  
*Sanctioning Systems, Decision Frames, and Cooperation,* Ann E. Tenbrunsel, U. of Notre Dame; David Messick, Northwestern U.  
*Published in Conference Proceedings*  

Discussant: Keith James, Colorado State U.  

Wednesday 10:40 am  

689. Symposium: *Cynicism and trust in workplace relationships*  
*Chair:* Anne M. O’Leary-Kelly, U. of Arkansas, Fayetteville  
*Cynicism at Work: the Social Dynamics of Extreme Distrust in Organizations,* Daniel J. McAllister, McDonough School of Business, Georgetown U.  
*The Effects of Cynicism on the Development and Destruction of Interpersonal Trust,* Ellen M. Whitener, U. of Virginia  
*The Development of Workplace Cynicism and Trust: Is it Who You Know or Who You Are?*, Jonathan L. Johnson, U. of Arkansas; Anne M. O’Leary-Kelly, U. of Arkansas, Fayetteville  
*Discussants: Susan E. Brodt, Duke U.; James W. Dean, U. of North Carolina, Chapel Hill*  

Wednesday 12:20 pm  

690. Symposium: *Structuring Service Interactions for Effective Service Delivery: New Research Findings*  
*Chair: Larry W. Hunter, U. of Pennsylvania*  
*Customer Reactions to Service Relationships and Encounters,* Bennett Cherry, U. of Arizona; Barbara A. Gutek, U. of Arizona; Anita D. Bhappu, U. of Arizona  
*Customer/Provider versus Provider/Provider Relationships: Impact on Trust, Service Quality and Intent to Recommend,* Jody Hoffer Gittell, Harvard U.  
*The Effects of Gender Bias on Phone-Based Service Encounters,* Dan Moshavi, San Jose State U.  
*Effects of Explanations and Waiting Duration Information on Perceptions of Service Delivery Delays,* Stephen W. Gilliland, U. of Arizona; Markus Groth, U. of Arizona  
*Published in Conference Proceedings*  

Wednesday 8:30 am  

688. Paper: *Views of Oneself and the Organization*  
*Chair: Kenneth Brown, U. of Iowa*  
*Objective and Subjective Work Characteristics and Well-Being: Contemporaneous, Panel, and Replicative Tests,* Jason D. Shaw, Drexel U.; Nina Gupta, U. of Arkansas, Fayetteville  
*Engaging the Human Spirit at Work: Exploring the Psychological Conditions of Meaningfulness, Safety, and Availability,* Douglas R. May, U. of Nebraska; Richard L. Gilson, U. of Nebraska; Lynn Harter, U. of Nebraska  
*Be Specific! The Role of Context in Core Evaluations of the World and the Self,* Glad Chen, George Mason U.; Thomas G. Goddard, American Accreditation HealthCare Commission/URAC; Wendy J. Casper, Personnel Decision Research Institutes and George Mason U.  
*Published in Conference Proceedings*  

Discussant: Barbara A. Gutek, U. of Arizona  

691. Paper: *Frazzled, Fried, and Fit-To-Be-Tied: Stress in the Workplace*  
*Chair: Gary J. Blau, Temple U.*  
*Coping Across Four Stages of an Organizational Merger,* Angelo J. Kinicki, Arizona State U.; Mel Fugate, Arizona State U., Main; Christine L. Scheck, Northern Illinois U.  
*A Conservation of Resources Model of the Dynamics of Emotional Labor,* Céleste M. Brotheridge, U. of Manitoba
Experimental analysis of a Cognitive Model of the Stress Response, Jerry C. Wofford, U. of Texas, Arlington; Vicki L. Goodwin, U. of North Texas

Pulled Apart: Role Stress in Informal Intraorganizational Networks, Markus Vodosek, U. of Michigan

An Empirical Examination of a Stress-Based Framework of Survivor Responses to Downsizing, Gretchen M. Spreitzer, U. of Southern California; Aneil K. Mishra, Wake Forest U.

Discussant: James Campbell Quick, U. of Texas, Arlington
Operations Management
Program Chair: Robert Klassen, University of Western Ontario
Workshop Chair: Tom Choi, Arizona State University

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Friday 1:00 pm

692. OM Doctoral Consortium
- 1:00-5:00 Hyatt West: Burnham
Preregistration required
Chairs: Jack Meredith, Wake Forest U.; Manus Rungtusanatham, Arizona State U., Main

Saturday 7:00 am

693. OM Doctoral Consortium
- 7:00-12:30 Hyatt West: Burnham
Preregistration required
Chairs: Jack Meredith, Wake Forest U.; Manus Rungtusanatham, Arizona State U., Main

Saturday 1:00 pm

694. Visions for the OM Field for the Next Millennium
- 1:00-2:30 Hyatt West: Atlanta
Chair: Roger Schroeder, U. of Minnesota
Presenters: Dick Chase, U. of Southern California; Kevin Dooley, Arizona State U., Main; Roberto Filippini, Aarhus School of Business; Aleda Roth, U. of North Carolina, Chapel Hill; Danny Samson, U. of Melbourne, Australia

Saturday 3:00 pm

695. Innovative Teaching Approaches
- 3:00-4:30 Hyatt West: Atlanta
Chair: Christopher M. McDermott, Rensselaer Polytechnic Institute
Presenters: Robert Handfield, Michigan State U.; Diane H. Parente, Pennsylvania State U., Erie; Susan Walsh Sanderson, National Science Foundation/Rensselaer Polytechnic Institute; Dwight Smith-Daniels, Arizona State U., Main
The Dynamic and Evolutionary Character of Organizational Models -- An Analysis of the Reflective and Toyota Production Systems as Implemented at Volvo and Toyota, Frits Kristiaan Pil, U. of Pittsburgh; Takahiro Fujimoto, U. of Tokyo

Plant Roles in the Management of Multinational Manufacturing Firms, Thomas H. Brush, Purdue U., West Lafayette; Catherine Maritan, State U. of New York, Buffalo; Aneel Karnani, U. of Michigan

Discussant Panelists: Barbara Flynn, Wake Forest U.; Paul Gemmel, U. of Ghent

Executive's Views of Key OM-Related Issues and Topics

Paper: Division welcome and Quality management: determinants and outcomes

Chair: Kenneth K. Boyer, DePaul U.; Rohit Verma, DePaul U.;

Presenters: John Dwyer, U. of Minnesota; William H. Glick, Arizona State U., Main; Chan Hahn, Bowling Green State U.; Barbara Flynn, Wake Forest U.; Shawnee Vickery, Michigan State U.

Sunday 10:00 am

Executives' Views of Key OM-Related Issues and Topics

Chair: Robert D. Klassen, U. of Western Ontario

Presenters: John Anderson, U. of Minnesota; William H. Glick, Arizona State U., Main; Chan Hahn, Bowling Green State U.; Barbara Flynn, Wake Forest U.; Shawnee Vickery, Michigan State U.

Monday 8:30 am

executive's views of key om-related issues and topics

Chair: Robert D. Klassen, U. of Western Ontario

Presenters: John Anderson, U. of Minnesota; William H. Glick, Arizona State U., Main; Chan Hahn, Bowling Green State U.; Barbara Flynn, Wake Forest U.; Shawnee Vickery, Michigan State U.

Monday 10:40 am

Paper: International operations: evolving perspectives and methods

Chair: Sang M. Lee, U. of Nebraska

Talking POM: Creating A Dialogue Between Three Different Approaches to Production and Operations Management, Kathryn Lee Blackmon, London Business School; Anders Drejer, Aalborg U.; Chris Voss, London Business School

Published in Conference Proceedings

The Dynamic and Evolutionary Character of Organizational Models -- An Analysis of the Reflective and Toyota Production Systems as Implemented at Volvo and Toyota, Frits Kristiaan Pil, U. of Pittsburgh; Takahiro Fujimoto, U. of Tokyo

Plant Roles in the Management of Multinational Manufacturing Firms, Thomas H. Brush, Purdue U., West Lafayette; Catherine Maritan, State U. of New York, Buffalo; Aneel Karnani, U. of Michigan

Discussant Panelists: Barbara Flynn, Wake Forest U.; Paul Gemmel, U. of Ghent

Monday 1:00 pm

Paper: New product development: from inception to launch

Chair: Nancy Lea Hyer, Vanderbilt U.

Activities and Drivers in the Radical Product Development Process, Christopher M. McDermott, Rensselaer Polytechnic Institute; Theresa Taylor Coates, Rensselaer Polytechnic Institute

Determinants of New Product Manufacturability, Morgan Swink, Michigan State U.


Published in Conference Proceedings

Discussant: Neil Jones, U. of Western Ontario

Monday 2:30 pm

Paper: Leveraging external information in manufacturing

Chair: Atsuto Nishio, Takushoku U.

Information Processing alternatives for Coping with Manufacturing Environment Complexity, Barbara Flynn, Wake Forest U.; E. James Flynn, Wake Forest U.

Information Utilization in Global Manufacturing Network Design and Management, Sheldon R. Smith, Brigham Young U., Hawaii; Stanley E. Fawcett, Brigham Young U.

Inward Operational Technology Transfer: An Information Processing-Based Typology, Gregory Neal Stock, Hofstra U.; Mohan V. Tatikonda, U. of North Carolina, Chapel Hill

Discussants: Cecil Bozarth, North Carolina State U.; Laura Swanson, Southern Illinois U., Edwardsville; Rebecca Duray, U. of Colorado, Colorado Springs

Monday 5:30 pm

Meeting: Business Meeting and Social Hour

Chair: Peter T. Ward, Ohio State U.

Professional Development Workshop Chair: Thomas Y. Choi, Arizona State U., Main

Division Chair-Elect: Cecil Bozarth, North Carolina State U.

Tuesday 8:30 am

Paper: Supply chain management

Chair: Owen P. Hall, Jr., Pepperdine U.

Buyers and Suppliers: Different strokes for different folks, Nazli Wasti, Middle East Technical University, Ankara

Specifications in Outsourcing: A Case Study, Rajesh Nellore, SCANIA.; Jaideep G. Motwani, Grand Valley State U.

Strategies for Supplier Evaluation: A Framework for Potential Advantages and Limitations, Lyn Purdy, U. of Western Ontario; Frank Safayeni, U. of Waterloo

Discussants: Hale Kaynek, U. of Texas, Pan American; Stanley E. Fawcett, Brigham Young U.; Kiran J. Desai, Salem Teikyo U.; Jayanth Jayaram, U. of Oregon

**Tuesday 10:30 am**

**705.** Theme: Change and Development: McDonald's Launch of "Made For You" System

- 10:30-11:50 Hyatt West: Goldcoast

McDonald's is going through a dramatic restructuring of its operations. In addition to exploring the design process, launch and early results, this session will consider the research and teaching implications of reconfiguring operations.

Chair: Kenneth K. Boyer, DePaul U.

Distinguished Speaker: Lynn Crump-Caine, McDonald’s Corporation, Group Vice-President of Operations

Discussant: Peter T. Ward, Ohio State U.

**Tuesday 2:00 pm**

**706.** Paper: Operations strategy and competitive advantage

- 2:00-3:20 Swiss: Engleberg

Chair: Diane H. Parente, Pennsylvania State U., Erie


Mass Customization Approaches: A Typology and Empirical Validation, Rebecca Duray, U. of Colorado, Colorado Springs; Peter T. Ward, Ohio State U.

