

# Friday, August 7

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## JOINTLY SPONSORED ACTIVITIES

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1:00pm-2:30pm  
Marriott South  
Point Loma

### **European Entrepreneurship and Small Business Research: Methodological Openness and Contextual Differences**

*Sponsored by ENT & IM*

#### *Organizers*

Morten Huse, Scandinavian Institute for Research in Entrepreneurship/Centre for Church Research  
Hans Landstrom, Halmstad U. /Scandinavian Institute for Research in Entrepreneurship

#### *Presenters*

Christopher Steyaert, Copenhagen Business School  
Bengt Johannisson, Scandinavian Institute for Research in Entrepreneurship/U. of Växjö, Sweden  
Raymond A. Saner, Centre for Socio-Economic Development  
Aage Mariussen, Nordland Research Institute

1:00pm-4:30pm  
Marriott South  
Torrance

### **Is Having 'More' What Matters Most? A Group Exploration of the Implications of a Simpler Lifestyle: Part One**

*Complex, high-consumption lifestyles are examined in this workshop in relation to personal, organizational and societal problems. Exercises are conducted to explore simpler ways of living and their consequences. Preregister with Gordon P. Rands at 814-863-0430, email at [gpr3@psu.edu](mailto:gpr3@psu.edu). After June 30<sup>th</sup> send a copy to*

*[Gordon\\_Rands@comail.wiu.edu](mailto:Gordon_Rands@comail.wiu.edu)*

*Sponsored by ONE, CAR, MED, GDO*

#### *Organizer*

Gordon P. Rands, Western Illinois U

#### *Facilitators*

Sandra Rothenberg, Massachusetts Institute of Technology  
Gordon P. Rands, Western Illinois U

5:00pm-10:00pm  
Marriott North  
Torrey 3

### **TIM/OCIS Doctoral Student Consortium**

*Interested students please contact Deborah Dougherty, coordinator, for application information. Preregister with Deborah Dougherty by fax: at 514-398-3876, or by email [doughert@management.mcgill.ca](mailto:doughert@management.mcgill.ca).*

*Sponsored by TIM & OCIS*

#### *Organizer*

Deborah Dougherty, Rutgers U.

#### *Facilitators*

Raghu Garud, New York U.  
Poppy Laretta McLeod, Case Western Reserve U.  
Peter Monge, U. of Southern California  
Claudia B. Schoonhoven, Dartmouth College  
Jean-Marc Xuereb, Groupe ESSEC

6:00pm-9:00pm

Westin  
Santa Fe

**OB/OMT Junior Faculty Consortium**

*\$50.00 Fee, must be current OB or OMT members, must have held an assistant professor position for 1-4 years, must have applied for the session and been accepted. Preregister for this activity with Blake E. Ashforth at 602-965-0917, by fax at 602-965-8314 or by email at [Blake.ashforth@asu.edu](mailto:Blake.ashforth@asu.edu), or with Gerald F. Davis, 415-321-2052, [gerald.davis@casbs.stanford.edu](mailto:gerald.davis@casbs.stanford.edu) The workshop runs from 6pm Friday until 12n Sunday.*

*Sponsored by OB & OMT*

*Organizers*

Blake E. Ashforth, Arizona State U.  
Tina Dacin, Texas A&M U.  
Gerald F. Davis, Columbia U.  
Center for Advanced Study in  
the Behavioral Sciences  
Sandra L. Robinson, U. of British  
Columbia

*Presenters*

Max H. Bazerman, Northwestern U.  
Janet M. Dukerich, U. of Texas at  
Austin  
Jane Dutton, U. of Michigan  
Herminia Ibarra, Harvard U.  
David L. Kang, Harvard U.  
Roderick M. Kramer, Stanford U.  
Christine Oliver, York U.  
Walter W. Powell, U. of Arizona  
Anat Rafaeli, Hebrew U.  
Ken G. Smith, U. of Maryland  
Anne S. Tsui, Hong Kong U. of  
Science and Technology  
Michael L. Tushman, Harvard U.

6:00pm-9:00pm

Marriott South  
Torrance

**Three Conversations to Build Theory About Organizational Action**

*The session begins Friday afternoon at 6:00pm and finishes at 5:00pm on Saturday. There will be 30 primary participants: 15 by invitation and 15 by e-mail application. Preregister for this activity with Rhonda K. Reger at 301-405-2167, by fax at 301-314-8787 or email at [rreger@mbs.umd.edu](mailto:rreger@mbs.umd.edu).*

*Sponsored by BPS, OMT, MOC*

*Organizers*

Rhonda K. Reger, U. of Maryland  
Gerry Johnson, Cranfield School of  
Management

*Facilitators*

Paul C. Godfrey, Brigham Young U.  
Joseph T. Mahoney, U. of Illinois

7:00pm-9:00pm

Westin  
Library

**OB/OMT/ODC Ph.D. Consortium**

*Preregister with Mary Ann Glynn at 404-727-0798 or email at [MaryAnn\\_Glynn@bus.emory.edu](mailto:MaryAnn_Glynn@bus.emory.edu)*

*Sponsored by OMT, OB, & ODC*

*Organizers*

James R. Meindl, State U. of New  
York, Buffalo  
Mary Ann Glynn, Emory U.  
William R. Torbert, Boston College

*Panel*

Ella Edmondson Bell, U. of North  
Carolina, Charlotte  
Joel Brockner, Columbia U.  
Jennifer A. Chatman, U. California  
Berkeley  
Barbara Gray, Penn State U.  
Mary Jo Hatch, Cranfield U.  
Rita D. Kosnik, Trinity U.  
Carrie R. Leana, U. of Pittsburgh  
Anne S. Miner, U. of Wisconsin, Madison  
Christine Oliver, York U.  
Dennis W. Organ, Indiana U.  
Hayagreeva Rao, Emory U.  
Peter Reason, U. of Bath  
Denise M. Rousseau, Carnegie Mellon U.  
Gretchen M. Spreitzer, U. of  
Southern California  
James P. Walsh, U. of Michigan

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**BUSINESS POLICY & STRATEGY**

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5:00pm-9:00pm  
Marriott North  
San Diego A

**Doctoral Consortium**

*Preregister for this activity with Julia Porter Liebeskind at 213-740-0749, by fax at 213-740-3582 or by email at [liebsk@ref.usc.edu](mailto:liebsk@ref.usc.edu).*

*Organizer*

Jay B. Barney, Ohio State U.  
Julia Porter Liebeskind, U. of Southern California

*Faculty*

William P. Barnett, Stanford U.  
Bruce Kogut, U. of Pennsylvania  
Anita M. McGahan, Harvard U.  
Philip Bromiley, U. of Minnesota  
Gordon Walker, SMU.  
Nicholas Samuel Argyres, USC  
Jennifer E. Bethel, SEC & Babson College  
Timothy Folta, Purdue U.  
Mark T. Shanley, Northwestern U..  
Javier Gimeno, Texas A&M U.

6:00pm-9:00pm  
Marriott South  
Torrance

**Three Conversations to Build Theory About Organizational Action**

*Sponsored by BPS, OMT, MOC*

*For details see Jointly Sponsored Activities*

1:30pm-5:30pm  
Marriott North  
Columbia 1

**New Careers, New Approaches: Theories and Methods for Expanding our Horizons**

*This one and a half day workshop explores new ways of doing research on careers. Preregister with Maury A. Peiperl at 44-171-262-5050 or fax at 44-171-724-7875 or by email at [mpeiperl@lbs.ac.uk](mailto:mpeiperl@lbs.ac.uk).*

*Organizers*

Rebecca G. Long, Louisiana Tech U.  
Maury A. Peiperl, London Business School

*Presenters*

Michael B. Arthur, Suffolk U.  
Candace Jones, Boston College  
Rebecca G. Long, Louisiana Tech U.  
Heather Parker, U. of Auckland  
Maury A. Peiperl, London Business School  
Linda K. Stroh, Loyola U. Chicago  
Steven S. Taylor, Boston College  
Michael White, Louisiana Tech U.

5:30pm-7:00pm  
Marriott North  
Columbia 1

**New Careers, New Approaches: Theories and Methods for Expanding Our Horizons**

*Preregister with Maury A. Peiperl at 44-171-262-5050 or fax at 44-171-724-7875 or by email at [mpeiperl@lbs.ac.uk](mailto:mpeiperl@lbs.ac.uk).*

*Organizers*

Rebecca G. Long, Louisiana Tech U.  
Maury A. Peiperl, London Business School

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**CAREERS**

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1:00pm-4:30pm  
Marriott South  
Torrance

**Is Having 'More' What Matters Most? A Group Exploration of the Implications of a Simpler Lifestyle: Part One**

*Sponsored by ONE, CAR, MED, & GDO*

*For details see Jointly Sponsored Activities*

**ENTREPRENEURSHIP**

1:00pm-5:00pm  
Marriott North  
Manchester 1&2

**The 1998 Entrepreneurship Division Doctoral and New Faculty Consortium**

*Preregister with William B. Gartner at 213-740-0648 or email at [wgartner@marshall.usc.edu](mailto:wgartner@marshall.usc.edu)*

*Organizers*

William B. Gartner, U. of Southern California  
Nancy M. Carter, U. of St. Thomas

*Presenters*

Howard E. Aldrich, U. of North Carolina  
Claudia B. Schoonhoven, Dartmouth College  
Ian C. MacMillan, U. of Pennsylvania

1:00pm-2:30pm  
Marriott South  
Solana

**Web-Based Education**

*Sponsored by ENT*

*Organizer*

David A. Baucus, Utah State U.

*Presenter*

LeeAnn Strand, McGraw-Hill

1:00pm-2:30pm  
Marriott South  
Point Loma

**European Entrepreneurship and Small Business Research: Methodological Openness and Contextual Differences**

*Sponsored by ENT & IM*

*For details see Jointly Sponsored Activities.*

1:00pm-2:30pm  
Marriott South  
Santa Rosa

**Entrepreneurial Education: The Entrepreneur's Portfolio**

*Organizer*

Connie Marie Gaglio, San Francisco State U.

*Presenters*

Karl Vesper, U. of Washington  
Ronald K. Mitchell, U. of Victoria

2:30pm-3:30pm  
Marriott South  
Point Loma

**Facets of Entrepreneurship: A Structural Analysis of Entrepreneurial Behavior**

*Organizer*

Dov Elizur, Bar Ilan U.

2:30pm-3:30pm  
Marriott South  
Solana

**Teaching and Doing Ethical Entrepreneurship in Russia**

*Organizer*

Mikhail V. Gratchev, Russian Academy of Science

*Presenters*

Alexander I. Ageev, Energia State Corporation  
Ellen Fadeeva, Vanguard Corporation  
Elena A. Karpoukhina, Academy of National Economy  
Nikolai Rogovsky, Russian Academy of Science

2:30pm-3:30pm  
Marriott South  
Santa Rosa

**Surveying American Family Business From a Household Perspective: Sampling and Methods**

*Organizer*

Ramona K. Z. Heck, Cornell U.

*Presenters*

George W. Haynes, Montana State U.  
Alma J. Owen, Purdue U.  
Kathryn Stafford, Ohio State U.

3:30-4:00pm  
Marriott South  
Point Loma

**Refreshment Break**

*Sponsored by Rutgers Center for Entrepreneurial Management*

*Organizer*

Robert D. Hisrich, Case Western Reserve U.

4:00pm-5:30pm  
Marriott South  
Point Loma

**Cross-National Views on Micro-Enterprise and Micro-Finance**

*Organizer*

Raymond A. Saner, Centre for  
Socio-Eco-Nomic Development

*Presenters*

Tarek A. Hatem, American U., Cairo  
Benson Lewis Honig, U. of St.  
Andrews

4:00pm-5:30pm  
Marriott South  
Solana

**Networks Perspective in Entrepreneurship Research**

*Organizers*

Bostjan Antoncic, Case Western  
Reserve U./ U. of Ljubljana  
Ha T. Hoang, Case Western Reserve U.

*Presenters*

Eric L. Hansen, California State U.,  
Long Beach  
John E. Butler, Hong Kong U. of  
Science and Technology/ U. of  
Washington  
Tea Petrin, U. of Ljubljana

4:00pm-5:30pm  
Marriott South  
Santa Rosa

**Entrepreneurial Education: Past, Present, and Future Direction**

*Organizer*

Lloyd W. Fernald, U. of Central  
Florida

*Presenters*

George Thomas Solomon, George  
Washington U.  
Erik K. Winslow, George  
Washington U.  
William Dennis, NFIB Foundation

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**GENDER & DIVERSITY IN ORGANIZATIONS**

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1:00pm-4:30pm  
Marriott South  
Torrance

**Is Having ‘More’ What Matters Most? A Group Exploration of the Implications of a Simpler Lifestyle**

*Sponsored by ONE, CAR, MED & GDO*

*For details see Jointly Sponsored Activities*

5:00pm-6:00pm  
Marriott North  
Columbia 2

**Welcome to the 1998 GDO Doctoral Consortium: Introducing Ourselves and Things That Matter to Us**

*Preregister with Ellen Ernst Kossek by email at [Kossek@pilot.msu.edu](mailto:Kossek@pilot.msu.edu).*

*Organizer*

Ellen Ernst Kossek, Michigan State U.

*Panel*

Roy Jacques, U. of Otago  
Stacy Kim, U. of Pennsylvania  
Rosemary Booth, U. of North  
Carolina, Charlotte

6:00pm-7:15pm  
Marriott North  
Columbia 2

**1998 GDO Doctoral Consortium: Everything Doctoral Applicants Always Wanted to Know About the Academic Recruitment Process**

*Preregister with Ellen Ernst Kossek by email at [Kossek@pilot.msu.edu](mailto:Kossek@pilot.msu.edu).*

*Organizer*

Ellen Ernst Kossek, Michigan State U.

*Panel*

Zoe Barsness, Texas A&M U.  
Maura A. Belliveau, Duke U.  
Ellen Ernst Kossek, Michigan State U.  
Jacqueline N. Hood, U. of New Mexico

7:15pm-8:15pm  
Marriott North  
Columbia 2

**1998 GDO Doctoral Consortium:  
Creating a Supportive and  
Productive Research Environment**

*Preregister with Ellen Ernst Kossek by email at  
[Kossek@pilot.msu.edu](mailto:Kossek@pilot.msu.edu).*

*Organizer*  
Ellen Ernst Kossek, Michigan State U.

*Panel*  
Kathleen L. Valley, Harvard Business  
School  
Sharon A. Lobel, Seattle U.

7:30pm-9:00pm  
Westin  
Harbor B

Stephen J. O'Connor, U. of  
Wisconsin, Milwaukee  
Renee A. Stiles, Center for Health  
Outcomes and Evaluation, U. of  
Michigan  
John A. Valentine, U. of Central  
Florida

**Breakout Session (Junior Faculty):  
Achieving a Balance Between  
Research and Teaching**

*By invitation only.*

*Organizer*  
Jacqueline S. Zinn, Temple U.

*Facilitators*  
Margarete Arndt, Clark U.  
Jane C. Banaszak-Holl, U. of  
Michigan  
John A. Valentine, U. of Central  
Florida

8:15pm-9:30pm  
Marriott North  
Columbia 2

**1998 GDO Doctoral Consortium:  
Pizza Party and Dialogue With the  
Doctoral Students on Scholarly  
Voices and Missions**

*Preregister with Ellen Ernst Kossek by email at  
[Kossek@pilot.msu.edu](mailto:Kossek@pilot.msu.edu).*

*Organizer*  
Ellen Ernst Kossek, Michigan State U.

*Panel*  
Elizabeth Cooper, U. of Rhode  
Island  
Jennifer Palthe, Michigan State U.  
Karen S. Markel, Michigan State U.  
Cynthia Ozeki, Michigan State U.

7:30pm-9:00pm  
Westin  
Harbor A

**Breakout Session: Doctoral  
Students Job Seeking Strategies --  
The Light at the End of the  
Tunnel**

*By invitation only.*

*Organizer*  
Jacqueline S. Zinn, Temple U.

*Facilitators*  
Diane Brannon, Pennsylvania State U.  
Leonard H. Friedman, Oregon State U.  
Renee A. Stiles, Center for Health  
Outcomes and Evaluation, U. of  
Michigan  
Charles Braun, Marshall U.

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**HEALTH CARE MANAGEMENT**

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6:00pm-7:30pm  
Westin  
Harbor A&B

**Welcome Reception and  
Introduction**

*By invitation only.*

*Organizer*  
Jacqueline S. Zinn, Temple U.

*Facilitators*  
Margarete Arndt, Clark U.  
Barbara Bigelow, Clark U.  
John D. Blair, Texas Tech U.  
Diane Brannon, Pennsylvania State U.  
Jon Chilingirian, Brandeis U.  
Myron D. Fottler, U. of Alabama,  
Birmingham  
Leonard H. Friedman, Oregon State U.  
Reuben R. McDaniel, Jr., U. of  
Texas, Austin

1:00pm-2:30pm  
Marriott South  
Point Loma

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**European Entrepreneurship and  
Small Business Research:  
Methodological Openness and  
Contextual Differences**

*Sponsored by ENT & IM*

*For details see Jointly Sponsored Activities.*

7:00pm-9:00pm  
Marriott South  
Leucadia

**Workshop for Non-U.S. Participants: Surviving and Thriving at the Academy of Management**

*Light refreshments will be provided*

*Organizer*

Nakiye A. Boyacigiller, College of Business, San Jose State U.  
Morten Huse, Scandinavian Institute for Research in Entrepreneurship / Centre for Church Research

*Panel*

Richard T. Mowday, U. of Oregon  
Michel Berry, L'Ecole de Paris  
Per-Ola Ulvenblad, Halmstad U.

Beverly Jones, Mott Community College  
Lynne C. Levesque, Levesque Learning Resources/Emmanuel College  
Charlene D. O'Brien, O'Brien & Associates  
Rickie Moore, U. of Lyon France  
Michael Peron, U. of Lyon, France  
Flemming Poulfelt, Copenhagen Business School  
Steven A. Savia, The Sage Group/Institute of Management Consultants  
James Ross Warren, Center for Collaborative Management

1:00pm-2:30pm  
Marriott South  
Point Loma

**European Entrepreneurship and Small Business Research: Methodological Openness and Contextual Differences**

*Sponsored by ENT & IM*

*For details see Jointly Sponsored Activities.*

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**MANAGEMENT EDUCATION & DEVELOPMENT**

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1:00pm-4:30pm  
Marriott South  
Torrance

**Is Having 'More' What Matters Most? A Group Exploration of the Implications of a Simpler Lifestyle: Part One**

*Sponsored by ONE, CAR, MED, & GDO*

*For details see Jointly Sponsored Activities*

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**MANAGERIAL CONSULTATION**

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1:00pm-5:00pm  
Marriott South  
Green Room

**The Consulting Process: Diagnostic Tools and Intervention Strategies**

*Pre-registration required: \$10 fee to cover the cost of materials for the 1 1/2 day workshop. Preregister with Marilyn E. Harris at 313-393-5163 by fax at 313-393-5163 or email at [marilyn.harris@cmich.edu](mailto:marilyn.harris@cmich.edu).*

*Organizers*

Marilyn E. Harris, Central Michigan U.  
Georges Trepo, Ecole des hautes Etudes Commercial, France

*Presenters*

Terry Armstrong, U. of West Florida  
Marc Bonnet, U. of Lyon, France  
Anthony F. Buono, Bentley College

2:00pm-5:00pm  
Marriott North  
San Diego C

**Innovative Techniques for Teaching About Postmodern Ideas**

*Organizer*

Ian Palmer, U. of Technology, Sydney

*Coordinator*

Cynthia Hardy, McGill U.

*Presenters*

Gib Akin, U. of Virginia  
Carolyn P. Egri, Simon Fraser U.  
Christopher Poulson, California State U., Pomona  
Steve Linstead, U. of Wollongong

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MANAGERIAL & ORGANIZATIONAL COGNITION

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6:00pm-9:00pm  
Marriott South  
Torrance

**Three Conversations to Build Theory About Organizational Action**

*Sponsored by BPS, OMT, MOC*

*For details see Jointly Sponsored Activities*

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ORGANIZATIONAL BEHAVIOR

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6:00pm-9:00pm  
Westin  
Santa Fe

**OB/OMT Junior Faculty Consortium**

*Sponsored by OB & OMT*

*For details see Jointly Sponsored Activities*

7:00pm-9:00pm  
Westin  
Library

**OB/OMT/ODC Ph.D. Consortium**

*Sponsored by OMT, OB, & ODC*

*For details see Jointly Sponsored Activities*

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ORGANIZATIONAL COMMUNICATION & INFORMATION SYSTEMS

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5:00pm-10:00pm  
Marriott North  
Torrey 3

**TIM/OCIS Doctoral Student Consortium**

*Sponsored by TIM & OCIS*

*For details see Jointly Sponsored Activities*

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ORGANIZATIONAL DEVELOPMENT & CHANGE

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7:00pm-9:00pm  
Westin  
Library

**OB/OMT/ODC Ph.D. Consortium**

*Sponsored by OMT, OB, & ODC*

*For details see Jointly Sponsored Activities*

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ORGANIZATION & MANAGEMENT THEORY

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6:00pm-9:00pm  
Westin  
Santa Fe

**OB/OMT Junior Faculty Consortium**

*Sponsored by OB & OMT*

*For details see Jointly Sponsored Activities*

6:00pm-9:00pm  
Marriott South  
Torrance

**Three Conversations to Build Theory About Organizational Action**

*Sponsored by BPS, OMT, & MOC*

*For details see Jointly Sponsored Activities*

7:00pm-9:00pm  
Westin  
Library

**OB/OMT/ODC Ph.D. Consortium**

*Sponsored by OMT, OB, ODC*

*For details see Jointly Sponsored Activities*

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ORGANIZATIONS & THE NATURAL ENVIRONMENT

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1:00pm-4:30pm  
Marriott South  
Torrance

**Is Having 'More' What Matters Most? A Group Exploration of the Implications of a Simpler Lifestyle: Part One**

*Sponsored by ONE, CAR, MED, & GDO*

*For details see Jointly Sponsored Activities*

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TECHNOLOGY & INNOVATION IN MANAGEMENT

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5:00pm-10:00pm  
Marriott North  
Torrey 3

**TIM/OCIS Doctoral Student Consortium**

*Sponsored by TIM & OCIS*

*For details see Jointly Sponsored Activities*



# Saturday, August 8

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## ALL-CONVENTION ACTIVITIES

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12:00 pm - 5:00 pm  
Marriott North  
Marriott Hall

**Registration**  
*Executive Director*  
Nancy Urbanowicz, Academy of Management

12:00 pm - 5:00 pm  
Marriott North  
Marriott Hall

**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, Georgia State U.

12:00 pm - 6:00 pm  
Marriott North  
Marriott Hall Foyer

**Placement**  
*Director of Placement*  
Charlotte Sutton, Auburn U.

Open to receive forms and distribute books listing pre-registered applicants and positions

6:30 pm - 7:30 pm  
Marriott South  
Del Mar

**Placement Orientation**  
*Director of Placement*  
Charlotte Sutton, Auburn U.

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## BROAD APPEAL ACTIVITIES

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7:00am-8:00am  
Marriott North  
Salon B

**Critical Management Studies: Continental Breakfast**  
*For more information on the Critical Management Studies workshop or to preregister contact Paul S. Adler at 818-981-0115 , by fax at 818-981-0116 or email at [padler@usc.edu](mailto:padler@usc.edu)*

*Sponsored by CM, ENT, HRM, IM, MED, MC, MOC, MH, OB, ODC, OM, OMT, ONE, PNS, RM, SIM, TIM, & GDO*

*Organizer*  
Paul S. Adler, U.of Southern California

8:00am-6:00pm  
Marriott North  
San Diego B & Torrey 1&2

**Critical Management Studies: Workshop Meeting**  
*Preregistration fee required. For more information on the Critical Management Studies workshop or to preregister contact Paul S. Adler at 818-981-0115 , fax 818-981-0116, or email at [padler@usc.edu](mailto:padler@usc.edu).*

*Sponsored by CM, ENT, HRM, IM, MED, MC, MOC, MH, OB, ODC, OM, OMT, ONE, PNS, RM, SIM, TIM, & GDO*

*Organizer*  
Paul S. Adler, U.of Southern California

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8:30am-7:30pm  
Marriott South  
Boardroom

## **Iberoamerican Academy**

*Business meeting followed by dinner.*

*Sponsored by all Academy of Management divisions.*

### *Organizer*

Luis R. Gomez-Mejia, Arizona State U.

*Building Effective Bridges Between Iberoamerican Management Scholars in Different Countries (8:30-10:15)*

Carlos Alcerreca Joaquin, ITAM, Mexico

Esteban Brenes, INCAE, Costa Rica

Africa Ariño, IESE, U. of Navarra, Barcelona

Sigmar Malvezzi, Getulio Vargas, Brazil

German Otalora-Bay, EGADE ITESM, Monterrey

Armando Gallegos, ESAN, Peru

*Key Management Issues of Relevance to Hispanic Academics in U.S. and Abroad (10:30-12:30)*

Isabel Gutierrez, Universidad Carlos III, Spain

Edilberto F. Montemayor, Michigan State U.

