

ORGANIZATION & MANAGEMENT THEORY

Conference Symposia Abstracts

ATTITUDES AND LATITUDES: ORIGINS, DYNAMICS AND CONSEQUENCES OF REGIONAL IDENTITY

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The proposed symposium focuses on the origins, dynamics, and consequences of regional identity. While the concept of organizational identity has been prevalent in the management literature for over two decades, scholars have only recently begun to explore the distinct characters of regions or communities (Glynn, 2008; Marquis & Davis, 2008) and the influence of these on organizational and industry behavior (Marquis, Glynn, & Davis 2007; Romanelli & Khessina, 2005). This work emphasizes the role of shared understandings by internal and external audiences, and the underpinning of these shared understandings in history, tradition, and extant social networks to perpetuate regional identity. Such analyses compliment others, such as the work on economic clustering, to bring a richer understanding of geographically-bound social and organizational processes. Furthermore, they hold promise for enhancing understanding of identity maintenance and change at other levels of analysis. Our goal in this symposium is to contribute to the development of the research agenda on regional identity by exploring, theoretically and empirically, how regional identities emerge, stabilize, decay, and undergo renaissance.

Keywords: Identity, Region

The More We Change the More We Stay the Same: The Re-emergence of Tracktown USA

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Cluster Configuration and the Development of Regional Industrial Identities

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Places of the Heart: The Role of Geography in Identity

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If opportunities for superior courses of action – strategic opportunities – exist, it seems that their origin has to be traced to some sort of market inefficiency. A proper foundation of strategy therefore requires a theory of market inefficiency. We argue that that developing such a theory requires strategy researchers to draw upon the behavioral sciences to a greater extent than what is currently done. While many researchers have examined topics in strategy from a behavioral point of view, few behaviorally oriented scholars have applied their findings to reanalyze the fundamental issues in strategy of why, when, and where profit opportunities exist. Yet, much behaviorally oriented work on diffusion, learning, and cognition, is highly relevant for fundamental issues in strategy on identification and elimination of profit opportunities. The purpose of the symposium is to start a discussion about if and how behaviorally oriented work can help to reorient the foundations of strategy.

Keywords: strategy, behavioral

BEYOND UNIDIMENSIONALITY OF SOCIAL STRUCTURE: CONSEQUENCES AND ANTECEDENTS OF MULTIPLEX NETWORKS

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Where do networks come from and how do they impact organizations? These are two separate, but equally important questions that are likely to guide research on inter-organizational networks for the years to come. To date, however, the majority of studies examining network evolution have focused on exploring the origins and consequences of individual networks in isolation, failing to account for the possibility that organizations are embedded in multiple networks at the same time. Not examining network multiplexity not only prevents researchers from understanding the true origins of the organizations' network positions, but also might lead to serious misspecifications in theoretical and empirical models. This symposium presents novel research that examines the antecedents of organizations' positions in multiplex networks as well as the consequences of these positions. We explore how different dimensions of network ties – e.g. variations in geographic reach, differences in the nature of invested resources, actors initiating the relationship or relationship age—each affect an organization's position in the complex web of social affiliations and, ultimately, organizational outcomes such as performance or strategy.

Keywords: Network Evolution, Alliances, Performance

The Global Technology Collaboration Network: Structure, Trends, and Implications

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Interdependence in Evolution of Inter-Firm Networks: How Alliances Shape Corporate Venture Capital

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The Missing Link: The Effect of Customers on the Formation of Relationships among Producers

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Network Evolution and Strategy Development: A Multilevel Analysis

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CORPORATE ENVIRONMENTAL SUSTAINABILITY: NEW THEORETICAL AND EMPIRICAL INSIGHTS

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Presenter: Qureshi, Israr; U. of Western Ontario; iqureshi@ivey.uwo.ca

Presenter: Lounsbury, Michael; U. of Alberta; ml37@ualberta.ca

Presenter: Lee, Min-Dong Paul; U. of South Florida; mdlee@coba.usf.edu

Corporate environmental sustainability is an issue of increasing concern to scholars, policy-makers and citizens. This concern has lately spurred a great deal of academic research on the factors underlying corporate environmental sustainability. This symposium presents four papers that propose and test new theoretical approaches to the determinants of firms' environmental performance and disclosure. Questions explored include the role of time in the alignment of financial, social and environmental performance, the influence of social movements on environmental performance and disclosure, and the role of internal and external factors in corporations' disclosure sustainability activities. Using unique data sets and rigorous empirical methods, these papers suggest new directions in theory and research on corporate sustainability

Keywords: environmental performance, environmental disclosure, social movements

Social Movement Activism and Corporate Environmental Performance

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Responding to Public and Private Politics: Corporate Disclosure of Climate Change Strategies

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Moving Together like Birds of a Feather: The Coalescing of Business Sustainability Pillars over Time

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Corporate Sustainability Reporting: Strategic and Institutional Perspectives

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CULTURE AND INSTITUTIONS: INITIATING A CONVERSATION BETWEEN SCHOLARS

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Participant: *Schultz, Majken; Copenhagen Business School; ms.ioa@cbs.dk*

Participant: *Ventresca, Marc; NPS; marc.ventresca@sbs.ox.ac.uk*

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Management scholars are increasingly using cultural and institutional approaches to explore the emergence, construction, maintenance and change of elements within and across organizations. Outside of the management field, such work falls under the larger umbrella of cultural studies of organizations, but within the management literature it largely remains divided into two research streams. While work in both streams emphasizes organizations as systems of meaning, the streams differ in their level and focus of analysis. Organizational culture research looks within organizations and examines webs of meaning constituted through interaction. Institutional studies frequently focus on interorganizational phenomena and examine norms and practices. It is the goal of this symposium panel to bring together scholars active in each stream to explore how these literatures might advance the other. We will involve the audience in a discussion centered around and interspersed with brief research presentations. Jennifer Howard-Grenville and Marc Ventresca will each make brief presentations on the origins and evolutions of theory and research on culture and institutions within management studies of organizations. Mary Jo Hatch, Majken Schultz and Tammar Zilber will discuss the potential contributions of each stream to the other. We seek to catalyze conversations among participants and panelists on key questions and approaches that will bring insight from the cultural into the institutional and vice versa.

Keywords: Cultural studies, Institutional Theory, Organizational Culture

DECAY, DEATH, AND REBIRTH OF NETWORKS AND NETWORK TIES

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Previous research on social networks and network ties has emphasized tie formation, but largely neglected tie termination processes. This imbalance, however, offers ample opportunity for theoretical and empirical contributions. An examination of network and tie decay, dissolution, and possible rebirth can illuminate a number of current questions in network research, such as the capacity of actors to prune or otherwise change social networks; the need to continually strengthen, weaken, and eliminate ties in balancing a portfolio of ties; and the potential for reconnecting dormant relationships. This symposium includes scholars whose recent research has addressed these and related issues, at both the interpersonal and inter-organizational levels; it will provide a forum for discussing ideas related to the decay, death, and rebirth of networks and network ties, present new insights for the literatures of social networks, social capital, and interfirm alliances, and begin the process of stimulating future research in this area.

Keywords: Social networks, Social capital, Decay

Network Plasticity, Aggregation Dynamics, and the Embeddedness of Organizational Innovation

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Tie Portfolios, Tie Interdependence, and the Emergence of Churning Ties

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Dormant Ties: Reconnection Choices and the Value of Reconnecting

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EMERGING RESEARCH ON THE ABANDONMENT OF CULTURAL PRACTICES, INNOVATIONS, AND MARKET POSITIONS

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Presenter: Strang, David; Cornell U.; ds20@cornell.edu

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This symposium brings together recent work examining the abandonment of cultural practices, innovations, and market positions. Much prior research has examined how practices, innovations, and market positions catch on, focusing on the drivers and patterns of adoption. Less attention has been paid to the end of lifecycles characterized by rapid decline in the popularity of practices or innovations, and wholesale abandonment. The papers presented in this symposium suggest new directions in abandonment research, and highlight the importance of understanding abandonment for studying critical topics such as innovation diffusion, evolution of fields, organizational learning and decision making, and institutional change.