Differentiators Between High and Low Performing Manufacturing Firms: An Empirical Study, Mile Terziovski, Monash U., Caulfield

Discussants: Linda C. Angell, Pennsylvania State U.; Charles Lackey, U. of Texas, Brownsville; Kimberly A. Bates, U. of Toronto
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Program Chair: Joseph Porac, University of Illinois, Urbana-Champaign
Workshop Chair: Eric Abrahamson, Columbia U.
### Sunday 9:00 am

**707. Teaching Workshop: Sharing Resources for Managing Experiential Learning**
- 9:00-12:00 Hyatt East: GndBall B

*Organizer: Paul A. Fouts, Golden Gate U.*

*Presenters: Anne H Reilly, Loyola U.; Tracy Thompson, U. of Washington, Tacoma; Robert F. Dennehy, Pace U.; Cheryl Harvey, Wilfrid Laurier U.; Kim Morouney, Wilfrid Laurier U.; David M. Boje, New Mexico State U.; Grace Ann Rosile, New Mexico State U.; Ronald R. Sims, College of William and Mary*

### Sunday 10:00 am

**708. OMT: Perspectives on the Knowledge Industry**
- 10:00-12:00 Hyatt East: GndBall A

*Organizer: Christopher Davis McKenna, Johns Hopkins U.*


### Monday 9:00 am

**709. OMT Welcome and 1999 Distinguished Scholar Award and Invited Address**
- 9:00-10:20 Hyatt East: Columbus I/J

*Division Welcomer: Joseph F. Porac, U. of Illinois, Urbana-Champaign*

*Chair: Eric Abrahamson, Columbia U.*

*Speaker: C. R. Hinings, U. of Alberta*

### Monday 10:40 am

**710. Paper: Communities of Practice in Shaping Knowledge Creation in Organizations (Knowledge)**
- 10:40-12:00 Hyatt East: Columbus G

*Chair: Thekla Rura-Polley, U. of Technology, Sydney*

Communities of Practise in a High-Technology Firm: The Impact of Internal and External Sources of Knowledge on Individual Performance, Robin Teigland, Institute of International Business; Julian Birkinshaw, London Business School

Creating Shared Meaning Across Occupational Communities: An Ethnographic Study of a Production Floor, Beth A. Bechky, U. of Pennsylvania

Winner of the Sage-Louis R. Pondy Best Dissertation-Based Paper Award

Knowledge Management of Management Scholars:


*Discussant: John Seely Brown, Xerox, Palo Alto Research Center*

**711. Paper: Ambiguity, Sensemaking, and Managerial Improvisation (Knowledge)**
- 10:40-12:00 Hyatt East: Columbus I/J

*Chair: dt ogilvie, Rutgers U.*

Learning, Ambiguity, and the Myths of Management, Jerker C. Denrell, Institute of International Business

Nonsensemaking in Organizations: An Exploratory Theoretical Framework, Sally Maitlis, U. of Sheffield; Thomas B. Lawrence, U. of Victoria

Improvisation: A Theoretical Model of its Dimensions, Antecedents, Outcomes, and Moderating Variables, Dusya M. Vera, U. of Western Ontario, Ivey School of Business; Mary M. Crossan, U. of Western Ontario, Ivey School of Business

*Discussant: Frances J. Milliken, New York U.*

**712. Paper: The Process of Institutionalization (Institutions)**
- 10:40-12:00 Hyatt East: Columbus K/L

*Chair: Tiffany L. Galvin, U. of Texas, Dallas*

Memetics: An Evolutionary Perspective on the Institutionalization Process, Patrick L. Schultz, Texas Tech U.


Facade and Means to Control - The Use of ISO 9000 Standards in For-Profit-Organizations, Peter Walgenbach, U. of Mannheim

The Reflection of Institutional Myths in the Structuring of a National Medical Research Initiative, Judith Birdsell, Alberta Heritage Foundation for Medical Research; Pushkala Prasad, Lund U.; Wilfred Zerbe, U. of Calgary

*Discussant: Pamela S. Tolbert, Cornell U.*

### Monday 12:20 pm

**713. Paper: The Content and Consequences of Interorganizational Networks (Networks)**
- 12:20-2:10 Hyatt East: Columbus G

*Chair: Ha T. Hoang, Case Western Reserve U.*

Interorganizational Networks and Social Structure: Status Groups in the Population of Canadian Business Schools, Robert J. David, Cornell U.

Learning Through Networks: Effects of Partner Experience on Acquisition Premiums, Pamela Haunschild, Stanford U.; Christine M. Beckman, Stanford U.

*Published in Conference Proceedings*
Organization and Management Theory

The Exchange of Experience in a Moral Economy: Embedded Ties and Vicarious Learning in Kibbutz Agriculture. Paul Ingram, Columbia U.; Tal Simons, Tel Aviv U.
Published in Conference Proceedings

Discussant: Mark S. Mizruchi, U. of Michigan

714. Paper: The Dynamics of Knowledge Within Organizations (Knowledge)
- 12:20-2:10 Hyatt East: Columbus I/J
Chair: Jacqueline Meszaros, U. of Washington, Bothell
Exploring Inflows of Knowledge into Subunits of MNCs: A Relevance Theory Perspective. Martin Schulz, U. of Washington
Discussant: Bruce Kogut, U. of Pennsylvania

715. Paper: Acquisitions, Divestitures, and Corporate Control
- 12:20-2:10 Hyatt East: Columbus K/L
Chair: Marc-David L. Seidel, U. of Texas, Austin
Managerial Hierarchies, Market Control, and the Risk of Organizational Disbanding. Patricia H. Thornton, Duke University; William Ocasio, Northwestern U.
Discussant: Donald A. Palmer, U. of California, Davis

Monday 2:30 pm

716. Paper: Inciting and Managing Organizational Change
- 2:30-3:50 Hyatt East: Columbus G
Chair: Anjali Sastry, U. of Michigan
Local Rule Theory: An Ecological Model of Organizational Stability and Change. Tim Haslett, Monash U.; Charles Osborne, Monash U.
Organizational Portfolio Theory: Performance-Driven Organizational Change. Lex Donaldson, The University of New South Wales
Managerial Action and Personal Control in the Implementation of Planned Change. David Partington, Cranfield U.
Discussant: John R. Kimberly, U. of Pennsylvania / INSEAD

Monday 4:10 pm

717. Theme: Whither OT? Issues and Dilemmas
Challenging Organizational Analysis
- 2:30-3:50 Hyatt East: Columbus I/J
Co-Chairs: Laurie P. Milton, U. of Calgary; Janice L. Thomas, U. of Calgary
: C. R. Hinings, U. of Alberta
Doing Organizational Science. Karen Golden-Biddle, U. of Alberta; Karen D. Locke, College of William and Mary; Trish Reay, U. of Alberta
New Challenges for Organization Research and Theory. Janice M. Beyer, U. of Texas, Austin
Reflecting on the Future of Processual Research. C. R. Hinings, U. of Alberta
Discussant: Paul M. Hirsch, Northwestern U.

718. Paper: Institutional Entrepreneurs and the Creation of New Organizational Forms (Institutions)
- 2:30-3:50 Hyatt East: Columbus K/L
Chair: Henrich R. Greve, U. of Tsukuba

Institutional Entrepreneurs: Engineers, Catalysts and Innovators. Silvia Dorado, McGill U./ Radcliffe Public Policy Institute
Let the Children Play: Interorganizational Entrepreneurship and Children Programming in the Middle East. Benson L. Honig, Haifa University; Joseph Lampel , U. of Nottingham
Discussant: Frank R. Dobbin, Princeton U.
On the Shape of Informal Organizations, Reed E. Nelson, Southern Illinois U.
Discussant: David Krackhardt, Carnegie Mellon U.

720. Symposium: **The Emergence of New Organizational Forms (Institutions)**
- 4:10-5:30 Hyatt East: Columbus I/J
Chair: Heather A. Haveman, Cornell U.; Robert J. David, Cornell U.
Discussant: Howard E. Aldrich, U. of North Carolina, Chapel Hill

721. Paper: **Macrocultural Processes in Organizational Fields (Knowledge)**
- 4:10-5:30 Hyatt East: Columbus K/L
Chair: Suzanne M. Carter, U. of Notre Dame

722. Meeting: **OMT Business Meeting and Social Hour**
- 5:40-7:00 Hyatt East: Columbus K/L
Chair: Christine Oliver, York U.

723. Symposium: **Competition Among Organizations as Industries Evolve**
- 8:30-10:10 Hyatt East: Columbus G
Chair: William P. Barnett, Stanford U.
Organizer: Aimee-Noelle Swanson, Stanford U.

724. Paper: **Trust and Transactional Networks at the Buyer-Supplier Interface (Networks)**
- 8:30-10:10 Hyatt East: Columbus K/L
Chair: Martin Gargiulo, INSEAD

725. Paper: **Managerial Fads and the Adoption of New Ideas for Organizing (Knowledge)**
- 8:30-10:10 Hyatt East: Columbus K/L
Chair: John M. Mezias, U. of Miami
"In Search of Excellence": Fads, Success Stories, and Communication Bias, David Strang, Stanford U.; Michael W. Macy, Cornell U.
Winner of West Publishing Best Paper Award
Published in Conference Proceedings
Knowledge Industries and Idea Entrepreneurs, Eric Abrahamson, Columbia U.; Gregory B. Fairchild, Columbia U.
The Catalyst Role of Innovation: Organizational Cognition and Shifts in Search Intensity, Henrich R. Greve, U. of Tsukuba; Alva H. Taylor, Northwestern U.
Discussant: Anne Miner, U. of Wisconsin, Madison

726. Paper: **The Structure and Distribution of Knowledge in Organizations (Knowledge)**
- 10:30-11:50 Hyatt East: Columbus G
Chair: Charles Galunic, INSEAD

The Cognocratic Organization: Towards a Knowledge Theory of the Firm, Filipe M. Santos, Stanford U.
Patterns of Knowledge Distribution in Organizations, Vikas Anand, U. of Arkansas; Paul F. Skilton, Arizona State U.; Barbara W. Keats, Arizona State U., Main
The Architecture of Organizational Cognition, Ángel Cabrera, Instituto de Empresa; David B. Allen, Instituto de Empresa
Discussant: Mary Ann Glynn, Emory U.

727. Paper: Corporate Governance and the Relationships Among Boards, Shareholders, and CEOs
- 10:30-11:50 Hyatt East: Columbus I/J
Chair: Margarethe F. Wiersema, U. of California, Irvine
Integrating Agency and Stewardship Theories: The Moderating Role of the Environment, Ann K. Buchholtz, U. of Georgia; Deborah L. Kidder, U. of Connecticut
Foreign Share Ownership and Corporate Behavior in Japan, Christina Linn Ahmadjian, Columbia U.; Gregory E. Robbins, Columbia U.
A Behavioral Perspective of Strategic Initiative Adoption: The Case of Stock Repurchase Programs, William Gerard Sanders, Brigham Young U.; Mason A. Carpenter, U. of Wisconsin, Madison
Managing Impressions: Managerial Choices and the Proxy Statement Performance Graph, Gary T. Moskowitz, Southern Methodist U.
Discussant: Edward J. Zajac, Northwestern U.