Fernando F. Suarez, Universidad Adolfo Ibanez, Chile

Vicente Salas Fumas, Universidad de Zaragoza, Spain,

Wayne F. Cascio, U. Colorado, Denver

Mary Teagarden, Thunderbird,

John W. Slocum, Southern Methodist U.,

Jaime Rivera, Universidad Carlos III, Spain

Luis R. Gomez-Mejia, Arizona State U.

*Developing A Successful Career in Management for Hispanic Academics (1:45-3:00)*

Julio O. De Castro, U. of Colorado, Boulder

Isabel Gutierrez, Universidad Carlos III, Spain

William Ocasio, Northwestern U.

Javier Gimeno, Texas A&M U.

Luis R. Gomez-Mejia, Arizona State U.

*Having Access to Mainstream Management Journals: What Does it Take (3:15-5:00)*

Carolina B. Gomez, U. of Houston  
Anne S. Tsui, Hong Kong U. of Science and Technology

Michael A. Hitt, Texas A&M

Robert Vecchio, U. of Notre Dame

Richard T. Mowday, U. of Oregon

Angelo S. DeNisi, Texas A&M U.

9:00am-6:00pm  
Convention Center  
7B

## **New Doctoral Students Consortium**

*Preregistration is required. You can preregister on line at the NDSC Web Site <http://u.s.c.s.o.uiuc.edu/~jbmoores/registration.html>. Alternatively, preregister via email with Laquita Blockson, at [blockson@vms.cis.pitt.edu](mailto:blockson@vms.cis.pitt.edu), or via fax with Bonnie O'Neill at 414-229-6957.*

*Sponsored by all the Academy Divisions, Interest Groups, & Regions*

### *Organizers*

Fabio Fonti, U. of Illinois, Urbana-Champaign

Carolyn Birmingham, U. of Oklahoma

Pamela E. Carter, Florida State U. with the help of the NDSC

Organizing Committee

### *Presenters*

Michael A. Hitt, Texas A&M U.

Arthur Jago, U. of Missouri, Columbia

Jerry Katz, Saint Louis U.

Mary Beth Marrs, Idaho State U.

### *Panel*

Donna Blancero, Arizona State U.

Petra Christmann, U. of Virginia

Peter S. Davis, U. of Memphis

Gerald R. Ferris, U. of Illinois, Urbana-Champaign

Heather A. Haveman, Cornell U.

Benjamin M. Lichtenstein, Boston College

John A. Miller, Bucknell U.

Mary J. Waller, U. of Wisconsin, Madison

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6:30pm-8:30pm  
Convention Center  
7B

## Reception for the New Doctoral Students Consortium

*Sponsored by all the Academy Divisions, Interest Groups, & Regions*

### Organizers

Fabio Fonti, U. of Illinois, Urbana-Champaign  
Carolyn Birmingham, U. of Oklahoma  
Pamela E. Carter, Florida State U. with the help of the NDSC Organizing Committee.

### Presenter

William H. Starbuck, New York U.

6:00pm-8:00pm  
Marriott North  
San Diego B

## Critical Management Studies: Reception

*Friends of Critical Management Studies are welcome. For more information on the Critical Management Studies workshop or to preregister contact Paul S. Adler at 818-981-0115, by fax at 818-981-0116 or email at [padler@usc.edu](mailto:padler@usc.edu).*

*Sponsored by CM, ENT, HRM, IM, MED, MC, MOC, MH, OB, ODC, OM, OMT, ONE, PNS, RM, SIM, TIM, & GDO*

### Organizer

Paul S. Adler, U. of Southern California

7:00pm-10:00pm  
Marriott North  
Manchester 1

## Doing Research in Less-Researched Venues: Why This Matters Most

*Sponsored by the International Programs Committee.*

### Organizer

Betty Jane Punnett, U. of the West Indies / U. of Windsor

### Presenter

Anisya S. Thomas, Florida International U.

### Facilitators

Ann Gregory, Memorial U.  
Tarek A. Hatem, American U., Cairo  
Neusa Santos, Pontifica U. Catholica de Sao Paulo  
Oded Shenkar, Ohio State U.

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## JOINTLY SPONSORED ACTIVITIES

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8:00am-5:00pm  
Convention Center  
15A

## Practitioner Series: Collaborative Research -- An Action Learning Workshop

*The Series begins Saturday at 8:00am and finishes at 12:00n on Sunday. Participants are invited to bring actionable research questions to the Series. Required pre-work and readings will be posted on the Academy website. Preregister for the day-and-a-half activity with Daniel F. Twomey at 973-443-8802, by fax at 973-443-8506 or by email at [dtwomey@fdusvr1.fdu.edu](mailto:dtwomey@fdusvr1.fdu.edu)*

*Sponsored by MED, MC, HR, ODC, CAR, & MH*

### Organizers

Daniel F. Twomey, Fairleigh Dickinson U.  
Jeanna Wirtenberg, Public Service Electric & Gas  
Peter Roche, London, Perret, Roche Group  
Daniel Kowalski, Department of Veteran's Affairs  
Kim A. Steckley, Hoffman-LaRoche Inc.  
Marlow Christensen, Fairleigh Dickinson U.  
Collette Thomas, AT&T

### Presenters

*What Matters Most in Collaborative Research: Lessons From the First Year of the Society for Organizational Learning*  
Keynote: Peter Senge, MIT and Society of Organizational Learning  
Peter Roche, London, Perret, Roche Group

### Facilitators

Susan Albers Mohrman, U. of Southern California  
Susan Schick Case, Case Western Reserve U.  
Poppy Lauretta McLeod, Case Western Reserve U.  
George L. Roth, Massachusetts Institute of Technology  
Drew L. Harris, Fairleigh Dickinson U.  
William K. Hengen, Jr., Cypress Consulting International  
William Snyder, Social Capital Group

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8:00am-3:30pm  
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& Exec Conf Rm

### **Three Conversations to Build Theory About Organizational Action**

*Sponsored by BPS, OMT, & MOC*

#### *Organizers*

Rhonda K. Reger, U. of Maryland  
Gerry Johnson, Cranfield School of  
Management

#### *Facilitators*

Paul C. Godfrey, Brigham Young U.  
Joseph T. Mahoney, U. of Illinois

2:00pm-5:00pm  
Marriott South  
Pacific



### **Internet-Based Teaching of Global, Technological and Environmental Issues: A Workshop for Web-Shy Faculty**

*Preregistration recommended with Paul Shrivastava at 717-523-0030, by fax at 717-523-0067 or by email at [Shrivast@bucknell.edu](mailto:Shrivast@bucknell.edu).*

*Sponsored by IM & MED*

#### *Organizer*

Paul Shrivastava, Bucknell U.

#### *Presenters*

Paul Meising, State U. of New York,  
Albany  
Sanjay Sharma, St. Mary's U.  
Paul Shrivastava, Bucknell U.

3:30pm-5:00pm  
Marriott South  
Torrance

### **Three Conversations to Build Theory About Organizational Action**

*Sponsored by BPS, OMT, & MOC*

#### *Organizers*

Rhonda K. Reger, U. of Maryland  
Gerry Johnson, Cranfield U.

#### *Facilitators*

Paul C. Godfrey, Brigham Young U.  
Joseph T. Mahoney, U. of Illinois

8:30am-5:00pm  
Convention Center  
14A

### **Social Network Research in Organizational Studies**

*Please contact Nicholas Athanassion at 617-373-5759 or email at [nick@neu.edu](mailto:nick@neu.edu) to pre-register for this session. Personal laptops are helpful, but not necessary.*

*Sponsored by RM & IM*

#### *Organizers*

David Krackhardt, Carnegie Mellon U.  
Stephen P. Borgatti, Boston College

#### *Coordinator*

Nicholas Athanassiou, Northeastern U.

8:00am-5:00pm  
Westin  
Library

### **OB/OMT/ODC Ph.D. Consortium**

*Preregister with Mary Ann Glynn at 404-727-0798 or email at [MaryAnn\\_Glynn@bus.emory.edu](mailto:MaryAnn_Glynn@bus.emory.edu).*

*Sponsored by OMT, OB, & ODC*

#### *Organizers*

James R. Meindl, State U. of New  
York, Buffalo  
Mary Ann Glynn, Emory U.  
William R. Torbert, Boston College

#### *Panel*

Ella Edmondson Bell, U. of North  
Carolina Charlotte  
Joel Brockner, Columbia U.  
Jennifer A. Chatman, U. California  
Berkeley  
Barbara Gray, Penn State U.  
Mary Jo Hatch, Cranfield U.  
Rita D. Kosnik, Trinity U.  
Carrie R. Leana, U. of Pittsburgh  
Anne S. Miner, U. of Wisconsin,  
Madison  
Christine Oliver, York U.  
Dennis W. Organ, Indiana U.  
Hayagreeva Rao, Emory U.  
Peter Reason, U. of Bath  
Denise M. Rousseau, Carnegie  
Mellon U.  
Gretchen M. Spreitzer, U. of  
Southern California  
James P. Walsh, U. of Michigan

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8:00am-5:00pm  
Marriott North  
Torrey 3

**TIM/OCIS Doctoral Student Consortium**

*Interested students please contact Deborah Dougherty, coordinator, for application information.*

*[doughert@management.mcgill.ca](mailto:doughert@management.mcgill.ca)*

*Sponsored by TIM & OCIS*

*Organizer*

Deborah Dougherty, Rutgers U.

*Facilitators*

Raghu Garud, New York U.

Poppy Laretta McLeod, Case Western Reserve U.

Peter Monge, U. of Southern California

Claudia B. Schoonhoven, Dartmouth College

Jean-Marc Xuereb, Groupe ESSEC

8:00am-5:30pm  
Convention Center  
16B

**OCIS/TIM Junior Faculty Consortium: Perspectives on Academe**

*Preregister with Ilze Zigurs at 303-492-3490, by fax at 303-492-5962 or by email at [zigurs@colorado.edu](mailto:zigurs@colorado.edu).*

*Sponsored by OCIS & TIM*

*Organizer*

Ilze Zigurs, U. of Colorado, Boulder

*Facilitators*

Jon W. Beard, U. of Tulsa

V. Sambamurthy, Florida State U.

Susan G. Straus, Carnegie Mellon U.

Joseph Walther, Rensselaer

Polytechnic U.

Richard T. Watson, U. of Georgia

8:00am-7:00pm  
Westin  
Santa Fe

**OB/OMT Junior Faculty Consortium**

*\$50.00 fee, must be current OB or OMT members, must have held an assistant professor position for 1-4 years, must have applied for the session and been accepted.*

*Preregister for this activity with Blake E.*

*Ashforthx at 602-965-0917, by fax at 602-965-8314 or email at*

*[Blake.ashforth@asu.edu](mailto:Blake.ashforth@asu.edu), or Gerald F.*

*Davis, at 415-321-2052,*

*[gerald.davis@casbs.stanford.edu](mailto:gerald.davis@casbs.stanford.edu) The*

*workshop runs from 6pm Friday until 12n*

*Sunday.*

*Sponsored by OB & OMT*

*Organizers*

Blake E. Ashforth, Arizona State U.

Gerald F. Davis, Columbia U.

Center for Advanced Study in the Behavioral Sciences

Tina Dacin, Texas A&M U.

Sandra L. Robinson, U. of British Columbia

*Presenters*

Max H. Bazerman, Northwestern U.

Janet M. Dukerich, U. of Texas at Austin

Jane Dutton, U. of Michigan

Herminia Ibarra, Harvard U.

David L. Kang, Harvard U.

Roderick M. Kramer, Stanford U.

Christine Oliver, York U.

Walter W. Powell, U. of Arizona

Anat Rafaeli, Hebrew U.

Ken G. Smith, U. of Maryland

Anne S. Tsui, Hong Kong U. of

Science and Technology

Michael L. Tushman, Harvard U.

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9:00am-12:30pm  
Marriott South  
Torrance

**Is Having 'More' What Matters Most? A Group Exploration of the Implications of a Simpler Lifestyle: Part Two**

*Complex, high-consumption lifestyles are examined in this workshop in relation to personal, organizational and societal problems. Exercises are conducted to explore simpler ways of living and their consequences. Preregister with Gordon P. Rands at 814-863-0430, email at [gpr3@psu.edu](mailto:gpr3@psu.edu). After June 30<sup>th</sup> send a copy to [Gordon\\_Rands@ccmail.wiu.edu](mailto:Gordon_Rands@ccmail.wiu.edu)*

*Sponsored by ONE, CAR, MED, & GDO*

*Organizer*  
Gordon P. Rands, Western Illinois U.

*Facilitators*  
Sandra Rothenberg, Massachusetts Institute of Technology  
Gordon P. Rands, Western Illinois U.

**The Craft of Editing**

*Sponsored by OMT, BPS, RM, & OB*

*Organizers*  
Cliff Cheng, U. of Southern California  
Richard T. Mowday, U. of Oregon  
Roni Reiter-Palmon, U. of Nebraska

*Panel*  
Dan Schendel, Purdue U.  
Janice M. Beyer, U. of Texas, Austin  
Clive Gilson, U. Waikato

**Research Strategies for Studying Organizational Foundings**

*Those attending this session are requested to read the papers in advance, which are located on the Academy pre-conference website.*

*Sponsored by RM, OMT, & ENT*

*Organizers*  
Howard E. Aldrich, U. of North Carolina, Chapel Hill  
Hayagreeva Rao, Emory U.

1:00pm-5:00pm  
Marriott South  
Leucadia

*Presenters*  
J. Richard Harrison, U. of Texas, Dallas  
Alex Stewart, Texas Tech U.  
Anand Swaminathan, U. of Michigan  
Paul Reynolds, Babson College

**A Case Critique Colloquium**

*Preregister for this activity with Timothy Edlund at 410-337-9143, by fax at 410-337-5253 or at [tedlund@morgan.edu](mailto:tedlund@morgan.edu)*

*Sponsored by BPS, MC & NACRA*

*Organizers*  
Timothy Edlund, Morgan State U., Maryland  
Anne Lawrence, San Jose State U.

*Panel*  
William Naumes, U. of New Hampshire  
John A. Seeger, Bentley College  
Timothy M. Singleton, North Georgia College  
Linda E. Swayne, U. of North Carolina, Charlotte  
Marilyn L. Taylor, U. of Missouri, Kansas City  
Joan Winn, U. of Denver, Colorado

3:00pm-5:00pm  
Convention Center  
7A

**Mentorship**

*Sponsored by OB & SIM*

*Organizers*  
Charles R. Greer, Texas Christian U.  
Sandra Waddock, Boston College

*Panel*  
Raymond E. Miles, U. of California, Berkeley  
Stella Nkomo, U. of North Carolina, Charlotte  
Terri A. Scandura, U. of Miami  
Regina M. O'Neil, Suffolk U.  
Kenneth K. Eastman, Oklahoma State U.

5:30pm-7:00pm  
Marriott North  
San Diego C

**OMT/BPS/OB/HR Preconference Social Hour**

*Sponsored by OMT, BPS, OB, & HR*

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12:30pm-2:30pm  
Marriott South  
Los Angeles

1:00pm-4:00pm  
Marriott South  
Warner Center

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## BUSINESS POLICY & STRATEGY

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8:00am-5:00pm  
Marriott North  
Columbia 3

### **New Faculty Consortium**

*Participants must have completed dissertation by September 1996 and must have applied for this session and been accepted. Preregister for this activity with Anju Seth at 217-333-4240 by fax at 217-244-7969 or email at [aseth@commerce.cba.uiuc.edu](mailto:aseth@commerce.cba.uiuc.edu)*

#### *Chairs*

Anju Seth, U. of Illinois, Urbana-Champaign  
Margaret Ann Peteraf, U. of Minnesota

#### *Presenters*

Donde P. Ashmos, U. of Texas, San Antonio  
Marvin Lieberman, U. of California, Los Angeles  
Bente Lowendahl, Norwegian School of Management  
Louis Thomas, U. of Pennsylvania

7:00am-5:00pm  
Marriott North  
San Diego A

### **Doctoral Consortium**

*Preregister for this activity with Julia Porter Liebeskind at 213-740-0749, by fax at 213-740-3582 or email at [liebsk@ref.usc.edu](mailto:liebsk@ref.usc.edu)*

#### *Organizer*

Jay B. Barney, Ohio State U.  
Julia Porter Liebeskind, U. of Southern California

#### *Faculty*

William P. Barnett, Stanford U.  
Bruce Kogut, U. of Pennsylvania  
Anita M. McGahan, Harvard U.  
Philip Bromiley, U. of Minnesota  
Gordon Walker, Southern Methodist U.  
Nicholas Samuel Argyres, U. of Southern California  
Jennifer E. Bethel, SEC & Babson College  
Timothy Folta, Purdue U.  
Mark T. Shanley, Northwestern U.  
Javier Gimeno, Texas A&M U.

8:00am-3:30pm  
Marriott South  
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& Exec Conf Rm

### **Three Conversations to Build Theory About Organizational Action**

*Sponsored by BPS, OMT, MOC*

*For details see Jointly Sponsored Activities*

10:00am-12:00n  
Marriott South  
Leucadia

### **Strategies in Emerging Economies**

*Sponsored by BPS*

#### *Organizer*

Robert E. Hoskisson, U. of Oklahoma  
Lorraine Eden, Texas A&M U.  
Chung-Ming Lau, Chinese U. of Hong Kong  
Mike Wright, U. of Nottingham

12:30pm-2:30pm  
Marriott South  
Los Angeles

### **The Craft of Editing**

*Sponsored by OMT, BPS, RM, & OB*

*For details see Jointly Sponsored Activities*

1:00pm-5:00pm  
Marriott South  
Leucadia

### **A Case Critique Colloquium**

*Sponsored by BPS & MC*

*For details see Jointly Sponsored Activities*

3:30pm-5:00pm  
Marriott South  
Torrance

### **Three Conversations to Build Theory About Organizational Action**

*Sponsored by BPS, OMT, & MOC*

*For details see Jointly Sponsored Activities*

5:30pm-7:00pm  
Marriott North  
San Diego C

### **OMT/BPS/OB/HR Preconference Social Hour**

*Sponsored by OMT, BPS, OB, & HR*

*For details see Jointly Sponsored Activities.*

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## CAREERS

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8:00am-5:00pm  
Convention Center  
15A

### **Practitioner Series: Collaborative Research -- An Action Learning Workshop**

*Sponsored by MED, MC, HR, ODC, CAR, & MH*

*For details see Jointly Sponsored Activities.*

8:00-5:30pm  
Marriott North  
Columbia 1

### **New Careers, New Approaches: Theories and Methods for Expanding Our Horizons**

*This one and a half day workshop explores new ways of doing research on careers. Preregister with Maury A. Peiperl at 44-171-262-5050 or fax at 44-171-724-7875 or by email at [mpeiperl@lbs.ac.uk](mailto:mpeiperl@lbs.ac.uk).*

#### *Organizers*

Rebecca G. Long, Louisiana Tech U.  
Maury A. Peiperl, London Business School

#### *Presenters*

Michael B. Arthur, Suffolk U.  
Candace Jones, Boston College  
Rebecca G. Long, Louisiana Tech U.  
Heather Parker, U. of Auckland  
Maury A. Peiperl, London Business School  
Linda K. Stroh, Loyola U. Chicago  
Steven S. Taylor, Boston College  
Michael White, Louisiana Tech U.

9:00am-12:30pm  
Marriott South  
Torrance

### **Is Having 'More' What Matters Most? A Group Exploration of the Implications of a Simpler Lifestyle: Part Two**

*Sponsored by ONE, CAR, MED, & GDO*

*For details see Jointly Sponsored Activities*

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## CONFLICT MANAGEMENT

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9:00am-5:00pm  
Marriott South  
Carlsbad

### **Conflict Management Division Doctoral Consortium**

*Preregister for this activity with Laurie R. Weingart at 412-268-7585 or by email at [weingart@cmu.edu](mailto:weingart@cmu.edu).*

#### *Organizer*

Laurie R. Weingart, Carnegie Mellon U.

#### *Panel*

Roy J. Lewicki, Ohio State U.  
Karen ETTY Jehn, U. of Pennsylvania  
Bruce Barry, Vanderbilt U.  
Christopher McCusker, Yale U.

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## ENTREPRENEURSHIP

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7:30am-8:00am  
Marriott South  
Solana

### **Coffee and Croissants**

*Sponsored by Harvard U.*

#### *Organizer*

Robert D. Hisrich, Case Western Reserve U.

8:00am-5:00pm  
Marriott North  
Manchester 1&2

### **The 1998 Entrepreneurship Division Doctoral and New Faculty Consortium**

*Preregister with William B. Gartner at 213-740-0648 or at [wgartner@marshall.usc.edu](mailto:wgartner@marshall.usc.edu)*

#### *Organizers*

William B. Gartner, U. of Southern California  
Nancy M. Carter, U. of St. Thomas

#### *Presenters*

Candida G. Brush, Boston U.  
Lowell W. Busenitz, U. of Houston  
Thomas J. Dean, U. of Tennessee, Knoxville  
Benjamin M. Oviatt, Georgia State U.  
Kelly G. Shaver, College of William and Mary  
Timothy M. Stearns, California State U., Fresno  
S. Venkataraman, U. of Virginia

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8:00am-10:00am  
Marriott South  
Solana

### **Liason Forums: Past and Future Direction**

*Organizer*

Norris F. Krueger, Jr., Entrepreneurial Strategies

*Presenters*

Mattia J. Gilmartin, U. of Virginia  
Terry C. Blum, Georgia Institute of Technology

10:30am-12:00n  
Marriott South  
Warner Center

### **Developing International Collaboration**

*Organizers*

Ales Vahcic, U. of Ljubljana  
Miroslav Glas, U. of Ljubljana  
Tea Petrin, U. of Ljubljana

12:00n-1:30pm  
Marriott South  
Point Loma

### **Entrepreneurship Council Luncheon**

8:00am-10:00am  
Marriott South  
Point Loma

### **Developing, Writing, and Teaching the Case Method: Preparing Yourself and Your Students**

*Organizers*

Candida G. Brush, Boston U.

*Presenters*

Myra Hart, Harvard U.  
Patricia G. Greene, Rutgers U.  
Chi Anyansi-Archibong, North Carolina A&T State U.

1:00pm-4:00pm  
Marriott South  
Warner Center

### **Research Strategies for Studying Organizational Foundings**

*Sponsored by RM, OMT, & ENT*

*For details see Jointly Sponsored Activities.*

1:30pm-3:00pm  
Marriott South  
Point Loma

### **The McGraw-Hill Irwin Innovation in Entrepreneurship Pedagogy Award Winner “The Technology Ventures Co-op (TVC) Program”**

*Organizer*

Andrew Zacharakis, Babson College

*Presenters*

Thomas Byers, Stanford U.  
Robert E. Sutton, Stanford U.

10:00am-10:30am  
Marriott South  
Solana

### **Refreshment Break**

*Sponsored by Worcester Polytechnic Institute*

*Organizer*

Robert D. Hisrich, Case Western Reserve U.

1:30pm-3:00pm  
Marriott South  
Solana

### **Mini Cases in Entrepreneurship**

*Organizer*

Emeric Solymossy, Western Illinois U.

10:30am-12:00n  
Marriott South  
Solana

### **Evaluating Entrepreneurship Programs: Lessons From SUCCESS Magazine**

*Organizer*

William B. Gartner, U. of Southern California

*Presenters*

Elaine Pofeldt, SUCCESS Magazine  
Karl Vesper, U. of Washington

3:00pm-4:30pm  
Marriott South  
Point Loma

### **The Craft of Publishing**

*Organizer*

Thomas J. Dean, U. of Tennessee, Knoxville

*Presenters*

Raphael Amit, U. of British Columbia  
Benjamin M. Oviatt, Georgia State U.

10:30am-12:00n  
Marriott South  
Point Loma

### **Developing and Teaching an International Case: Tissage des Vosges**

*Organizer*

Neil Churchill, INSEAD

3:00pm-4:30pm  
Marriott South  
Solana

### **The Expatriate/Immigrant Entrepreneur**

*Organizer*

Dennis Ray, U. of Auckland

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5:00pm-9:30pm  
Offsite

**ENT Division: Preconference  
Social**

*Sponsored by ENT, Weatherhead School  
of Management, Case Western Reserve U.  
& U. of Colorado*

*Organizer*  
Robert D. Hisrich, Case Western  
Reserve U.

9:15am-10:00am  
Marriott North  
Columbia 2

**1998 GDO Doctoral Consortium:  
Using Qualitative Approaches to  
Conduct Research That Makes a  
Difference**

*Organizer*  
Ellen Ernst Kossek, Michigan  
State U.

*Panel*  
Christena Nippert-Eng, Illinois  
Institute of Technology  
Leslie Perlow, U. of Michigan

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**GENDER & DIVERSITY IN ORGANIZATIONS**

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*Presenters and attendees are encouraged to dress  
comfortably and casually. To pre-register it is  
preferred, but not necessary, that students be  
nominated by a faculty member of their institution.  
Preregister with Ellen Ernst Kossek by email at  
[Kossek@pilot.msu.edu](mailto:Kossek@pilot.msu.edu).*

10:45am-12:00pm  
Marriott North  
Columbia 2

**1998 GDO Doctoral Consortium:  
Peering Through the Social  
Identity Looking Glass**

*Organizer*  
Ellen Ernst Kossek, Michigan State U.