Keywords: Abandonment, Diffusion, life cycles

Adoption Velocity and the Abandonment of Cultural Tastes

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Aspirations, Ambiguity, and Abandonment: The Firing of Baseball Managers

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Contagious Exit? Interorganizational Learning and Cognitive Heuristics in Market Abandonment

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Selection Biases in Abandonment Studies

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FORGING A PATH FORWARD: HOW TO GET MORE VALUE FROM MANAGEMENT RESEARCH

Organizer: Barnett, Michael L.; U. of South Florida; mbarnett@coba.usf.edu

Thousands of scholars and millions of dollars are devoted to the study of management. In the last decade, the number of active members of the Academy of Management has increased by more than 50 percent, to 17,607 members. The number of management journals continues to grow as well. These rates of growth suggest that many academics are seeing benefit from management research, but not every study produces as much benefit as it might, and in aggregate, management research has not advanced managerial knowledge as much as many desire. Can we do better? This symposium offers five perspectives on how researchers and their societies can get more value from these significant investments of careers and money. The speakers draw on their extensive experiences – three have served as presidents of the Academy of Management and another is the president-elect – to find opportunities for higher yields of knowledge or societal benefits. In aggregate, they offer a set of actionable ideas that get us beyond bemoaning our current state and put us on a path toward better creation, accumulation, and dissemination of management knowledge.

Keywords: knowledge creation, relevance to practice, research design

Our Field's Devotion to Theory Stymies Our Significance

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Misuse of Statistical Methods in Management Research

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Discovering the Uses of Evidence

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Looking for Research Value? Look to the Classroom

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Can We Collude to Cumulate Knowledge? Exploring Management Roadmaps

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IN SEARCH OF SUSTAINABLE HIGH PERFORMANCE

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Discussant: Foote, Nathaniel; TruePoint Centre for High Commitment and High Performance; nfoote@truepoint.com

Speaker: Heckscher, Charles; Rutgers U.; cch@heckscher.us

Speaker: Galbraith, Jay; U. of Southern California; sashaGAL@aol.com

Speaker: O'Reilly, Charles A; Stanford U.; oreilly_charles@gsb.stanford.edu

Quarterly capitalism has drawn with it an immense critique of the short-sightedness of organizations. Although not directly hit by pressures of the stock market, other kinds of organizations are also becoming myopic. If we look over decades, few organizations have been sustainably high performing. HP was such a company for six decades. Southwest has been for thirty years. McKinsey has been. As Prof. Charles O'Reilly points out, the life expectancy of an American company is much less than the average American citizen. The question that concerns almost any area of management theory is how sustainable high performance can be achieved. This symposium puts together leading thinkers from four aspects of managerial thought on how this can be achieved – Professors Michael Beer, Jay Galbraith, Charles Heckscher and Charles O'Reilly III - to explore their most recent ideas on how to create sustainable high performance.

Keywords: high performance, organization design, long-term

Organizational Ambidexterity: IBM and Emerging Business Opportunities

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High-Performing Organizations: Implementing Multi-Dimensional Forms

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Collaborative Enterprise

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High Commitment, High Performance: How to Build a Resilient Organization for Sustained Advantage

Beer, Michael; Harvard U.; mbeer@hbs.edu

SHOWCASE SYMPOSIUM

INNOVATION IMPLEMENTATION IN HEALTHCARE: SAVING GOOD IDEAS FROM DESTRUCTION

Organizer: *Hoff, Timothy; State U. of New York, Albany; thoff@albany.edu*

Discussant: *Rousseau, Denise M.; Carnegie Mellon U.; rousseau@andrew.cmu.edu*

The proposed symposium focuses on the implementation process within the healthcare industry, particularly as it relates to innovation. The goal of the symposium is to provide an evidence-based critique, using specific case examples, of the innovation implementation process in health care as it is currently understood and could be reimagined. This critique will highlight the importance of using sound conceptual frameworks and evidence-based approaches when studying and managing innovation implementation. It will also emphasize the importance of viewing any implementation process through the broader lens of the surrounding context within which the process is embedded. The presentations in this symposium offer managerial and empirical guidance for an evidentiary stance in innovation implementation that considers broader inclusion of the social, economic, and psychological features of the workplace; how the nature of innovations requires unique consideration with respect to implementation; and the framing of innovation implementation processes as both learning and strategic events which require proactive reimagining of the innovation itself by organizational stakeholders before effective implementation can occur.

Keywords: healthcare implementation, healthcare innovation, evidence based management

When Ideas Meet Context: The Implementation of Incident Reporting in Hospitals

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Beyond Diffusion: The Social and Economic Forces that Shape Medical Home Implementation

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Leading the Implementation Journey

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SHOWCASE SYMPOSIUM

INTEGRATING BUSINESS MODELS IN STRATEGY, ORGANIZATION AND ENTREPRENEURSHIP RESEARCH

Chair: *Ricart, Joan Enric; IESE Business School; jericart@iese.edu*

Discussant: Hurt, Stephanie; Meredith College; hurtstep@meredith.edu

Discussant: McGrath, Rita Gunther; Columbia U.; rdm20@columbia.edu

Discussant: Jacobides, Michael G.; London Business School; mjacobides@london.edu

Business models have gained substantial momentum in recent years. Increasingly employed by entrepreneurs in giving shape to their business ideas and managers in explaining “how strategy really works”, they have also become the focus of a growing stream of academic research that seeks definitional clarity and improved understanding of their nature and variety. Still, little is known about how sustainable business models are conceived and changed over time, by both managers of established firms and entrepreneurs of new ventures, or what the implications of adopting different business models are for the internal organization of a firm and its industry architecture, i.e. the rules and roles that pertain to the organization of a sector. Further, clarification is necessary of the role of a business model in relation to a company’s strategy and tactics and its interplay with the business models of competitors or partnering firms. Finally, attention is also needed to the particular resource configurations that favour or hamper the creation or adoption of new business models. The presentations and discussion proposed in this Symposium seek to push forward the frontiers of business model research by unravelling ways for integrating it within the research agenda of strategy, organization and entrepreneurship. We believe the exploration and articulation of these connections can invigorate further this new and growing stream of research and position and connect it with well-established research domain.

Keywords: Business Models, Strategy, Organization

Strategy vs. Business Models vs. Tactics

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Product Market Strategies and Business Models

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Make, Buy--- Or Organizing as Platform?

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Business Models in Motion: Insides Form the Case of Ferran Adria

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KNOWLEDGE UNBOUND: THE POSTCOLONIAL FERMENT AND CRITICAL MANAGEMENT SCHOLARSHIP

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Presenter: Prasad, Pushkala; Skidmore College; pprasad@skidmore.edu

Presenter: Mir, Raza A; William Paterson U.; mirr@wpunj.edu

This presenter symposium proposes to explore the ways in which postcolonial theory may help channel critique in management scholarship in new and unique directions. The first presentation discusses how postcolonial theory can meaningfully enhance the current critical understanding of globalization. While so doing, this presentation also draws attention to some of the differences between postcolonial theory and other critical approaches (e.g., Marxism, postmodernism, post-structuralism, etc.), and explains how postcolonial theory can uniquely add to current approaches for critically analyzing globalization. The second presentation examines the processes that seem to blunt the edge of

critical scholarship in management, and looks at the radical nature of the epistemological challenge posed by postcolonial theory to organizational scholarship. The third presentation analyzes the discourse of the Islamic veil in contemporary Scandinavia and its effects on Muslim immigrant workers in private and public organizations. Employing Edward Said's concept of Orientalism, this presentation argues that, contrary to the position adopted by some critical management scholars, discourses are not merely textual/literary artifacts but devices that have decidedly material aspects and consequences. Finally, the last presentation relies upon the postcolonial idea of the 'fragment' in order to critically interrogate the current notion of corporate citizenship. This presentation demonstrates how the idea of corporate citizenship leaves out a variety of actors in the shadows of theoretical debates on corporate behavior, and highlights ways in which those marginalized actors can make their presence felt in the political as well as theoretical realm.