728. Paper: Institutional Transformation in Organizational Fields (Institutions)
- 10:30-11:50 Hyatt East: Columbus K/L
Chair: William L. Dougan, U. of North Dakota
Institutional Contradictions, Praxis, and Institutional Transformation: A Dialectical Perspective, Myeong-Gu Seo, Boston College; W. E. Douglass Creed, Boston College
The Dynamics of the Bulgarian Newspaper Industry in a Period of Transition: Organizational Adaptation, Structural Inertia, and Political Change, Stanislav Dobrev, Tulane U.
From the Big-time to the Small time, the Change in the National Collegiate Athletics Association, Marvin Washington, Northwestern U.
Discussant: Huseyin Leblebici, U. of Illinois, Urbana-Champaign

Tuesday 2:00 pm

729. Paper: Work and Careers on the Periphery of Organizations
- 2:00-3:20 Hyatt East: Columbus G
Chair: Joseph P. Broschak, U. of Illinois, Urbana-Champaign
Being There: The Acceptance and Marginalization of Part-Time Professional Employees, Thomas B. Lawrence, U. of Victoria; Vivien S. Clark, Wilfred Laurier U.
Factors Contributing to Success of Teleworkers, Sumita Raghuram, Fordham, U.; Raghu Garud, New York U.; Batia M. Wiesenfeld, New York U.
Predicting the Use of External Labor Arrangements: A Test Reconciling the Transaction Costs Perspective with the Development of Organizational Capabilities, John K. Masters, Western Illinois U.; Grant Miles, U. of North Texas
Social Networks in the Open Labor Market: An Exploration of Independent Contractors’ Careers, Laura Werber Castaneda, Stanford U.
Discussant: Peter Daniel Sherer, U. of Oregon

730. Paper: The Formation and Maintenance of Interorganizational Alliances (Networks)
- 2:00-3:20 Hyatt East: Columbus I/J
Chair: Ivan M. Manev, U. of Maine
The Emergence of Alliance Systems, Christoph Ferdinand Lechner, U. of St. Gallen; Günter Müller-Stewens, U. of St. Gallen
Resolving the Opportunism Minimization-Opportunity Maximization Paradox, Mark Hillam Hansen, Brigham Young U.; Robert E. Hoskisson, U. of Oklahoma; Jay B. Barney, Ohio State U.
On the Selection of Governance Structures for Inter-Firm Collaboration, Josep Rialp-Criado, U. Autónoma de Barcelona; Vicente Salas-Fumás, U. de Zaragoza
Discussant: Gautam Ahuja, U. of Texas, Austin

731. Paper: Market Mediators in Market Making
- 2:00-3:20 Hyatt East: Columbus K/L
Chair: Timothy G. Pollock, U. of Wisconsin, Madison
Discussant: Mitchell Y. Abolafia, State U. of New York, Albany

Tuesday 3:40 pm

732. Paper: The Market Dynamics of Organizational Fields
- 3:40-5:00 Hyatt East: Columbus G
Chair: Jane C. Banaszak-Holl, U. of Michigan
Resource Partitioning, the Founding of Specialist Firms, and Innovation: The American Feature Film Industry, 1912-1229, John M. Mezias, U. of Miami; Steven J. Mezias, New York U.
Organizational and Interorganizational Effects on Corporate Expansion: Impacts of Relation-Specific and General Assets on Interfirm Link Continuity During International Expansion, Xavier Martin, New York U.

- 3:40-5:00 Hyatt East: Columbus I/J
Chair: Richard S. Marenis, U. of Washington

The Circulation of Elites: A Trickle-Up Theory, Linda Brewster Stearns, U. of California, Riverside

Class, Corporate Elites, and Corporate Behavior, Donald A. Palmer, U. of California, Davis

Financial Markets and Classes in Late Capitalism, Gerald F. Davis, U. of Michigan

Institutional Shortcomings: Negotiating Hegemony in the Climate Change Negotiations, David L. Levy, U. of Massachusetts, Boston

Discussants: G. William Domhoff, U. of California, Santa Cruz; Walter R. Nord, U. of South Florida

734. Paper: Strategy, Structure, and Organizational Environments

- 3:40-5:00 Hyatt East: Columbus K/L
Chair: Dwight K. Lemke, James Cook U.


Measuring the Concept of Contingency Fit in Organizational Research: Theoretical Advances and New Empirical Evidence from China, Kai A. Schlevogt, Harvard U.; Lex Donaldson, The University of New South Wales

Contrasting Organizational Learning and Contingency Theory: A Study of the Interaction Effects of Formalization and Uncertainty on Performance, Ofer Meilich, Washington U.

Organization and Management in the Versatile Project-based Organization, John Rodney Turner, Erasmus U., Rotterdam; Anne Keegan, Erasmus U., Rotterdam

Discussant: William H. Glick, Arizona State U., Main

Wednesday 8:30 am

735. Paper: What is Social Capital Worth? (Networks)

- 8:30-10:20 Hyatt East: Columbus I/J
Chair: Raymond T. Sparrowe, Cleveland State U.

Social Capital: The Good, the Bad, and the Ugly, Paul S. Adler, U. of Southern California; Seok-Woo Kwon, U. of Southern California

An Integrated Examination of the Public and Private Good Aspects of Human and Social Capital, Melvin L. Smith, U. of Pittsburgh


Supervision and Social Capital, Mindy W. Douthit, U. of Chicago


Discussant: James B. Wade, U. of Illinois, Urbana-Champaign

736. Symposium: Empirical Findings from the International Research Program on New Organization Forms for the Information Age (NOFIA)

- 8:30-10:20 Hyatt East: Columbus K/L
Chair: Arie Y. Lewin, Duke U.


IT Enabled on Organizations and Performance: U.S. General Merchandising Industry (1980-1997), Starling D. Hunter, Massachusetts Institute of Technology

From Hierarchy to Market: Co-evolution of New Forms of Organizing in the German Automotive and Chemical Industry, Hannes Utikal, U. of Cologne; Oda Schliebusch, U. of Cologne; Ludwig Theuvsen, U. of Cologne

Comparative Analysis of Korean and German Argumentation Rationality of Strategic Decisions, Dong-Sung Cho, Seoul National U.; Axel von Werder, Technical U. of Berlin

Discussant: Frans A. J. van den Bosch, Erasmus U., Rotterdam

Wednesday 9:00 am

737. Paper: Identities and Identification in Organizational Processes

- 9:00-10:20 Hyatt East: Columbus G
Chair: Celia V. Harquail, U. of Virginia

A Process Model of Organizational Identity, Mary Jo Hatch, Cranfield U.; Majken Schultz, Copenhagen Business School

Beyond Collective Organizational Identity: Empirical Evidence for Multiple Subidentities, Loren T. Gustafson, Seattle Pacific U.; Rhonda K. Reger, U. of Maryland

Boundary Management in New Product Teams: A Replication and Extension, Susanne G. Scott, U. of Massachusetts, Dartmouth

Discussant: Stuart Albert, Massachusetts Institute of Technology

Wednesday 10:40 am

738. Paper: Defining and Measuring Uncertainty in Organizational Environments

- 10:40-12:00 Hyatt East: Columbus G
Chair: Amy B. Hietapelto, Michigan Technological U.


Executive Perceptions of Environmental Uncertainty Sources: A Taxonomy, Richard L. Priem, U. of Texas, Arlington; Leonard G. Love, U. of Texas, Arlington; Margaret A. Shaffer, Hong Kong Polytechnic U.

Published in Conference Proceedings
Divergence Between Informant and Archival Measures of the Environment: Real Differences, Artifact, or Perceptual Error?, Mousumi Bhattacharya, Syracuse U.; Kathleen K. Wheatley, Syracuse U.; D. Harold Doty, Syracuse U.

Discussant: Philip Bromiley, U. of Minnesota

739. Paper: The Contours of Organizational Culture
   • 10:40-12:00 Hyatt East: Columbus I/J
   Chair: Aneil K. Mishra, Wake Forest U.

A Proposed Model of Total Quality Culture in Organizations, James R. Detert, U. of Minnesota; Roger Schroeder, U. of Minnesota; John Mauriel, U. of Minnesota

Disentangling Subcultures: The Differentiated Influence of Societal and Organizational Factors, Danna N. Greenberg, Boston College

Social Differentiation and Cultural Convergence as Competing and Co-existing Organizational Processes, Ruth A. Anderson, Duke U.; Charlene A. Allred, Duke University; Sue Owensby; Reuben R. McDaniel, U. of Texas, Austin

Discussant: Susan C. Schneider, HEC, Geneva
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<td>11:15 am</td>
<td>Tour to McDonald’s University • OS: McDonald's U.</td>
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<td>Critical Mgmt. Doctoral Workshop • HW: Dusable</td>
<td>EDC: Managing Change Complexity • B • HW: Comiskey</td>
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<td>Reception for the New Doctoral • S: Gball I</td>
<td>OB/ODC/OMT Doctoral Consortium • OS: Loyola U.</td>
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<td>New Doctoral Student Consortium • S: Gball I</td>
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<td>ODC/MED/ODC/CAR: Career Identities in Academia • HE: Skyway 269</td>
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<td>Management of the Tenure Process • S: Alpine II</td>
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<td>SME Development Programs in Ec • HW: McCormick</td>
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<td>ODC: Competing in Latin America • S: Alpine II</td>
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<td>ODC &amp; ONE: Educating Leaders for Environmental Change • HW: Stetson C</td>
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<td>JAOM: Challenges &amp; Approaches to Quality • S: Alpine II</td>
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## Organizational Development and Change

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<tr>
<td>2:00 pm</td>
<td><strong>Division Welcome</strong></td>
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<td>2:40 pm</td>
<td>S. Social Learning for Change • HE: Columbus A</td>
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<td>3:40 pm</td>
<td><strong>Distinguished Speaker</strong> • HE: Columbus A</td>
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<td>M. Business Meeting &amp; Social Hour • HE: Columbus A</td>
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<td>P. Missing Elements in OD &amp; C • HE: Columbus A</td>
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<td>S. Lessons from Theater • HE: Columbus A</td>
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### Saturday 10:30 am

**740.** Complexity, Evolutionary Theory, and Organizations
- 10:30-3:00 Hyatt West: Stetson D
*Chair:* Alfonso Montuori, California Institute of Integral Studies
*Presenters:* Telmo Pievani, U. of Bergamo; Gianluca Bocchi, Milan Polytechnic

### Sunday 9:00 am

**741.** ODC Consortium for Alternative Doctoral Programs in Executive Management and Organization Development
- 9:00-12:00 Hyatt East: Columbus E/F
*Organizers:* Peter F. Sorensen, Benedictine U.; Therese Yaeger, Benedictine U.
*Panel:* Kurt Motamedi, Pepperdine U.; Joanne Preston, Pepperdine U.; Richard J. Boland, Jr., Case Western Reserve U.; John Aram, Case Western Reserve U.; Henrik H. Larsen, Copenhagen Business School; Maureen O’Hara, Saybrook Graduate School; Frank Friedlander, Fielding Institute

### Monday 8:00 am

**742.** Paper: Division Welcome
*Continental Breakfast Strategic Change and Knowledge Management*
- 8:00-10:20 Hyatt East: Columbus A
*Division Welcome:* A.B. Rami Shani, California Polytechnic State U. San Luis Obispo
*Chair:* Christopher G. Worley, Pepperdine U.
*Discussants:* Paul Lillrank, Helsinki University of Technology; Eli Borniker, Pacific Lutheran U.

**743.** Paper: Designing and Assessing Organizational Change
- 10:40-12:00 Hyatt East: Columbus A
*Chair:* Kay McGlashan McGlashan-Glasgow, California Polytechnic State U. San Luis Obispo
*Academy of Management Theme Summit ‘99: A Pluralistic Program Evaluation*, Stephen P. Fitzgerald, California School of Professional Psychology
*Implementing Change: Matching Change Type to Implementation Methods*, Robert W. Waldenso, Queensland U. of Technology, Gardens Point; Andrew B. Griffiths, Queensland U. of Technology, Gardens Point; Lenka Bilik, Australian Graduate School of Management
*Choosing the Depth of Organizational Intervention: From Revisions to Reconsiderations*, Julie Wolfram Cox, Monash U., Caulfield
*Discussants:* Harvey Kolodny, U. of Toronto; Simcha Ronen, Tel Aviv U.

### Monday 10:40 am

**744.** Symposium: Revisiting the Role of Experiential and Case-Based Education in OD&C
- 1:00-2:10 Hyatt East: Columbus A
*Chair:* Glenn H. Varney, Bowling Green State U.
*Discussants:* Tom G. Cummings, U. of Southern California; Alan Glassman, California State U., Northridge; Robert T. Golembiewski, U. of Georgia; James M. McFillen, Bowling Green State U.