*Panel*  
David Porter, U. of California,  
Los Angeles  
Belle Rose Ragins, U. of Wisconsin,  
Milwaukee  
Elaine K. Yakura, Michigan State U.

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7:00am-8:00am  
Marriott North  
Columbia 2

**1998 GDO Doctoral Consortium:  
Continental Breakfast and  
Informal Dialogue With Marquita  
Flemming**

*Organizer*  
Ellen Ernst Kossek, Michigan State U.

8:00am-9:15am  
Marriott North  
Columbia 2

**1998 GDO Doctoral Consortium:  
Critical Theory -- Implications for  
Research, Theory, or Practice**

*Organizer*  
Ellen Ernst Kossek, Michigan State U.

*Panel*  
Marta B. Calás, U. Mass, Amherst  
Linda Smircich, U. Mass, Amherst  
Paula Caproni, U. of Michigan

12:30pm-1:10pm  
Marriott North  
Columbia 2

**1998 GDO Doctoral Consortium:  
Making Knowledge(s) on the  
Border(s) -- Welcome and  
Introduction**

*Attendees are encouraged to dress comfortably and  
casually. Preregistration is encouraged. To  
preregister, contact [Rjacques@commerce.otago.ac.nz](mailto:Rjacques@commerce.otago.ac.nz).*

*Organizer*  
Roy Jacques, U. of Otago

9:00am-12:30pm  
Marriott South  
Torrance

**Is Having 'More' What Matters  
Most? A Group Exploration of the  
Implications of a Simpler Lifestyle:  
Part Two**

*Sponsored by ONE, CAR, MED, & GDO*

*For details see Jointly Sponsored Activities*

1:10pm-2:00pm  
Marriott North  
Columbia 2

**1998 GDO Doctoral Consortium:  
Crossing the Invisible Border --  
Doing Research on Sexual  
Orientation in the Workplace**

*Organizer*  
Belle Rose Ragins, U. of Wisconsin,  
Milwaukee

*Panel*  
Cliff Cheng, U. Southern California  
W. E. Douglas Creed, Boston College  
Claudia Harris, North Carolina  
Central U.  
Jeff Mello, Golden Gate U.  
Robert Sardy, CSPP-Alameda

3:00pm-7:00pm  
Marriott North  
Columbia 2

**1998 GDO Doctoral Consortium:  
Exploring Identities on the  
Border/Interpreting  
Multiculturalism -- Building Cultural  
Self-Awareness for Productive  
Cross-Cultural Dialogue**

*Organizers*

Bernardo Ferdman, CSPP-San Diego  
Ana Maria Reyes, U. of Pennsylvania

*Panel*

Cliff Cheng, U. of Southern California  
Elena Ai-Yuan, U. of Pennsylvania  
Nancie C. Zane, U. of Pennsylvania  
Karen Proudford, Morgan State U.

7:00pm-8:00pm  
Marriott North  
Columbia 2

**1998 GDO Doctoral Consortium  
Reception**

*Sponsored by the U. of Otago & GDO*

*Organizer*

Rosemary Booth, UNC Charlotte

10:30am-12:00n  
Westin  
Harbor A&B

**Teaching Workshop: Effective Use  
of Field Assignments, Computers,  
and Distance Learning**

*Preregister for this activity with Jacqueline  
S. Zinn at 215-204-1684 , by fax at 215-  
204-3851 or by email at  
[zjinn@vm.temple.edu](mailto:zjinn@vm.temple.edu)*

*Organizer*

Jacqueline S. Zinn, Temple U.

*Chair*

John A. Valentine, U. of Central  
Florida

*Presenters*

David L. Deeds, Temple U.  
E. Jose Proenca, Widener U.  
Kenneth R. White, Virginia  
Commonwealth U., Medical  
College of Virginia

1:00pm-2:00pm  
Westin  
Harbor A & B

**Research Partnerships: Forging  
Links Between Academia and  
Practice**

*Preregister for this activity with Jacqueline  
S. Zinn at 215-204-1684 , by fax at 215-  
204-3851 or by email at  
[zjinn@vm.temple.edu](mailto:zjinn@vm.temple.edu)*

*Organizer*

Jacqueline S. Zinn, Temple U.

*Presenters*

John D. Blair, Texas Tech U.  
Montague Brown, Arizona State U.  
Reuben R. McDaniel, Jr., U. of  
Texas, Austin

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HEALTH CARE MANAGEMENT

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8:00am-8:30am  
Westin  
Harbor A&B

**Continental Breakfast**

*By invitation only*

*Organizer*

Jacqueline S. Zinn, Temple U.

8:40am-10:20am  
Westin  
Harbor A&B

**The Craft of Research: Getting  
From Idea to Implementation**

*Preregister for this activity with Jacqueline  
S. Zinn at 215-204-1684 , by fax at 215-  
204-3851 or by email at  
[zjinn@vm.temple.edu](mailto:zjinn@vm.temple.edu)*

*Organizer*

Jacqueline S. Zinn, Temple U.

*Presenters*

Barbara Bigelow, Clark U.  
Mary L. Fennell, Brown U.  
David J. Ketchen, Jr., Louisiana State U.  
Reuben R. McDaniel, Jr., U. of  
Texas, Austin

2:10pm-3:45pm  
Westin  
Harbor B

**Breakout Session (Junior Faculty):  
From Here to Tenure While  
Living Your Life**

*Preregister for this activity with Jacqueline S. Zinn  
at 215-204-1684 , by fax at 215-204-3851 or  
by email at [zjinn@vm.temple.edu](mailto:zjinn@vm.temple.edu)*

*Organizer*

Jacqueline S. Zinn, Temple U.

*Presenters*

Stephen J. O'Connor, U. of  
Wisconsin, Milwaukee  
Ruth A. Anderson, U. of Texas, Austin  
William Q. Judge, Jr., U. of Tennessee

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2:10pm-3:45pm  
Westin  
Harbor A

**Breakout Group (Doctoral Students): Surviving the Dissertation Process -- Three Perspectives**

*Preregister for this activity with Jacqueline S. Zinn at 215-204-1684, by fax at 215-204-3851 or by email at [zinn@vm.temple.edu](mailto:zinn@vm.temple.edu)*

*Organizer*  
Jacqueline S. Zinn, Temple U.

*Presenters*  
Robert Weech-Maldonado,  
Pennsylvania State U.  
R. Lawrence Van Horn, U. of  
Rochester  
Myron D. Fottler, U. of Alabama,  
Birmingham

8:30am-5:30pm  
Westin  
Plaza C

**Doctoral Consortium**

*Preregister with Cheri Ostroff at 602-965-3402, by fax at 602-965-8314 or by email at [ostroff@asu.edu](mailto:ostroff@asu.edu).*

*Organizer*  
Lynn M. Shore, Georgia State U.

*Coordinators*  
Cheri Ostroff, Arizona State U.  
Sandy J. Wayne, U. of Illinois-Chicago  
Herbert G. Heneman III, U. of  
Wisconsin

*Presenters*  
James Breaugh, U. of Missouri, St  
Louis  
John A. Fossum, U. of Minnesota  
Rodger Griffith, Georgia State U.  
John R. Hollenbeck, Michigan State U.  
Ken G. Smith, U. of Maryland  
Anne S. Tsui, Hong Kong U. of  
Science and Technology  
David Ulrich, U. of Michigan  
Robert Vecchio, Notre Dame U.  
Angelo S. DeNisi, Texas A&M U.  
John E. Delery, U. of Arkansas  
Sara Rynes, U. of Iowa  
Daniel M. Cable, U. of North  
Carolina  
Marcie A. Cavanaugh, Cornell U.  
Jodi Goodman, Purdue U.  
Miguel A. Quinones, Rice U.  
J. Michael Geringer, California  
Polytechnic Institute  
Eduardo Salas, Navy Air Warfare  
Center  
Arup Varma, Loyola U.  
Raymond A. Noe, Michigan State U.  
Robert G. Folger, Tulane U.

4:00pm-5:00pm  
Westin  
Harbor A&B

**The Call to Serve: Domestic and International Opportunities**

*Preregister for this activity with Jacqueline S. Zinn at 215-204-1684, by fax at 215-204-3851 or by email at [zinn@vm.temple.edu](mailto:zinn@vm.temple.edu)*

*Organizer*  
Jacqueline S. Zinn, Temple U.

*Presenters*  
Kathleen Montgomery, UCLA,  
Riverside  
James Thomas, Pennsylvania  
State U.  
William Aaronson, Temple U.

9:00am-12:00n  
Westin  
Plaza B

**Information Technology: Teaching Challenges and Research Opportunities**

*Organizer*  
Lynn M. Shore, Georgia State U.

*Coordinators*  
Diana L. Deadrick, Old Dominion U.  
Kevin J. Williams, State U. of New  
York, Albany

8:00am-5:00pm  
Convention Center  
15A

**Practitioner Series: Collaborative Research -- An Action Learning Workshop**

*Sponsored by MED, MC, HR, ODC,  
CAR, & MH*

*For details see Jointly Sponsored Activities.*



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HUMAN RESOURCES

*Panel*

Randall B. Dunham, U. of Wisconsin,  
Madison  
Donald Gardner, U. of Colorado,  
Colorado Springs  
Mary R. Watson, Vanderbilt U.  
Kevin J. Williams, State U. of New  
York, Albany  
Denise Potosky, Penn State Great  
Valley

1:00pm-3:00pm  
Westin  
Plaza B

**Workplace Trends: Research  
Challenges and Opportunities**

*Organizer*  
Lynn M. Shore, Georgia State U.

*Coordinators*  
Diana L. Deadrick, Old Dominion U.  
Kevin J. Williams, State U. of New  
York, Albany

*Panel*

Robert L. Cardy, Arizona State U.  
Thomas Ruddy, Xerox Corporation  
Greg L. Stewart, Vanderbilt U.  
David Ulrich, U. of Michigan

9:00am-5:00pm  
Westin  
Presidio

**Junior Faculty Consortium**

*The fee for participation is \$30.00. Preregister  
with Mark A. Huselid at 732-445-5445, by fax  
at 732-494-4619 or email at  
[huselid@rci.rutgers.edu](mailto:huselid@rci.rutgers.edu).*

*Organizer*  
Lynn M. Shore, Georgia State U.

*Coordinators*  
Mark A. Huselid, SMLR Rutgers U.  
Debra J. Cohen, George  
Washington U.  
Patrick M. Wright, Cornell U.

*Presenters*  
James Breough, U. of Missouri  
St. Louis  
Rodger Griffith, Georgia State U.  
John R. Hollenbeck, Michigan State U.  
Ken G. Smith, U. of Maryland  
Anne S. Tsui, Hong Kong U. of  
Science and Technology  
David Ulrich, U. of Michigan  
Robert Vecchio, Notre Dame U.  
Wayne A. Hochwarter, U. of Alabama  
Ellen Ernst Kossek, Michigan State U.  
Teresa J. Rothausen, Texas A&M U.  
Robert L. Heneman, Ohio State U.  
M. Susan Taylor, U. of Maryland  
Barry A. Gerhart, Vanderbilt U.  
John Paul MacDuffie, Wharton  
Gary C. McMahan, U. of Texas,  
Arlington

3:30pm-5:30pm  
Westin  
Plaza B

**What Matters Most in  
International HRM Research and  
Practice**

*Organizer*  
Lynn M. Shore, Georgia State U.

*Coordinators*  
Herman Aguinis, U. of Colorado-  
Denver  
Diana L. Deadrick, Old Dominion U.  
Kevin J. Williams, State U. of New  
York, Albany

*Presenters*  
Wayne F. Cascio, U. of Colorado-  
Denver  
Peter J. Dowling, U. of Tasmania  
Mark E. Mendenhall, U. of  
Tennessee-Chattanooga  
Susan C. Schneider, Universite de  
Geneve

10:00am-12:00n  
Westin  
California A

**Joint Session Junior Faculty and  
Doctoral Consortium**

*Organizer*  
Lynn M. Shore, Georgia State U

5:30pm-7:00pm  
Marriott North  
Salon C

**OMT/BPS/OB/HR Preconference  
Social Hour**

*Sponsored by OMT, BPS, OB, & HR  
For details see Jointly Sponsored Activities.*

5:30pm-7:30pm  
Westin  
Ballroom A

**Joint Reception Junior Faculty and  
Doctoral Consortium**

*Organizer*  
Lynn M. Shore, Georgia State U



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## INTERNATIONAL MANAGEMENT

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8:30am-5:00pm  
Convention Center  
14A

### **Social Network Research in Organizational Studies**

*Sponsored by RM & IM*

*For details see Jointly Sponsored Activities*

9:00am-5:00pm  
Convention Center  
14B

### **Junior Faculty Consortium**

*Preregister with Stephen E. Weiss at 416-736-2100 X 30250 or email at [sweiss@bus.yorku.ca](mailto:sweiss@bus.yorku.ca)*

*Organizer*

Stephen E. Weiss, York U.

*Panel*

Schon Beechler, Columbia U.  
John D. Daniels, U. of Richmond  
Jose de la Torre, UCLA  
Pierre Dussage, Centre HEC-ISA  
Jan Hack Katz, Cornell U.  
Jill Kleinberg, U. of Kansas  
Vladimir Pucik, IMD  
Mary Ann Von Glinow, Florida  
International U.  
Benjamin Shaw, Bond U.

2:00pm-5:00pm  
Marriott South  
Pacific

Myles Shaver, New York U.  
Sully Taylor, Portland State U.  
Eleanor Westney, Massachusetts  
Institute of Technology.  
Srilata Zaheer, U. of Minnesota

### **Internet-Based Teaching of Global, Technological and Environmental Issues: A Workshop for Web-Shy Faculty**

*Sponsored by IM & MED*

*For details see Jointly Sponsored Activities*

3:00pm-4:30pm  
Marriott South  
La Jolla

### **Exploring the Domain of International Management**

*Organizer*

Jean J. Boddewyn, Baruch College  
CUNY

*Presenters*

Jean J. Boddewyn, Baruch College  
CUNY  
Farok J. Contractor, Rutgers U.  
Nakiye A. Boyacigiller, San Jose  
State U.

9:00am-5:00pm  
Convention Center  
8

### **Doctoral Consortium**

*Preregister for this activity with Joseph L. C. Cheng at 217-333-2963, by fax at 217-244-7969 or email at [jlcheng@uiuc.edu](mailto:jlcheng@uiuc.edu).*

*Organizer*

Joseph L. C. Cheng, U. of Illinois,  
Urbana-Champaign

*Panel*

Christopher Bartlett, Harvard  
Business School  
P. Christopher Earley, London  
Business School  
James R. Lincoln, U. of California  
Berkeley  
Edward Miller, U. of Michigan  
William G. Mitchell, U. of Michigan  
Allan Morrison, U. of Western  
Ontario

5:30pm-7:30pm  
Convention Center  
8

### **Reception for IM Doctoral and Junior Faculty Consortia Members**

*For consortia members and guests only.  
Preregister for this activity with Stephen Weiss at [sweiss@bus.yorku.ca](mailto:sweiss@bus.yorku.ca) or with Joseph L. C. Cheng at 217-333-2963, by fax at 217-244-7969 or email at [jlcheng@uiuc.edu](mailto:jlcheng@uiuc.edu).*

*Organizers*

Stephen E. Weiss, York U.  
Joseph L. C. Cheng, U. of Illinois,  
Urbana-Champaign

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## MANAGERIAL CONSULTATION

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8:00am-5:00pm  
Convention Center  
15A

### **Practitioner Series: Collaborative Research -- An Action Learning Workshop**

*Sponsored by MED, MC, HR, ODC, CAR, & MH*

*For details see Jointly Sponsored Activities.*

9:00am-5:00pm  
Marriott South  
Green Room

### **The Consulting Process: Diagnostic Tools and Intervention Strategies**

*Pre-registration required: \$10 fee to cover the cost of materials for the 1 and a 1/2 day workshop. Preregister with Marilyn E. Harris at 313-393-5163 by fax at 313-393-5163 or email at [marilyn.harris@cmich.edu](mailto:marilyn.harris@cmich.edu).*

#### *Organizers*

Marilyn E. Harris, Central Michigan U.  
Georges Trepo, Ecole des hautes  
Etudes Commercial, France

#### *Presenters*

Terry Armstrong, U. of West  
Florida  
Marc Bonnet, U. of Lyon, France  
Anthony F. Buono, Bentley College  
Beverly Jones, Mott Community  
College  
Lynne C. Levesque, Levesque  
Learning Resources / Emmanuel  
College  
Charlene D. O'Brien, O'Brien &  
Associates  
Rickie Moore, U. of Lyon France  
Michael Peron, U. of Lyon, France  
Flemming Poulfelt, Copenhagen  
Business School  
Steven A. Savia, The Sage  
Group / Institute of Management  
Consultants  
James Ross Warren, Center for  
Collabrative Management

1:00pm-5:00pm  
Marriott South  
Leucadia

### **A Case Critique Colloquium**

*Sponsored by BPS & MC*

*For details see Jointly Sponsored Activities*

1:00pm-3:00pm  
Marriott North  
San Diego C

### **Trains, Training, and Diversity: Intervening on Issues of Difference at an Urban Transit Authority**

#### *Organizers*

Aaron J. Nurick, Bentley College  
Carole Copeland Thomas, C.  
Thomas & Associates / Bentley  
College

3:00pm-5:00pm  
Marriott North  
San Diego C

### **Codes of Ethics and Conduct in Consulting Firms**

#### *Organizer*

Ernest R. Gilmont, The Wharton  
School, U. of Pennsylvania

#### *Presenters*

Flemming Poulfelt, Copenhagen  
Business School  
Dudley Smith, Association of  
Management Consulting Firms

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## MANAGEMENT EDUCATION & DEVELOPMENT

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8:00am-5:00pm  
Convention Center  
15A

### **Practitioner Series: Collaborative Research -- An Action Learning Workshop**

*Sponsored by MED, MC, HR, ODC, CAR, & MH*

*For details see Jointly Sponsored Activities.*

8:00am-9:30am  
Marriott South  
Century City

### **Leadership and Teamwork**

#### *Organizer*

Patrick T. Malone, The PAR Group

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9:00am-12:30pm  
Marriott South  
Torrance

**Is Having 'More' What Matters Most? A Group Exploration of the Implications of a Simpler Lifestyle: Part Two**

*Sponsored by ONE, CAR, MED, & GDO*

*For details see Jointly Sponsored Activities*

2:00pm-3:30pm  
Marriott South  
Century City



**Integrating Group Systems Technology Into Management Development Programs**

*Organizer*

John E. Park, Penn State U.

*Presenter*

Stephen B. King, Penn State U.

9:30am-11:00am  
Marriott South  
Cardiff

**How to Enhance the Effectiveness and Excitement of the Education Process With the Power of Musical Exercises**

*Organizer*

Walter J. Wheatley, U. of West Florida

2:00pm-3:30pm  
Marriott South  
Cardiff



**Content-Based Management Education for Non-Native English Speaking Students: Yes, It Can Be Done**

*Organizer*

Kathleen J. Powers, Willamette U.

*Presenter*

Lora Yasen, Tokyo International U. of American

11:00am-12:30pm  
Convention Center  
10



**Transforming Your Class Into a Learning Organization: Insights From the Field**

*Organizer*

Abdelmagid M. Mazen, Suffolk U.

*Presenter*

Abdelmagid M. Mazen, Suffolk U.

2:00pm-5:00pm  
Marriott South  
Pacific

**Internet-Based Teaching of Global, Technological and Environmental Issues: A Workshop For Web-Shy Faculty**

*Sponsored by IM & MED*

*For details see Jointly Sponsored Activities*

12:30pm-6:30pm  
Convention Center  
10



**MED Doctoral Consortium: Making a Difference -- Enhancing Teaching and Learning**

*Registration must occur prior to the academy meetings. Preregister with Patricia M. Fandt at 253-692-5633, by fax at 253-692-4424, or email at [pmfandt@u.washington.edu](mailto:pmfandt@u.washington.edu). The consortium is designed for NEW **doctoral** students who have completed one year or are just beginning to teach. The consortium is open to all AOM members and not just MED Division members.*

*Organizer*

Patricia M. Fandt, U. of Washington, Tacoma

*Facilitators*

Jill Purdy, U. of Washington, Tacoma

Jeff Mello, Golden Gate U.

Gordon Dehler, U. of Dayton

3:30pm-5:00pm  
Marriott South  
Cardiff



**How a Practitioner-Mentor Program Can Create On-Going Experiential Learning Outside the Classroom**

*Organizer*

Chris Meisenhelter, York College of Pennsylvania

*Presenter*

Mary Meisenhelter, York College of Pennsylvania

4:00pm-5:30pm  
Marriott South  
Century City

**Managing Group Processes in the Diaspora: The Internet and the Non-Traditional Student**

*Organizers*

Peggy A. Golden, Florida Atlantic U.  
Jerald R. Smith, Florida Atlantic U.

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## MANAGEMENT HISTORY

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8:00am-5:00pm  
Convention Center  
15A

### **Practitioner Series: Collaborative Research -- An Action Learning Workshop**

*Sponsored by MED, MC, HR, ODC, CAR, & MH*

*For details see Jointly Sponsored Activities.*

1:00pm-2:00pm  
Convention Center  
17B

### **New Member Workshop: Introduction to the Academy of Management and the Management History Division**

*Chair*

Jane Whitney Gibson, Nova  
Southeastern U.

*Presenters*

Richard M. Hodgetts, Florida  
International U.  
Paula Phillips Carson, U. of  
Southwestern Louisiana

2:00pm-3:00pm  
Convention Center  
17B

### **Doctoral Student and Junior Faculty Workshop: Managing the Professional Conference Experience**

*Chair*

Jorge M. Herrera, Nova  
Southeastern U.

*Presenters*

*Time Management: Planning an Effective Schedule*

Jane Whitney Gibson, Nova  
Southeastern U.

*Navigating the Program: Papers, Interactive Sessions, Symposia, and Such*  
Regina A. Greenwood, Kettering U.

*Volunteering: Papers, Reviewers, Chairs, Discussants*  
Alfred A. Bolton, Averett College

3:15pm-4:45pm  
Convention Center  
17B

### **Doctoral Student Workshop: Managing the Dissertation Process**

*Chair*

John C. Hannon, Florida Institute of  
Technology

*Recent Graduates*

Regina A. Greenwood, Kettering U.

*Dissertation Chairs*

Richard L. Kelsey, Nova  
Southeastern U.

Richard M. Hodgetts, Florida  
International U.

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## MANAGERIAL & ORGANIZATIONAL COGNITION

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8:00am-3:30pm  
Marriott South  
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Exec Conf Rm

### **Three Conversations to Build Theory About Organizational Action**

*Sponsored by BPS, OMT, & MOC*

*For details see Jointly Sponsored Activities*

3:30pm-5:00pm  
Marriott South  
Torrance

### **Three Conversations to Build Theory About Organizational Action**

*Sponsored by BPS, OMT, & MOC*

*For details see Jointly Sponsored Activities*

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## ORGANIZATIONAL BEHAVIOR

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8:30am-3:00pm

Westin

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### **Technology and Teaching: Implications for the Future of the Management Classroom**

#### *Organizer*

Joseph E. Garcia, Western  
Washington U.

#### *Presenters*

Randall B. Dunham, U. of  
Wisconsin, Madison  
Robert D. Marx, U. of Massachusetts,  
Amherst  
Guido H. Slangen, Rensselaer  
Polytechnic Institute, Hartford  
Randall G. Sleeth, Virginia  
Commonwealth U.  
Joan L. Weiner, Drexel U.

8:00am-7:00pm

Westin

Santa Fe

### **OB/OMT Junior Faculty Consortium**

*Sponsored by OB & OMT*

*For details see Jointly Sponsored Activities.*

12:30pm-2:30pm

Marriott South

Los Angeles

### **The Craft of Editing**

*Sponsored by OMT, BPS, RM, & OB*

*For details see Jointly Sponsored Activities*

8:00am-5:00pm

Westin

Library

### **OB/OMT/ODC Ph.D. Consortium**

*Sponsored by OMT, OB, & ODC*

*For details see Jointly Sponsored Activities.*

3:00pm-5:00pm

Westin

Coronado

### **Faculty Forum: Well-Being in the 21<sup>ST</sup> Century**

*Preregistration is encouraged, but not  
required. Please contact Maureen Ambrose  
at 303-492-8966 or email at  
[Maureen.Ambrose@colorado.edu](mailto:Maureen.Ambrose@colorado.edu) for  
additional information and to preregister.*

#### *Organizer*

Maureen Ambrose, U. of Colorado,  
Boulder

#### *Panel*

Jeffrey R. Edwards, U. of North  
Carolina  
Daniel Ilgen, Michigan State U.  
Debra L. Nelson, Oklahoma State U.  
Thomas A. Wright, U. of Nevada,  
Reno

#### *Presenters*

Steven Sauter, National Institute for  
Occupational Safety and Health  
Lois Tetrick, U. of Houston  
James Campbell Quick, U. of Texas,  
Arlington

8:00am-5:30pm

Westin

Sierra

### **Not-So-Junior Faculty Mid-Career Forum**

*Preregistration is encouraged: Please  
contact Carol T. Kulik, 602-965-8218  
([carol.kulik@asu.edu](mailto:carol.kulik@asu.edu)), or Steven Sommer,  
402-472-2314 ([ssommer@unlinfo.unl.edu](mailto:ssommer@unlinfo.unl.edu)).*

*Sponsored by OB*

#### *Organizers*

Carol T. Kulik, Arizona State U.  
Steven M. Sommer, U. of Nebraska,  
Lincoln

#### *Presenters*

Susan J. Ashford, U. of Michigan  
Barry M. Staw, U. of California,  
Berkeley  
Jean M. Bartunek, Boston College  
Richard T. Mowday, U. of Oregon  
Peter J. Frost, U. of British Columbia  
Cynthia Fukami, U. of Denver  
J. Keith Murnighan, Northwestern U.