Keywords: Postcolonial Theory / Epistemological Hegemony, Globalization / Immigrants / Orientalism, Corporate Citizenship

Toward a Postcolonial Reading of Globalization: Revisiting the East Asian Financial Crisis

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The "Diversity Threat" to Epistemological Hegemony: Postcolonial Theory and Organizational Knowledge

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Discourse and Materiality: Postcolonial Imaginations and the Veil in the Scandinavian Workplace

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Interrogating Corporate Citizenship: Postcolonial Lessons for Organizational Theory

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MANAGEMENT INNOVATION: WHAT ARE TOMORROW'S MANAGEMENT MOONSHOTS?

Participant: Birkinshaw, Julian; London Business School; jbirkinshaw@london.edu

This symposium has two objectives. First we provide a theoretically-grounded perspective on the phenomenon of management innovation, with a particular emphasis on understanding how it happens – the roles of human agency, institutional circumstances, and luck in shaping the emergence and evolution of new management practices. Second, we put forward some challenging ideas about how the community of management scholars might take a more active role in the development of breakthrough management practices. The symposium will conclude with some specific proposals for how the membership of the Academy of Management can become more effective at influencing the future evolution of the field of management.

Keywords: Management Innovation, Management Fashion, Organizational change

How Does Management Innovation Happen?

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How Do Management Innovations Evolve?

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What Are Management's Moonshots?

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MANAGERIAL WORK IN MODERN ORGANIZATIONAL CONTEXTS: NEW WORK OR NEW CHALLENGES?

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Management is fundamental to organizational theory, yet organizational scholars' knowledge of managerial work is limited. Scholars have lamented the paucity of research focusing on the work that managers do and suggested that research which does exist may be outdated given dramatic changes in the organizational contexts faced by managers. The purpose of this symposium is to address this gap and generate new insights by exploring the intersection between managerial work and the recent era of dramatic change in the organizational contexts faced by managers. Participants in this symposium will explore how contextual changes present new challenges for managers, whether and how these changes imply fundamental changes in the nature of managerial work, and implications for future scholarship and practice.

Keywords: Managerial Decision Making, Managerial Work, Management

MANAGING IDENTITY CONFLICTS

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Identity construction has been an area of active interest in management literature for almost two decades. Research has elaborated on organizational identity, identification and its relation to other attitudes like commitment. Nevertheless, very little work has contributed to our understanding of identity conflicts and, as a result, management sciences are still little informed about the various strategies that individuals employ to manage multiple and dual identities, identity transitions and other identity conflicts. This symposium offers five papers that begin to fill this gap in the identity literature and address issues of identity management and resolving identity conflict. All the participants in the symposium, in their respective papers, provide an insight into different types of identity conflict from various perspectives and, in combination, add to our knowledge at both macro and micro level. We hope to stimulate scholarly thought and discussion to propel work in the area of identity conflict and management.

Keywords: identity conflict, managing identity, transitions in identity

Managing Hybrid Identities via Organizational Identity Work

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Identity Conflict, Ambivalence and Director Disengagement

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Resolving Conflicts Between Status and Distinctiveness in Individual Identity

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The Role of Multiple Boundary Crossings on Identification When Changing Organizational

Affiliations

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Identity Management in Indian Call Center Representatives

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SHOWCASE SYMPOSIUM MATERIALITY AND ORGANIZATION STUDIES

Organizer: Fayard, Anne-Laure; Polytechnic Institute of New York U.; alfayard@poly.edu

Organizer: Weeks, John; IMD; john.weeks@imd.ch

Presenter: Bechky, Beth; U. of California, Davis; babechky@ucdavis.edu

Presenter: Leonardi, Paul M.; Northwestern U.; leonardi@northwestern.edu

Presenter: Pentland, Brian T; Michigan State U.; pentland@bus.msu.edu

Presenter: Elsbach, Kimberly D.; U. of California, Davis; kdelsbach@ucdavis.edu

Discussant: Orlikowski, Wanda J; Massachusetts Institute of Technology; wanda@mit.edu

There have been several calls by organizational scholars (Leonardi and Barley, 2008; Orlikowski and Scott, 2008; Orlikowski, 2007; Fayard and Weeks, 2007) to take into account materiality - e.g. artifacts, technology, infrastructure and space - when studying organizations. Despite these calls, relatively little attention has been paid in organization theory to questions of materiality and the work that has been done in this area has had only a marginal impact on the field. We argue that the small number of studies taking the material dimensions of organizations into account is due to the lack of a language for talking about physical artifacts and the material environment that avoids the extremes of physical determinism on the one hand and voluntarism on the other and allows us to treat sociomaterial practices as constitutively entangled. The goal of the symposium is to start a discussion about how we can develop a set of understandings, vocabulary, and methods that can help us make sense of, speak to, and empirically investigate the material and social aspects of organizations in a way that treats them as constitutively entangled and thereby avoids the dualities of physical realism versus social constructionism and voluntarism versus determinism. We present five papers discussing the influence of material objects and artifacts in organizations, each taking a different perspective - methodological, theoretical or empirical. Keywords: materiality, sociomaterial practices, artifacts, technology

Keywords: materiality, sociomaterial, artifacts

Bringing Materiality In: Affordances as a Lens to Analyze Socio-Material Practices

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Narrative Networks and Materiality in Routines

Pentland, Brian T; Michigan State U.; pentland@bus.msu.edu

Office Design Elements That Matter: Examining Partitions, Personalization, and Plants

Elsbach, Kimberly D.; U. of California, Davis; kdelsbach@ucdavis.edu

The Materiality of Intangible Artifacts: Why Substance and Significance Matter

Leonardi, Paul M.; Northwestern U.; leonardi@northwestern.edu

Ethnographies of Work and the Work of Ethnographers: The Implications of a Sociomaterial Approach

Bechky, Beth; U. of California, Davis; babechky@ucdavis.edu

SHOWCASE SYMPOSIUM
**MNES FROM EMERGING COUNTRIES: WOULD THEY DISPLACE
MULTINATIONALS FROM DEVELOPED MARKETS?**

Organizer: Taleb, Ali; HEC Montreal; ali.taleb@hec.ca

Organizer: Molz, Rick; Concordia U.; molz1@vax2.concordia.ca

Chair: Molz, Rick; Concordia U.; molz1@vax2.concordia.ca

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Introduction: Molz, Rick; Concordia U.; molz1@vax2.concordia.ca

Introduction: Taleb, Ali; HEC Montreal; ali.taleb@hec.ca

Presenter: Cuervo-Cazurra, Alvaro; U. of South Carolina; acuervo@moore.sc.edu

Presenter: Ramamurti, Ravi; Northeastern U.; r.ramamurti@neu.edu

Presenter: Tung, Rosalie L.; Simon Fraser U.; tung@sfu.ca

Presenter: Yiu, Daphne W.; Chinese U. of Hong Kong; dyyiu@cuhk.edu.hk

Discussant: Baburođlu, Ođuz N.; Sabanci U. Istanbul; baburoglu@sabanciuniv.edu

This symposium builds upon the recent surge in research on multinational enterprises from developing countries (E-MNEs) that enter and/or operate in foreign emerging or developed markets. The objective is to shed some light on the reasons why and the conditions under which E-MNEs would be more successful – or not – than those coming from more developed countries (D-MNEs). In the past, most scholars argued that western-based concepts of management are applicable to developing countries (see Hafsi & Farashahi, 2005 for a comprehensive literature review). However, several recent studies suggest that emerging markets are redrawing the picture of international business as their home-grown multinational enterprises manage to outperform D-MNEs both at home (Bhattacharya & Michael, 2008) and abroad (Cuervo-Cazurra & Genc, 2008). Moreover, Ramamurti & Singh (2008) argue that the behavior of E-MNEs may not be homogeneous enough to allow for generalization. This session is meant to extend this debate and present the audience with complementary perspectives in order to foster further research on the topic. To this end, we propose a panel composed of well-established scholars as well rising-stars in research on E-MNEs. In line with AOM's recommendation to be more inclusive in terms of the geographic origin of panelists, we made the point of inviting presenters from diverse countries – Canada, China, Turkey, and the USA. Moreover, the discussant – who is both a management consultant and a scholar – will bring a practitioner perspective to the debate and offer some provocative insights based on his experience consulting with Turkish E-MNEs.