**745.** Paper: Systemic Transformation: An International Perspective
- 2:30-3:50 Hyatt East: Columbus A
*Chair:* William Torbert, Boston College
*Developing the "Extended Web" Model: A Cultural Framework for Organizational Development*, Loizos T. Heracleous, National U. of Singapore
*Using an Outsider-Insider Frame of Reference in Studying the Process of Change*, Maria Ageastam, Lund U.
*The Bi-Cultural Broker: A New Role for Change Agents in Multi-National Organizations*, Maria Cecilia McMillen, Universidad de San Francisco de Quito; Maria Eugenia Arias
Monday 4:10 pm

746. Paper: Action Learning, Organizational Learning, and Dialogue
- 4:10-6:00 Hyatt East: Columbus A
Chair: Ronald R. Sims, College of William and Mary
Creating Conversations for Change: Lessons from Learning History Projects, George L. Roth, Massachusetts Institute of Technology
Winner of ODC Division Best Practice-Related Paper Published in Conference Proceedings
Overcoming Emotional Barriers, Control Imperatives, and Power Disparities in Organizational Transformation, Myeong-Gu Seo, Boston College
It's Not the Seed, it's the Soil: Social Psychological Influences on Outcomes of Organizational Change Programs, Amy C. Edmondson, Harvard U.; Anita Williams Woolley, Harvard U.
Dialogue as a Path of Change and Development in a Pluralistic World, Mary Ann Hazen, U. of Detroit Mercy
Discussants: Peter Docherty, National Institute for Working Life, Stockholm; Michael Marquardt, George Washington U.

Tuesday 8:30 am

747. Paper: High Performance Work Systems and Self Managed Teams
- 8:30-10:10 Hyatt East: Columbus A
Chair: Peter J. Robertson, U. of Southern California
Published in Conference Proceedings
High Performance Work Organizations: Toward a Common Definition and Propositions for Implementation, Bradley L. Kirkman, U. of North Carolina, Greensboro; Kevin B. Lowe, U. of North Carolina, Greensboro; Dianne P. Young, Center for Creative Leadership; Ashley A. Palmer, U. of North Carolina, Greensboro
Discussants: Susan G. Cohen, U. of Southern California; Frances A. Viggiani, Alfred U.

Tuesday 10:30 am

748. Paper: Managing Change Complexity: Beyond Lewin's Legacy
- 10:30-11:50 Hyatt East: Columbus A
Chair: Tom G. Cummings, U. of Southern California
The De-Development of Contemporary Organizations, Paul Nutt, Ohio State U., Columbus
Winner of ODC Division Best Paper Published in Conference Proceedings
Towards a Processual Framework for Understanding Change, Patrick Dawson, U. of Aberdeen

Tuesday 2:00 pm

749. Symposium: Social Learning for Change and Development
- 2:00-3:20 Hyatt East: Columbus A
Chair: L. David Brown, Boston U.
Social Learning as Changes in Rules, Norms & Beliefs: A Theoretical Perspective Applied to Corporate Environmentalism, Andrew Hoffman, Boston U.; Darcy Ashman, School for International Training
Developing Democracy: Interorganizational Networks and Social Learning in Bangladesh, Darcy Ashman, School for International Training
Discussant: Rajesh Tandon, PRIA

Tuesday 3:40 pm

750. Invited Address: Dr. Rajesh Tandon Executive Director, Society For Participatory Research in Asia
- 3:40-5:10 Hyatt East: Columbus A
Dr. Tandon has been a pioneer in applying the insights of action research to the problems of promoting development that benefits the poor and disenfranchised around the world. His talk would focus on organizational renewal for social change organizations.
Organizer: A.B. Rami Shani, California Polytechnic State U. San Luis Obispo

Tuesday 5:30 pm

751. Meeting: Business Meeting & Social Hour, Kenneth Murrell & A.B. Rami Shani
- 5:30-8:30 Hyatt East: Columbus A

Wednesday 8:30 am

752. Paper: Missing Elements in Organizational Change
- 8:30-10:20 Hyatt East: Columbus A
Chair: Newton Margulies, U. of California, Los Angeles
From Hierarchy to Egalarchy: The Changing Scope of Personal Sovereignty at Work, Eric H. Neilson, Case Western Reserve U.
Everyday Thinking in Organizational Change: The Role of 'Organizing Man', Jan Lowstedt, Stockholm School of Economics
Organizational Change as an Infective Process, Jeffrey D. Ford, Ohio State U.
Community in the Workplace, James L. Koch, Santa Clara U.; Robert J. Rossi, American Institutes for Research; Mark A. Royal, International Survey Research
Discussants: Asya Pazy, Tel Aviv U.; Karen S. Whelan, Samford U.

Extending Kurt Lewin's Legacy into the Emerging Pluralistic World, Kurt Motamedi, Pepperdine U.
On the Aesthetic Dimension of Leading Learning and Change, Claus Otto Scharmer, Massachusetts Institute of Technology
Discussants: Jan Lowstedt, Stockholm School of Economics; Amy C. Edmondson, Harvard U.
Symposium: **Lessons from Theater: Beyond Metaphor**

- 10:40-12:00 Hyatt East: Columbus A

*Chairs:* Stephen S. Taylor, Boston College; David M. Boje, New Mexico State U.

Tamara and Other Postmodern Theatric(s), David M. Boje, New Mexico State U.

Theater in Management: An Analysis of the Modern Play of Management, Mary Jo Hatch, Cranfield U.

Commonalities between Off-Off Broadway Theatre and Contemporary Organizational Consulting: Manifestations of Postmodernism -- A Social Gestalt Perspective, Raymond Saner, Center for Socio-Economic Development

Actors and Organizational Development Consultants: Parallel Skill Sets, Leslie Stager Jacques, U. of Otago
Organizational Communication and Information Systems

Program Chair: JoAnne Yates, MIT Sloan School of Management
Workshop Chair: Mark Keil, Georgia State University

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<td>OCAM: The Future of Information Management • S: Alpine II</td>
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Saturday 12:00 pm

754. OCIS Mid-Career Faculty Workshop
- 12:00-5:00 Hyatt West: Regency Ball D(N)
  Coordinator: Daniel Robey, Georgia State U.
  Facilitators: Edward W. Miles, Georgia State U.; Ilze Zigurs, U. of Colorado; Kate M. Kaiser, Marquette U.

Saturday 6:00 pm

755. OCIS Professional Development Workshop
  Reception
  All OCIS members and OCIS-sponsored PDW attendees are invited.
  Organizer: Mark Keil, Georgia State U.

Monday 8:00 am

756. Division Welcome
- 8:00-8:30 Hyatt West: Dusable
  Program Chair: JoAnne Yates, Massachusetts Institute of Technology

Monday 8:30 am

757. Paper: Technology-Enabled Remote Collaboration Within and Between Organizations
- 8:30-10:20 Hyatt West: Dusable
  Chair: Condon Conna, Nova Southeastern U.
  Communicating Trust in the Inter-Organizational Virtual Organization, Eva C. Fuehrer, Karl Franzens U. Graz; Neal M. Ashkanasy, U. of Queensland
  Development of Expertise Coordination Patterns in Electronic Teams, Alex B. Citurs, Case Western Reserve U.; Youngjin Yoo, Case Western Reserve U.
  Discussant: Catherine Durnell Cramton, George Mason U.

Monday 10:40 am

758. Paper: Communicating Within Organizational Hierarchies
- 10:40-12:00 Hyatt West: Dusable
  Chair: John Stephan, State U. of New York, Buffalo
  Formal Structure as a System of Constraints on Organizational Discourse, P. Robert Duimering, Wilfrid Laurier U.
  Executive Leadership: The Case Against Impartiality, Randall S. Peterson, Cornell U.
The Impact of Threat Sensitivity and Face Giving on Information Transfer in Organizational Hierarchies, Renee Tynan, U. of Notre Dame

**Discussant:** Andrea B. Hollingshead, U. of Illinois, Urbana-Champaign

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**Monday 12:20 pm**

759. **Paper:** Managing the Information Systems Organization

- **12:20-2:10 Hyatt West:** Dusable

**Chair:** Pamela Specht, U. of Nebraska, Omaha


Linking IS-User Partnerships to IS Performance: A Socio-Cognitive Perspective, Mani R. Subramani, U. of Minnesota; John C. Henderson, Boston College; Jay Cooprider, Bentley College

The Impact of IS Contextual Factors on the Adoption of TQM in Systems Development, Thiagarajan Ravichandran, Rensselaer Polytechnic Institute

Information Systems in the Chinese Business Culture: The Challenge to Configurational Theories, Maris G. Martinsons, City U. of Hong Kong; Ada Wong, City U. of Hong Kong; Frank H. Gregory, Freelance consultant and journalist

**Discussant:** Susan J. Winter

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**Monday 2:30 pm**

760. **Theme:** Change and Development Journeys into a Pluralistic World: Implications for Management of Technology and Communication in Organizations

- **2:30-3:50 Hyatt West:** Dusable

**Organizer:** Gerardine DeSanctis, Duke U.

Organization Re-Design: Transforming the IT Function, V. Sambamurthy, U. of Maryland

Values and Managing Change, Daniel Robey, Georgia State U.

Learning and Information Technology, Maryam Alavi, U. of Maryland

New Issues of Information Privacy and Ethics, Richard O. Mason, Southern Methodist U.

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**Tuesday 8:30 am**

761. **Paper:** Knowledge Transfer & Translation within and between Organizations and Communities of Practice

- **8:30-10:10 Hyatt West:** Dusable

**Chair:** Anita D. Bhappu, U. of Arizona

IS Professionals as Brokers and Translators of Knowledge Between Communities of Practice: A Research Framework, Suzanne D. Pawlowski, Georgia State U.

Winner of OCIS Division Top Student Paper Award

Webs of Knowledge: An Examination of Knowledge Types and Knowledge Flows in Electronic Communities of Practice, Molly McLure Wasko, U. of Maryland; Samer Faraj, U. of Maryland

Absorptive Capacity: Its Dimensions and Relationship to Corporate Culture and Innovation Success, Susan J. Harrington, Georgia College and State U.; Tor Guimaraes, Tennessee Technological U.

**Discussant:** Jon Jasperson, U. of Oklahoma

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**Tuesday 10:30 am**

762. **Paper:** Interactions Between Information Technology and Structure

- **10:30-11:50 Hyatt West:** Dusable

**Chair:** JoAnn Brooks, U. of Michigan

Real Estate on the Web: Investigating the Interplay Between Technology and Structure, Kevin Crowston, Syracuse U.; Steve Sawyer, Syracuse U.; Rolf Wigand, Syracuse U.

Enterprise System Implementation: A Process of Individual Metamorphosis, Olga Volkoff, U. of Western Ontario


Winner of OCIS Division Top Paper Award

Published in Conference Proceedings

**Discussant:** Starling D. Hunter, Massachusetts Institute of Technology

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**Tuesday 3:40 pm**

763. **OCIS Distinguished Speaker**

- **3:40-5:00 Hyatt West:** Dusable

**Speaker:** Linda L. Putnam, Texas A&M U.

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**Tuesday 5:30 pm**

764. **Meeting:** Business Meeting

- **5:30-6:30 Hyatt West:** Dusable

**Chair:** Ilze Zigurs, U. of Colorado

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**Tuesday 6:30 pm**

765. **Social Hour**

- **6:30-7:30 Hyatt West:** Dusable

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**Wednesday 9:00 am**

766. **Paper:** Motivations around Communication and Information Technology

- **9:00-10:20 Hyatt West:** Dusable

**Chair:** Edward W. Christensen, Monmouth U.

A Motivational Model for Resolving Social Dilemmas in Discretionary Databases, Michael E. Kalman, SPAWAR Systems Center, San Diego; Janet Fulk, U. of Southern California; Peter R. Monge, U. of Southern California

Software Piracy: Why Honest People Cheat, Gove N. Allen, U. of Minnesota

Internet Usage in the Work Environment: A Motivational Study, Murugan Anandarajan, Drexel U.; Claire A. Simmers, St. Joseph's U.; Magid Igbaria, Claremont Graduate U.