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3:00pm-5:00pm  
Convention Center  
7A

### **Mentorship**

*Sponsored by OB & SIM*

*For details see Jointly Sponsored Activities.*

5:30pm-7:00pm  
Marriott North  
San Diego C

### **OMT/BPS/OB/HR Preconference Social Hour**

*Sponsored by OMT, BPS, OB, & HR*

*For details see Jointly Sponsored Activities.*

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## **ORGANIZATIONAL COMMUNICATION & INFORMATION SYSTEMS**

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8:00am-5:00pm  
Marriott North  
Torrey 3

### **TIM/OCIS Doctoral Student Consortium**

*Sponsored by TIM & OCIS*

*For details see Jointly Sponsored Activities.*

8:00am-5:30pm  
Convention Center  
16B

### **OCIS/TIM Junior Faculty Consortium: Perspectives on Academe**

*Sponsored by OCIS & TIM*

*For details see Jointly Sponsored Activities.*

11:30am-5:00pm  
Convention Center  
16A

### **OCIS Mid-Career Workshop**

*Preregister with Robert W. Zmud at 850-644-4713, by fax at 850-644-8225 or by email at [hzzmud@cob.fsu.edu](mailto:hzzmud@cob.fsu.edu).*

*Organizer*

Robert W. Zmud, Florida State U.

*Facilitators*

Calvin Downs, U. of Kansas

Janet Fulk, U. of Southern California

M. Scott Poole, Texas A&M U.

Daniel Robey, Georgia State U.

Arun Rai, Georgia State U.

6:00pm-8:00pm  
Marriott South  
Point Loma

### **OCIS Professional Development Reception**

*Organizer*

JoAnne Yates, Massachusetts

Institute of Technology

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## **ORGANIZATION DEVELOPMENT & CHANGE**

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8:00am-5:00pm  
Westin  
Plaza A

### **What Matters Most in Action Research/Empowering Work: International Perspective**

*Preregister for this activity with Rupert F. Chisholm at 717-948-6052 or by fax at 717-948-6320.*

*Organizer*

Rupert F. Chisholm, Pennsylvania  
State U., Harrisburg

*Coordinators*

Max Elden, U. of Houston, Clear  
Lake

Thoralf Ovale, Work Research  
Institute, Oslo

8:00am-5:00pm  
Westin Library

### **OB/OMT/ODC Ph.D. Consortium**

*Sponsored by OMT, OB, ODC*

*For details see Jointly Sponsored Activities.*

8:00am-5:00pm  
Convention Center  
15A

### **Practitioner Series: Collaborative Research -- An Action Learning Workshop**

*Sponsored by MED, MC, HR, ODC,  
CAR, & MH*

*For details see Jointly Sponsored Activities.*

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## OPERATIONS MANAGEMENT

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8:00am-5:00pm  
Westin  
Balboa

### 1998 OM Division Doctoral Student Consortium

*Preregister with Cecil C. Bozarth at 919-515-4511, by fax at 919-515-6943 or email at [Cecil\\_Bozarth@ncsu.edu](mailto:Cecil_Bozarth@ncsu.edu).*

#### *Organizer*

William L. Berry, The Ohio State U.  
Cecil C. Bozarth, North Carolina State U.

1:00pm-4:00pm  
Marriott South  
Warner Center

### Research Strategies for Studying Organizational Foundings

*Sponsored by RM, OMT, & ENT*

*For details see Jointly Sponsored Activities.*

3:30pm-5:00pm  
Marriott South  
Torrance

### Three Conversations to Build Theory About Organizational Action

*Sponsored by BPS, OMT, & MOC*

*For details see Jointly Sponsored Activities.*

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## ORGANIZATION & MANAGEMENT THEORY

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8:00am-5:00pm  
Westin  
Library

### OB/OMT/ODC Ph.D. Consortium

*Sponsored by OMT, OB, & ODC*

*For details see Jointly Sponsored Activities.*

8:00am-3:30pm  
Marriott South  
Enchinitas,  
Business Ste 1,  
& Exec Conf Rm

### Three Conversations to Build Theory About Organizational Action

*Sponsored by BPS, OMT, & MOC*

*For details see Jointly Sponsored Activities.*

8:00am-7:00pm  
Westin  
Santa Fe

### OB/OMT Junior Faculty Consortium

*Sponsored by OB & OMT*

*For details see Jointly Sponsored Activities.*

12:30pm-2:30pm  
Marriott South  
Los Angeles

### The Craft of Editing

*Sponsored by OMT, BPS, RM, & OB*

*For details see Jointly Sponsored Activities*

5:30pm-7:00pm  
Marriott North  
San Diego C

### OMT/BPS/OB/HR Preconference Social Hour

*Sponsored by OMT, BPS, OB, & HR*

*For details see Jointly Sponsored Activities.*

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## ORGANIZATIONS & THE NATURAL ENVIRONMENT

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9:00am-12:30pm  
Marriott South  
Torrance

### Is Having 'More' What Matters Most? A Group Exploration of the Implications of a Simpler Lifestyle: Part Two

*Sponsored by ONE, CAR, MED, & GDO*

*For details see Jointly Sponsored Activities.*

3:00pm-5:00pm  
San Diego Zoo

### Endangered Species and Captive Breeding Programs at the San Diego Zoo oo: A Behind-the-Scenes Tour With Animal Care and Habitat Enrichment Staff

*The Director of the San Diego Zoo has agreed to waive the cost of admission to the Zoo (which is open until 10pm) for AOM members who participate in this session. It should provide a unique opportunity to learn about the social behavior and emotional lives of several endangered species. Preregister for this activity with John M. Jermier: [jermier@groucho.bsn.usf.edu](mailto:jermier@groucho.bsn.usf.edu).*

#### *Organizers*

John M. Jermier, U. of South Florida  
Frances R. Westley, McGill U.

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**PUBLIC & NONPROFIT SECTOR**

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9:00am-12:00n  
Convention Center  
15B

**Strategies for Prolific Researchers**

*Preregister for this activity with Maria L. Nathan at 210-458-5779 by fax at 210-458-5783 or by email at [nathan.utsa.edu](mailto:nathan.utsa.edu).*

*Organizer*

Maria L. Nathan, U. of Texas, San Antonio

*Panel*

Joseph J. Galaskiewicz, U. of Minnesota  
Paul C. Nutt, Ohio State U.  
John M. Bryson, U. of Minnesota  
Keith G. Provan, U. of Arizona

1:00pm-5:00pm  
Marriott South  
Del Mar

**Service-Learning/Service-Activity***Organizers*

Rikki Abzug, New York U.  
Laurie N. DiPadova, U. of Utah  
Dennis R. Briscoe, U. of San Diego  
Judy Rauner, U. of San Diego,

*Facilitator*

Edward Zlotkowski, American Association of Higher Education

1:30pm-3:00pm  
Convention Center  
15B

**Articulating Your Philosophy of Teaching**

*Preregister for this activity with Maria L. Nathan at 210-458-5779 by fax at 210-458-5783 or by email at [mnathan.utsa.edu](mailto:mnathan.utsa.edu)*

*Organizer*

Maria L. Nathan, U. of Texas, San Antonio

*Panel*

Peter J. Frost, U. of British Columbia  
Danny L. Balfour, Grand Valley State U.  
Melissa M. Stone, U. of Minnesota

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**RESEARCH METHODS**

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8:30am-5:00pm  
Convention Center  
14A

**Social Network Research in Organizational Studies**

*Sponsored by RM & IM*

*For details see Jointly Sponsored Activities.*

12:00n-2:00pm  
Marriott South  
Santa Rosa

**Varieties of Interpretive Methods**

*Preregister with Dvora Yanow at 510-885-3282, by fax at 510-885-3726 or email at [Dyanow@csuhayward.edu](mailto:Dyanow@csuhayward.edu).*

*Organizer*

Dvora Yanow, California State U.

*Presenters*

Dvora Yanow, California State U.  
Ralph S. Brower, Florida State U.  
Mary Yoko Brannen, U. of Michigan

12:30pm-2:30pm  
Marriott South  
Los Angeles

**The Craft of Editing**

*Sponsored by OMT, BPS, RM, OB*

*For details see Jointly Sponsored Activities*

1:00pm-4:00pm  
Marriott South  
Warner Center

**Research Strategies for Studying Organizational Foundings**

*Sponsored by RM, OMT, & ENT*

*For details see Jointly Sponsored Activities.*

2:00pm-4:00pm  
Marriott South  
Santa Rosa

**Interpreting the Interpretive: Different Genres in Qualitative Research***Organizer*

Pushkala Prasad, U. of Calgary

*Presenters*

Brad Jackson, U. of Calgary  
Anshuman Prasad, U. of New Haven

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4:00pm-5:30pm  
Marriott South  
Santa Rosa

## Teaching Ethnography

### Organizer

Robert P. Gephart, U. of Alberta

### Presenter

John Van Maanen, Massachusetts  
Institute of Technology

Douglas Hill, Vice President of  
Corporate Communication,  
Xylan Corporation  
Jeanne Logsdon, U. of New Mexico  
Tim Mazur, Council for Ethics in  
Economics  
Douglas A. Schuler, Rice U.  
Diane L. Swanson, Kansas State U.  
James Weber, Duquesne U.

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## SOCIAL ISSUES IN MANAGEMENT

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7:30am-5:00pm  
Marriott South  
Newport Beach

## Doctoral Consortium

*By invitation only.*

### Coordinators

Gerry Keim, Texas A&M U.  
Craig P. Dunn, San Diego State U.

### Presenters

Lee Burke, George Washington U.  
R. Edward Freeman, U. of Virginia  
Kathleen Getz, American U.  
Thomas Jones, U. of Washington  
Jeffrey Lenn, George Washington U.  
John F. Mahon, Boston U.  
Douglas A. Schuler, Rice U.  
Linda Klebe Trevino, Pennsylvania  
State U.  
Richard E. Wokutch, Virginia Tech  
Donna J. Wood, University of  
Pittsburgh

7:30am-5:00pm  
Convention Center  
9

## Faculty Workshop: Renewing/Recreating SIM for the New Millennium

*Sponsored by SIM*

### Coordinators

Nancy Kurland, U. of Southern  
California  
Lawrence J. Lad, Butler U.  
Stephanie Lenway, U. of Minnesota  
Sandra Waddock, Boston College

### Presenters

Edward M. Epstein, St. Mary's  
College of California  
Stephanie Lenway, U. of Minnesota  
Sandra Waddock, Boston College

### Facilitators

Melissa Baucus, Utah State U.  
Terri Egan, Pepperdine U.  
Robert G. Folger, Tulane U.

3:00pm-5:00pm  
Convention Center  
7A

## Mentorship

*Sponsored by OB & SIM*

*For details see Jointly Sponsored Activities.*

5:30pm-6:30pm  
Convention Center  
17B

## Keynote Address: Business Ethics and Corporate Social Policy: Reflections on an Intellectual Journey, 19 -1998

*Sponsored by SIM*

### Coordinator

Linda Klebe Trevino, Pennsylvania  
State U.

### Presenter

Edward M. Epstein, Dean, St. Mary's  
College of California

6:30pm-8:00pm  
Convention Center  
16B

## Welcoming Reception

*Hosted by the Center for Corporate  
Community Relations, Boston College*

### Coordinator

Linda Klebe Trevino, Pennsylvania  
State U.

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## TECHNOLOGY & INNOVATION MANAGEMENT

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8:00am-5:00pm  
Marriott North  
Torrey 3

## TIM/OCIS Doctoral Student Consortium

*Sponsored by TIM & OCIS*

*For details see Jointly Sponsored Activities.*

8:00am-5:30pm  
Convention Center  
16B

## OCIS/TIM Junior Faculty Consortium: Perspectives on Academe

*Sponsored by OCIS & TIM*

*For details see Jointly Sponsored Activities.*

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# Sunday, August 9

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## ALL-CONVENTION ACTIVITIES

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9:00 am - 5:00 pm  
Marriott North  
Marriott North Hall

### Registration

*Executive Director*  
Nancy Urbanowicz, Academy of  
Management

9:00 am - 3:00 pm  
Marriott North  
Marriott Hall

### 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, Georgia State U.

9:00 am - 12:00 pm  
Marriott North  
Marriott Hall Foyer

### Placement

*Open to receive forms and to distribute books  
listing pre-registered applicants and positions.*

*Director of Placement*  
Charlotte Sutton, Auburn U.

12:00 pm - 5:00 pm  
Marriott North  
Marriott Hall

### Exhibits

*Director of Publisher Relations and  
Exhibits Coordinator*  
Philip B. Stone, GT Enterprises

**Refreshment break at : pm**

12:00 pm - 5:00 pm  
Marriott North  
Marriott Hall Foyer

### Placement

*Director of Placement*  
Charlotte Sutton, Auburn U.

2:00 pm - 4:00 pm  
Marriott South  
Boardroom

### Global Networking Hospitality Suite: Connecting Across Borders

*Join us for international networking. The suite is intended to give non-N. American participants a place to meet colleagues. Everyone is encouraged to drop by for refreshments and to discuss international teaching, research, funding, and other issues of interest in the international arena. This is a perfect place to meet colleagues, Board members, International Program Committee members, and established International academics.*

*Hosts*

Daria Kirby, U. of Pittsburgh  
Betty Jane Punnett, U. of the West Indies  
/ U. of Windsor  
Diana Wong, Marquette U.

5:30 pm - 7:00 pm  
Marriott South  
Marina G

### All-Academy Business Meeting

#### Address by Distinguished Executive, Andrew S. Grove, CEO of Intel Corporation

*Andrew S. Grove taught physics at Berkeley and teaches business strategy at Stanford. He has published 40 articles and a book on semiconductors, three books on management, and many articles in newspapers and magazines. During 1997, he gave the keynote speech at the World Economic Forum, he received the Cinema Digital Technologies Award at Cannes, and he was named "CEO of the Year" by CEO Magazine, "Technology Leader of the Year" by Industry Week, and "Man of the Year" by Time Magazine.*

*Presiding*

William H. Starbuck, New York U.

*Distinguished Executive*

Andrew S. Grove, Intel Corporation

7:00 pm - 9:00 pm  
Marriott North  
Marina Terrace

### All-Academy Reception

*Courtesy of The Free Press and Indiana U., Kelley School of Business*

9:00 pm - 12:30 am  
Marriott North  
Bayside Pavilion

### All-Academy Dance

9:00 pm - 11:00 pm  
Marriott North  
Manchester 2

### Barnard Society

*Facilitator*

Paul C. Godfrey, Brigham Young U.

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ALL-ACADEMY SYMPOSIA: "WHAT MATTERS MOST"

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1:00 pm - 2:50 pm  
Marriott South  
Marina G

**Peace Matters Most**

*The purpose of this symposium is to challenge Academy members to raise their sights beyond the normal boundaries of their professional experiences. We begin with the question: How can our theories of management and organization inform peace processes around the world? Three presenters share their experiences in working with the Palestine Liberation Organization, the United Nations project on Crisis Countries, and the United Religions Initiative. The audience will be invited to vicariously experience this type of work by responding to three scenarios, similar to those faced by the presenters.*

*Chair*

Nancy Roberts, U. S. Naval Postgraduate School

*Facilitator*

Frank Joseph Barrett, U. S. Naval Postgraduate School

*Metaphors of Peace*

J. B. Ritchie, Brigham Young U.

*Stakeholder Collaboration and Planning in Crisis Countries*

Nancy Roberts, U. S. Naval Postgraduate School

*United Religious Initiative*

David L. Cooperrider, Case Western Reserve U.

3:10 pm - 5:00 pm  
Marriott South  
Marina G

**"What Matters Most: Management's New Paradigm" An Address by Peter F. Drucker**

*Peter Drucker, will present his perspective on 'What Matters Most' in relation to the discipline and practice of management in the millennium. He will discuss the new assumptions that underlie the discipline and practice of management and management's paradigm shift. Warren Bennis and Steven Kerr will comment on Drucker's remarks, followed by discussion and questions from the participants and the audience.*

*Chair*

Richard M. Hodgetts, Florida International U.

*Distinguished Speaker*

Peter F. Drucker, Claremont Graduate

*Discussants*

Warren Bennis, U. of Southern California

Steven Kerr, GE Management

Development Institute

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ACADEMY GOVERNANCE MEETINGS

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7:30 am - 12:00 pm  
Marriott South  
Oceanside

**Board of Governors Meeting**

*Presiding*

William H. Starbuck, New York U.

11:00 am - 2:00 pm  
Marriott South  
Rancho Las Palmas

**International Programs Committee Meeting**

*Presiding*

Betty Jane Punnett, U. of the West Indies / U. of Windsor

12:30 pm - 2:00 pm  
Marriott North  
Columbia 3

**Current (1997-98) Chairpersons of Divisions and Interest Groups**

*Presiding*

Anne Sigismund Huff, U. of Colorado / Cranfield U.

12:30 pm - 2:00 pm  
Marriott North  
Manchester 1

**Current (1997-98) Program Chairpersons**

*Presiding*

David A. Whetten, Brigham Young U.  
Kathleen Watson, California State U., San Marcos

1:00 pm - 2:00 pm  
Marriott South  
Oceanside

**People of Color Committee Meeting**

*Presiding*

Stella Nkomo, U. of North Carolina, Charlotte

2:15 pm - 3:45 pm  
Marriott North  
Manchester 1

**Incoming (1998-99) Chairpersons of Divisions and Interest Groups**

*Presiding*

David A. Whetten, Brigham Young U.



2:15 pm - 3:45 pm  
Marriott North  
Columbia 3

**Incoming (1998-99) Program  
Chairpersons**

*Presiding*  
Andrew H. Van de Ven, U. of Minnesota

4:00 pm - 5:00 pm  
Marriott North  
Torrey 2

**Orientation for New Members**

*Presiding*  
Carolyn Wiley, Georgia State U.

2:15 pm - 3:45 pm  
Marriott North  
Columbia 2

**Incoming (1998-99) Professional  
Development Workshop (“Pre-  
Conference”) Chairpersons**

*Presiding*  
Jean M. Bartunek, Boston College

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## EDITORIAL BOARD MEETINGS

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2:15 pm - 3:15 pm  
Marriott South  
Oceanside

**Newsletter Editors for Professional  
Divisions and Interest Groups**

*Presiding*  
JoAnn Duffy, Sam Houston State U.

12:00 pm - 3:45 pm  
Marriott South  
Pacific

**Organization Science, Senior Editors**

*Presiding*  
Arie Y. Lewin, Duke U.

2:15 pm - 3:15 pm  
Marriott South  
Leucadia

**Officers of Regional Academy of  
Management Associations**

*Presiding*  
Tim O. Peterson, TOPerformance

12:30 pm - 3:30 pm  
Marriott South  
Point Loma

**Journal of Management Inquiry**

*Presiding*  
Paul M. Hirsch, Northwestern U.

4:00 pm - 5:00 pm  
Marriott South  
Point Loma

**Officers of the Midwest Academy of  
Management**

*Presiding*  
Brian P. Niehoff, Kansas State U.

12:30 pm - 2:30 pm  
Marriott South  
Carlsbad

**Group & Organization Management**

*Presiding*  
P. Christopher Earley, Indiana U.,  
Bloomington

4:00 pm - 5:00 pm  
Marriott South  
Solana

**Officers of the Southern Academy of  
Management**

*Presiding*  
Chester A. Schriesheim, U. of Miami

2:30 pm - 3:30 pm  
Marriott South  
Irvine

**Management**

*Presiding*  
Bernard Forgues, IAE, Tours

4:00 pm - 5:00 pm  
Marriott South  
Pacific

**Officers of the Southwest Academy  
of Management**

*Presiding*  
Tim O. Peterson, TOPerformance

2:30 pm - 3:30 pm  
Marriott South  
Century City

**Journal of Occupational Health  
Psychology**

*Presiding*  
James Campbell Quick, U. of Texas,  
Arlington

4:00 pm - 5:00 pm  
Marriott South  
Leucadia

**Officers of the Western Academy of  
Management**

*Presiding*  
Joan Dahl, California State U.,  
Northridge

2:30 pm - 3:30 pm  
Marriott South  
Desert Springs

**Organization**

*Presiding*  
Rosemary Nixon, SAGE  
Publications, Inc.  
Linda Smircich, U. of Massachusetts  
Marta B. Calás, U. of Massachusetts,  
Amherst  
Michael Reed, U. of Lancaster  
Gibson Burrell, U. of Warwick

2:30 pm - 3:30 pm  
Marriott South  
Rancho Las Palmas

### Academy of Management Executive

*Presiding*  
Hugh M. O'Neill, U. of North Carolina,  
Chapel Hill

2:30 pm - 3:30 pm  
Marriott South  
Torrance

### Academy of Management Journal

*Presiding*  
Anne S. Tsui, Hong Kong U. of Science  
and Technology

2:30 pm - 3:30 pm  
Marriott South  
Warner Center

### Academy of Management Review

*Presiding*  
Ken G. Smith, U. of Maryland

2:30 pm - 3:30 pm  
Marriott North  
Torrey 1

### Journal of Management Education

*Presiding*  
Diana Bilimoria, Case Western  
Reserve U.

3:30 pm - 5:00 pm  
Marriott North  
Torrey 1

### Journal of Management Education Reception

*Presiding*  
Diana Bilimoria, Case Western  
Reserve U.

4:00 pm - 5:30 pm  
Marriott North  
San Diego C

### Administrative Science Quarterly

*Presiding*  
Christine Oliver, York U.

4:00 pm - 5:30 pm  
Marriott South  
Oceanside

### Journal of Management

*Presiding*  
Robert Vecchio, U. of Notre Dame

4:00 pm - 5:30 pm  
Marriott South  
Santa Rosa

### Organization Science Editorial Review Board Meeting Reception

*Presiding*  
Arie Y. Lewin, Duke U.

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## BROAD APPEAL ACTIVITIES

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7:00am-8:00am  
Marriott North  
San Diego B

### Critical Management Studies: Continental Breakfast

*For more information on the Critical Management  
Studies workshop or to preregister contact Paul S.  
Adler at 818-981-0115, by fax at 818-981-  
0116 or email at [padler@usc.edu](mailto:padler@usc.edu).*

*Sponsored by CM, ENT, HRM, IM,  
MED, MC, MOC, MH, OB, ODC, OM,  
OMT, ONE, PNS, RM, SIM, TIM, &  
GDO*

*Organizer*  
Paul S. Adler, U. of Southern  
California

8:00am-12:00n  
Marriott North  
San Diego B

### Critical Management Studies: Workshop Meeting

*For more information on the Critical Management  
Studies workshop or to preregister contact Paul S.  
Adler at 818-981-0115, by fax at 818-981-  
0116 or email at [padler@usc.edu](mailto:padler@usc.edu). There will be a  
fee to help cover catering costs.*

*Sponsored by CM, ENT, HRM, IM,  
MED, MC, MH, MOC, OB, ODC, OM,  
OMT, ONE, PNS, RM, SIM, TIM, &  
GDO*

*Organizer*  
Paul S. Adler, U. of Southern  
California

9:00am-12:00am  
Convention Center  
15B

### Exploring Academy Transformation Through E-media

*E-media is changing the ways in which we work,  
research and teach. This session will explore the  
various e-media initiatives underway, and possible  
guidelines for coordinating these activities. For the  
Academy mandate on e-media, please visit  
<http://www.aom.pace.edu/emedial/>*

*Sponsored by the Board Of Governors.*

*Organizers*  
Roger Dunbar, New York U.  
Raghu Garud, New York U.  
Alan B. Eisner, Pace U.  
Charles Wankel, St. John's U.