Keywords: MNE, Emerging Markets, Performance

Brief Overview of Research on E-MNEs: Symposium Positioning and Objectives

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Emerging-Market Multinationals (EMNEs): Generic Strategies for Internationalization

Ramamurti, Ravi; Northeastern U.; r.ramamurti@neu.edu

Advantages of Developing-Country Multinational Enterprises

Cuervo-Cazurra, Alvaro; U. of South Carolina; acuervo@moore.sc.edu

Genc, Mehmet Erdem; Baruch College; mehmet.genc@baruch.cuny.edu

Outward Foreign Direct Investment from Emerging Markets: The Case of China

Tung, Rosalie L.; Simon Fraser U.; tung@sfu.ca

International Diversification of MNEs: Strategies in Mitigating Home Institutional Deficiencies

Yiu, Daphne W.; Chinese U. of Hong Kong; dyyiu@cuhk.edu.hk

MORAL IMAGINATION: SCHEMAS, ORGANIZATIONS AND SYSTEMS

Organizer: Stansbury, Jason; Calvin College; jms58@calvin.edu

Chair: Werhane, Patricia; DePaul U.; werhanep@darden.virginia.edu

Discussant: Moberg, Dennis; Santa Clara U.; dmoberg@scu.edu

Over the past fifteen years, the idea of moral imagination has inspired a stream of theorizing and empirical research in business ethics. We offer the papers in this symposium in the spirit of prior research, to enhance perspective-taking and prevent failures of moral awareness; to envision new possibilities for sustainability and thriving; and to transcend apparent ethical dilemmas by critiquing the assumptions that define them. But, our focus is on the organizational and systemic levels of analysis, where moral imagination intersects the phenomena of strategy, dynamic capabilities, collective action, and stakeholder management. These intersections are sites for new theorizing and new research that has descriptive as well as normative implications for the theories involved.

Keywords: Moral Imagination, Stakeholders, Ethical Decision-Making

Extending Moral Imagination

Carrascoso, Angelo Carlo Silva; U. of Redlands; carlo.carrascoso@gmail.com

Examining the Impact of Moral Imagination on Organizational Decision-Making

Godwin, Lindsey; Morehead State U.; l.godwin@moreheadstate.edu

Morally Imaginative Action: A Contingency Approach (Or: Heaven Must Wait)

Hargrave, Tim; U. of Washington, Bothell; thargrave@uwb.edu

A Theory of a Dynamic Capability for Moral Imagination

Stansbury, Jason; Calvin College; jms58@calvin.edu

Touve, David; Washington and Lee; david.touve@vanderbilt.edu

NETWORKS AND HIERARCHIES: REVISITING THE INTERPLAY BETWEEN INFORMAL AND FORMAL STRUCTURES

Organizer: Yakubovich, Valery; Wharton School, U. of Pennsylvania;

Valery.Yakubovich@wharton.upenn.edu

Discussant: Gargiulo, Martin; INSEAD; martin.gargiulo@insead.edu

Presenter: Casciaro, Tiziana; U. of Toronto; t.casciaro@utoronto.ca

Presenter: Kleinbaum, Adam M.; Tuck School of Business at Dartmouth; akleinbaum@hbs.edu

Presenter: Lynch, Susan; INSEAD; susan.lynch@insead.edu

Presenter: Mors, Marie Louise; London Business School; lmors@london.edu

Presenter: Shekshnia, Stanislav; INSEAD; stanislav.shekshnia@insead.edu

This symposium sheds new light on the interplay between networks and hierarchies within organizations. Four papers apply positional, relational, and multi-level approaches to the formal and informal structures in various research settings: a large information technology and electronics company in the U.S., clinical managers of the UK National Health Service, the headquarters of a large energy firm in Russia, and partners of a global management consulting firm. The analyses of both antecedents and outcomes of networks explicate mechanisms of structural and temporal embeddedness of informal networks in formal structures and call for theory, models, and data that simultaneously account for direct and moderated effects of formal and informal structures on conventional network outcomes.

Keywords: Informal Networks, Formal Organization

Informal Structure, Formal Structure, and Change Implementation in Organizations

Battilana, Julie; Harvard U.; jbattilana@hbs.edu

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On the Origins of Brokerage in Intraorganizational Networks

Kleinbaum, Adam M.; Tuck School of Business at Dartmouth; akleinbaum@hbs.edu

A Bridge Too Far: Informal Relationships, Formal Boundaries and their Effects on Exploration

Mors, Marie Louise; London Business School; lmors@london.edu

Lynch, Susan; INSEAD; susan.lynch@insead.edu

The Formal Structure of Informal Networks: the Case of a Russian Corporate Bureaucracy

Yakubovich, Valery; Wharton School, U. of Pennsylvania;

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Shekshnia, Stanislav; INSEAD; stanislav.shekshnia@insead.edu

NEW AVENUES OF ATTAINMENT: ANTECEDENTS OF MOBILITY AND REWARDS AMONG WHITE-COLLAR WORKERS

Discussant: Sorensen, Jesper B; Stanford U.; sorensen_jesper@gsb.stanford.edu

Organizer: Briscoe, Forrest; Pennsylvania State U.; fbriscoe@psu.edu

Participant: Fernandez-Mateo, Isabel; London Business School;

ifernandezmateo@london.edu

Participant: Kellogg, Katherine C.; Massachusetts Institute of Technology; kkellogg@mit.edu

Participant: Block, Emily S.; U. of Notre Dame; eblock1@nd.edu

Participant: King, Zella; U. of Reading; z.king@henley.reading.ac.uk

A significant body of past research examines how organizational structures and norms shape inequality. In particular, the internal labor market structure has received considerable attention. Yet new organizational settings involve weaker boundaries and structures, new forms of mediated relations between firm and worker, and a slew of new employment practices spread largely in response to institutional pressures. What do these new organizational contexts and practices imply for worker inequality? This symposium seeks answers, paying particular attention to the significance of these new contexts and practices for the ways that social relationships and social legitimacy processes shape worker outcomes. Each of four included papers will examine these social mechanisms and how they are associated with worker inequality in the context of a new or under-studied organizational context.

Keywords: inequality, worker mobility, careers

Open to the Market? Prior Relationships, Competition, and Project Assignments in the Staffing Sector

Fernandez-Mateo, Isabel; London Business School; ifernandezmateo@london.edu

King, Zella; U. of Reading; z.king@henley.reading.ac.uk

Seeds of Success: Early Assignment and Later Performance for Workers in Flexible Employment Programs

Briscoe, Forrest; Pennsylvania State U.; fbriscoe@psu.edu

Kellogg, Katherine C.; Massachusetts Institute of Technology; kkellogg@mit.edu

Progressing to the Center: The Antecedents and Consequences of Lateral Authority

O'Mahony, Siobhan; Boston U.; siobhan.omahony@gmail.com

Career Mobility in Women's Intercollegiate Athletics: Ecological and Institutional Forces

Broschak, Joseph; U. of Arizona; broschak@email.arizona.edu

PROFESSIONAL SERVICES: INSIGHTS FOR MANAGING KNOWLEDGE INTENSIVE FIRMS

Chair: Panina, Daria; Texas A&M U.; Dpanina@cgsb.tamu.edu

Chair: Bierman, Leonard; Texas A&M U.; len-bierman@tamu.edu

Discussant: Empson, Laura; City U. London; laura.empson@city.ac.uk

Presenter: von Nordenflycht, Andrew; Simon Fraser U.; vonetc@sfu.ca

Presenter: Sherer, Peter D; U. of Calgary; peter.sherer@haskayne.ucalgary.ca

Presenter: Leblebici, Huseyin; U. of Illinois; hleblebi@uiuc.edu

Presenter: Morris, Tim J; U. of Oxford; tim.morris@sbs.ox.ac.uk

Presenter: Narasimhan, Anand; IMD; anand.narasimhan@imd.ch

Although professional services firms (PSFs), such as consulting, accounting, and law, firms, advertising agencies and investment banks are unique and differ from other firms in terms of management approaches, organizational design and environmental constraints, the growing importance of human capital in the economy has led to increased academic interest in PSFs. Research on professional service firms can provide insights on how to manage expert labor and adapt organizational strategies to face the challenges of the knowledge-based economy. Moreover, PSFs are viewed as potential organizational models for knowledge-intensive firms. The proposed symposium attempts to derive new lessons about managing knowledge intensive firms and generate insights into how the management theory should be adapted for increasingly knowledge-based economy. Both theoretical and empirical papers that explore this issue will be presented.