**Discussant:** Jon Jasperson, U. of Oklahoma

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**Wednesday 10:40 am**

767. **Paper:** Technology Use: GDSS, CAD, and Videoconferencing

- **10:40-12:00 Hyatt West:** Dusable

**Chair:** Debabrata (Dave) Chatterjee, Washington State U.

Rater Correction Processes in Applicant Selection Using Videoconference Technology: the Role of Attributions,
Antecedents and Consequences of CAD Use in Interorganizational Relationships: Testing for an Interaction Effect, Ben M. Bensaou, INSEAD / European Institute of Business Administration

Discussant: Kathy Chudoba, U. of Virginia
Organization and the Natural Environment
Program Chair: John Jermier, University of South Florida
Workshop Chair: Gordon Rands, Western Illinois University

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<td>118. IAM: Challenges &amp; Approaches to Quality • S: Alpine II</td>
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<td>120. CAR/CM/ONE/HCM/PNS Small Division Images and Member Identities • HW: Acapulco</td>
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<td>149. ONE, MED, SIM &amp; PNS: Reflection • HE: Skyway 268</td>
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<td>868. Division Welcome • S. Neuchatel</td>
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<td>869. P: Critical Issues &amp; Environment • S. Neuchatel</td>
<td>273. JP: Strategic Role of Networks • HE: Columbus E/F</td>
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<td>869. P: Critical Issues &amp; Environment • S. Neuchatel</td>
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<td>870. P: Subjectivity &amp; Local Action • S. Neuchatel</td>
<td>322. JP: Environmental Regulations • HE: Wacker West (5)</td>
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<td>358. JP: Initiatives &amp; Innovations • HE: Wacker West (5)</td>
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<td>873. Division Social • S. Neuchatel</td>
<td>198. Framing Intractable Disputes • HW: Regency Ball D(N)</td>
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<td>8:33. JS: Reclaiming Past Knowledge • S. Neuchatel</td>
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<td>874. P: Power &amp; Environmental Mgt. • S. Neuchatel</td>
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<td>875. F: The New Age of Biotech Systems • S. Neuchatel</td>
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<td>876. S: Emerging Environ. Regulations • S. Neuchatel</td>
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Monday 8:45 am

Division Welcome
- 8:45-9:00 Swiss: Neuchatel

Monday 9:00 am

Paper: Critical and Emancipatory Approaches to Organization & Environment
- 9:00-10:20 Swiss: Neuchatel
Chair: Linda C. Forbes, Marist College
Critique of the Free Market Justification for Hazardous Waste, Stephanie A. Welcomer, U. of Maine; Mark Haggerty, Clarion University
Sustainable Development in the Swiss Food Sector: Restrictions and Strategies for Cooperations, Simone Maier, Idheap; Matthias Finger, Idheap; Ueli Haldimann, Haldimann Consulting

Monday 10:40 am

Paper: Knowledge, Beliefs, Identities, and Local Environmental Action
- 10:40-12:00 Swiss: Neuchatel
Chair: Gurudev S. Khalsa, Case Western Reserve U.
Managing in the Millennium: Traditional Ecological Knowledge (TEK) -- A First Nations Approach to Sustainability, Gail Whiteman, Queen’s U.
Published in Conference Proceedings
Contested Identities: Community-based Collaboration and Its Implications for Organizational Form, Monica C. Worline, U. of Michigan; Todd Bryan, U. of Michigan

Organization and World Design: The Gaia’s Hypothesis, William M. Snyder, Social Capital Group
An Empirical Study of the Effect of Moral Intensity on Environmental Ethical Decision Making, Douglas R. May, U. of Nebraska

Discussants: Robert P. Gepphart, U. of Alberta; Stewart R. Clegg, U. of Technology, Sydney (UTS); Carolyn P. Egri, Simon Fraser U.

Published in Conference Proceedings

Monday 2:30 pm

771. Paper: Natural Capital, Green Strategies, and Organizational Performance
- 2:30-3:50 Swiss: Neuchatel
Chair: Mark Starik, George Washington U.
Voluntary Environmental Initiatives: a Resource-Based Perspective, Bruce Paton, U. of California, Santa Cruz
Natural Capital, Geographic Concentration, and the Emergence of Sustainable Industries, Michael V. Russo, U. of Oregon
Discussants: Renato J. Orsatto, U. of Technology, Sydney (UTS); Ian Clelland, U. of Tennessee, Knoxville; James J. Kennelly, Skidmore College

Monday 6:45 pm

772. Division Social
- 6:45-7:45 Swiss: Neuchatel

Tuesday 10:30 am

- 10:30-11:50 Swiss: Neuchatel
Chair: Monika I. Winn, U. of Victoria
Different Smokes for Different Folks: a Comparative Study of Paint Shop Waste Management in the United States and Canada, Sandra Rothenberg, Rochester Institute of Technology
Discussants: Trudy Heller, New Jersey Institute of Technology; Andrew Hoffman, Boston U.; Thomas N. Gladwin, U. of Michigan

Tuesday 2:00 pm

- 2:00-3:20 Swiss: Neuchatel
Has evolution led to a new system in which people and the rest of nature have become more engineered while machines are more human-like? The work of complexity theorist and new-age prophet Kevin Kelly provides a focal point for critical analysis.
Chair: Linda C. Forbes, Marist College
Presenters: Steven Best, U. of Texas, El Paso; Douglas Kellner, U. of California, Los Angeles
Discussants: Nancy DiTomaso, Rutgers U., Newark/New Brunswick; Timothy Luke, Virginia Polytechnic Institute and State U.; Walter R. Nord, U. of South Florida; Paul Shrivastava, Bucknell U.

Tuesday 3:40 pm

775. Symposium: Emerging Institutional Arrangements for Environmental Regulation
- 3:40-5:10 Swiss: Neuchatel
Should government directly regulate firms or should interested parties negotiate regulatory standards, in effect forming new governing institutions? Panelists theorize diverse emerging arrangements and present empirical research on this topic.
Chair: Andrew King, New York U.
Industry Self-Regulation: A Comparison of Nuclear Power and Chemical Manufacturing, Joseph Rees, Virginia Tech
Environmental Contracts in the United States, Eric Orts, U. of Pennsylvania
The Effect of Environment Standards on Supply Chain Performance, Andrew King, New York U.
Institutional Stability and Institutional Change: Empirical Evidence and Theoretical Implications, Franco Furger, George Mason U.
Discussant: Michael J. Piore, Massachusetts Institute of Technology

Wednesday 10:40 am

- 10:40-12:00 Swiss: Neuchatel
Chairs: David L. Levy, U. of Massachusetts, Boston; Ans Kolk, U. of Amsterdam
Presenters: Sandra Rothenberg, Rochester Institute of Technology; Sarianna M. Lundan, U. of Maastricht; Joanne M. Kauffman, Massachusetts Institute of Technology
Discussant: Thomas N. Gladwin, U. of Michigan
## Public and Nonprofit Sector

**Program Chair:** Mary Tschirhart, Indiana University  
**Workshop Chair:** Ralph S. Brower, Florida State University

### Weekdays

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### Thursday

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### Friday

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### Saturday 8:30 am

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<th><strong>778.</strong></th>
<th>PNS Doctoral Student Consortium</th>
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<td>8:30-12:00</td>
<td>Hyatt West: Acapulco</td>
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**Preregister with Lisa Berlinger at lisa.berlinger@yale.edu**  
**Organizers:** Lisa R. Berlinger, Yale U.; Jennifer Wade, U. of Georgia  
**Panel:** Arthur C. Brooks, Georgia State U.; Peter Dobkin Hall; Pier Rogers, New School for Social Research; Judith Y. Weisinger, Northeastern U.; Maria L. Nathan, U. of Texas, San Antonio; Mary Tschirhart, Indiana U.

### Saturday 8:45 am

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<th><strong>780.</strong></th>
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**Division Chair:** Danny L. Balfour, Grand Valley State U.

### Monday 9:00 am

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<th><strong>781.</strong></th>
<th>Paper: Images of the Public Sector</th>
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**Chair:** Lisa Marie Napoli, Indiana U., Bloomington  
**Public and Private Service at Loggerheads: Modeling Credibility Gaps in the Expectations of Customers**, Jari Vuori, Georgia Institute of Technology; Gordon Kingsley, Georgia Institute of Technology  
**Public Administration or Public Management? Organizational Culture in the Public Sector**, Lisa Marie Bradley, Queensland U. of Technology; Rachel Louise Parker, Queensland U. of Technology  
**The Role of Public Sector Image and Personal Characteristics in Determining Tendency to Work in the Public Sector**, Aaron Cohen, U. of Haifa; Yair Zalmannovitch, U. of Haifa; Hani Davidesko, U. of Haifa  
**Discussant:** Sonia Ospina, New York U.

### Monday 1:00 pm

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<tr>
<th><strong>782.</strong></th>
<th>Paper: Frameworks for Understanding Interorganizational Arrangements</th>
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**Program Chair:** Mary Tschirhart, Indiana U.
Monday 2:30 pm

783. Invited Address: Public and Private Governance
- 2:30-3:50 Swiss: Gball I
*Distinguished Speaker:* Oliver E. Williamson, U. of California, Berkeley

Monday 4:10 pm

784. Meeting: Business Meeting
- 4:10-5:30 Swiss: Vevey
*Chair:* Danny L. Balfour, Grand Valley State U.

Monday 5:30 pm

785. Social Hour
- 5:30-6:30 Swiss: Vevey
*Hosts:* J. Patrick Murphy, C.M., DePaul U.; Matthew A. Liao-Troth, DePaul U.

Tuesday 8:30 am

786. Paper: Studies of Organizational Change
- 8:30-10:10 Swiss: Vevey
*Chair:* Jean F. Hartley, U. of Warwick
Privatization and Efficiency: Differentiating Ownership Effects From Political, Organizational, and Transitional Effects, Belen Villalonga, U. of California, Los Angeles
*Winner of PNS Division Best Doctoral Student Paper Award*

Exploring Organizational Flexibility as a Major Component in the Organizational Change Process: A Case Study of Former Australian and New Zealand Telecommunications Monopolies, Kellie Caught, Queensland U. of Technology, Gardens Point; Mark A. Shadur, Queensland U. of Technology; Rene Kienzle, Queensland U. of Technology, Gardens Point

"Suffer the Little Children": A Comparative Study of Economic and Bureaucratic Rationalization Processes in Catholic Children's Institutions, Thekla. Rura-Polley, U. of Technology, Sydney
*Discussant:* Laurie N. DiPadova, U. of Utah

Tuesday 10:30 am

787. Paper: Competing with For-profits: Strategies for Government and Nonprofit Organizations
- 10:30-11:50 Swiss: Vevey
Competition as a Reform Strategy in Public Management,
Peter David Steane, Macquarie U.; Derek H. Walker,
Macquarie U.

Transforming Stakeholder Value Creation: A Co-production
Approach, Michael J. Rouse, De Montfort U.; Hülya
Öztel, De Montfort U.

Discussant: Michael Card, U. of South Dakota
# Research Methods

**Program Chair:** Karen Golden-Biddle, University of Alberta
**Workshop Chair:** Thomas Lee, University of Washington

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### Saturday 10:00 am

791. Conducting Research in Europe: Multiple Countries, Multiple Cultures, Multiple Challenges  
- 10:00-12:00 Hyatt East: Skyway 264  
**Chair:** D. Lynne Persing, Ecole Superieure de Commerce de Toulouse  
**Panel:** Denis Lacoste, U. de Toulouse 2/ Ecole Superieure de Commerce de Toulouse; John McMackin, Dublin City University Business School; Carlos Sanchez-Runde, IESE, U. of Navarra, Barcelona; D. Lynne Persing, Ecole Superieure de Commerce de Toulouse  

### Saturday 1:00 pm

792. Doing Interpretive Research in Different Traditions: Diverse Genres of Qualitative Inquiry  
- 1:00-3:00 Hyatt East: Skyway 265  
**Chairs:** Anshuman Prasad, U. of New Haven; Pushkala Prasad, Lund U.  
**Presenters:** Brad Jackson, U. of Calgary; Ellen S. O’Connor, Stanford U.; Anshuman Prasad, U. of New Haven; Pushkala Prasad, Lund U.  