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*Participants*

David J. Ackerman, Seattle U.  
Neal M. Ashkanasy, U. of Queensland  
Scott J. Behson, State U. of New York, Albany  
Charles Booth, U. of the West of England  
John W. Boudreau, Cornell U.  
Michele Aglaganian Bowring, U. of Alberta  
Philip L. Cochran, Pennsylvania State U.  
Gary Coombs, Ohio U.  
Elizabeth Cooper, U. of Rhode Island  
David Coursey, Florida State U.  
Pablo Martin de Holan, McGill U.  
Carolyn R. Dexter, Pennsylvania State U., Harrisburg  
Craig P. Dunn, San Diego State U.  
Mark A. Fuller, Baylor U.  
Jeffrey Goldberg, Cranfield U.  
Hugh P. Gunz, U. of Toronto  
Richard Karash, Learning-Org  
Jerry Katz, Saint Louis U.  
Scott W. Kunkel, U. of San Diego  
Dwight Lemke, Griffith U.  
Joan D. Mahoney, Montclair State U.  
Terrell Manyak, Nova Southeastern U.  
Luis L. Martins, U. of Connecticut  
Paul Meising, State U. of New York, Albany  
German Otalora-Bay, EGADE ITESM, Monterrey  
Steven E. Phelan, La Trobe U., Melbourne  
Terry T. Rock, Texas Tech U.  
Tagi Sagafi-nejad, Loyola College, Maryland  
Sandor P. Schuman, State U. of New York, Albany  
David C. Snook-Luther, U. of Wyoming  
William A. Sodeman, Prosoft I-Net Solutions  
Gay L. Spencer, Ohio State U.  
Robert Stephens, U. of Texas, Brownsville  
Karen E. Volkman, State U. of New York, Plattsburg  
Charles R. Williams, Texas Christian U.  
B. J. Zirger, U. of Cincinnati

8:00am- 10:00am

Marriott South  
Marina E

9:00am-12:00n

Marriott South  
Coronado

**Ask the Academy Editors:  
Demystifying Article Submission  
and Review**

*Open to everyone.*

*Organizers*

Anne S. Tsui, Hong Kong University  
of Science and Technology  
Ken G. Smith, U. of Maryland  
Hugh M. O'Neill, U. of North  
Carolina, Chapel Hill

**The Development of Management  
Theory and Practices in China**

*Sponsored by Asia Academy of Management*

*Co-Chair*

Siwei Cheng, National Natural Science  
Foundations  
Chung-Ming Lau, Chinese U. of Hong  
Kong

*A Brief Review of Management Sciences in  
China*

Siwei Cheng, National Natural Science  
Foundation of China

*The Transformation and Development of  
China's Financial System*

Fengming Song, Tsinghua U.

*The Current Situation and Problems of Study  
on Technological Innovation Strategy in China*

Weixuan Xu, Chinese Academy of  
Sciences

*Development of Behavioral Sciences in China*

Long Chen, Chinese Academy of  
Sciences

*Some Progress of Operations Research in China*

Shouyang Wang, National Natural  
Science Foundation of China

*Industry Restructuring and Mergers of Firms:  
Research and Practice in China*

Hongmin Chen, Shanghai Jiaotong  
U.

11:00am-2:00pm  
Marriott South  
Ranchos Las Palmas

**International Programs Committee  
Members Lunch**

*By invitation only.*

*Organizer*

Betty Jane Punnett, U. of the West Indies  
/ U. of Windsor

8:00am-12:00n  
Westin  
Library

**OB/OMT/ODC Ph.D.  
Consortium**

*Preregister with Mary Ann Glynn at 404-727-0798 or email at*

*[MaryAnn\\_Glynn@bus.emory.edu](mailto:MaryAnn_Glynn@bus.emory.edu).*

*Sponsored by OMT, OB, ODC*

*Organizers*

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

Mary Ann Glynn, Emory U.

William R. Torbert, Boston College

*Panel*

Ella Edmondson Bell, U. of North Carolina, Charlotte

Joel Brockner, Columbia U.

Jennifer A. Chatman, U. California Berkeley

Barbara Gray, Penn State U.

Mary Jo Hatch, Cranfield U.

Rita D. Kosnik, Trinity U.

Carrie R. Leana, U. of Pittsburgh

Anne S. Miner, U. of Wisconsin, Madison

Christine Oliver, York U.

Dennis W. Organ, Indiana U.

Hayagreeva Rao, Emory U.

Peter Reason, U. of Bath

Denise M. Rousseau, Carnegie Mellon U.

Gretchen M. Spreitzer, U. of Southern California

James P. Walsh, U. of Michigan

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**JOINTLY SPONSORED ACTIVITIES**

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8:00am-12:00n  
Convention Center  
15A

**Practitioner Series: Collaborative  
Research -- An Action Learning  
Workshop**

*The Series begins Saturday at 8:00am and finishes at 12n on Sunday. Participants are invited to bring actionable research questions to the Series. Required pre-work and reading will be posted on the Academy website. Preregister for the day and a half Series with Daniel F. Twomey at 973-443-8802, by fax at 973-443-8506 or by email at [dwtwomey@fdusvr1.fdu.edu](mailto:dwtwomey@fdusvr1.fdu.edu).*

*Sponsored by MED, ODC, MC, HR, CAR, & MH*

*Organizers*

Daniel F. Twomey, Fairleigh Dickinson U.

Jeanna Wirtenberg, Public Service Electric & Gas

Peter Roche, London, Perret, Roche Group

Daniel Kowalski, Department of Veteran's Affairs

Kim A. Steckley, Hoffman-LaRoche Inc.

Marlow Christensen, Fairleigh Dickinson U.

Collette Thomas, AT&T

*Facilitators*

Jeanna Wirtenberg, Public Service Electric and Gas

Monica McGrath, Public Service Electric and Gas

George L. Roth, Massachusetts Institute of Technology

Drew L. Harris, Fairleigh Dickinson U.

William K. Hengen, Jr, Cypress Consulting International

William Snyder, Social Capital Group

8:00am-12:00n  
Convention Center  
16B

**Getting National Research Grants**

*Sponsored by RM, OMT, OB, & TIM*

*Organizer*

Mary F. Sully de Luque, U. of Nebraska, Lincoln

*Facilitator*

Mary F. Sully de Luque, U. of Nebraska, Lincoln

*Presenters*

Jennifer A. Chatman, U. of California, Berkeley

Cristina B. Gibson, U. of Wisconsin

Fred Luthans, U. of Nebraska, Lincoln

Gail Pesyna, Sloan Foundation

Judy Sloan, Citicorp Behavioral Science Research Council

S. Michael Camp, Kauffman Foundation

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8:30am-12:00n  
Marriott South  
Point Loma



**Workshop on Innovative Uses  
of New Information Technologies  
to Extend the Management  
Classroom**

*Preregister with JoAnne Yates at 617-253-7157, by fax at 617-253-2660, or by email at [jyates@mit.edu](mailto: jyates@mit.edu)*

*Sponsored by OCIS & MED*

*Organizer*

JoAnne Yates, Massachusetts  
Institute of Technology

*Panel*

Gerardine DeSanctis, Duke U.  
Paul J. A. van Vliet, U. of Nebraska,  
Omaha  
Leah Pietron, U. of Nebraska, Omaha  
George Marakas, U. of Maryland  
C. Suzanne Iacono, Boston U.  
Nancy Berger, George Washington U.

*Facilitators*

Thomas Bryant, Brock U.  
Brian Butler, Carnegie Mellon U.  
Charles A. Morrissey, Pepperdine U.

8:00am-12:00n  
Westin  
Santa Fe

**OB/OMT Junior Faculty  
Consortium**

*\$50.00 Fee, must be current OB or OMT members, must have held an assistant professor position for 1-4 years, must have applied for the session and been accepted. Preregister for this activity with Blake E. Ashforth at 602-965-0917, by fax at 602-965-8314 or by email at [Blake.ashforth@asu.edu](mailto: Blake.ashforth@asu.edu), or Gerald F. Davis, 415-321-2052, [gerald.davis@casbs.stanford.edu](mailto: gerald.davis@casbs.stanford.edu)  
The workshop runs from 6pm Friday until 12n Sunday.*

*Sponsored by OB & OMT*

*Organizers*

Blake E. Ashforth, Arizona State U.  
Tina Dacin, Texas A&M U.  
Gerald F. Davis, Columbia U.  
Sandra L. Robinson, U. of British  
Columbia

*Presenters*

Max H. Bazerman, Northwestern U.  
Janet M. Dukerich, U. of Texas at  
Austin  
Jane Dutton, U. of Michigan  
Herminia Ibarra, Harvard U.  
David L. Kang, Harvard U.

9:00am-11:00am  
Marriott South  
Leucadia



**The Soul of Great Teaching --  
Espiriting Your Career**

*Sponsored by MED & ODC*

*Organizer*

Judith A. Neal, U. of New Haven

*Presenters*

Lee Robbins, Golden Gate U.  
Jerry Biberman, U. of Scranton  
Michael Whitty, U. of Detroit

10:00am-12:00n  
Marriott North  
Columbia 1

**The Craft of Reviewing**

*Sponsored by BPS & OMT*

*Organizer*

Peter J. Lane, Arizona State U.

*Presenters*

Brian K. Boyd, Arizona State U.  
Tina M. Dacin, Texas A&M U.  
Rita D. Kosnik, Trinity U.

10:00am-12:00n  
Marriott South  
Marina D

**One Year After: A New Role of  
Hong Kong in the Emerging  
China Economy**

*Sponsored by BPS, IM, & OMT*

*Organizer*

Kam-hon Lee, Chinese U. of Hong  
Kong

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10:00am-12:00n  
Marriott South  
Del Mar

### **Interpreting Qualitative Data: The 'Who' Matters**

*Sponsored by RM & OB*

*Organizer*

Karen Golden-Biddle, U. of Alberta

*Presenters*

Jean M. Bartunek, Boston College  
Dennis A. Gioia, Pennsylvania State U.  
Karen Golden-Biddle, U. of Alberta  
Martin Kilduff, Pennsylvania State U.

*Discussant*

John Van Maanen, Massachusetts  
Institute of Technology

8:00am-12:00n  
Marriott North  
Columbia 3

### **New Faculty Consortium**

*Participants must have completed dissertation by September 1996 and must have applied for this session and been accepted. Preregister for this activity with Anju Seth at 217-333-4240 by fax at 217-244-7969 or email at [asetb@commerce.cba.uiuc.edu](mailto:asetb@commerce.cba.uiuc.edu)*

*Chairs*

Anju Seth, U. of Illinois, Urbana-Champaign  
Margaret Ann Peteraf, U. of Minnesota

*Presenters*

Donde P. Ashmos, U. of Texas, San Antonio  
Marvin Lieberman, U. of California, Los Angeles  
Bente Lowendahl, Norwegian School of Management  
Louis Thomas, U. of Pennsylvania

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## **BUSINESS POLICY & STRATEGY**

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7:00am-12:00n  
Marriott North  
San Diego A

### **Doctoral Consortium**

*Preregister for this activity with Julia Porter Liebeskind at 213-740-0749, by fax at 213-740-3582 or by email at [liebsk@ref.usc.edu](mailto:liebsk@ref.usc.edu)*

*Sponsored by BPS*

*Organizers*

Jay B. Barney, Ohio State U.  
Julia Porter Liebeskind, U. of Southern California

*Faculty*

William P. Barnett, Stanford U.  
Bruce Kogut, U. of Pennsylvania  
Anita M. McGahan, Harvard U.  
Philip Bromiley, U. of Minnesota  
Gordon Walker, Southern Methodist U.  
Nicholas Samuel Argyres, U. of Southern California  
Jennifer E. Bethel, SEC & Babson College  
Timothy Folta, Purdue U.  
Mark T. Shanley, Northwestern U.  
Javier Gimeno, Texas A&M U.

8:00am-10:00am  
Marriott North  
Columbia 1

### **Translating Cases Into Academic Research**

*Organizer*

Anne Ilinitich, U. of North Carolina

*Panel*

Kenneth E. Aupperle, U. of Akron  
David Collis, Yale U.

9:00am-12:00n  
Convention Center  
14A

### **Workshop Consortium: Managing Your Dissertation**

*Preregister for this activity with Gautam Ahuja at 512-471-7526 or by fax at 512-471-3937*

*Organizer*

Gautam Ahuja, U. of Texas, Austin

10:00am-12:00n  
Marriott North  
San Diego D

### **One Year After: A New Role of Hong Kong in the Emerging China Economy**

*Sponsored by BPS, IM, & OMT*

*For details see Jointly Sponsored Activities.*

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10:00am-12:00n  
Marriott North  
Columbia 1

### **The Craft of Reviewing**

*Sponsored by BPS & OMT  
For details see Jointly Sponsored Activities.*

8:00am-12:00n  
Marriott North  
Manchester 1&2

### **1998 Entrepreneurship Division Doctoral and New Faculty Consortium**

*Preregister with William B. Gartner at  
213-740-0648 or email at  
[wgartner@marshall.usc.edu](mailto:wgartner@marshall.usc.edu)*

#### *Organizers*

William B. Gartner, U. of Southern  
California

Nancy M. Carter, U. of St. Thomas

#### *Presenter*

Rita Gunther McGrath, Columbia U.

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## CAREERS

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8:00am-12:00n  
Convention Center  
15A

### **Practitioner Series: Collaborative Research -- An Action Learning Workshop**

*Sponsored by MED, ODC, MC, HR,  
CAR, & MH*

*For details see Jointly Sponsored Activities*

8:00am- 10:00am  
Marriott South  
Warner Center

### **Venture Capital Around the World: Building an International Research Team**

#### *Organizer*

Garry D. Bruton, Texas Christian U.

#### *Presenters*

Sophie Manigart, U. of Ghent

Vance Fried, Oklahoma State U.

Wan Chun Cheong, Chinese U. of  
Hong Kong

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## CONFLICT MANAGEMENT

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9:00am-12:00n  
Convention Center  
7B

### **Conflict in Academe: Do We Practice What We preach?**

#### *Organizers*

Judi McLean Parks, Washington U.

Thomas M. Tripp, Washington State U.

#### *Panel*

Roy J. Lewicki, The Ohio State U.

Cynthia Kay Stevens, U. of Maryland

Judi McLean Parks, Washington U.

Douglas McKinley, General Counsel to  
Integrated Environmental  
Technologies

8:00am-10:00am  
Convention Center  
7A

### **Developing Doctoral Courses in Entrepreneurship**

#### *Organizers*

G. Dale Meyer, U. of Colorado,  
Boulder

Jerome A. Katz, St. Louis U.

#### *Presenters*

Sharon A. Alvarez, U. of Colorado,  
Boulder

Gregory P. Konz, John Carroll U.

Heidi M. Neck, U. of Colorado,  
Boulder

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## ENTREPRENEURSHIP

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7:30am-8:00am  
Convention Center  
7A

### **Coffee and Croissants**

*Sponsored by Entrepreneurship Theory  
& Practice Journal*

#### *Organizer*

Robert D. Hisrich, Case Western  
Reserve U.

10:00am-10:30am  
Marriott South  
Solana

### **Refreshment Break**

*Sponsored by the Entrepreneurship Division of the  
Weatherhead School of Management, Case Western  
Reserve U.*

#### *Organizer*

Robert D. Hisrich, Case Western  
Reserve U.

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10:30am-12:00n  
Marriott South  
Solana

**International Perspective on  
Entrepreneurship Funding and  
Centers**

*Organizer*  
Robert D. Hisrich, Case Western  
Reserve U.

*Presenters*  
Karen McClellan, First Women East  
Fund  
Clas Whalbin, Jankoping U.  
Per Davidsson, Jankoping  
International Business School  
Everette Freeman, Tennessee State U.

10:30am-12:00n  
Marriott South  
Warner Center

**Performance Factors of Small  
Tourism Ventures: The Interface  
of Tourism, Entrepreneurship, and  
the Environment**

*Organizer*  
Lerner Miri, Tel Aviv U.

9:00am-9:45am  
Marriott North  
Columbia 2

**1998 GDO Doctoral Consortium:  
The Borders of Both and Neither --  
The Art of a Nisei Japanese-  
American Woman**

*Coordinator*  
Ruth Yoshiko Okimoto; CSPP-  
Alameda

10:00am-12:00pm  
Marriott North  
Columbia 2

**1998 GDO Doctoral Consortium:  
Breaking Borders -- GDO at the End  
of Discipline(s)**

*Organizers*  
Marta B. Calás; U. Mass, Amherst  
Linda Smircich; U. Mass, Amherst

*Panel*  
T. B. A.

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**GENDER & DIVERSITY IN ORGANIZATIONS**

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*Attendees are encouraged to dress comfortably and  
casually. All are welcome who have an interest in  
the program. Preregistration is encouraged. To  
preregister, contact [Rjacques@commerce.otago.ac.nz](mailto:Rjacques@commerce.otago.ac.nz)*

7:00am-8:15am  
Marriott North  
Columbia 2

**1998 GDO Doctoral Consortium:  
Continental Breakfast**

*Organizer*  
Roy Jacques, U. of Otago

8:15am-9:00am  
Marriott North  
Columbia 2

**1998 GDO Doctoral Consortium:  
National Borders in the Academy --  
Views From Outside North  
America**

*Panel*  
Phyllis Tharenou, Monash U,  
Australia  
Yvonne Benschop, Nijmegen  
Business School, Netherlands  
Silvia Gherardi, Trento U, Italy

7:30am-8:00am  
Westin  
Harbor A&B

**Continental Breakfast**

*Preregister for this activity with Jacqueline S. Zinn  
at 215-204-1684 , by fax at 215-204-3851 or  
by email at [zinn@vm.temple.edu](mailto:zinn@vm.temple.edu)*

*Organizer*  
Jacqueline S. Zinn, Temple U.

8:00am-9:00am  
Westin  
Harbor A&B

**Getting Your Research Funded**

*Preregister for this activity with Jacqueline S. Zinn  
at 215-204-1684 , by fax at 215-204-3851 or  
by email at [zinn@vm.temple.edu](mailto:zinn@vm.temple.edu)*

*Organizer*  
Jacqueline S. Zinn, Temple U.

*Chair*  
Grant T. Savage, Texas Tech U.

*Presenters*  
Thomas D'Aunno, U. of Chicago  
Maria A. Friedman, Health Care  
Financing Administration  
Sharon Topping, Sheps Center, U.  
of North Carolina, Chapel Hill

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**HEALTH CARE MANAGEMENT**

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9:40am-10:40am  
Westin  
Harbor A&B

### **The Craft of Reviewing**

*Preregister for this activity with Jacqueline S. Zinn at 215-204-1684 , by fax at 215-204-3851 or by email at [zinn@vm.temple.edu](mailto:zinn@vm.temple.edu).*

#### *Organizer*

Jacqueline S. Zinn, Temple U.

#### *Chair*

Pamela L. Pommerenke, Michigan State U.

#### *Presenters*

Jon Chilingirian, Brandeis U.  
Michael D. Rosko, Widener U.

10:45am-12:00n  
Westin  
Harbor A&B

### **Publishing Without Perishing: The Editor's Perspective**

*Preregister for this activity with Jacqueline S. Zinn at 215-204-1684 , by fax at 215-204-3851 or by email at [zinn@vm.temple.edu](mailto:zinn@vm.temple.edu).*

#### *Organizer*

Jacqueline S. Zinn, Temple U.

#### *Chair*

Jon Chilingirian, Brandeis U.

#### *Presenters*

Montague Brown, Editor, Health Care Management Review  
James P. Johnson, Editor, Journal of Healthcare Management  
Rita D. Kosnik, Associate Editor, Academy of Management Journal  
Stephen M. Shortell, Editor, Health Services Research

8:30am-12:00n  
Westin  
Plaza C

### **Doctoral Consortium**

*Preregister with Cheri Ostroff at 602-965-3402, by fax at 602-965-8314 or by email at [ostroff@asu.edu](mailto:ostroff@asu.edu).*

#### *Organizer*

Lynn M. Shore, Georgia State U.

#### *Coordinators*

Cheri Ostroff, Arizona State U.  
Sandy J. Wayne, U. of Illinois, Chicago  
Herbert G. Heneman III, U. of Wisconsin

#### *Presenters*

Talya N. Bauer , Portland State U.  
K. Michele Kacmar, Florida State U.  
Chester A. Schriesheim, U. of Miami  
Daniel Turban, U. of Missouri  
Barry A. Gerhart, Vanderbilt U.  
Gerald R. Ferris, U. of Illinois  
Lawrence H. Peters, Texas Christian U.  
Douglas R. May, U. of Nebraska  
M. Susan Taylor, U. of Maryland  
James S. Phillips, U. of Houston  
Dianna L. Stone, State U. of New York Albany  
Terri A. Scandura, U. of Miami  
Lynn M. Shore, Georgia State U.  
Angelo J. Kinicki, Arizona State U.  
Timothy G. DeGroot, Catholic U.  
Judith A. Scully, U. of Florida

8:30am-12:00n  
Westin  
Presidio

### **Junior Faculty Consortium**

*Preregister for this activity with Mark A. Huselid 732-445-5445 by fax at 732-494-4619 or email at [huselid@rci.rutgers.edu](mailto:huselid@rci.rutgers.edu).*

#### *Organizer*

Lynn M. Shore, Georgia State U.

#### *Coordinator*

Mark A. Huselid, SMLR Rutgers U.  
Debra J. Cohen, George Washington U.  
Patrick M. Wright, Cornell U.

#### *Presenters*

Timothy T. Baldwin, Indiana U.  
Eileen Alanna Hogan, Kutztown U.  
Bruce M. Meglino, U. of South Carolina  
Stella Nkomo, U. of North Carolina, Charlotte  
Deborah F. Crown, U. of Alabama  
James G. Hunt, Texas Tech U.  
Angelo S. DeNisi, Texas A&M U.

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## HUMAN RESOURCES

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8:00am-12:00n  
Convention Center  
15A

### **Practitioner Series: Collaborative Research -- An Action Learning Workshop**

*Sponsored by MED, ODC, MC, HR, CAR, & MH*

*For details see Jointly Sponsored Activities*

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10:00am-12:00n  
Westin  
Coronado



**What Matters Most in Teaching HRM? Academic and Practitioner Perspectives**

*Organizer*  
Lynn M. Shore, Georgia State U.

*Coordinators*  
Alison E. Barber, Michigan State U.  
Diana L. Deadrick, Old Dominion U.  
Kevin J. Williams, State U. of New York, Albany

*Presenters*  
Robyn A. Berkley, U. of Wisconsin, Madison  
Cristina M. Giannantonio, Chapman U.  
Timothy J. Keaveny, Marquette U.  
Amy E. Hurley, Chapman U.  
David M. Kaplan, U. of Illinois

*Discussant*  
Mark Ernst

8:00am-10:30am  
Convention Center  
14B

**Junior Faculty Consortium (Continued from Saturday)**

*Organizer*  
Stephen E. Weiss, York U.

9:00am-12:00n  
Marriott South  
Pacific

**China Business Studies**

*Organizer*  
Carolyn B. Erdener, Hong Kong Baptist U.

*Presenters*  
Alan Chan, Hong Kong Baptist U.  
Randy Chiu, Hong Kong Baptist U.  
Carolyn B. Erdener, Hong Kong Baptist U.  
Vivienne W. M. Luk, Hong Kong Baptist U.

9:00am-12:00n  
Marriott South  
Santa Rosa

**Research About Emerging Market Economies**

*For persons doing research in emerging and transition economies. Those who register with Prof. Daniel S. Fogel (Fogel@Katz.Business.Pitt.edu) before the session will receive a package of readings.*

*Organizer*  
Daniel S. Fogel, Katz School of Business, U. of Pittsburgh

*Presenters*  
Daniel S. Fogel, U. of Pittsburgh  
Tarun Khanna, Harvard  
Jone L. Pearce, U. C., Irvine  
Michael W. Peng, U. of Hawaii  
Shuming Zhao, Nanjing U.

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INTERNATIONAL MANAGEMENT

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8:00am-10:30am  
Convention Center  
8

**Doctoral Consortium (Continued from Saturday)**

*Preregister for this activity with Joseph L. C. Cheng at 217-333-2963, by fax at 217-244-7969 or email at [jlcheng@uinc.edu](mailto:jlcheng@uinc.edu)*

*Organizer*  
Joseph L. C. Cheng, U. of Illinois Urbana-Champaign

10:30am-12n  
Convention Center  
8

**Barry M. Richman Best Dissertation in International Management Presentation and Award**

*Organizers*  
Nakiye A. Boyacigiller, San Jose State U.  
Joseph L. C. Cheng, U. of Illinois

*Presenters*  
Finalists for the Barry M. Richman Best Dissertation Award will present excerpts from their research.

10:00am-12:00n  
Marriott South  
Marina D

**One Year After: A New Role of Hong Kong in the Emerging China Economy**

*Sponsored by BPS, IM, & OMT*  
*For details see Jointly Sponsored Activities.*

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## MANAGERIAL CONSULTATION

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8:00am-12:00n  
Convention Center  
15A

### **Practitioner Series: Collaborative Research -- An Action Learning Workshop**

*Sponsored by MED, ODC, MC, HR, CAR, & MH*

*For details see Jointly Sponsored Activities*

9:00am-11:00pm  
Convention Center  
9

### **Consultation Clinic: Issues, Concerns, and Challenges**

*Sponsored by MC*

*Organizer*

David Jamieson, Pepperdine U.

*Coordinator*

Craig Lundberg, Cornell U.

10:00am-12:00n  
Marriott North  
San Diego C

### **Achieving Corporate Transformation: Integrating TQM, Reengineering, and Learning Organizations**

*Sponsored by MC*

*Organizer*

Ralph H. Kilmann, U. of Pittsburgh

8:00am-12:00n  
Convention Center  
15A

### **Practitioner Series: Collaborative Research -- An Action Learning Workshop**

*Sponsored by MED, ODC, MC, HR, CAR, & MH*

*For details see Jointly Sponsored Activities*

8:30am-12:00n  
Marriott South  
Point Loma

### **Workshop on Innovative Uses of New Information Technologies to Extend the Management Classroom**

*Sponsored by OCIS & MED*

*For details see Jointly Sponsored Activities.*

9:00am-11:00am  
Marriott South  
Leucadia

### **The Soul of Great Teaching -- Espiriting Your Career**

*Sponsored by MED & ODC*

*For details see Jointly Sponsored Activities.*

11:00am-12:30pm  
Marriott South  
Leucadia

### **Assessments Are Tricky: Comparing Strategies for Outcomes Assessments**

*Sponsored by MED*

*Organizer*

Razelle Frankl, Rowan College of New Jersey

*Coordinator*

Marvelle Colby, Marymount Manhattan College

*Presenters*

Jack Byrne, National U.