Keywords: professional services, management, knowledge intensive firms

What is a Professional Service Firm? Towards a Theory and Taxonomy of Knowledge Intensive Firms

von Nordenflycht, Andrew; Simon Fraser U.; vonetc@sfu.ca

The Rise and Development of Large US Corporate Law Firms

Sherer, Peter D; U. of Calgary; peter.sherer@haskayne.ucalgary.ca

The Growth of Large Corporate Law Firms and the Managerial Constraint

Leblebici, Huseyin; U. of Illinois; hleblebi@uiuc.edu

Designing Ambidexterity in Knowledge-Intensive Organizations: Professional Firms' Response

Gardner, Heidi K.; Harvard U.; hgardner@hbs.edu

Morris, Tim J; U. of Oxford; tim.morris@sbs.ox.ac.uk

Narasimhan, Anand; IMD; anand.narasimhan@imd.ch

The Relationship Between Inter-Agency Managerial Mobility and the Circulation of Client Ties

Broschak, Joseph; U. of Arizona; broschak@email.arizona.edu

SPEAKING UP OR SHUTTING UP: EXPLORING NEW DIRECTIONS IN RESEARCH ON VOICE AND SILENCE

Chair: Lebel, R David; Wharton School, U. of Pennsylvania; ronaldl@wharton.upenn.edu

Chair: Klein, Katherine; U. of Pennsylvania; kleink@wharton.upenn.edu

Chair: Rothbard, Nancy; U. of Pennsylvania; nrothbard@wharton.upenn.edu

Participant: Wheeler-Smith, Sara L.; New York U.; swheeler@stern.nyu.edu

Participant: Wilk, Steffanie L.; Ohio State U.; wilk@fisher.osu.edu

Participant: Parker, Sharon K.; U. of Sheffield; s.parker@sheffield.ac.uk

Participant: Bindl, Uta; U. of Sheffield; u.bindl@sheffield.ac.uk

Participant: Van Dyne, Linn; Michigan State U.; vandyne@msu.edu

Participant: Rosette, Ashleigh Shelby; Duke U.; arosette@duke.edu

Participant: Hewlin, Patricia Faison; Georgetown U.; pfh6@georgetown.edu

Participant: Bowes-Sperry, Lynn; Western New England College; lbowessp@wnec.edu

Participant: Wong, Siok Fun; Applied Behavioral Sciences Dept. Ministry of Defense, Singapore; siokfun@hotmail.com

Participant: Burris, Ethan; U. of Texas, Austin; ethan.burris@mcombs.utexas.edu

Participant: Detert, James R.; Cornell U.; jdert@cornell.edu

When employees speak up, voicing their questions, concerns, and suggestions, they create a flow of upward information that can help improve organizational responses to environmental change (Katz & Kahn, 1966), improve organizational learning (Ashford, 1998; Van Dyne & LePine, 1998), and provide feedback critical for the design and implementation of organizational strategy. When employees remain silent, they, their supervisors, and their organizations miss out on these benefits. Supervisors' responses to employee voice may play a powerful role in shaping the frequency and benefits of employee voice. When supervisors welcome employee voice and take it seriously, employees are likely to speak up; when supervisors disparage or dismiss employee voice, employee silence is likely to ensue. In this symposium, we showcase cutting-edge field and experimental laboratory research on voice and silence. Together, the papers in this session contribute to (a) a deeper understanding of supervisor perceptions and reactions to employee voice; and (b) new measures and strategies for the study of employee silence. The first three papers in the session reveal that not all individuals benefit equally from engaging in voice behavior and that supervisors' reactions to voice may depend on supervisors' perceptions of and assumptions about the individuals who speak up. The last two papers in the session provide new measures of employee silence and clarify a variety of employee motives for silence. At the end of the session, the speakers will discuss commonalities and differences among key constructs and findings. We will also provide ample time for attendees to 'voice' their ideas and questions in response to this research.

Keywords: Voice, Silence, Proactive Behavior

Speaking Up Versus Being Heard: The Outcomes of Voice From Multiple Perceptions

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Detert, James R.; Cornell U.; jdert@cornell.edu

Supervisor Reactions to Employee Voice: Effects of Performance and Time Pressure

Wheeler-Smith, Sara L.; New York U.; swheeler@stern.nyu.edu

Is It Safe To Speak Up? The Effects of Voice Behavior on Individual Performance Ratings

Lebel, R David; Wharton School, U. of Pennsylvania; ronaldl@wharton.upenn.edu

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Rothbard, Nancy; U. of Pennsylvania; nrothbard@wharton.upenn.edu

Wilk, Steffanie L.; Ohio State U.; wilk@fisher.osu.edu

Measuring Motives for Silence

Parker, Sharon K.; U. of Sheffield; s.parker@sheffield.ac.uk

Bindl, Uta; U. of Sheffield; u.bindl@sheffield.ac.uk

Van Dyne, Linn; Michigan State U.; vandyne@msu.edu

Wong, Siok Fun; Applied Behavioral Sciences Dept. Ministry of Defense, Singapore;
siokfun@hotmail.com

The Courage of Their Convictions: Explaining Observer Intervention in Racially Biased Behavior

Rosette, Ashleigh Shelby; Duke U.; arosette@duke.edu

Hewlin, Patricia Faison; Georgetown U.; pfh6@georgetown.edu

Bowes-Sperry, Lynn; Western New England College; lbowessp@wnec.edu

STRATEGIC MANAGEMENT AND LANGUAGE

Chair: Jacobs, Claus D; U. of St. Gallen; claus.jacobs@unisg.ch

Presenter: Heracleous, Loizos Th.; U. of Warwick; Loizos.Heracleous@wbs.ac.uk

Presenter: Mantere, Saku; Swedish School of Economics and Business Administration;
saku.mantere@hanken.fi

Presenter: Vaara, Eero; Hanken School of Economics; eero.vaara@hanken.fi

Presenter: Samra-Fredericks, Dalvir; Nottingham Trent U.; dalvir.samra-fredericks@ntu.ac.uk

Presenter: Willmott, Hugh; U. of Cardiff; willmotth@cardiff.ac.uk

Discussant: Phillips, Nelson; Imperial College London; n.phillips@imperial.ac.uk

While today we witness theoretical diversity around studies of language use in Management and Organization Studies more generally, this area still remains under-explored in strategic management. To a significant extent, strategic management in organizations is a discursive and rhetorical endeavour and this presenter symposium demonstrates why it is time to take language seriously in strategy research as well as presenting an opportunity to consolidate what we already know. The symposium will outline theoretically informed empirical contributions which centre on language and demonstrate its relevance for strategic management. The range of perspectives (such as process oriented, practice based, critical, and practically positioned studies) and methods (such as conversation analysis, rhetorical studies, metaphor analysis, narrative analysis, and critical discourse analysis) will provide an initial platform to reflect on the theoretical, methodological and practical implications of language-based analyses of strategy and strategizing. Such a platform would also critically explore the possibilities around building bridges between these different approaches: to do so, it will adopt a particular format for the symposium and include a discussant to open up possibilities for common ground and/or a more systematic, knowledge generation in this domain.