793. Uses and Abuses of Meta-Analysis  
- 1:00-3:00 Hyatt East: Skyway 264  
**Chair:** Chuck Williams, Texas Christian U.  
**Presenters:** Philip Bobko, Gettysburg College; Michelle A. Dean, U. of North Texas; Philip L. Roth, Clemson U.; Fred S. Switzer III, Clemson U.; Chuck Williams, Texas Christian U.
Saturday 3:00 pm

794. How Can We Tell if Ethnography Is Well Done? Writers and Reviewers Perspectives on Quality
- 3:00-6:00 Hyatt East: Skyway 264
Chair: Alex Stewart, Texas Tech U.
Presenters: Karen Golden-Biddle, U. of Alberta; Reed E. Nelson, Southern Illinois U.; Alex Stewart, Texas Tech U.
Discussants: Gideon Kunda, Stanford U.; Stephen R. Barley, Stanford U.

Sunday 8:00 am

795. Ask the Experts, Quantitative
- 8:00-10:00 Hyatt East: Skyway 261
Organizer: Philip L. Roth, Clemson U.
Managing The Review Process, Jeffrey R. Edwards, U. of North Carolina; John R. Hollenbeck, Michigan State U.; Anne S. Tsui, Hong Kong U. of Science and Technology
Structural Equation Models, Larry J. Williams, Virginia Commonwealth U.; Charles E. Lance, U. of Georgia Hierarchical Linear Modeling, David A. Hoffman, Texas A&M U.; Mark Gavin, Oklahoma State U.; Nathan Bennett, Louisiana State U.; Mark Griffin, U. of Queensland
Measurement, Robert J. Vandenberg, U. of Georgia
Missing Data, Philip Roth, Clemson U.; Fred S. Switzer III, Clemson U.

796. WABA: Using Within- and Between-Entities Analysis for Examining Multiple Levels of Hypotheses
- 8:00-12:00 Hyatt East: Skyway 265
Preregistration required
Chairs: Fred E. Dansereau, State U. of New York, Buffalo; Chester A. Schriesheim, U. of Miami; Francis J. Yammarino, State U. of New York, Binghamton

Sunday 10:00 am

797. Ask the Experts, Qualitative
- 10:00-12:00 Hyatt East: Skyway 261
Organizer: Karen D. Locke, College of William and Mary
Data Gathering Methods, Michael Pratt, U. of Illinois
Developing Theoretical Constructs, Mary Yoko Brannen, San Jose State U.
Writing The Qualitative Research Article, Karen Golden-Biddle, U. of Alberta
Approaches From Literary Criticism, Ellen S. O’Connor, Stanford U.
Deconstruction, David Boje, New Mexico State U.

Monday 8:30 am

798. Welcome
- 8:30-8:45 Swiss: Alpine I
Division Chair: Robert P. Gephart, U. of Alberta
Program Chair: Karen Golden-Biddle, U. of Alberta

799. Paper: Advances in Structural Modeling
- 10:40-12:00 Swiss: Alpine I
Chair: Jeffrey R. Edwards, U. of North Carolina, Chapel Hill
What Constitutes Significant Differences in Evaluating Measurement Invariance?, Gordon W Cheung, Chinese U. of Hong Kong
Using Confirmatory Factor Analysis of Correlated Uniqueness to Estimate Method Variance in Multitrait-Multimethod Matrices, Steven E. Scullen, North Carolina State U.
Effects of Model Parsimony and Sampling Error on the Fit of Structural Equation Models, Gordon W Cheung, Chinese U. of Hong Kong; Roger B. Rensvold, City U. of Hong Kong
Discussants: Manuel J. Tejeda, Gettysburg College; Charles E. Lance, U. of Georgia; John L. Michela, U. of Waterloo

Monday 2:30 pm

800. Paper: Construct Measurement and Validation
- 2:30-3:50 Swiss: Alpine I
Chair: Claudia C. Cogiser, Oregon State U.
Transformational Leadership: A Summary of Behavioral Dimensions of the Construct and an Assessment of the Validity of New Scales Measuring Each Dimension, Stephanie L. Castro, Louisiana State U.; Chester A. Schriesheim, U. of Miami
The Conceptual Underpinnings of Continuous Turnover Type Measurement: Applying Fuzzy Logic, Stefan Gaertner, Georgia State U.; Rodger W. Griffeth, Georgia State U.; Reidar Hagtwedt, Georgia State U.
Development and Initial Validation of the Political Skill Inventory, Gerald R. Ferris, U. of Illinois, Urbana-Champaign; Howard M. Berkson, U. of Illinois, Urbana-Champaign; David M. Kaplan, U. of Illinois, Urbana-Champaign; David C. Gilmore, U. of North Carolina, Charlotte; M. Ronald Buckley, U. of Oklahoma; Wayne A. Hochwarter, U. of Alabama; Lawrence Alan Witt, U. of New Orleans
Discussants: Robert J. Vandenberg, U. of Georgia; Mark Fichman, Carnegie Mellon U.; Michael White, Louisiana Tech U.

Monday 5:30 pm

801. Meeting: Business Meeting and Award Presentations
- 5:30-7:00 Swiss: Alpine I
Division Chair: Robert P. Gephart, U. of Alberta

Monday 7:00 pm

802. Social Hour
- 7:00-8:00 Swiss: Alpine I

Tuesday 8:30 am

803. Paper: Secondary Data Analysis
- 8:30-10:10 Swiss: Alpine I
Chair: A. David Harrison, U. of Texas, Arlington
Increasing Replication in Strategy Research, Kulwant Singh, National U. of Singapore; Siew Meng Leong, National U. of Singapore; Siah Hwee Ang, National U. of Singapore
Using Meta-analysis to Detect Interaction Effects, Mark A. Griffin, Queensland U. of Technology; Peter M. Hart, U. of Melbourne, Australia; Craig Shaw, U. of Queensland

Discussions: Donald Duane Bergh, Pennsylvania State U.; Steven W. Floyd, U. of Connecticut; Fred S. Switzer III, Clemson U.; Chuck Williams, Texas Christian U.

Tuesday 10:30 am

804. Paper: Qualitative Fieldwork: Traditions and Methods
   • 10:30-11:50 Swiss: Alpine I
   Chair: Robert P. Gephart, U. of Alberta
Ethnographic Questions and the Question of Ethnography: Journeying From Method to Tradition in a Pluralistic World, Pushkala Prasad, Lund U.; Anshuman Prasad, U. of New Haven
Order from Chaos: Applications of Narrative Methods to Organization Studies, Ellen S. O'Connor, Stanford U.
Winner of Sage Publications/RM Division Best Paper Award
Published in Conference Proceedings

Using the Focus Group Method for Cross-Cultural Research, Judith Y. Weisinger, Northeastern U.
Discussions: Dvora Yanow, California State U., Hayward; Mary Yoko Brannen, San Jose State U.; L. Michele Issel, U. of Illinois, Chicago

Tuesday 2:00 pm

805. Symposium: Narrating Organizational Knowledge
   • 2:00-3:20 Swiss: Alpine I
   Chair: Karen D. Locke, College of William and Mary
What if Stories were the Unit of Analysis for Research on Knowledge in Organizations? Conceptual and Methodological Implications, Caroline Bartel, New York U.
Strategic Stories and Improvement of Strategic Thinking, Philip Bromiley, U. of Minnesota; Robin Brown, U. of Minnesota
Re-presenting Organizational Knowledge, Trish Reay, U. of Alberta; Karen D. Locke, College of William and Mary
Research as Contextualized Stories: Everyday Conversations and Sense Making, Ann L. Cunliffe, U. of New Hampshire

Tuesday 3:40 pm

806. Paper: Using Monte Carlo Simulations to Answer Methodological Questions
   • 3:40-5:00 Swiss: Alpine I
   Chair: Herman Aguinis, U. of Colorado, Denver
Missing Data in Multiple Item Scales: A Monte Carlo Analysis of Missing Data Techniques, Philip L. Roth, Clemson U.; Fred S. Switzer III, Clemson U.; Deborah Switzer, Clemson U.
The Effectiveness of Methods for Analyzing Multivariate Factorial Data, Robert A. McDonald, State U. of New York, Albany; Charles F. Seifert, Siena College; Steven J. Lorenz, State U. of New York, Albany; Susan Givens, State U. of New York, Albany; James Jaccard, State U. of New York, Albany
Developing a Procedure to Correct for Range Restriction Which Involves Both Organizational Selection and Individual's Rejection of Job Offers, Hyuckseung Yang, U. of Southern California
Discussions: Jodi S. Goodman, Purdue U.; Paul D. Bliese, Walter Reed Army Institute of Research; Stanley M. Gully, Rutgers U.
### Saturday 7:30 am

**807. SIM Doctoral Consortium**
- **7:30-5:00** Hyatt East: Skyway 272

*By invitation only*

**Coordinators:** Craig P. Dunn, San Diego State U.; Diane L. Swanson, Kansas State U.


### Saturday 8:30 am

**808. SIM Faculty Workshop on Corporate Political Strategies: Antecedents, Effectiveness and the Relationship to Performance**
- **8:30-11:30** Hyatt East: Skyway 268

To receive working papers in advance, preregister by July 1 with Amy Hillman at 517-432-3518 or HILLMAN6@PILOT.MSU.EDU

**Organizers:** Amy Hillman, U. of Western Ontario; Jean Boddewyn, Baruch College/City U. of New York; Lee
Burke, George Washington U.; Gerald Keim, U. of Western Ontario; Douglas A. Schuler, Rice U.

Saturday 2:00 pm

809. Faculty Workshop on Applications of Complexity Theory to SIM Research
- 2:00-4:00 Hyatt East: Skyway 268
Organizers: Melissa S. Baucus, Utah State U.; Nancy B. Kurland, U. of Southern California
Facilitators: Kevin Dooley, Arizona State U., Main; William C. Frederick, U. of Pittsburgh; Jeff Goldstein, Adelphi U.; Irene Sanders, U. of Colorado; Thomas Petzinger, Wall Street Journal

Saturday 5:00 pm

810. SIM Welcoming Reception
- 5:00-6:30 Off Site: See Contact
Co-sponsored by SIM and The Society for Business Ethics.
To be held at the Regal Knickerbocker Hotel
Coordinator: Deborah Vidaver-Cohen, Florida International U.

Saturday 7:00 pm

811. SIM Keynote Address: Human Rights and Business Responsibilities in the Global Marketplace
- 7:00-8:00 Swiss: WmTell
Co-sponsored by The Society for Business Ethics and the Boston College Center for Corporate Community Relations
Coordinator: Deborah Vidaver-Cohen, Florida International U.
Keynote Speaker: Douglass Cassel, Northwestern U.