Patricia M. Fandt, U. of

Washington, Tacoma

Iris Tiemessen, Bentley College

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## MANAGEMENT EDUCATION & DEVELOPMENT

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8:00am-9:00am  
Marriott South  
Leucadia



### **An Entrepreneur's Experience With Student Consulting Projects: What Really Matters in Successful Student Projects?**

*Sponsored by MED*

*Organizer*

Robert J. DeFillippi, Suffolk U.

*Presenter*

Theo Brandt-Sariff, Travel Savings Network

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## MANAGEMENT HISTORY

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8:00am-12:00n  
Convention Center  
15A

### **Practitioner Series: Collaborative Research -- An Action Learning Workshop**

*Sponsored by MED, ODC, MC, HR, CAR, & MH*

*For details see Jointly Sponsored Activities*

9:00am-10:00am  
Convention Center  
17B



### **Teaching and Technology Workshop: Teaching Distance Classes via the Computer and the Web**

*Chair*  
Charles W. Blackwell, Nova  
Southeastern U.

*Presenters*  
Julia Teahen, Baker College  
Jane Whitney Gibson, Nova  
Southeastern U.  
Arlene Hiss, U. of Phoenix

10:00am-11:00am  
Convention Center  
17B

### **Professional Development Workshop: Managing the Publication Process**

*Chair*  
Massoud Farahbakhsh, Salem State  
College

*Getting Articles Published*  
Richard M. Hodgetts, Florida  
International U.  
Peter B. Petersen, John Hopkins U.  
Daniel A. Wren, U. of Oklahoma

11:00am-12:00n  
Convention Center  
17B

### **Professional Development Workshop: Participating in Conferences and Professional Development Activities**

*Sponsored by MH*

*Chair*  
Kerry David Carson, U. of  
Southwestern Louisiana

*Presenters*

*Getting Papers Accepted at the Academy and Other Professional Organizations*  
Alfred A. Bolton, Averett College

*Writing Book Reviews*  
Jane Whitney Gibson, Nova  
Southeastern U.

*Writing Case Studies*  
Donald F. Kuratko, Ball State U.

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## MANAGERIAL & ORGANIZATIONAL COGNITION

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9:00am-12:00n  
Marriott South  
Marina F

### **Cognition in the Rough**

*Preregister with Cynthia Emrich at 765-494-4511, by fax at 765-494-9658 or by email at [cindy@mgmt.purdue.edu](mailto:cindy@mgmt.purdue.edu).*

*Organizers*  
Cynthia Emrich, Purdue U.  
Joseph F. Porac, U. of Illinois

*Panel*  
Neal M. Ashkanasy, U. of  
Queensland  
Jack Feldman, Georgia Institute of  
Technology  
C. Marlene Fiol, U. of Colorado-  
Denver  
Howard Garland, U. of Delaware  
Lynn A. Isabella, U. of Virginia  
Rhonda K. Reger, U. of Maryland  
Sim B. Sitkin, Duke U.

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## ORGANIZATIONAL BEHAVIOR

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8:00am-12:00n  
Westin  
Santa Fe

### **OB/OMT Junior Faculty Consortium**

*Sponsored by OB & OMT*

*For details see Jointly Sponsored Activities.*

8:00am-12:00n  
Convention Center  
16B

### **Getting National Research Grants**

*Sponsored by RM, OMT, OB, TIM*

*For details see Jointly Sponsored Activities.*

8:00am-12:00n  
Westin  
Library

### **OB/OMT/ODC Ph.D. Consortium**

*Sponsored by OMT, OB, & ODC*

*For details see Jointly Sponsored Activities.*

8:00am-12:00n  
Marriott South  
La Jolla

### **Senior Faculty Consortium**

*Preregister with Ramon J. Aldag at 608-263-3771 by fax at 608-263-0477 or by email at [rijaldag@facstaff.wisc.edu](mailto:rijaldag@facstaff.wisc.edu)*

*Coordinator*

Ramon J. Aldag, U. of Wisconsin,  
Madison

10:00am-12:00n  
Westin  
Plaza B

### **Incorporating New Research Into the Teaching of Organizational Behavior: A Roundtable Session**

*Organizer*

Jennifer M. George, Texas A&M U.

Ricky W. Griffin, Texas A&M U.

*Presenters*

Arthur P. Brief, Tulane U.

Jeffrey R. Edwards, U. of North  
Carolina

Jennifer M. George, Texas A&M U.

Ricky W. Griffin, Texas A&M U.

Anne M. O'Leary-Kelly, U. of Arkansas

Sandra L. Robinson, U. of British  
Columbia

Denise M. Rousseau, Carnegie-  
Mellon U.

Barry M. Staw, U. of California,  
Berkeley

10:00am-12:00n  
Marriott South  
Del Mar

### **Interpreting Qualitative Data: The 'Who' Matters**

*Sponsored by RM & OB*

*For details see Jointly Sponsored Activities.*

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## ORGANIZATIONAL COMMUNICATION & INFORMATION SYSTEMS

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8:30am-12:00n  
Marriott South  
Point Loma

### **Workshop on Innovative Uses of New Information Technologies to Extend the Management Classroom**

*Sponsored by OCIS & MED*

*For details see Jointly Sponsored Activities.*

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## ORGANIZATION DEVELOPMENT & CHANGE

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8:00am-12:00n  
Westin  
California A

### **What Matters Most in Action Research/Empowering Work: International Perspective**

*Preregister for this activity with Rupert F. Chisholm at 717 948 6052 or by fax at 717-948-6320.*

*Organizer*

Rupert F. Chisholm, Pennsylvania  
State U., Harrisburg

*Coordinator*

Max Elden, U. of Houston, Clear  
Lake

Thoralf Ovale, Work Research Institute,  
Oslo

8:00am-12:00n  
Westin  
Imperial

### **Common Body of Knowledge for Master Level Programs in ODC**

*Organizer*

Glenn Varney, Bowling Green State U.



8:00am-12:00n  
Westin  
Library

**OB/OMT/ODC Ph.D.  
Consortium**

*Sponsored by OMT, OB, ODC*

*For details see Jointly Sponsored Activities.*

8:00am-12:00n  
Convention Center  
15A

**Practitioner Series: Collaborative  
Research -- An Action Learning  
Workshop**

*Sponsored by MED, ODC, MC, HR,  
CAR, & MH*

*For details see Jointly Sponsored Activities*

9:00am-11:00am  
Marriott South  
Leucadia

**The Soul of Great Teaching --  
Espiring Your Career**

*Sponsored by MED & ODC*

*For details see Jointly Sponsored Activities.*

8:00am-12:00n  
Westin  
Santa Fe

**OB/OMT Junior Faculty  
Consortium**

*Sponsored by OB & OMT*

*For details see Jointly Sponsored Activities.*

8:00am-12:00n  
Westin  
California C

**Teaching Roundtable:  
Electronic Technologies in  
Teaching Organizational Theory**

*Organizer*

Paul A. Fouts, Golden Gate U.

*Panel*

Richard Freedman, New York U.  
Ari Ginsberg, New York U.  
Richard L. Daft, Vanderbilt U.  
Walter Stevenson, Golden Gate U.  
Jack Brittain, U. Texas, Dallas  
Natalie Anderson, Prentice-Hall  
Howard Husock, Harvard U.



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**OPERATIONS MANAGEMENT**

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9:00am-12:00n  
Westin  
California B

**Teaching Supply Chain  
Management**

*Organizer*

Robert B. Handfield, Michigan State U.

*Panel*

Stanley E. Fawcett, Brigham Young U.  
Jan L. Hartley, Bowling Green State U.



10:00am-12:00n  
Westin  
Sierra

**Continuing Education Seminar:  
Trends in Corporate Governance  
Research**

*Organizers*

James P. Walsh, U. of Michigan  
Edward J. Zajac, Northwestern U.

10:00am-12:00n  
Marriott South  
Marina D

**One Year After: A New Role of  
Hong Kong in the Emerging  
China Economy**

*Sponsored by BPS, IM, & OMT*

*For details see Jointly Sponsored Activities.*

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**ORGANIZATION & MANAGEMENT THEORY**

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8:00am-10:00am  
Westin  
Sierra

**Continuing Education Seminar:  
Trends in Research on  
Institutional Change**

*Organizers*

Marc Ventresca, Northwestern U.  
Matthew S. Kraatz, U. of Illinois

8:00am-12:00n  
Westin  
Library

**OB/OMT/ODC Ph.D.  
Consortium**

*Sponsored by OMT, OB, & ODC*

*For details see Jointly Sponsored Activities.*

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8:00am-12:00n  
Convention Center  
16B

### Getting National Research Grants

*Sponsored by RM, OMT, OB, & TIM*

*For details see Jointly Sponsored Activities.*

10:00am-12:00n  
Marriott North  
Columbia 1

### The Craft of Reviewing

*Sponsored by BPS & OMT*

*For details see Jointly Sponsored Activities.*

9:00am-10:30am  
Convention Center  
10



### Teaching Management Across Different Schools/Settings

*Organizer*

Rikki Abzug, New York U.

*Panel*

Melissa M. Stone, U. of  
Minnesota

Mary Tschirhart, Indiana U.

Sue R. Faerman, State U. of New  
York/Albany

Roland Kushner, Lafayette College

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## ORGANIZATIONS & THE NATURAL ENVIRONMENT

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8:30am-12:00n  
Marriott South  
Torrance

### Envisioning and Managing Successful Careers in the Realm of ONE

*The purpose of this session is to provide information and advice to Ph.D Students and others in early stages of their careers who want to help develop the field of ONE through research and teaching contributions. Preregister for this session with Thomas Gladwin at [tgldwin@stern.nyu.edu](mailto:tgldwin@stern.nyu.edu) or at 212-998-0426.*

*Organizer*

Thomas Gladwin, New York U.

10:30am-12:00n  
Convention Center  
10

### What Matters Most: Organization Theory From Nonprofit and Public Organizations

*Organizer*

Rikki Abzug, New York U.

*Panel*

Walter W. Powell, U. of Arizona

W. Richard Scott, Stanford U.

Joseph J. Galaskiewicz, U. of  
Minnesota

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## PUBLIC & NONPROFIT SECTOR

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8:00am-12:00n  
Marriott South  
Green Room



### Teaching-Research-Service Balance Issues

*Organizer*

Maria L. Nathan, U. of Texas, San  
Antonio

*Panel*

Sue R. Faerman, State U. of New  
York, Albany

James L. Perry, Indiana U.

Mary Tschirhart, Indiana U.,  
Bloomington

8:00am-10:00am  
Convention Center  
16A

### Ask the Experts: Qualitative Issues

*Organizer*

Karen Golden-Biddle, U. of Alberta

*Presenters*

David M. Boje, New Mexico State U.

Daniel J. Brass, Pennsylvania State U.

Mark Easterbery-Smith, U. of  
Lancaster

Robert P. Gephart, U. of Alberta

Boris Kabanoff, Queensland U. of  
Technology

Gideon Kunda, Tel Aviv U. /  
Stanford U.

Charlotte Linde, Institute for Research  
and Learning / Stanford U.

Karen D. Locke, College of William  
and Mary

Ellen O'Connor, U. California,  
Berkeley / FX Palo Alto

Grace Ann Rosile, New Mexico State U.

Dvora Yanow, California State U.

Mary Yoko Brannen, U. of Michigan

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8:30am-10:00am  
Marriott South  
Los Angeles

### Handling Missing Data

*Organizers*

Fred S. Switzer III, Clemson U.  
Philip L. Roth, Clemson U.

8:00am-12:00n  
Convention Center  
16B

### Getting National Research Grants

*Sponsored by RM, OMT, OB, & TIM*

*For details see Jointly Sponsored Activities.*

10:00am-12:00n  
Convention Center  
16A

### Ask the Experts: Quantitative Issues

*Organizers*

Donald D. Bergh, Pennsylvania State U.  
David A. Hofmann, Texas A&M U.

*Presenters*

Nathan Bennett, Louisiana State U.  
Mark B. Gavin, Oklahoma State U.  
Mark Griffin, U. of Queensland  
Thomas W. Lee, U. of Washington  
Roni Reiter-Palmon, U. Nebraska, Omaha  
Robert J. Vandenberg, U. of Georgia  
Larry J. Williams, U. of Richmond

10:00am-12:00n  
Marriott South  
Del Mar

### Interpreting Qualitative Data: The 'Who' Matters

*Sponsored by RM & OB*

*For details see Jointly Sponsored Activities.*

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## SOCIAL ISSUES IN MANAGEMENT

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9:30am-12:00n  
Marriott South  
Board Room

### Theory Development Workshop: Building Theory That Matters -- Reaching A Wider Audience

*Sponsored by SIM & Co-sponsored by The Society for Business Ethics*

*Coordinators*

Deborah Vidaver-Cohen, Florida International U.  
Linda Klebe Trevino, Pennsylvania State U.

*Presenters*

Eric Abrahamson, Columbia U.  
John Dienhart, St. Cloud State U.  
Thomas Donaldson, U. of Pennsylvania

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## TECHNOLOGY & INNOVATION MANAGEMENT

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8:00am-12:00n  
Convention Center  
16B

### Getting National Research Grants

*Sponsored by RM, OMT, OB, & TIM*  
*For details see Jointly Sponsored Activities.*

9:00am-12:00n  
Marriott North  
Torrey 3

### TIM Research: What Matters Most?

*Organizer*

Johannes M. Pennings, U. of Pennsylvania

*Panel*

Deborah Dougherty, Rutgers U.  
George F. Farris, Rutgers U.  
Jeffrey Liker, U. of Michigan



# Monday, August 10

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## ALL-CONVENTION ACTIVITIES

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9:00 am - 5:00 pm  
Marriott North  
Marriott Hall

### Registration

*Executive Director*  
Nancy Urbanowicz, Academy of  
Management

9:00 am - 5:00 pm  
Marriott North  
Marriott Hall

### 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, Georgia State U.

9:00 am - 5:00 pm  
Marriott North  
Marriott Hall Foyer

### Placement

*Director of Placement*  
Charlotte Sutton, Auburn U.

9:00 am - 5:00 pm  
Marriott North  
Marriott Hall

### Exhibits

*Director of Publisher Relations &  
Exhibits Coordinator*  
Philip B. Stone, GT Enterprises

**Refreshment break at 10:00 am**  
**sponsored by Prentice Hall**  
**Refreshment break at 2:00 pm**  
**sponsored by Cason-Hall Publishers**

10:00 am - 4:00 pm  
Marriott North  
Marriott Hall

### International Programs Committee Information Booth

*Drop by the booth to share your information on  
international activities and find out what's happening  
around the academic world.*

*Coordinators*  
Carolyn R. Dexter, Pennsylvania  
State U., Harrisburg  
Anne Davis, U. of St. Thomas  
Eleanor O'Higgins, U. College, Dublin

10:00 am - 4:00 pm  
Marriott South  
Boardroom

### Global Networking Hospitality Suite: Connecting Across Borders

*Join us for international networking. The suite is  
intended to give non-N. American participants a place  
to meet colleagues. Everyone is encouraged to drop by  
for refreshments and to discuss international teaching,  
research, funding, and other issues of interest in the  
international arena. This is a perfect place to meet  
colleagues, Board members, International Program  
Committee members, and established international  
academics.*

*Hosts*  
Daria Kirby, U. of Pittsburgh  
Betty Jane Punnett, U. of the West  
Indies / U. of Windsor  
Diana Wong, Marquette U.

6:30 pm - 8:30 pm  
Marriott North  
Bayside Pavilion

### Monday Evening Reception In Honour of New and Non-U.S. Members

All Members Invited

*Hosts*  
David A. Whetten, Brigham Young U.  
Kathleen Watson, California State U.,  
San Marcos

7:00 pm - 9:00 pm  
Marriott South  
Point Loma

### 4th Annual No-Host Dinner

Pre-registration is required. Contact Teresa  
Joyce Covin (770) 423-6406,  
(770) 443-6606 fax, or  
[tcovin@ksccmail.kennesaw.edu](mailto:tcovin@ksccmail.kennesaw.edu)

*Coordinators*  
Teresa Joyce Covin, Kennesaw State U.  
Jeffrey Kerr, U. of Miami

*Keynote Speaker*  
Warren Bennis, U. of Southern  
California

ALL-ACADEMY SYMPOSIA: "WHAT MATTERS MOST"

9:00 am – 10:20 am

Marriott South  
Marina G

**Doing What Really Matters:  
Organizational Researchers as Public  
Scholars**

*The 1990's have brought a re-emergence of the 'public scholar' – the academic who attempts to redress, rather than just describe, critical problems in society. In this symposium we will discuss why organizational researchers are generally reticent in the arena of public affairs, and suggest ways they can make more visible contributions to public scholarship.*

*Chair*

Carrie R. Leana, U. of Pittsburgh

*Panel*

Peter Cappelli, U. of Pennsylvania  
Thomas A. Kochan, Massachusetts  
Institute of Technology  
Carrie R. Leana, U. of Pittsburgh  
William Ouchi, U. of California, Los  
Angeles  
Jeffrey Pfeffer, Stanford U.

9:00 am - 10:20 am

Marriott North  
San Diego A

**Something That Surely Matters--The  
Question Is: How Much?**

*This symposium explores the intersection between corporate-sponsored community initiatives and socially responsive business education. If it is true, as some have claimed, that the current wave of corporate community involvement represents an important new dimension in corporate philanthropy, then the implications for business education and scholarship are substantial.*

*Co-Chairs*

Sandra Waddock, Boston College  
Edward Zlotkowski, American  
Association for Higher Education

*Discussants*

Raymond E. Miles, U. of California,  
Berkeley  
James P. Walsh, U. of Michigan

*Something Surely Matters, but How Much?:*

*An Overview*

Edward Zlotkowski, American  
Association for Higher Education

10:40 am - 12:00 pm

Marriott North  
San Diego B

*The America's Promise Challenge:  
Engaging the Private Sector to Serve  
Children and Youth*

Rae K. Grad, America's Promise

*A Corporate Perspective on America's Promise*

Mary Jean Duran, Tricon Global  
Restaurants / Taco Bell Foundation

*Management Education and Volunteerism*

Sandra Waddock, Boston College

**What Matters Most: Enhancing the  
Quality of Our Human Ties Through  
Service-Learning**

*Service-learning as an academic pedagogy raises a wide range of important questions, ranging from the role of the university in society, to faculty workload issues. Panel examine key aspects of service-learning, raising issues of pedagogy, acceptance by our professional community, and moral responsibility in a free society.*

*Chair*

Laurie N. DiPadova, U. of Utah

*Discussants*

Sue R. Faerman, State U. of New  
York, Albany  
Paul C. Godfrey, Brigham Young U.

*Service and Renewal of American Higher  
Education: Two Things That Urgently Matter*

Edward Zlotkowski, American  
Association for Higher Education

*A Challenge to Service-Learning Educators:  
Where Is the Beef?*

Susan Chesteen, U. of Utah  
John A. Miller, Bucknell U.

*Professional Unpaid Service to the Community:  
Why Do We Do It, How Does It Contribute to  
Our Profession, and Why Should We  
Encourage Our Students to Do It?*

Dennis R. Briscoe, U. of San Diego

*Toward the Moral Dimensions of  
Service-Learning in a Democratic Society*

David W. Hart, Brigham Young U.  
Larry T. Pate, U. of Wisconsin  
Laurie N. DiPadova, U. of Utah

12:20 pm - 2:10 pm  
Marriott North  
San Diego B

**What Matters Most in Leadership:  
A 60 Nation Study**

*Findings of the Global Leadership and Organizational Behavior Effectiveness Research program (GLOBE) will be presented. GLOBE is a study of leadership and organizational practices in 60 countries involving 170 investigators. Two panels of GLOBE investigators will discuss implications for what matters most globally and in their specific cultures.*

*Chair*

Robert J. House, U. of Pennsylvania

*Highlights of the GLOBE World-Wide Study*

Robert J. House, U. of Pennsylvania  
Paul J. Hanges, U. of Maryland  
Mansour Javidan, U. of Calgary

*Implications of GLOBE World-Wide Empirical Findings for Organizational Behavior and Management*

Marius Van Wyk, U. of South Africa  
Simon Booth, U. of Reading  
Felix Brodbeck, U. of Munchen  
Jeff C. Kennedy, Lincoln U.  
Nikolai Rogovsky, International Labor Organization, Switzerland

*Implications of GLOBE Country-Specific Empirical Findings for Organizational Behavior and Management*

Michael Grechev, Institute for Economic Policy Forecasting, Russia  
Neal M. Ashkanasy, U. of Queensland  
Lisa Booysen, U. of South Africa  
Ping Ping Fu, State U. of New York, Albany  
Martin Lindell, Swedish School of Economics, Finland

2:30 pm - 3:50 pm  
Marriott North  
San Diego B

**Privatization and Entrepreneurial Transformation**

*Over the last decade, 3,200 privatization transactions have been initiated in developing economies, to revitalize established companies and to promote their entrepreneurial activities. Privatization also encourages the creation of new companies. Panel members will interact with the audience to explore contemporary ideas and approaches used to stimulate entrepreneurial activities in emerging economies.*

*Co-Chairs*

Duane Ireland, Baylor U.  
Michael A. Hitt, Texas A&M U.  
Isabel Gutierrez, U. Carlos III  
Shaker A. Zahra, Georgia State U.

*Panel*

Mary Ann Von Glinow, Florida International U.  
Vicente Salas Fumas, U. de Zaragoza  
Julio O. De Castro, U. of Colorado, Boulder  
John Child, Cambridge U.  
Ming-Jer Chen, U. of Pennsylvania

4:10 pm - 5:30 pm  
Marriott North  
San Diego B

**What Matters Most: Alternative Work Arrangements and Changing Definitions of Professional and Managerial Work**

*Alternative work arrangements, such as working part-time and job sharing, are changing the way work is accomplished. This symposium addresses 'What Matters Most' to organizations trying to develop a competitive workforce, employees struggling to balance work-life issues, and academics seeking to understand the changing nature of work and careers.*

*Co-Chairs*

Michelle Buck, McGill U.  
Margaret L. Williams, Virginia Commonwealth U.

*Discussant*

Denise M. Rousseau, Carnegie Mellon U.

*Presenters*

Stephen Andrew, KPMG Canada  
Mary Dean Lee, McGill U.  
Leslie Borrelli, McGill U.  
Sharon Leiba-O'Sullivan, Concordia U.  
Stew Friedman, U. of Pennsylvania  
Shelley M. MacDermid, Purdue U.

**SHOWCASE SYMPOSIA**

9:00 am - 10:20 am  
Marriott South  
Marina F



**Why Critical Thinking Really Matters: Debates and Perspectives on Critical Management Education**

*What matters most in our profession challenges us to think critically about the role, focus, and relationship of management education to 'management' and the process of 'managing'. What is critical thinking and what being 'critical' means in critical theory today are debated and explored from various perspectives.*

*Showcase symposium sponsored by MED, MOC & OMT*

*Chair*

Elena P. Antonacopoulou, U. of Warwick

*What Is It to Be Critical? Teaching a Critical Approach to Management*

Elena P. Antonacopoulou, U. of Warwick

John Mingers, U. of Warwick

*Thinking Backward: Metaphysical Inquiry and the Education of Managers*

Robert Chia, U. of Essex

*Making Management Learning Critical: Possibilities and Prospects*

Hugh Willmott, U. of Manchester

*What's Critical About Critical Thinking*

Stewart Clegg, U. of Technology, Sydney

9:00 am - 10:20 am  
Convention Center  
16B

**Organizing in Turbulent Environments: Multiple Perspectives, Multiple Methods**

*Organizations are increasingly facing turbulent environments in which technologies, markets, rivalries, and practices are changing with an unrelenting pace. In this symposium we showcase multiple perspectives and multiple methods of research-in-progress that reviews how managers organize in turbulent environments, and make recommendations on how these organizing paradigms should change.*

*Showcase symposium sponsored by BPS & OMT*

*Co-Chairs*

Giuseppe Audia, London Business School

Narasimhan Anand, London Business School

*Discussants*

Hayagreeva Rao, Emory U.

Richard L. Daft, Vanderbilt U.

*Interpretive Stance in Inchoate Industries: The Case of Web Publishing*

Narasimhan Anand, London Business School

*The Impact of Interdependence and Adaptability on Organizational Growth Rates Among Computer Workstation Manufacturers, 1980-1996*

Olav Sorenson, U. of Chicago

*Individual Routines and the Effectiveness of Strategic Decision Makers in Changing Environments*

Giuseppe Audia, London Business School

Edwin A. Locke, U. of Maryland

*Downsizing in Environmental Turbulence: Whose Construct Is It?*

Mary R. Watson, Vanderbilt U.

10:40 am - 12:00 pm  
Convention Center  
16B

**Lead, Follow, or Get Out of the Way:  
Negotiating a Balance Between  
Strategic Distinctiveness and  
Institutional Legitimacy**

*This symposium examines an apparent paradox in existing theories of what matters most in determining organizational success. In particular, the papers included in this panel look at how managers 'negotiate a balance' between the contradictory forces of competitive advantage through distinctiveness, and institutional legitimacy through isomorphism.*

*Showcase symposium sponsored by BPS & OMT*

*Chair*

Pamela S. Barr, Georgia State U.