Keywords: strategic management, strategy-as-practice, discourse

Understanding Strategy Process Through a Discursive Lens

Heracleous, Loizos Th.; U. of Warwick; Loizos.Heracleous@wbs.ac.uk

Language Games and Metaphoric Struggles In and Around Strategy Discourse

Mantere, Saku; Swedish School of Economics and Business Administration;

saku.mantere@hanken.fi

Vaara, Eero; Hanken School of Economics; eero.vaara@hanken.fi

What About Responsibility? Researching Moral Accountabilities Infusing Strategists' Everyday Talk

Samra-Fredericks, Dalvir; Nottingham Trent U.; dalvir.samra-fredericks@ntu.ac.uk

Willmott, Hugh; U. of Cardiff; willmotth@cardiff.ac.uk

THE ANTECEDENTS AND CONSEQUENCES OF ORGANIZATIONAL CAPABILITIES

Speaker: Chatterji, Aaron; Duke U.; ronnie@duke.edu

Participant: Fabrizio, Kira; Duke U.; Kira.Fabrizio@duke.edu

Speaker: Franco, April; U. of Toronto; april.franco@rotman.utoronto.ca

Participant: Sarkar, MB; U. of Central Florida; mbsarkar@bus.ucf.edu

Participant: Echambadi, Raj; U. of Central Florida; rechambadi@bus.ucf.edu

Speaker: Pacheco-de-Almeida, Goncalo; New York U.; gpacheco@stern.nyu.edu

Speaker: Hawk, Ashton; New York U.; ahawk@stern.nyu.edu

Discussant: Helfat, Constance E; Dartmouth College; constance.helfat@dartmouth.edu

Participant: Yeung, Bernard; New York U.; byeung@stern.nyu.edu

Speaker: Rockart, Scott; Duke U.; srockart@duke.edu

Participant: Dutt, Nilanjana; Duke U.; nilanjana.dutt@duke.edu

Strategy researchers have long understood that firms' actions influence their capabilities and that firm capabilities influence their actions. Disentangling this cause-effect dynamics has remained an empirical challenge in the strategy literature. In this symposium, we examine how this intertwining of capabilities and strategies influence the way we evaluate capabilities, firm strategies, and resulting industry structure. The intended general contributions of this symposium are as follows. First, we describe alternative ways to measure organizational capabilities in different empirical settings. Second, we put forward novel econometric methodologies to estimate the market value of firms' idiosyncratic capabilities. Third, we disentangle and characterize some of the most important (intramural and extramural) factors influencing the accumulation of organizational competencies over time. Finally, we examine how capabilities impact performance, either directly by determining firms' actions (e.g., entry timing to new markets) or indirectly by moderating the effect of firms' actions on firm performance.

Keywords: Firm capabilities, Firm heterogeneity, Strategy dynamics

How Do Firms “Use” Users?: Collaborative Innovation in the Medical Device Industry

Chatterji, Aaron; Duke U.; ronnie@duke.edu

Fabrizio, Kira; Duke U.; Kira.Fabrizio@duke.edu

R&D Returns Causality: Absorptive Capacity or Organizational IQ

Franco, April; U. of Toronto; april.franco@rotman.utoronto.ca

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Agarwal, Rajshree; U. of Illinois, Urbana-Champaign; agarwalr@uiuc.edu

Echambadi, Raj; U. of Central Florida; rechambadi@bus.ucf.edu

Fast-Mover Advantages

Pacheco-de-Almeida, Goncalo; New York U.; gpacheco@stern.nyu.edu

Hawk, Ashton; New York U.; ahawk@stern.nyu.edu

Yeung, Bernard; New York U.; byeung@stern.nyu.edu

Firm Capabilities and Experience Quality

Rockart, Scott; Duke U.; srockart@duke.edu

Dutt, Nilanjana; Duke U.; nilanjana.dutt@duke.edu

THE CHANGING FORMS OF COMMUNITY IN INDUSTRY

Organizer: Adler, Paul; U. of Southern California; padler@usc.edu

Discussant: Glynn, Mary Ann; Boston College; glynnmg@bc.edu

Presenter: Heckscher, Charles; Rutgers U.; cch@heckscher.us

Presenter: Lakhani, Karim R.; Harvard U.; klakhani@hbs.edu

Presenter: Prusak, Laurence; Independent Consultant; larryprusak@gmail.com

Presenter: Chai, Lin; U. of Southern California; chai@marshall.usc.edu

“Community” is a term that has grown very popular in both academic and practitioner circles. The papers in this symposium explore what is meant by community, the various forms that community can take in industry, and why community matters.

Keywords: community

The Community Construct In Organizational Theory

O'Mahony, Siobhan; Boston U.; siobhan.omahony@gmail.com

Lakhani, Karim R.; Harvard U.; klakhani@hbs.edu

Community Structure as Collective Identity Construction and Resource Sharing

Chai, Lin; U. of Southern California; chai@marshall.usc.edu

The Dynamics Of Collaborative Community Innovation

Gulley, Ned; Mathworks; gulley@mathworks.com

Lakhani, Karim R.; Harvard U.; klakhani@hbs.edu

What Do Practitioners Mean By Community?

Prusak, Laurence; Independent Consultant; larryprusak@gmail.com

A Parsonian View Of Community And Its Future

Heckscher, Charles; Rutgers U.; cch@heckscher.us

THE DETERMINANTS AND CONSEQUENCES OF (UN)ETHICAL JUDGMENT AND BEHAVIOR

Discussant: Moore, Don; Carnegie Mellon U.; dmoore@cmu.edu

Chair: Pierce, J. Lamar; Washington U. in St. Louis; pierce@wustl.edu

Evidence suggests that ethical misconduct has widespread effects on organizations. Both the popular press and academic studies have identified that consumers and employees commonly violate company rules or engage in unethical behavior at work. This symposium explores whether unethical judgment and behaviors are an indiscriminant epidemic, or whether situational factors (such as time available to the decision maker, time when the decision was made, or cognitive load) and information about the behavior of others influence much of this unethicity. Several models of unethical behavior suggest that misconduct is influenced by a person-situation interaction. Specifically, the tendency of people to engage in unethical behavior depends on both characteristics of the environment and characteristics of the individual. Information about the behavior or characteristics of others may also have a major influence on ethical decision-making. Individuals may view the ethicality of their own decisions based on their observation of the actions and characteristics of others. This symposium is composed of experimental papers exploring the role of situational factors and social influence on ethical decision-making. The findings, which show that both stimuli can have dramatic effects on individual choices, have major implications for how organizations manage their members and employees. Manipulating the work environment and exposing employees to the consequences of their actions or those of others can reduce self-interested, exploitative, and unethical behavior.