Sunday 9:30 am

812. SIM Coffee and Conversation
- 9:30-10:00 Swiss: Vevey

Sunday 10:00 am

813. SIM Research Workshop: Action Research
- 10:00-12:00 Swiss: Vevey
Coordinator: Ann K. Buchholz, U. of Georgia
Presenters: Rupert F. Chisholm, Pennsylvania State U., Harrisburg; David L. Brown, Boston U.; Steven L. Wartick, U. of Northern Iowa

Monday 8:30 am

814. Division Welcome
- 8:30-9:00 Swiss: Gball 2
Chair: Dawn R. Elm, U. of St. Thomas

Monday 9:00 am

815. Paper: Structural & Role Implications for Ethical Behavior in Organizations
- 9:00-10:20 Swiss: Gball 2
Chair: Gerald F. Cavanagh, U. of Detroit Mercy
Formal Codes of Ethics Versus Supervisor Expectations For Lying Behavior: An Exploratory Study of Employee Attitudes, Randi L. Sims, Nova Southeastern U.
Integrity Testing and the Base Rate of Employee Theft: A Utility Assessment, Dan R. Dalton, Indiana U., Bloomington; James C. Wimbush, Indiana U., Bloomington

Discussants: Normandie Gaitie, York College of Pennsylvania; Craig VanSandt, Virginia Tech

Monday 10:40 am

- 10:40-12:00 Swiss: Gball 2
Chair: Mary J. Mallott, U. of Hawaii, West Oahu
Corporate Social Performance And Firm Risk: A Meta-Analytic Review, Marc Orlitzky, Australian Graduate School of Management; John D. Benjamini, American U.
Managerial Opportunism and Firm Performance: An Empirical Test of Instrumental Stakeholder Theory, Shawn L. Berman, Boston U.
The Influence of Diversity and Stakeholder Role on Corporate Social Orientation, Wanda J. Smith, Virginia Polytechnic Institute and State U.; Richard E. Wokutch, Virginia Polytechnic Institute and State U.; Bryan S. Dennis, Virginia Polytechnic Institute and State U.
Discussants: Duane Windsor, Rice U.; Kathy Lund Dean, Saint Louis U.

Monday 12:20 pm

817. Paper: Perspectives on Corporate Political Strategy
- 12:20-2:10 Swiss: Gball 2
Chair: John F. Mahon, Boston U.
Corporate Political Management Readiness: The Relationship of Environment-Organization and Performance, Robert C. Moussetis, North Central College; Ali Abu-Rahma, United States International University; George Nakos, Clayton College and State U.; Athanassios Kriemadis, U. of Thessaly
Published in Conference Proceedings

The Allocation of Resources by Interest Groups and Firms: Lobbying, Litigation, and Administrative Regulation, John M. de Figueiredo, Massachusetts Institute of Technology; Rui J. de Figueiredo, U. of California, Berkeley
An Option Theory Approach to MNC Mode-of-Entry Decisions, Kira Kristal Reed, U. of Connecticut
Discussants: Jennifer J. Griffin, George Washington U.; Brian Shaffer, U. of Maryland

Monday 4:10 pm

818. Symposium: Making a Moral Difference: Ethics and Values in the Business School Curriculum
- 2:30-3:50 Swiss: Gball 2
Organizer: Sally J. Power, U. of St. Thomas
Presenters: Kenneth E. Goodpaster, U. of St. Thomas; Thomas E. Holloran, U. of St. Thomas; Peter B. Vaill, U. of St. Thomas; Sally J. Power, U. of St. Thomas
**Symposium: The Changing Landscape of Stakeholder Pluralism: A Focus on SIM Database Research**

- 4:10-5:30 Swiss: Gball 2

**Organizer:** Eugene Walter Szwajkowski, State U. of New York, Albany

**Chair:** Raymond Figlewicz, U. of Michigan, Dearborn

**Discussants:** Steven Lydenberg, Kinder, Lydenberg, Domini, & Co., Inc.; George W. Potts, OCCAM Research Corp.; John Chelen, Unison Institute; Leslie Korb, State U. of New York, Albany

**Monday 5:30 pm**

**Award for Best MBA Student Corporate Citizenship Paper**

- 5:30-7:00 Swiss: Gball 2

**Chair:** Steven A. Rochlin, Boston College

**Tuesday 8:30 am**

**Paper: Organizational Justice & Deviance: Breaking Rules at Work**

- 8:30-10:10 Swiss: Gball 2

**Chair:** Melissa S. Baucus, Utah State U.

Is Corporate Social Responsibility a "Fundamentally Subversive Doctrine"? An Emerging Ethical Profile, Peter E. Mudrack, Kansas State U.; E. Sharon Mason, Brock U.

Employee Fair Treatment and Ethics-Related Outcomes: A Field Survey, Linda Klebe Trevino, Pennsylvania State U., U. Park; Gary R. Weaver, U. of Delaware

Individual Aggressiveness and Minority Status as Moderators of the Relationship Between Perceptions of Injustice and Workplace Deviance, Bella L. Galperin, Concordia U., Montreal

Thick as Thieves: A Social Embeddedness Model of Rule Breaking in Organizations, Tammy L. Mac Lean, Boston College

**Discussants:** Nancy B. Kurland, U. of Southern California; Virginia W. Gerde, U. of New Mexico

**Tuesday 10:30 am**

**Symposium: Business Citizens: Theory and Practice**

- 10:30-11:50 Swiss: Gball 2

**Organizer:** Kim S. Davenport, Measuring Corporate Citizenship, Ltd.

**Presenters:** Donna J. Wood, U. of Pittsburgh; Jeanne M. Logsdon, U. of New Mexico; Patsy G. Lewellyn, U. of South Carolina

**Discussant:** Jacqueline F. Strayer, United Technologies Corp.

**Tuesday 2:00 pm**

**Paper: Stakeholder Models and Roles: Conceptual Frameworks**

- 2:00-3:20 Swiss: Gball 2

**Chair:** Archie B. Carroll, U. of Georgia

Employees as Critical Stakeholders: A Conceptual Model of Workplace Aggression, Mary B. Marrs, Idaho State U.; Daniel W. Greening, U. of Missouri

Stakeholder Activism and the Corporation: An Organizational Field Approach to Rationalization, Lenahan Louis O’Connell, U. of Kentucky; Carroll U. Stephens, Virginia Tech; Michael Betz, U. of Tennessee; Jon M. Shepard, Virginia Polytechnic Institute and State U.; Jamie R. Hendry, Virginia Tech

If Fairness is the Problem, is Consent the Solution?

Integrating ISCT and Stakeholder Theory, Harry John Van Buren III, U. of Pittsburgh

**Discussants:** Daniel Gilbert, Gettysburg College; Tara J. Radin, Darden Business School, U. of Virginia

Published in Conference Proceedings

**Tuesday 3:40 pm**

**Meeting: Division Chair's Address and Business Meeting**

- 3:40-5:30 Swiss: Gball 2

**Chair:** D. Jeffrey Lenn, George Washington U.

Once Upon A Time in the Land of SIM… James Weber, Duquesne U.

**Discussant:** Stefanie Lenway, U. of Minnesota

**Business Meeting Chair:** James Weber, Duquesne U.

**Award Presentations:**

- Doctoral Dissertation Award - Kathleen A. Getz, American U.;
- SIM Book Award - Lori Verstegen Ryan, U. of Georgia;
- Best Paper Award - Douglas A. Schuler, Rice U.
- Sumner Marcus Award - James Weber, Duquesne U.

**Tuesday 6:00 pm**

**Social Hour**

- 6:00-8:00 Swiss: Gball 2

**Wednesday 9:00 am**

**Paper: Corporate Social Responsibility and Performance: The Roles of Stakeholders**

- 9:00-10:20 Swiss: Gball 2

**Chair:** D. Jeffrey Lenn, George Washington U.

Evaluating Corporate Social Responsibility, Responsiveness, and Performance: A Model Using the Stakeholder's Perspective, Jamie R. Hendry, Virginia Tech

The Strategies of Corporate Social Responsibility: A Comparative Institutional Approach, Bryan W. Husted, ITESM/ Instituto de Empresa


**Discussants:** Steven L. Wartick, U. of Northern Iowa; Mary J. Mallott, U. of Hawaii, West Oahu

**Wednesday 10:40 am**

**Paper: International Implications for Ethics and Corporate Social Responsibility**

- 10:40-12:00 Swiss: Gball 2

**Chair:** Brent D. Beal, Texas A&M U.

Differences in Perceptions of Ethicality: U.S. and Asian Business Students, Jинг-Lhh Farh, Hong Kong U. of Science and Technology; Brian K. Burton, Western Washington U.; W. Harvey Hegarty, Indiana U., Bloomington

Corporate Social Responsibility in Chinese State Enterprises: From Company Town to "Corporate Social Benefits", Wei He, Boston College

Corruption Networks and Implications For Ethical Corruption Reform, Richard P. Nielsen, Boston College

Discussants: David Palmer, Santa Clara U.; Michael Whitty, U. of Detroit Mercy

Wednesday 12:20 pm

828. Paper: Factors in Ethical Decision Making
- 12:20-2:10 Swiss: Gball 2

Chair: Lori Verstegen Ryan, U. of Georgia


The Effects of Escalating Commitment on Ethical Decision Making, Marc D. Street, U. of Tulsa


Discussants: Janet Gillespie, Elmhurst College; Kristi M. Lewis, Oregon State U.
Technology and Innovation Management

Program Chair: Deborah Dougherty, Rutgers University
Workshop Chair: Philip Anderson, Dartmouth College

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<th>Start Time</th>
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<td>Friday</td>
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<td>1:00 pm</td>
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<td>79. Practitioner Series: Introduction to the Inquiry Process and Research Projects • S: GdnBall 3</td>
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<td>80. Critical Mgmt. Doctoral Workshop • HW: Dusable</td>
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<td>85. TIM/OCIS Doctoral Consortium • HW: Stetson F</td>
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<td>87. Critical Management Studies: B • HW: Comiskey</td>
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<td>89. Practitioner Series: Developing and Critiquing Action Research Projects • HE: Columbus C/D</td>
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<td>90. TIM/OCIS Doctoral Consortium • HW: Stetson F</td>
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<td>100. IAM: Managerial Effectiveness in Latin America • S: Alpine II</td>
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<td>107. Complexity &amp; Management, Panels 1-2 • HE: Columbus A</td>
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<td>Saturday</td>
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<td>1:00 pm</td>
<td>239. TIM at the End of the Millennium • HW: Stetson G</td>
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<td>118. IAM: Challenges &amp; Approaches to Quality • S: Alpine II</td>
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<td>2:30 pm</td>
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<td>122. Complexity &amp; Management, Panels 3-4 • HE: Columbus A</td>
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<td>3:00 pm</td>
<td>230. TIM at the End of the Millennium • HW: Stetson G</td>
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<td>125. Critical Management Studies: P • HW: Comiskey</td>
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<td>5:00 pm</td>
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<td>127. IAM: Business Meeting &amp; Dinner • S: Alpine II</td>
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<td>123. Reception for Practitioner Ser • HE: Columbus C/D</td>
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<td>130. Critical Management Studies: • HW: Comiskey</td>
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<td>231. Research Issues in Technology • HW: Stetson F</td>
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<td>131. Critical Management Studies: B • HW: Comiskey</td>
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<td>232. TIM: Understanding Patent Data • HW: Stetson E</td>
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<td>233. Scholarly Outlets for Research • HW: Stetson F</td>
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<td>8:00 am</td>
<td>234. Division Welcome • HW: Stetson E</td>
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<td>235. P: Technological Discontinuities • HW: Stetson E</td>
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<td>272. JP: Service Orientation • HE: GdnBall D(N)</td>
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<td>Monday</td>
<td>236. P: Technology, Product Strategy • HW: Stetson E</td>
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<td>273. JP: Strategic Role of Networks • HE: Columbus E/F</td>
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<td>237. P: Global Views of Innovation • HW: Stetson E</td>
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<td>239. P: Institutional Impacts on TIM • HW: Stetson E</td>
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<td>223. JS: Knowledge and Boundaries • HE: GdnBall E</td>
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<td>238. P: Distinguished Speaker • HW: Stetson E</td>
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<td>285. JP: Organizational Performance • HE: Columbus E/F</td>
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<td>240. M: TIM Business Meeting • HW: Stetson E</td>
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<td>241. Social Hour • HW: Stetson E</td>
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<td>242. F: Institutional Environment • HW: Stetson E</td>
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<td>235. JS: Change and Performance • HE: GdnBall E</td>
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<td>Tuesday</td>
<td>243. P: Strategic Technology Alliances • HW: Stetson E</td>
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<td>286. JP: Dynamic Environments • HE: GdnBall C(N)</td>
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<td>234. S: Boundary Crossing, Knowledge • HW: San Francisco</td>
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<td>245. P: Interorganizational Technology • HW: Stetson E</td>
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<td>193. Replicating Knowledge (K) • HW: Water Tower</td>
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<td>246. P: Leading for High Performance • HW: Stetson E</td>
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<td>291. JP: Knowledge Creation &amp; Evolution • HE: GdnBall C(N)</td>
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<td>247. P: Creating Capabilities • HW: Stetson E</td>
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<td>Wednesday</td>
<td>248. P: Organizing for Innovation • HW: Stetson E</td>
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<td>203. Path Dependence and Creation • HW: Regency Ball D(N)</td>
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Saturday 1:00 pm