*Discussant*

Pamela S. Barr, Georgia State U.

*Isomorphism and Competitive Differentiation in the Organization Name Game*

Mary Ann Glynn, Emory U.

Rikki Abzug, New York U.

*Institutional Approaches to Organization Identity: The Supply Side of 'Distinctions'*

Marc Ventresca, Northwestern U.

Peter Levin, Northwestern U.

*Profiting From Norms: The Diffusion of Sustainable Development Structures*

Pratima Bansal, Georgia State U.

Jodi K. Evans, Deloitte & Touche Consulting Group

*Legitimate Distinction: Reconciling the Institutional Theory Perspective With Entrepreneurial Action*

William C. Bogner, Georgia State U.

10:40 am - 12:00 pm  
Marriott South  
Marina F

**Environmental Management  
Strategy and Competitive Advantage**

*This symposia explores the relationship between profitability and corporate strategies for managing impact on the natural environment. In doing so, it explores how causal ambiguity, uncertainty, and information asymmetries interact to influence strategic behavior and corporate performance. It also extends empirical approaches for linking economic and non-economic performance.*

*Showcase symposium sponsored by BPS & ONE*

*Co-Chairs*

Andrew King, New York U.

Michael James Lenox, Massachusetts Institute of Technology

*Discussant*

Richard Bettis, U. of North Carolina, Chapel Hill

*Does it Pay to Be Green? The Relationship Between Environmental and Financial Performance*

Mark Cohen, Vanderbilt U.

*Corporate Environmental Strategy and Firm Performance: A Comparison of Two Industries*

Stuart Hart, U. of North Carolina, Chapel Hill

*The Benefits of Membership: Performance Implications of the Responsible Care Program*

Andrew King, New York U.

Michael James Lenox, Massachusetts Institute of Technology

*Corporate Environmental Performance and Shareholder Value*

Mark White, U. of Virginia

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12:20 pm - 2:10 pm  
Westin  
California B

**Getting to ‘What Matters Most’:  
Overcoming the Roadblocks to  
Studying Sensitive Topics**

*Researchers interested in sensitive topics face many roadblocks. This innovative session offers attendees the opportunity to submit questions about obstacles they themselves have encountered. Panel members will share their own successful solutions, their insights from failures, and their continuing struggles. The resulting discussion should offer something for all in attendance.*

*Showcase symposium sponsored by CM, OB & RM*

*Co-Chairs*

Rebecca J. Bennett, U. of Toledo  
Sandra L. Robinson, U. of British Columbia

*Panel*

Dan R. Dalton, Indiana U., Bloomington  
Jerald Greenberg, Ohio State U.  
Ricky W. Griffin, Texas A&M U.  
Mary Beth Marrs, Idaho State U.  
Linda Klebe Trevino, Pennsylvania State U.

2:30 pm - 3:50 pm  
Westin  
California B

**Bridging the Academic-to-Practice  
Gap: Careers and Processes Insuring  
That Research Makes a Practical  
Difference**

*This interactive symposium addresses the reasons academic theory and research are disconnected from management practice. The gap is viewed from the perspectives of how consulting experience informs research, and the ways participants’ consulting career paths have developed to influence their scholarly activities. Suggestions are offered for narrowing the research-practice gap.*

*Showcase symposium sponsored by CAR, MC & OB*

*Chair*

Laurie Larwood, U. of Nevada, Reno

*From Theory Into Practice: Variables Which Increase the Probability of Research Findings Impacting Professional Practice*

Andre’ L. Delbecq, Santa Clara U.

*One Man’s Pursuit of the Happy-Productive Worker: A Further Look at Turning Theory Into Practice*

Thomas A. Wright, U. of Nevada, Reno

2:30 pm - 3:50 pm  
Marriott South  
Marina F

*Practice-to-Theory-to-Practice: Developing a Dual Academic and Consulting Career*  
Joseph W. Weiss, Bentley College

*An Empirical Examination of Knowledge Transfer From Research to Practice in the Field of Franchising*

Cecilia M. Falbe, State U. of New York, Albany  
Dianne H. B. Welsh, Eastern Washington U.

**The Clash Between Workplace  
Harassment Law and Constitutional  
Rights to Free Speech: What Matters  
Most?**

*Legal scholar Eugene Volokh is the leading proponent of a constitutional challenge to hostile work environment laws which restrict workplace hate speech on the grounds that such restrictions violate First Amendment protections. He will be debated by representatives from the EEOC, the plaintiff’s bar, and sexual and racial harassment and organizational justice scholars.*

*Showcase symposium sponsored by CM, GDO & SIM*

*Chair*

Cliff Cheng, U. of Southern California

*Discussants*

Pamela Thomason, EEOC  
Carla Barboza, Los Angeles, CA  
Bruce Barry, Vanderbilt U.  
Ellen Fagenson Eland, George Mason U.  
Audrey J. Murrell, U. of Pittsburgh

*Freedom of Speech and Workplace Harassment Laws: What Speech Is Prohibited? Is It Constitutional? Are They a Good Idea?*

Eugene Volokh, U. of California, Los Angeles

*The Human Resources Innovation Adoption Implications of the Free Versus Harassing Workplace Speech Controversy*

Cliff Cheng, U. of Southern California

4:10 pm - 5:30 pm  
Convention Center  
16B

**What Matters Most in Technology and Innovation Research: Disciplinary Perspectives From Strategy, Organization Theory, and Management of Technology**

*This symposium represents integrative perspectives relating to technology and innovation research from the above three disciplines. Presented by leading scholars, the topics pertain to conceptual transitions, status of technology and innovation research, key research issues, knowledge management, and transformation of technology and innovation management to a research 'generating' field.*

*Showcase symposium sponsored by BPS, OMT & TIM*

**Winner of OMT Division Best Symposium Proposal Award**

*Chair*

Michael K. Badawy, Virginia Polytechnic Institute and State U.

*Conceptual Transitions in the Field of Technology and Innovation Management*

Andrew H. Van de Ven, U. of Minnesota

*Technology and Innovation Management Research: Implications for 'Technocologists'*

Michael K. Badawy, Virginia Polytechnic Institute and State U.

*Key Research Issues in Technology and Innovation Management*

Philip Anderson, Dartmouth College

*Knowledge Management: Relevance to TIM?*  
Dorothy Leonard-Barton, Harvard U.

*Technology and Innovation Research: Perspectives From Strategy and Organization Theory*

Michael L. Tushman, Harvard U.

4:10 pm - 5:30 pm  
Marriott North  
San Diego A



**What Matters Most to University OB Education: Views From the Inside and the Outside**

*This symposium provides a forum for discussion about what our goals are in teaching organizational behavior, with particular emphasis on what will continue to be unique or advantageous about university organizational behavior teaching. Perspectives from the business community and from the academic community on these issues will be presented.*

*Showcase symposium sponsored by MED & OB*

*Co-Chairs*

Linda P. Livingstone, Baylor U.

Diana Bilimoria, Case Western

Reserve U.

Kenneth R. Thompson, DePaul U.

*Discussant*

Richard T. Mowday, U. of Oregon

*Panel*

Kim S. Cameron, Brigham Young U.

Tom Kess, Union Pacific

Debra L. Nelson, Oklahoma State U.

Francesca Spinelli, Wal-Mart Stores, Inc.

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Y**

4:10 pm - 5:30 pm  
Marriott South  
Marina F

**Understanding the ‘Black Box’  
Better: Identifying the  
Organizational and Professional  
Dynamics in Managed Care**

*Managed care involves a variety of organizational and professional dynamics not sufficiently attended to by researchers. This symposium addresses the need for clearer identification of these dynamics. Two alternatives discussed are learning to ask the right questions when researching health care issues, and applying ideas from organizational studies more fully.*

*Showcase symposium sponsored by HCM, OMT & PNS*

*Chair*

Timothy J. Hoff, State U. of New York,  
Albany

*Discussant*

Lawton R. Burns, U. of Pennsylvania

*Competition and Productivity Among Health  
Maintenance Organizations, 1985-1995*

Douglas R. Wholey, Carnegie Mellon U.  
John Engberg, Carnegie Mellon U.  
Cindy Bryce, U. S. Veterans  
Administration Medical Center

*The Rhetoric and Reality of Managed Care for  
Drug Abuse Treatment Units*

Thomas D’Aunno, U. of Chicago

*To Practice or Not to Practice? A Comparison  
of Two Physician Executive Groups*

Timothy J. Hoff, State U. of New York,  
Albany

*The Changing Nature of Professional Work  
and Professional Organizations: Diversification  
of Interests and Career Paths in Medicine*

Mary L. Fennell, Brown U.  
Kevin T. Leicht, U. of Iowa

**JOINT SYMPOSIA**

8:30 am - 10:20 am  
Marriott South  
Marina D

**Private Processes and Public Faces of  
Environmental Collaborations:  
Voices From Theory and Practice**

*Joint symposium sponsored by CM, ONE &  
SIM*

*Chair*

Sharon M. Livesey, Fordham U.

*Discussants*

Chris Huxham, U. of Strathclyde  
David L. Levy, U. of Massachusetts,  
Boston

*Practice Challenges Theory: Learning From a  
Large-Scale, State-Sponsored Partnership on  
Sustainable Development*

Annette Berger, U. of Northern Iowa

*Citizen Advisory Panels: Co-Optation or  
Collaboration?*

Ann E. Feyerherm, Pepperdine U.  
John F. Milliman, U. of Colorado,  
Colorado Springs

*The Public Face of Green Alliances: Pressures  
and Problems of Public Discourse*

Sharon M. Livesey, Fordham U.

*Business-Environmental Partnerships:  
Environmentalists Make the Case for Making  
‘Green’ Practice Add to the Business Bottom  
Line*

Ralph Earle, EDF, Alliance for  
Environmental Innovation

*Building Win-Win Solutions for Business and  
the Environment: A Corporate Perspective*

Richard Morrison, Bank of America

9:00 am - 10:20 am  
Convention Center  
15A

**Corporate Effects on Performance:  
Do They Matter and How Much?**

*Joint symposium sponsored by BPS, OMT &  
RM*

*Chair*

Margaret Ann Peteraf, U. of Minnesota

*Discussant*

Margaret Ann Peteraf, U. of Minnesota



*Comparing Alternative Approaches to Estimating Effect Sizes*  
 Thomas H. Brush, Purdue U.  
 Constance R. James, U. of California, Los Angeles  
 Philip Bromiley, U. of Minnesota

*Does Corporate Strategy Matter?*  
 Edward H. Bowman, U. of Pennsylvania  
 Constance E. Helfat, U. of Pennsylvania

*Competitor Effects on Corporate Performance*  
 Anita M. McGahan, Harvard U.

9:00 am - 10:20 am  
 Convention Center  
 16A

**What Matters Most in Corporate Governance: From Theory to Boardroom Practice**

*Joint symposium sponsored by BPS & OMT*

*Chair*  
 Edward E. Lawler III, U. of Southern California

*Discussant*  
 Marta A. Geletkanycz, Boston College

*Boards of Directors: What Do We Know and Where Do We Go?*

Sally Baack, U. of Southern California  
 Nandini Rajagopalan, U. of Southern California

*Boards of Directors, CEOs, and Corporate Governance*  
 Sydney Finkelstein, Dartmouth College

*Inside the Black Box: The Factors That Contribute to Effective Corporate Boards*  
 David Finegold, U. of Southern California

Jay A. Conger, U. of Southern California

*Appraising Performance in the Boardroom: The Case of Motorola*  
 Patrick Canavan, Motorola

9:00 am - 10:20 am  
 Marriott South  
 Marina E

**Promoting Entrepreneurship in Economically Depressed Regions: Have We Made a Difference?**

*Joint symposium sponsored by ENT, MC & PNS*

*Co-Chairs*  
 Benson Lewis Honig, St. Andrews U.  
 Norris F. Krueger, Jr., Entrepreneurial Strategies

*The Role of Non-Profits and Governments In Entrepreneurship In Rural Saskatchewan*  
 Mark A. Lee, Briercrest Graduate School, Saskatchewan

*Institutional Development and Capacity Building for Enterprise Development in Russia: The 'Morozov' Project in Samara, Russia*  
 Raymond A. Saner, Centre for Socio-Eco-Nomic Development

*Business Training for the Unemployed: Assessing a U.S. Department of Labor Entrepreneurship Program*  
 Vicky Roche Singer, Berkshire Enterprises  
 David Roche, Berkshire Enterprises

*Entrepreneurship and Community Development: Comparative Lessons From Jamaica and Israel*  
 Benson Lewis Honig, St. Andrews U.

9:00 am - 10:20 am  
 Marriott North  
 San Diego C



**Innovative Alliances in Management Education and Training**

*Joint symposium sponsored by CAR & MED*

*Chair*  
 Daniel F. Twomey, Fairleigh Dickinson U.

*Discussant*  
 David Ulrich, U. of Michigan

*Sharing and Learning: What Matters Most*  
 Rick Corry, LEARNSHARE

*PBS: The Business Channel Means Business*  
 Jinny Goldstein, Business Channel

*Leveraging the Power of Learning*  
 Edwin Boswell, Forum Corporation

9:00 am - 10:20 am  
Westin  
California B

**Supervision Versus Empowerment?  
New Perspectives on an Old Debate**

*Joint symposium sponsored by HR & OB*

*Chair*

John Paul MacDuffie, U. of Pennsylvania

*Discussant*

John Paul MacDuffie, U. of Pennsylvania

*Faith in Supervision and the Self-Enhancement  
Bias: Two Psychological Reasons Why  
Managers Don't Empower Workers*

Benjamin Hanna, Stanford U.

Robert Cialdini, Arizona State U.

Kathleen Knopoff, Stanford U.

*Building the Iron Cage: The Determinants of  
Managerial Intensity in the Early Years of  
Organizations*

James N. Baron, Stanford U.

Michael T. Hannan, Stanford U.

M. Diane Burton, Harvard U.

*A Model of Team Coaching*

J. Richard Hackman, Harvard U.

Ruth Wageman, Columbia U.

*Paradox of Coordination and Control: The  
Supervision of Interdependent Work Processes*

Jody Hoffer Gittel, Harvard U.

9:00 am - 10:20 am  
Westin  
California C

**Developing a Cross-National and  
Cross-Occupational Perspective on  
Contingent Work**

*Joint symposium sponsored by HR & OB*

*Co-Chairs*

Alison Davis-Blake, U. of Texas, Austin

Moshe Krausz, Bar-Ilan U., Ramat-Gan

*Discussant*

Denise M. Rousseau, Carnegie Mellon U.

*The Divergence of Macro-Structure and  
Micro-Dynamics: The Effects of Contingent  
Work and Outsourcing on Workplace Dynamics*

Joseph P. Broschak, U. of Texas, Austin

Alison Davis-Blake, U. of Texas, Austin

*Differences in the Perception of the Employment  
Relationship Between Contingent and  
Noncontingent Employees*

Charissa Freese, Katholieke U., Brabant

Rene Schalk, Tilburg U. / Katholieke U.,

Brabant

10:40 am - 12:00 pm  
Convention Center  
15B

*The Commitment to Agency and Client: A  
Study of Temporary-Help Workers in Japan*  
Daniel G. Gallagher, James Madison U.  
Shiho Futagami, Yokohama National U.

*Predictors of Turnover Among Temporary Help  
Employees: A Comparison of Two Different  
Occupational Groups*

Kerstin Iaksson, National Institute for  
Working Life, Stockholm

*The Role of Attachment Type in Preference for  
and Adjustment to Different Employment  
Arrangements*

Moshe Krausz, Bar-Ilan U., Ramat-Gan  
Aharon Bizman, Bar-Ilan U.,

Ramat-Gan

Doron Braslavsky, Bar-Ilan U.,

Ramat-Gan

*The Insecurity of Contingent Employment*

Jone L. Pearce, U. of California, Irvine

Amy Randel, U. of California, Irvine

**What Do Contracts Actually Say?**

*Joint symposium sponsored by BPS, ENT &  
OMT*

*Chair*

Scott Andrew Shane, Massachusetts  
Institute of Technology

*Discussants*

David Mowery, U. of California,  
Berkeley

Walter W. Powell, U. of Arizona

*Buyer-Supplier Contracting in Biotechnology: A  
Joint Transaction-Cost and Measurement-Cost  
Perspective*

Jackson A. Nickerson, Washington U.

Kyle Mayer, U. of California, Berkeley

*Information, Incomplete Contracts, and Social  
Context*

Holly Raider, Columbia U.

*Complementarities in Agency Contracts*

Pierre Azoulay, Massachusetts Institute  
of Technology

Scott Andrew Shane, Massachusetts  
Institute of Technology

*An Empirical Analysis of the Contract  
Provisions in Business Format Franchise  
Agreements*

Janet E. L. Bercovitz, Duke U.

10:40 am - 12:00 pm  
Convention Center  
16A



**Metaphors for Teaching Strategy:  
Art, Acting, and Adventure**

*Joint symposium sponsored by BPS & MED*

*Chair*

Brian K. Boyd, Arizona State U.

*Discussant*

Blaine McCormick, Pepperdine U.

*Adventure as Metaphor*

Brian K. Boyd, Arizona State U.

Mark A. Clark, Arizona State U.

Mel Fugate, Arizona State U.

Steve Gove, Arizona State U.

*Acting as Metaphor*

Laura B. Cardinal, U. of North Carolina,  
Chapel Hill

C. Chet Miller, Cornell U.

*Art as Metaphor*

Albert A. Cannella, Jr., Texas A&M U.

Jay Dial, Case Western Reserve U.

10:40 am - 12:00 pm  
Marriott South  
Marina D

**Communal Models of Organizations:  
An Alternative to Traditional  
Hierarchical Models**

*Joint symposium sponsored by CM, GDO &  
OMT*

*Chair*

Leonard Greenhalgh, Dartmouth College

*Building a Communal Approach to Organizing  
Through Empowerment*

Gretchen M. Spreitzer, U. of Southern  
California

*A Communal Perspective on Organizational  
Reengineering*

Leonard Greenhalgh, Dartmouth College

*Resisting Hierarchy, Division of Labor, and  
Impersonality at The Body Shop, International*

Joanne Martin, Stanford U.

10:40 am - 12:00 pm  
Marriott South  
Marina E

**New Frontiers in Corporate  
Citizenship Research: The  
Theory/Practice Link?**

*Joint symposium sponsored by MC & SIM*

*Co-Chairs*

Barbara W. Altman, Boston U.

Kimberly S. Davenport, Fielding Institute

10:40 am - 12:00 pm  
Marriott North  
San Diego A

**Theology and Business: An  
Imperative for Collaboration**

*Joint symposium sponsored by MED & ODC*

*Chair*

Dorothy Anne Marcic, Vanderbilt U.

*Panel*

Joseph C. Hough, Vanderbilt U.

Leonard Swidler, Temple U.

Louis Maani, Babbage Simmel

10:40 am - 12:00 pm  
Marriott North  
San Diego C



**Shaping Management Education for  
the 21st Century: Perspectives of  
Five Division Chairs**

*Joint symposium sponsored by CAR & MED*

*Chair*

Michael K. Badawy, Virginia Polytechnic  
Institute and State U.

*Directions in Business and Management  
Education: Are We On Course or Off?*

John R. Schermerhorn, Ohio U.

*A Critical Diagnostic Assessment of Graduate  
Management Education*

Michael K. Badawy, Virginia Polytechnic  
Institute and State U.

*The Teaching of Leadership for the 21st Century*

Dewey E. Johnson, California State U.,  
Fresno

*Trends in Management Development*

Heisler J. William, Newport News  
Shipbuilding

10:40 am - 12:00 pm  
Westin  
California B

**Creating a Transformational Science:  
Dissertations That Both Inform and  
Transform**

*Joint symposium sponsored by OB, ODC &  
RM*

**Winner of OB Division Most Innovative  
Session Award**

*Chair*

William R. Torbert, Boston College

*Bringing Scholarship to Life*

William R. Torbert, Boston College

Peter Reason, U. of Bath

David L. Cooperrider, Case Western  
Reserve U.

*Toward Bicultural Competence: Research for  
Personal and Professional Transformation*

Gloria Bravette, South Bank U.

*Learning With the Natural Step: A*

*Dissertation That Interweaves Personal and  
Formal Inquiry*

Hilary Bradbury, Boston College

*Narrative Inquiry: Collective Storytelling as a  
Source of Hope, Knowledge, and Action in  
Organizational Life and Action*

James Ludema, Case Western Reserve  
U. / Benedictine U.

10:40 am - 12:00 pm  
Westin  
California C

**Breaking Barriers in Team Research:  
New Methodologies and  
Applications for Team Research and  
Practice**

*Joint symposium sponsored by HR, OB & RM*

*Chair*

Stephen J. Zaccaro, George Mason U.

*Discussant*

David A. Hofmann, Texas A&M U.

*Networked Simulations: Designing Team  
Research Laboratories for the 21st Century*

Michelle A. Marks, Florida  
International U.

John E. Mathieu, Pennsylvania State U.

Stephen J. Zaccaro, George Mason U.

12:20 pm - 2:10 pm  
Marriott South  
Marina D

*Using Research on Intraindividual Variability  
as a Model for Examining Intragroup  
Variability*

Paul D. Bliese, Walter Reed Army  
Institute of Research

Thomas W. Britt, Walter Reed Army  
Institute of Research

*Performance Appraisal Research Contributes to  
Team Mental Model Measurement*

Sheila Simsarian Webber, George  
Mason U.

Gilad Chen, George Mason U.

Sean Marsh, George Mason U.

Stephanie C. Payne, George Mason U.

*Multiple Reflections in the Mirror: An  
Illustration of the Role of Team Processes in  
Team Adaptation Using Two Overlapping Case  
Studies*

John E. Mathieu, Pennsylvania State U.

Michelle A. Marks, Florida  
International U.

Stephen J. Zaccaro, George Mason U.

**Walking the Talk, and Talking the  
Walk**

*Joint symposium sponsored by OB, OMT &  
SIM*

*Chair*

Karlene H. Roberts, U. of California,  
Berkeley

*Talking the Walk, and Walking the Talk*

Karlene H. Roberts, U. of California,  
Berkeley

Daved Van Stralen, Loma Linda U.

*Computers and System Safety*

Gene I. Rochlin, U. of California,  
Berkeley

Karen Weickert, Intraware

*Trust and Authority as a Basis for Bureaucratic  
Flexibility: The Case of a Fire Department  
Incident Command System*

Gregory A. Bigley, U. of Cincinnati  
Kevin S. Brame, Orange County Fire  
Authority

*Sensemaking in Temporary Systems: The  
Incident Command System in Emergencies*

Karl E. Weick, U. of Michigan  
Peter G. Sarna, E. Bay Reg. Park System

12:20 pm - 2:10 pm  
Convention Center  
15B

**Nothin' but Net: Testing  
Organizational Theories Using  
Sports-Related Data**

*Joint symposium sponsored by BPS, OB & OMT*

*Chair*

Charles C. W. Hill, U. of Washington

*Discussants*

Philip L. Cochran, Pennsylvania State U.

Edwin A. Locke, U. of Maryland

*The Econometrics and Behavioral Economics of  
Escalation to Commitment: A*

*Reexamination of Staw and Hoang's NBA  
Data*

Colin F. Camerer, Center for Advanced  
Study in the Behavioral Sciences

Roberto A. Weber, Center for Advanced  
Study in the Behavioral Sciences

*Tacit Knowledge as a Competitive Advantage in  
the National Basketball Association*

Shawn L. Berman, U. of Washington

Jonathan T. Down, Oregon State U.

Charles C. W. Hill, U. of Washington

*Self-Management Training for Academically  
At-Risk Student-Athletes*

Colette A. Frayne, California Polytechnic  
State U.

Andre Patterson, Minnesota Vikings

12:20 pm - 2:10 pm  
Convention Center  
16A

**What Explains the Adoption of High  
Involvement Human Resource  
Practices in Service Industries?**

*Joint symposium sponsored by HR & OMT*

*Co-Chairs*

Edward E. Lawler III, U. of Southern  
California

Rosemary Batt, Cornell U.

*Discussant*

Barry A. Gerhart, Vanderbilt U.

*Integrating SHRM and Institutional Theories:  
Explaining Variations in Human Resource  
Practices, Work Organization, and Performance  
in U.S., U.K., and German Service Firms*

David Finegold, U. of Southern  
California

12:20 pm - 2:10 pm  
Marriott South  
Marina F

*Explaining Business and Human Resource  
Strategies in Deregulated Telecommunications  
Markets*

Rosemary Batt, Cornell U.

*Customer Segmentation and High Performance  
Work Practices: Banking and  
Telecommunications Compared*

Brent Keltner, Rand Corporation

*Services, High-Involvement Management, and  
Strategic Fit*

Larry W. Hunter, U. of Pennsylvania

**What Matters Most to Women in  
Entrepreneurial Careers**

*Joint symposium sponsored by CAR, ENT &  
GDO*

*Chair*

Deborah R. Ettington, Eastern  
Michigan U.

*Women in Transition From Corporate to  
Entrepreneurial Roles*

Mary Mattis, Catalyst, Inc.