Keywords: Ethics, Unethical behavior, Decision making

Why it is Easier to Get Forgiveness than Permission: A Temporal Asymmetry in Perceptions of Morality

Caruso, Eugene M; U. of Chicago; ecaruso@chicagobooth.edu

The Ethical Perils of Loss Framing Under Cognitive Load

Chugh, Dolly; New York U.; dchugh@stern.nyu.edu

Kern, Mary; Baruch College; mary.kern@baruch.cuny.edu

Double Standards in the Evaluation of Ethical Behavior

Moore, Celia; London Business School; cmoore@london.edu

Dishonest Deed, Clear Conscience: Self-Preservation through Moral Disengagement

Shu, Lisa; Harvard Business School; lshu@hbs.edu

Information about Others' Wealth, Emotional Distress and Unethical Behavior

Pierce, J. Lamar; Washington U. in St. Louis; pierce@wustl.edu

THE INTERPLAY BETWEEN ORGANIZATIONAL IDENTITY AND RELATIONSHIPS WITH AND WITHIN ORGANIZATIONS

Chair: *Brickson, Shelley; U. of Illinois, Chicago; brickson@uic.edu*

Chair: *Akinlade, Dayo; U. of Illinois, Chicago; akinladedayo@yahoo.com*

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Participant: *Harrison, Spencer; Boston College; spencer.harrison@asu.edu*

Participant: *Corley, Kevin G.; Arizona State U.; kevin.corley@asu.edu*

Participant: *Sluss, David M.; U. of South Carolina; dmsluss@moore.sc.edu*

Participant: *Thompson, Bryant; U. of South Carolina; bryant_thompson@moore.sc.edu*

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At the individual level, we know that identity is both a product and enabler of actions and interactions with others (Baumeister, 1998; Cooley, 1906; Mead, 1934). The same is almost certainly true at the organizational level. Indeed, some research underscores the likely validity of both facets of this statement. Many organizational identity researchers view organizational identity as a social construction produced by stakeholders (e.g., Scott & Lane, 2000; see Corley et al., 2006). This work suggests that relationships with the organization shape organizational identity. At the same time, many researchers highlight the importance of organizational identity in providing organizational agents with a sense of meaning to guide actions taken on behalf of the organization (Ashforth & Mael, 1996; Brickson & Lemmon, 2009). This work suggests that organizational identity shapes organizations' relationships. Despite the compelling connection between organizational identity and organizational relationships, we know little about their interplay. One challenge is that organizations are particularly complex, having relationships with both external and internal stakeholders while also serving as contexts within which individuals reside. This suggests the potential relevance of internal as well as external relationships with organizations and as well as those within organizations. A second challenge is that most research on organizational identity remains theoretical rather than empirical. A third challenge may be a philosophical divide between those taking a view of organizational identity as a product of relationships as compared to those taking a view of it as an antecedent to relationships. In this symposium, we attempt to advance our understanding of the interplay between organizational identity and relationships with and within organizations by taking these challenges into account.

Keywords: organizational identity, employment relationships, relationships

Influence of Organizational Identity on the Relationship Between Organizations and their Members

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The Burden of Identity: How the Relational Content of the Identity Narrative Shifts

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Bhatt, Mamta; Boston College; bhattm@bc.edu

The Experience of Culture and Identity: Issues of Durability and the Influence of Attachment

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Forgiveness Within Organizations: An Identity Perspective

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Professional Identity, Organizational Identity and Scientific Innovation

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THE MORTGAGE MELTDOWN: ORGANIZATIONAL EXPLANATIONS OF THE U.S. HOUSING CRISIS

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The recent mortgage crisis provides an opportunity for management theories to draw lessons from, and suggest ways to prevent organizational, market, and oversight failures in key sectors of the economy. For organization research, the mortgage meltdown – its roots, and the policies developed to manage what may arguably be seen as a “normal accident” - provides a plethora of interpretive challenges. Five topics and theoretical areas we see as important to improve our understanding of, and extend explanations for this crisis include: the social construction of markets; the multiple (political, economic, and social) logics of managing financial organizations and institutions; the behavior and decisions of managers and organizations when rules are unclear; the impact of ideology on administration; and the response and coordination of national and international government agencies to prevent global crises. These issues raise questions concerning strategy (e.g., planning and risk management), critical perspectives (where were the whistle-blowers?), and social issues (the ethics of pushing subprime contracts on poor risks). The goal of the proposed symposium is to assess how management theories provide intriguing and provocative perspectives on these issues. In addressing them, our expert presenters provide creative and original interpretations of the reasons for this crisis, its unfolding and likely resolution. The symposium features leaders in the study of economic organizations and development of theories of management and organization. Each presenter will also relate his own work to the mortgage crisis, and consider its implications for further research and theory development.

Keywords: social construction, incentives, ideology

THE MUNDANE ROOTS OF DRAMATIC CHANGE: LINKING EVERYDAY PRACTICES AND ROUTINES TO SUSTAINABILITY

Discussant: Jarzabkowski, Paula; Aston U.; P.A.Jarzabkowski@aston.ac.uk

Coordinator: Worline, Monica C.; Emory U.; monica_worline@bus.emory.edu

Realizing the ambitions of sustainability, i.e. meeting the needs of present generations without compromising the ability of future generations to meet their needs, involves dramatic change. And yet, with all the growing popularity of “green,” meaningful progress in these terms remains unrealized. This symposium builds on the basic assumption that dramatic change must have roots in everyday activities and therefore scholars must look toward mechanisms by which everyday or mundane action becomes magnified into consequential organizational and social change. Addressing a gap in our understanding of the role of everyday practices and mundane routines in creating dramatic change, this symposium brings together four scholars with rich knowledge of different organizational contexts in which the everyday or mundane are importantly linked to change. By drawing on the generative power of this richness, in combination with discussion remarks from a highly regarded scholar of strategy as practice, this symposium aims to foster dialogue between those interested in organizational change, sustainability, and the theoretical and practical importance of everyday practices and routines.

Keywords: Practices & Routines, Situated cognition, Organizational Change

Organizational Change and the Mundane Search for Resources

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How Routines Magnify Their Effects: Exploring Relations Between Routines and Organizational Schema

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Courage in the Context of Knowledge Work: Disruption as a Mechanism of Creative Fracture in Practice

Worline, Monica C.; Emory U.; monica_worline@bus.emory.edu

Theories in the Wild: Socio-Cognitive and Socio-Cultural Theories-as-Practice and Change

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SHOWCASE SYMPOSIUM THEORETICAL AND EMPIRICAL STUDIES ON NETWORKS, PROPINQUITY, AND KNOWLEDGE PRODUCTION

Chair: Liu, Christopher C.; Harvard U.; cliu@hbs.edu

Discussant: Uzzi, Brian; Northwestern U.; uzzi@nwu.edu

Presenter: Burt, Ronald S.; U. of Chicago; ron.burt@chicagobooth.edu

Presenter: Powell, Woody; Stanford U.; woodyp@stanford.edu

Presenter: Stuart, Toby E.; Harvard U.; tstuart@hbs.edu

In this symposium, we reflect on issues particular to the interplay of networks, propinquity, and knowledge production through a series of empirical papers followed by a discussion of the extant theory. Although the importance of networks as a source of knowledge production and subsequent economic growth has been recognized for some time, the underlying social and strategic determinants of knowledge production remained underdeveloped. This symposium presents four empirical papers touching upon multiple levels of analysis, industries, and perspectives. At the regional level, Fleming explores how legal regimes can decrease both inventor mobility and social capital. Powell and colleagues are also interested in regional-level phenomena. They use a detailed archive of the biotechnology industry to explore the origins of high-tech clusters. The remainder of the session moves within the organization. Liu and Stuart utilize a novel dataset to explicate the micro-geographic determinants of communication at a biotechnology firm. In particular, they show that physical proximity is a key correlate of collaboration, communication, and performance. Lastly, Burt expands his ideas on structural holes to incorporate theories of psychophysics and purposive action. Brian Uzzi

concludes with a discussion of the extant theory concerning propinquity, networks, and the novel production of knowledge. As a whole, this symposium serves to advance our understanding of the “local” determinants of social capital and knowledge production, and to promote key avenues of research that are of interest to the management community as a whole.