239. TIM at the End of the Millennium: A Century of Innovation
- 1:00-2:30 Hyatt West: Stetson G
Reviews the history of key technological innovations in the 20th century
Organizer: Oscar Hauptman, Melbourne Business School

Saturday 3:00 pm

830. TIM at the End of the Millennium: Preparations for the New Millennium
- 3:00-4:30 Hyatt West: Stetson G
Organizer: Oscar Hauptman, Melbourne Business School

Sunday 8:00 am
**Technology and Innovation Management**

**Sunday 10:00 am**

**831. Research Issues in Technology and Innovation Management**

- **Chair:** Raghu Garud, New York U.
- **Moderator:** Terry Griffith, Washington U.
- **Panel:** Peter Karnoe, Copenhagen Business School; Martin Kenney, U. of California, Davis; Michael Lawless, Duke U.; Wanda J. Orlikowski, Massachusetts Institute of Technology

**Workshop describing how to analyze patent citation/classification data**

**Organizer:** Lori Rosenkopf, U. of Pennsylvania

**832. TIM-related publishing opportunities in four scholarly outlets**

**Chair:** Michael K. Badawy, Virginia Polytechnic Institute and State U.

**Presenters:** Philip Anderson, Dartmouth College; Christine Oliver, York U.; Robert A. Burgelman, Stanford U.

**Monday 8:00 am**

**834. Division Welcome and Continental Breakfast**

- **Chair:** George F. Farris, Rutgers U., Newark/New Brunswick

**Monday 8:30 am**

**835. Paper:** Journeying Through Technological Discontinuities: Implications for Theory and Teaching

**Speakers:** Michael K. Badawy, Virginia Polytechnic Institute and State U.; Michael Lawless, Duke U.

**The Rise and Fall of Dominant Designs at the Producer-Consumer Interface, Johannes Pennings, U. of Pennsylvania; Hann Ohl Kim, U. of Pennsylvania**


**Beyond Incumbents and Entrants: An Empirical Exploration of Product Line Management Strategy After Radical Technological Change, Neil Jones, U. of Western Ontario**

**Winner of Stephan Schrader Best Paper Award Published in Conference Proceedings**

**Monday 10:40 am**

**836. Paper:** Technology and Product Strategies: Contingencies, Contexts, and Chaos

- **Chair:** George F. Farris, Rutgers U., Newark/New Brunswick
- **Coordinator and Discussant:** Shahid Yamin, Monash U.

**A Contingent Model of New Product Strategy under Degrees of Market Competitiveness, Jayanth Jayaram, U. of Oregon; Roger J. Calantone, Michigan State U.; Robert G. Cooper, McMaster U.; Elko J. Kleinschmidt, McMaster U.**

**Resource Context and the Returns to Investments in R&D, Susan K. McEvily, U. of Pittsburgh; Bala Chakravarthy, U. of Minnesota**

**Winner of TIM Division Best Paper Runner-Up Award Published in Conference Proceedings**

**837. Paper:** Managing Innovation: Perspectives from Around the World

- **Chair:** Gerard Gaynor
- **Coordinator and Discussant:** Urs E. Gattiker, Aalborg U.
- **Speakers:** Ganesh N. Prabhu, Indian Institute of Management, Bangalore

**Explaining the Decisions to Carry out Product and Process Innovations: The Spanish Case, Ester Martinez-Ros, U. Carlos III**

**Organizational Design of R&D Teams: Modeling Demographic and Relational Characteristics as Interacting Variables, Federico Munari, U. of Bologna; Maurizio Sobrero, U. of Bologna**

**Product Innovation and Performance of New High Technology Ventures in China, Haiyang Li, City U. of Hong Kong; Kwaku Atuahene-Gima, City U. of Hong Kong**


**A Process Typology of University-Industry Joint Product Development Projects, Ganesh N. Prabhu, Indian Institute of Management, Bangalore**

**Monday 12:20 pm**

**838. Paper:** Institutional Impacts on TIM: Patenting, Geography, and Market Rigidities

- **Chair:** Paul E. Bierly, James Madison U.

**Innovating Against European Rigidities: Institutional Environment and Dynamic capabilities, Magali A. Delmas, U. of California, Santa Barbara**

**The Effect of Patenting on Liquidity: An Examination of US Pharmaceutical Firms, Edward F. Levitas, U. of Wisconsin, Milwaukee; Richard J. Martinez, Baylor U.**


**Organizing for Technological Innovation: The Impact of Geographic Centralization, Aya S. Chacar, London Business School**

**Discussant:** Falguni Sen, Fordham U.
Monday 5:30 pm

840. Meeting: TIM Business Meeting
- 5:30-6:15 Hyatt West: Stetson E

Division Chair: George F. Farris, Rutgers U., Newark/New Brunswick

Monday 6:30 pm

841. Social Hour
- 6:30-7:30 Hyatt West: Stetson E

Division Chair: George F. Farris, Rutgers U., Newark/New Brunswick

Tuesday 8:30 am

842. Theme: The Impact of the Institutional Environment upon US and Japanese Firms in Three High Technology Industries
- 8:30-10:10 Hyatt West: Stetson E

This symposium selected as the TIM Theme Session


Discussant: Bruce Kogut, U. of Pennsylvania

Tuesday 10:30 am

843. Paper: Strategies for Strategic Technology Alliances: Contingencies and Contraints Over Time
- 10:30-11:50 Hyatt West: Stetson E

Chair: John P. Ulhoi, Aarhus School of Business

Strategic Alliances and Product Development: An Empirical Study of the U.S. Semiconductor Start-up Firms, Roger Chen, U. of San Francisco; Mingfang Li, California State U., Northridge

Strategic Alliances and Firm Growth in Schumpeterian Competition: Jeho Lee, Korea Advanced Institute of Science and Technology; Seung-Ho Park, Rutgers U.; Young Ryu, U. of Texas, Dallas


Sourcing Strategies in New Product Development: Trade-Offs Between Internal and External Learning, Eric H. Kessler, Pace U.; Paul E. Bierly, James Madison U.; Shanthi Gopalkrishnan, Fairleigh Dickinson U.

Discussant: Melissa A. Schilling, Boston U.

Tuesday 2:00 pm

844. Symposium: Looking for an Edge: Boundary Crossing and Boundary Maintenance in Pluralistic Knowledge Processes
- 2:00-3:20 Hyatt West: San Francisco

Organizers: Paul F. Skilton, Arizona State U.; Alan O'Sullivan, McGill U.

845. Paper: Inter-Organizational Technology Development: Transaction Costs, Commitment, and Complementarities
- 2:00-3:20 Hyatt West: Stetson E

Chair: Meir Russ, Franklin U.


Winner of TIM Division Best Student Paper Award Published in Conference Proceedings

The Antecedents and Consequences of Commitment in Information Technology Strategic Alliances, Candace E. Young-Ybarra, Chapman U.; George Marcoulides, California State U., Fullerton

The Impact of Internal Context and Trust on Knowledge and Technology Transfer Activities Within Industry-University Cooperative Ventures, Michael D. Santoro, Lehigh U.; Shanthi Gopalkrishnan, Fairleigh Dickinson U.

Beyond Complementarities, Compatibilities, and Synergies: Theoretical and Empirical Views on Interpartner Overlaps in Alliances, Christopher Tucci, New York U.

Discussant: Thomas Chandy, Indiana U., Bloomington

Tuesday 3:40 pm

- 3:40-5:00 Hyatt West: Stetson E

Chair: Joel D Goldhar, Illinois Institute of Technology

Climbing the Learning Curve: Leadership Learning and its Relationship with Leadership Role Performance, Team Decision Processes and Project Performance, Giles Hirst, Melbourne Business School; Leon Mann, Melbourne Business School; Paul Bain, Melbourne Business School; Andrew Pirola-Merlo, Melbourne Business School

Individual Differences, Environmental Scanning, Innovation Framing, and Champion Behaviors: Key Predictors of Project Performance, Jane M. Howell, U. of Western Ontario; Christine M. Shea, U. of New Hampshire

Leadership Behavior and Boundary Management Actions Associated with Radical and Incremental Product Development Team Success, Richard Leifer, Rensselaer
Wednesday 8:30 am

847. Paper: Building Dynamic Capabilities: Journeying into the Black Box
- 8:30-10:20 Hyatt West: Stetson E
Chair: Oscar Hauptman, Melbourne Business School
Organizational Capabilities for Continuous Innovation,
Gianmario Verona, Bocconi U., Milan; Davide Ravasi, Bocconi U.
Adaptive Capacity and Innovation Performance, Steven White, Hong Kong U. of Science and Technology
Collaborative Management of Emergent Constraints:
Participant Observation of a Software Development Team,
Keith Wesley Rollag, Stanford U.
What's In an Organizational Routine? "Unpacking"
Knowledge Management, Daniel Z. Levin, Rutgers U.
Discussant: Cathy A. Rusinko, Villanova U.

Wednesday 10:40 am

848. Paper: Organizing for Innovation: Emerging Constraints and Opportunities
- 10:40-12:00 Hyatt West: Stetson E
Chair: Thomas Chandy, Indiana U., Bloomington
Coordinator and Discussant: Russell W. Wright, U. of Illinois, Urbana-Champaign
Managing Innovation-Driven Change in the Product Development Process: "If Only We'd Known Sooner",
Trudy Heller, New Jersey Institute of Technology
Process Management and Organizational Adaptation To Technological Change, Mary J. Benner, Columbia U.
Winner of TIM Division Best Student Paper Award
Published in Conference Proceedings
Adapting to a New Environment: How a Legacy Software Organization Copes with Volatility and Change, Nancy Staudenmayer, Duke U.; Brett P. Matherne, Georgia State U.; Todd Graves, Lucent Technologies/Bell Laboratories; Audris H. Mockus, Lucent Technologies
Stop Me Before I Till Again: Managerial Capacity as a Constraint on Investment in Real Options, Michael L. Barnett, New York U.

Wednesday 12:20 pm

849. Symposium: Enhancing the Mature Firm's Capacity for Breakthrough Innovations: Results of a Four Year Longitudinal Multi-Case Study
- 12:20-2:10 Hyatt West: Stetson E
Chair: Richard Leifer, Rensselaer Polytechnic Institute
Project Overview, Intent, Rationale, and Methodology,
Richard Leifer, Rensselaer Polytechnic Institute
Triggering Radical Innovation Projects, Mark P. Rice, Rensselaer Polytechnic Institute
Leadership, Management and Organizational Levers for Radical NPD Success, Richard Leifer, Rensselaer Polytechnic Institute
Operational Levers for Radical New Product Development Success, Christopher M. McDermott, Rensselaer Polytechnic Institute
Managing Technology Development in Radical Innovation, Lois Peters, Rensselaer Polytechnic Institute
Discussion, Conclusions, and Implications, Douglas Johnson, Hewlett Packard