Keywords: Networks, Propinquity, Innovation

Institutions and the Value of Social Capital

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Organizational and Institutional Genesis: The Emergence of High-Tech Clusters in the Life Sciences

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Human Capital, Propinquity, and Knowledge Production

Liu, Christopher C.; Harvard U.; cliu@hbs.edu

Stuart, Toby E.; Harvard U.; tstuart@hbs.edu

Network Fear and the Intrepid Entrepreneur: Analyzing the Agency Question with Respect to Brokers

Burt, Ronald S.; U. of Chicago; ron.burt@chicagobooth.edu

TOWARD A MULTI-LEVEL PERSPECTIVE ON INTERFIRM KNOWLEDGE GOVERNANCE

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Participant: *Almeida, Paul; Georgetown U.; almeidap@georgetown.edu*

Participant: *Jansen, Justin J.P.; RSM Erasmus U.; jjansen@rsm.nl*

Participant: *Nielsen, Bo Bernhard; Copenhagen Business School; bn.smg@cbs.dk*

Participant: *Simonin, Bernard L.; Tufts U.; bernard.simonin@tufts.edu*

Participant: *Zahra, Shaker A.; U. of Minnesota, Twin Cities; zahra004@umn.edu*

Discussant: *Szulanski, Gabriel; INSEAD; Gabriel.Szulanski@insead.edu*

Interfirm knowledge governance (i.e. choosing structures and mechanisms that can influence the process of sharing and creating knowledge between firms) has become an increasingly popular research topic in management, strategy and organization literature. During the past two decades, scholars have made significant progress in identifying organizational mechanisms (e.g. contracts, trust) and organizational capabilities (e.g. absorptive capacity, eloquent capacity) that influence the ability and willingness of collaborating firms to initiate and successfully accomplish processes of knowledge transfer, knowledge sharing and knowledge creation. However, as most of these studies have focused on the organization as main unit of analysis, much less is known about how individual or network conditions might influence the governance of knowledge transfer, knowledge sharing and/or knowledge generation processes in collaborative settings. The purpose of this symposium is therefore to come to a multi-level understanding of interfirm knowledge governance in which the importance of individual and/or network conditions is explicitly recognized. In this symposium, we bring together a group of distinguished scholars, who present some of their most recent work on interfirm knowledge governance. Each of the presenters provides new insights into how individual, organizational and/or network conditions jointly influence processes of interfirm knowledge transfer, sharing or creation.

Keywords: knowledge governance, interfirm relationships

Knowledge Governance in Strategic Alliances: A Multi-Level Perspective

Nielsen, Bo Bernhard; Copenhagen Business School; bn.smg@cbs.dk
The Role of Strategic Alliances and Individual Level Collaborations in Firm Innovation

Almeida, Paul; Georgetown U.; almeidap@georgetown.edu
New Firm Networks and Knowledge Governance: Building Requisite Multilayered Absorptive Capacity

Zahra, Shaker A.; U. of Minnesota, Twin Cities; zahra004@umn.edu
Organizational Antecedents and Outcomes of Knowledge Transfer: A Moderated Mediation Model

Jansen, Justin J.P.; RSM Erasmus U.; jjansen@rsm.nl
On Collaborative Know-How and Interfirm Knowledge Governance: Unresolved Issues
Simonin, Bernard L.; Tufts U.; bernard.simonin@tufts.edu

UNDERSTANDING HOW ORGANIZATIONS RESPOND TO FAILURE: THAT WHICH DOES NOT KILL ME MAKES ME...?

Chair: Starbuck, William H.; U. of Oregon; starbuck@uoregon.edu

Discussant: Wiersema, Margarethe F; U. of California, Irvine; mfwierse@uci.edu

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Presenter: Zbaracki, Mark J; Ivey School of Business; mzbaracki@ivey.ca

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Organizations and managers deal with failure all the time. Sometimes the failures are small and manageable, and sometimes they are catastrophic and challenging. As management scholars, understanding how organizations and individuals cope with and respond to failure is an important and understudied area. Additionally, failure and the response to failure is an inherently multi-level phenomenon, meaning that developing an improved understanding of the effects of failure will require multiple perspectives within the Academy. This symposium has three specific and intertwined goals. First, the symposium is meant to showcase recent work on failure. Second, the symposium is designed with a goal towards sparking multi-level interest, and integrating work on failure being conducted at different levels of analysis, both in terms of the studies being highlighted and the researchers involved. Finally, the symposium is meant to identify key areas for future research on topics related to learning from and dealing with failure within organizations.

Keywords: Coping with failure, Multi-level research, Organizational learning

Failure in Context: Organizational Learning from Deviations, Breakdowns and Trials

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Learning from Ambiguous Events: A Longitudinal Study of Near Failures in the European Ferry Industry

Rerup, Claus; U. of Western Ontario; crerup@ivey.uwo.ca

Zbaracki, Mark J; Ivey School of Business; mzbaracki@ivey.ca

Falling Flat: Failed Technologies and Behavioral Path Dependence

Eggers, J.P.; New York U.; jeggers@stern.nyu.edu

Termination of Unsuccessful Investments and Firm Performance

Guler, Isin; U. of North Carolina; guler@unc.edu

VALUES, IDENTITIES, AND ACTION

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Presenter: Thompson, Jeffery A.; Brigham Young U.; jeff_thompson@byu.edu

Presenter: Bunderson, J. Stuart; Washington U.; BUNDERSON@wustl.edu

Presenter: Besharov, Marya Hill-Popper; Cornell U.; mlb363@cornell.edu

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The focus of this symposium is on understanding the relationships between values, identities, and action. How do values and identities shape behavior? What consequences do value- and identity-driven behaviors have for individuals and organizations? Prior research suggests that value and identity-based actions generate a number of positive outcomes for individuals and organizations. This symposium highlights the ways in which the enactment of values and identities is associated with unexpected outcomes, negative as well as positive, for individuals and organizations. This is accomplished through three presentations followed by commentary from a senior scholar. The first presentation focuses on the role of gender identity in collective altruistic behavior (or when two or more individuals jointly engage in altruistic acts). The second presentation discusses the ways in which action based on internalized social values shapes work behaviors in ways that both advance and interfere with organizational objectives. The third presentation revisits Weber's classical concept of a calling and considers how acting on one's calling provides a source of meaning and significance but also entails endurance of material and other sacrifices and heightened vigilance of organizational actions. Our discussant will address the ways in which the studies presented advance a more nuanced understanding of value- and identity-based actions and their consequences.

Keywords: values, identity, action

Individual and Collective Altruism: Gender and Economic Dependency among Hawaii Whole-Body Donors

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Martorana, Paul V.; U. of Texas, Austin; paul.martorana@mcombs.utexas.edu

Playing with Fire: Purposive Incentives as a Form of Control

Besharov, Marya Hill-Popper; Cornell U.; mlb363@cornell.edu

Neoclassical Calling and Identification at Work: Insights from the Zoo and Beyond

Thompson, Jeffery A.; Brigham Young U.; jeff_thompson@byu.edu

Bunderson, J. Stuart; Washington U.; BUNDERSON@wustl.edu

WHITHER THE STATE? RETHINKING CONNECTIONS BETWEEN THE STATE, SOCIAL MOVEMENTS AND GREEN MARKETS

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Presenter: Sarasvathy, Saras D; U. of Virginia; sarasvathys@darden.virginia.edu

Presenter: Soule, Sarah A; Stanford U.; soule@gsb.stanford.edu

Presenter: Olzak, Susan; Stanford U.; olzak@stanford.edu

Presenter: *Duckles, Beth M.; U. Arizona; bduckles@u.arizona.edu*

Presenter: *Corral, Steve; U. Arizona; scorral@u.arizona.edu*

The integration of organizational theory and social movement theory in recent years has resulted in a much richer conception of the interaction between social movements and markets. Yet, the conception of the state has been largely relegated to the background, due possibly in part to the different roles of the state in the two different theoretical perspectives. This proposed symposium seeks to deepen our understanding of the role of the state at the nexus of social movements and markets. The symposium is structured around three key questions: (1) When and under what conditions is the state necessary in order for markets to be influenced by collective action? (2) If the state is present, what role does it play? (3) What factors influence the way that social movements mobilize their efforts toward the state in order to influence markets? Employing a range of methodologies and contexts, the symposium will challenge attendees to rethink existing models of action and interaction in these three important sectors of society.

Keywords: social movements, markets, state/government

Collective Action Without Selective Incentives: How Self-Selected Stakeholders...

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Changing Practice and Changing Policy: Green Building Certification and the Role of the State

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The Effect of Contentious Politics on the Solar Industry in the United States

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Olzak, Susan; Stanford U.; olzak@stanford.edu

Picking Battles, Winning Wars? Implications of Multiple Targets for Social Movement Mobilizing...

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