*Women at the Threshold Stage: Networking --  
An Interactive Model*

Dorothy P. Moore, Citadel

*What Matters Most to Women Entrepreneurs,  
Executives, and Researchers*

Barbara Bird, American U.

Candida G. Brush, Boston U.

*A Personal Account of Career Challenges and  
Decisions*

Deborah Szekely, Eureka Communities

12:20 pm - 2:10 pm  
Marriott North  
San Diego A

**Language, Legitimacy, and Organizational Action**

*Joint symposium sponsored by MOC, OCIS & OMT*

*Co-Chairs*

Wendy Guild, Massachusetts Institute of Technology

William N. Kaghan, U. of Washington  
Christina Wasson, Northwestern U.

*Discussants*

Paul M. Hirsch, Northwestern U.  
Linda L. Putnam, Texas A&M U.

*Overstatement, Understatement, and the Enactment of the Myth of the Endless Frontier*  
William N. Kaghan, U. of Washington

*Employees as 'Entrepreneurs': How Language Legitimizes Organizational Empowerment Initiatives*

Christina Wasson, Northwestern U.

*Bottom-Lines: Shareholder Value and Customer Service at a Ski Resort*

Wendy Guild, Massachusetts Institute of Technology

*Dysphemism: Unpopular Culture and Disempowerment in a British Bank*

John R. Weeks, INSEAD

12:20 pm - 2:10 pm  
Marriott North  
San Diego C



**Business Policy and Integration in a Strategic Management World: Reconceptualizing the Capstone Course in the Undergraduate Curriculum**

*Joint symposium sponsored by BPS & MED*

*Chair*

Grant Miles, U. of North Texas

*Presenters*

John Kenneth Masters, U. of North Texas

Kenneth Zantow, U. of Arkansas

Parshotam Dass, U. of Arkansas

Derrick E. D'Souza, U. of North Texas

12:20 pm - 2:10 pm  
Westin  
California C

**What Matters Most in the Management of Expatriates**

*Joint symposium sponsored by CAR, HR & IM*

*Chair*

Dan Ondrack, U. of Toronto

*Discussant*

Catherine E. Mossop, Mossop  
Cornelissen Consultants, Inc.

*What Matters Most: Integrating Business and HR Strategies in the Selection of International Assignees*

Dennis R. Briscoe, U. of San Diego

*Trainability Constraints in Expatriate Management*

Sharon Leiba-O'Sullivan, Concordia U.

*What Matters Most: Selecting the Best or Eliminating the Worst*

Joanne D. Leck, HEC

Sharon Leiba-O'Sullivan, Concordia U.

*Repatriation as a Knowledge-Creating Career Experience*

Allan Bird, California Polytechnic State U.

2:30 pm - 3:50 pm  
Convention Center  
15B

**Discourse and Change in Organizations**

*Joint symposium sponsored by BPS, MOC & OMT*

*Co-Chairs*

Christiane Demers, HEC, Montreal

Jean-Louis Denis, U. of Montreal

Nicole Giroux, U. of Montreal

Ann Langle, U. du Québec à Montréal

*Discussant*

Karen Golden-Biddle, U. of Alberta

*The Dialogic Organization*

Mary Jo Hatch, Cranfield U.

Sanford B. Ehrlich, San Diego State U.

*Discursive Strategies in Announcements of Mergers and Acquisitions*

Christiane Demers, HEC, Montreal

Nicole Giroux, U. of Montreal

*Symbolism, Sensemaking, Sensegiving, and Strategic Change*  
Dennis A. Gioia, Pennsylvania State U.  
Kevin G. Corley, Pennsylvania State U.

2:30 pm - 3:50 pm  
Marriott South  
Marina D

**Early Liberatory Impulses in the American Workplace: A Historical Examination of Empowerment**

*Joint symposium sponsored by MH, ODC & OMT*

*Co-Chairs*

Pushkala Prasad, U. of Calgary  
Dafna Eylon, U. of Richmond

*Discussants*

Daniel A. Wren, U. of Oklahoma  
Ulla Johansson, Lund U.

*Empowerment: Creating Within Historical Tensions*

Hilary Bradbury, Boston College  
Jean M. Bartunek, Boston College

*Empowerment and Industrial Democracy*

Omid Nodoushani, U. of New Haven

*Political Work: Ordway Tead's Concept of Industrial Democracy*

Ellen O'Connor, FX Palo Alto  
Laboratory, Inc. / U. of California,  
Berkeley

*Diversity in America: An Empowerment Drama in Three Acts*

Anshuman Prasad, U. of New Haven  
Pushkala Prasad, U. of Calgary

2:30 pm - 3:50 pm  
Convention Center  
16A

**Emotion Regulation: Factors Shaping the Experience and Expression of Emotion in Organizations**

*Joint symposium sponsored by OB & OMT*

*Co-Chairs*

Sigal G. Barsade, Yale U.  
Donald E. Gibson, Yale U.

*Exploring Socialization-Affect-Performance Linkages*

Michael G. Pratt, U. of Illinois,  
Urbana-Champaign  
Jeffrey Baer Kaufmann, U. of Illinois,  
Urbana-Champaign

*Managing Other People's Emotions: Expressed Emotions and Influence Tactics in Organizations*

Donald E. Gibson, Yale U.  
Sigal G. Barsade, Yale U.

*Links Between Task and Organizational Event Structures and Work Group Moods*

Richard Saavedra, U. of Michigan  
Caroline A. Bartel, U. of Michigan

*Getting Mad About What Matters Most: Sources and Consequences of Anger in the Workplace*

Wilfred J. Zerbe, U. of Calgary  
Chryssa Sharp, U. of Calgary

*Managing Emotions: Contextual Cues Inducing Warmth, Activity, and Power in Organizations*

Anat Rafaeli, Hebrew U.  
Avraham Natan Klueger, Hebrew U.

2:30 pm - 3:50 pm  
Marriott North  
San Diego A

**Recent Advances and Continuing Challenges in Criterion Development and Measurement**

*Joint symposium sponsored by HR & RM*

*Co-Chairs*

Winston R. Bennett, Jr., U. S. Air Force  
Research Laboratory  
David J. Woehr, Texas A&M U.

*Discussant*

Scott I. Tannenbaum, State U. of New York, Albany / Executive Consulting Group

*Rating Source Agreement on the Meaning of Performance: Is it OK to Agree to Disagree?*  
Robert J. Vandenberg, U. of Georgia

*Multisource Performance Measurement: A Reconceptualization*  
Charles E. Lance, U. of Georgia

*Criterion Development and Measurement in a Cross-Cultural Context: Evaluating the Success of Global Assignments*  
Paula M. Caligiuri, Rutgers U.

*Development of a General Measure of Job Performance*  
Winfred E. Arthur, Texas A&M U.

2:30 pm - 3:50 pm  
Marriott North  
San Diego C



**The Triangle of Education, Research, and Practice: What Matters Most to Each of These Sides**

*Joint symposium sponsored by CAR & MED*

*Co-Chairs*

Amy E. Hurley, Chapman U.  
Cristina M. Giannantonio, Chapman U.

*Discussants*

Marlene Heyser, Orange County Transportation Authority  
Robert D. Gatewood, U. of Georgia  
Jeffrey A. Sonnenfeld, Chief Executive Institute  
Claire Van Niekerken, FN Investment Center

*Executive Insights Into Current HRM Practices, Education, and Research*  
Cristina M. Giannantonio, Chapman U.  
Amy E. Hurley, Chapman U.  
Stefan Wally, Chapman U.  
Tom A. Buckles, Chapman U.

2:30 pm - 3:50 pm  
Westin  
California C

*From Research to Practice: A Current Look at Mentoring Programs in Organizations*  
Terri A. Scandura, U. of Miami  
Melenie J. Lankau, Cornell U.

*Research and Education: Resolving the Tension*  
Richard L. McDowell, Chapman U.

*Practitioners and Researchers*  
Katherine D. McKee, Right Associates

**Contextual Performance of Temporary, Part-Time, and Virtual Employees: When Does Work Status Make a Difference?**

*Joint symposium sponsored by HR & OB*

*Co-Chairs*

Linn Van Dyne, Michigan State U.  
Christina L. Stamper, U. of North Carolina, Wilmington

*Discussant*

Stephan Motowidlo, U. of Florida

*Determinants of Extra-Role Behavior in a Virtual Work Context*

Batia L. Wiesenfeld, New York U.  
Sumita Raghuram, Fordham U.

*An Examination of Discretionary Work Behavior: Does Work Status Make a Difference?*

Christina L. Stamper, U. of North Carolina, Wilmington  
Linn Van Dyne, Michigan State U.

*Temporary, Part-Time, and Full-Time Nurses: Psychological Contracts and the Performance of Extra-Role Behaviors*

Deborah L. Kidder, U. of Connecticut

*Are Part-Timers More Deviant Than Full-Timers?*

Rebecca J. Bennett, U. of Toledo  
Sandra L. Robinson, U. of British Columbia



4:10 pm - 6:00 pm  
Convention Center  
15B

**Reflections in the Funhouse Mirrors:  
The Interdependence of Reputation,  
Image, and Identity**

*Joint symposium sponsored by BPS, MOC & OMT*

*Co-Chairs*

Suzanne M. Carter, U. of Notre Dame  
Janet M. Dukerich, U. of Texas, Austin

*How the Invisible Identify: Organizational  
Reputation as Social Identity*

Kimberly D. Elsbach, U. of California,  
Davis

*Adding Insult to Injury: Identity Threats and  
Reputation Repair*

Suzanne M. Carter, U. of Notre Dame  
Janet M. Dukerich, U. of Texas, Austin

*Learning From Crisis: Reputation  
Management at Royal Dutch/Shell*

Charles Fombrun, New York U.  
Violina P. Rindova, New York U.

*Multiple Mirrors at an Emerging Market*

David L. Deephouse, Louisiana State U.  
Timothy B. Palmer, Louisiana State U.

*Identity, Image, and Adaptive Instability*

Dennis A. Gioia, Pennsylvania State U.  
Majken Schultz, Copenhagen Business  
School

4:10 pm - 5:30 pm  
Convention Center  
16A

**Why Alliance Trust Matters:  
Defining and Measuring Trust in  
Interorganizational Relationships**

*Joint symposium sponsored by BPS & OMT*

*Co-Chairs*

Andrew C. Inkpen, Thunderbird  
Todd Saxton, Indiana U., Bloomington

*Discussant*

Peter Smith Ring, Loyola Marymount U.

*Joint Venture Trust: Conceptualization,  
Measurement, and Analysis at Multiple Levels*

Steven C. Currall, Rice U.  
Andrew C. Inkpen, Thunderbird

4:10 pm - 6:00 pm  
Marriott South  
Marina D

*Is Trust the Chicken or the Egg? The  
Interrelationships Between Trust, Reputation,  
and Alliance Performance*

Todd Saxton, Indiana U., Bloomington  
Ingo Holzinger, U. of Wisconsin,  
Madison

*Building Interorganizational Trust: Evidence  
for the Process-Based Perspective*

Jeffrey H. Dyer, U. of Pennsylvania

**Wanted: Effective Global Managers  
Three Corporate Perspectives on  
Growing and Developing Global  
Managers**

*Joint symposium sponsored by IM & ODC*

*Co-Chairs*

Ellen Kaye Gehrke, U. S. International U.  
Bruce Evans Griffiths, Organization  
Systems, Inc.

*Discussant*

Susan C. Schneider, HEC / U. of Geneva

*Presenters*

Jeffrey Michael Cava, Nike, Inc.  
Judy Schunn, Crayola / Hallmark /  
Binney & Smith  
Rhonda Weyer, Dow Corning, Inc.

4:10 pm - 5:30 pm  
Marriott North  
San Diego C



**Virtual Management Education: An  
Exploration Into Unknown Spaces**

*Joint symposium sponsored by MED, OCIS & TIM*

*Chair*

Daniel K. Spangler, Washington State U.,  
Pullman

*Panel*

Douglas D. Baker, Washington State U.,  
Vancouver  
Neal Mero, Washington State U.,  
Tri-Cities  
Richard Orwig, Washington State U.,  
Vancouver  
Daniel K. Spangler, Washington State U.,  
Pullman  
Charles M. Vance, Loyola Marymount U.

4:10 pm - 5:30 pm  
Westin  
California B

**Positive Conflict in East Asia:  
Emerging Paradigms**

*Joint symposium sponsored by CM, IM & OB*

*Chair*

Kwok Leung, Chinese U. of Hong Kong

*Discussant*

Kwok Leung, Chinese U. of Hong Kong

*Cognitive and Motivational Analysis of  
Avoidance in Japanese Organizational Conflicts*  
Kenichi Ohbuchi, Tohoku U.

*Negotiating in the U.S. and Hong Kong: The  
Role of Norms and Motivational Orientations*

Catherine Tinsley, Georgetown U.

Madan M. Pillutla, Hong Kong U. of  
Science and Technology

*Conflict-Positive Culture and Organizational  
Performance in the Collectivist Country: The  
Case of South Korea*

Yung-ho Cho, Ajou U.

Ho-hwan Park, Ajou U.

Jeongkoo Yoon, Ajou U.

*Culture, Values, and Conflict Management:  
Accounting for Country Differences and  
Individual Differences in Conflict Management  
Style*

Michael W. Morris, Stanford U.

Katherine Williams, Stanford U.

Kwok Leung, Chinese U. of Hong Kong

Deepti Bhantnager, Alamalbad

Jianfeng Li, Peoples U. of China, Beijing

Mari Kondo, Asian Institute of  
Management, Manila

Jin-Lian Luo, Tong Ji U.

Jun-Chen Hu, Fudan U.

*Conflict's Contribution to Team Effectiveness:  
Studies in China*

Dean Tjosvold, Lingnan College /  
Simon Fraser U.

Chun Hui, Hong Kong U. of Science  
and Technology

4:10 pm - 5:30 pm  
Westin  
California C

**Mitigating Organizational  
Dysfunction: A Role of  
Accountability Systems**

*Joint symposium sponsored by HR, OB & SIM*

*Co-Chairs*

Dwight D. Frink, U. of Mississippi

Richard J. Klimoski, George Mason U.

*Discussant*

Gerald R. Ferris, U. of Illinois,  
Urbana-Champaign

*Accountability Theory, Safety Behaviors, and  
Accidents*

David A. Hofmann, Texas A&M U.

*Accountability and Aggressive Work Behavior*

Anne M. O'Leary-Kelly, U. of Arkansas,  
Fayetteville

*Resolving the Dysfunctional Consequences of  
Unfair Discrimination in Organizations*

Dianna L. Stone, State U. of New York,  
Albany

Eugene F. Stone-Romero, State U. of  
New York, Albany

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**SHARED INTEREST TRACK**

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9:00 am - 10:20 am  
Marriott North  
Columbia 2

**Negotiating Conflicts Constructively**

*Papers from CM, HCM & IM*

*Facilitator*

Max H. Bazerman, Northwestern U.

*Do Cooler Heads Prevail? Intrapersonal and  
Interpersonal Conflict Across Time*

Kathleen M. O'Connor, Cornell U.

Carsten K. W. de Dreu, U. of  
Amsterdam

Holly Schroth, U. of California, Berkeley

Terri Robin Lituchy, Concordia U.

Max H. Bazerman, Northwestern U.

*Social Motives in Integrative Negotiation: A  
Meta-Analytic Review and Test of Two Theories*

Carsten K. W. de Dreu, U. of  
Amsterdam

Laurie R. Weingart, Carnegie Mellon U.

Seungwoo Kwon, Carnegie Mellon U.

*Conflict Across Organizational Boundaries: Health Care Providers Versus Managed Care Organizations*

Ronda Roberts Callister, Utah State U.  
James A. Wall, Jr., U. of Missouri,  
Columbia

*Using Negotiated Order Theory to Understand the Cross-Cultural Adjustment Process*

Xiaoyun Wang, McGill U.  
Alfred Michael Jaeger, McGill U.

9:00 am - 10:20 am  
Westin  
Balboa

**Job Satisfaction and Performance**

*Papers from HR, OB & RM*

*Facilitator*

Arthur P. Brief, Tulane U.

*Fostering the Human Spirit at Work: The Influence of Job Design, Self-Management Leadership, Coworker Relations, and Work Role Fit on Experienced Meaningfulness in the Workplace*

Douglas R. May, U. of Nebraska

*Production Uncertainty as a Contextual Moderator of Employee Reactions to Job Design*

Brett M. Wright, Sydney Water Corporation LTD.

John Lionel Cordery, U. of Western Australia

*The Job Satisfaction-Job Performance Relationship: 1939-1998*

Timothy A. Judge, U. of Iowa

Carl J. Thoresen, U. of Iowa

Joyce E. Bono, U. of Iowa

Gregory K. Patton, U. of Iowa

*The Construct Validity of the Job Descriptive Index (JDI): Review, Critique, and Analysis*

Angelo J. Kinicki, Arizona State U.

Frances M. McKee-Ryan, Arizona State U.

Chester A. Schriesheim, U. of Miami

Kenneth P. Carson, U. of Tennessee,  
Chattanooga

9:00 am - 10:20 am  
Marriott South  
Torrance

**Management Succession**

*Papers from ENT, MC & OB*

*Facilitator*

James Fredrickson, U. of Texas, Austin

*Determinants of Satisfaction With Succession Process in Family Firms: An Empirical Assessment*

Pramodita Sharma, Dalhousie U.

James J. Chrisman, U. of Calgary

*The Shadow of the Founder*

Peter S. Davis, U. of Memphis

Paula D. Harveston, U. of Memphis

*Coaching Executives to Leave Footprints*

Judith A. Stimson, Andersen Consulting LLP

*Reciprocity in Intergenerational Allocation Decisions: A Golden Rule Over Time*

Kimberly A. Wade-Benzoni,

Northwestern U.

9:00 am - 10:20 am  
Convention Center  
17B

**Learning in Networks**

*Papers from OB & OMT*

*Facilitator*

Edward J. Zajac, Northwestern U.

*Sources of Influence: The Impact of Network Actors on Employee Attitudes*

Priti Pradhan Shah, U. of Minnesota

*The Dynamic Evolution of Interorganizational Networks*

Ranjay Gulati, Northwestern U.

Martin Gargiulo, INSEAD /  
Columbia U.

*Bridging Ties: A Source of Competitive Capabilities in Geographical Clusters*

William McEvily, Carnegie Mellon U.

Akbar Zaheer, U. of Minnesota

*Social Capital and the Cost and Acquisition of Financial Capital: An Embeddedness Approach*

Brian Uzzi, Northwestern U.

James J. Gillespie, Northwestern U.

9:00 am - 10:20 am  
Convention Center  
7A

**Strategic and Organizational Evolution**

*Papers from BPS, IM & OMT*

*Facilitator*

Huseyin Leblebici, U. of Illinois,  
Urbana-Champaign

*Integrating Strategy and Organizational Evolution: The Coevolution of Intrafirm Evolutionary Processes and Firm Outcomes*

Tammy L. Madsen, Southern  
Methodist U.

Elaine Mosakowski, U. of California,  
Los Angeles

Srilata Zaheer, U. of Minnesota

*Strategy as Guided Evolution*

Bjorn Lovas, INSEAD  
Sumantra Ghoshal, London Business  
School

*Corporate Genealogy and the Transformation of Resources: A Study of Service Firms in Japan*

Kiyohiko Ito, U. of Wisconsin, Madison  
Elizabeth L. Rose, U. of Auckland

*Building a Memetic View of Organizations*

Patrick L. Schultz, Texas Tech U.

10:40 am - 12:00 pm  
Westin  
Balboa

**Illegal and Unethical Behaviors**

*Papers from HR, OMT & SIM*

*Facilitator*

Sim B. Sitkin, Duke U.

*The Relationship Between Turnover and Employee Theft*

Peg Thoms, Pennsylvania State U., Erie  
Paula Wolper, Mercyhurst College  
Kimberly S. Scott, Hewitt Associates  
David Jones, Benedictine U.

*Social Undermining and Social Support in the Workplace*

Michelle K. Duffy, U. of Arkansas  
Daniel C. Ganster, U. of Arkansas  
Milan Pagon, College of Police and  
Security Studies, Slovenia

*The Moderating Effect of the Social Contract on the Relationship Between Downsizing and Perceived Breach of Contract*

John C. Edwards, Southern Illinois U.,  
Carbondale

10:40 am - 12:00 pm  
Convention Center  
17B

*Effects of Ethics Stress on Employee Burnout and Fatigue: An Empirical Investigation*

Kristen Bell DeTienne, Brigham  
Young U.

Sheri J. Bischoff, Brigham Young U.  
Bruce Quick, Brigham Young U.

**Measuring Organizational Performance**

*Papers from BPS, OB & PNS*

*Facilitator*

R. Edward Freeman, U. of Virginia

*What Have We Learned About Variance in Accounting Profitability?*

Michael E. Porter, Harvard U.  
Anita M. McGahan, Harvard U.

*Making Interfirm and Intrafirm Performance Comparisons: The Data Envelopment Analysis Approach*

Kamlesh Jain, Golden Gate U.  
Vinod K. Jain, Bowling Green State U.

*The Measurement of the Meaning of Money*

Terence R. Mitchell, U. of Washington  
Amy Elizabeth Mickel, U. of Washington  
Steve Dakin, U. of Canterbury  
Sam Gray, New Mexico State U.

*Dimensions of Effectiveness in Nonprofit Human Service Organizations*

William A. Brown, Claremont  
Graduate U.

10:40 am - 12:00 pm  
Convention Center  
8

**Developing Knowledge Capital**

*Papers from ENT, IM, MOC & OMT*

*Facilitator*

Theresa Lant, New York U.

*Effects of Knowledge Intensity, Imitability, and Time to Internationalization on Growth*

Erkko Autio, London Business School  
Harry J. Sapienza, London Business  
School / U. of South Carolina  
James G. Almeida, London Business  
School

*Knowledge Transfer and Creation Within the MNE: A Task-Contingent View*

James Nebus, U. of South Carolina

*The Information Processing Perspective and the Practice of Management in Organizational Formation*

Ronald K. Mitchell, U. of Victoria  
Eric A. Morse, U. of Victoria

*Harnessing Social Capital for Productive Resource Exchange*

Peter Moran, INSEAD  
Charles Galunic, INSEAD

*Human Resource Practices for Telework: The European Experience*

Sumita Raghuram, Fordham U.  
Henrik Holt Larsen, Copenhagen Business School

*Telework in Europe*

Jos Van Ommeren, Cranfield U.

*Workgroup Reliance: A Matter of Importance in Telework*

Shaila Maria Miranda, Florida Atlantic U.

10:40 am - 12:00 pm  
Marriott North  
Columbia 2

**Technological Development**

*Papers from HCM, OMT & TIM*

*Facilitator*

Philip Anderson, Dartmouth College

*Technology Neglect: The Case of Chronic Kidney Disease*

David Ahlstrom, Chinese U. of Hong Kong  
Raghu Garud, New York U.

*New Product Introduction and Firm Failure in the U.S. Bicycle Industry, 1880-1918*

Glen Dowell, U. of Michigan  
Anand Swaminathan, U. of Michigan

**Conference Proceedings Paper  
Winner of Stephan Schrader Best Paper Award**

*Dominant Designs, Technology Cycles, and Organization Outcomes*

Michael L. Tushman, Harvard U.  
Johann Peter Murmann,  
Northwestern U.

*Innovation as Industry-Wide Construction of Institutional Templates: Lessons From the Civil Flight Simulation Industry*

Roger Miller, U. of Quebec, Montreal  
Sergei Floricel, U. of Quebec, Montreal

10:40 am - 12:00 pm  
Marriott South  
Torrance

**Teleworking and Telecommuters**

*Papers from CAR, IM & TIM*

*Facilitator*

Gerardine DeSanctis, Duke U.

*Patterns of Telecommuting and Their Consequences: Framing the Research Agenda*

Daniel C. Feldman, U. of South Carolina  
Thomas W. Gainey, U. of South Carolina

12:20 pm - 2:10 pm  
Westin  
Balboa

**Escalating Into and Out of Jams**

*Papers from BPS, MC, MOC & OCIS*

*Facilitator*

Barry M. Staw, U. of California, Berkeley

*Learning in Timing Capacity Expansion Decisions: An Empirical Analysis of the Worldwide Petrochemical Industry, 1975-1995*

James Edward Henderson, INSEAD

**Winner of MC Division Second Prize for Outstanding Student Paper**

*Two Strikes and You're Out: Why Forty Million Dollars and a Team of Consultants From McKinsey Could Not Save The New York Herald Tribune*

Christopher D. McKenna, Johns Hopkins U.

*The Role of Organizational Structure: Lessons From a Near-War*

Michael George Jacobides, U. of Pennsylvania

**Winner of OCIS Division Top Paper Award**

*Deescalation of Information Technology Projects: Lessons From the Denver International Airport*

Ramiro Montealegre, U. of Colorado, Boulder

Mark Keil, Georgia State U.

12:20 pm - 2:10 pm  
Marriott South  
Torrance

**Major Organizational Changes**

*Papers from BPS, HCM, OM & ONE*

*Facilitator*

Bala Chakravarthy, U. of Minnesota

*From the M-Form to the N-Form: Taking Stock of Changes in the Large Industrial Corporation*

Nitin Nohria, Harvard U.

*Evolution to a System of Managed Care in Community Mental Health: The Tucson/Pima County Experiment*

Keith G. Provan, U. of Arizona

H. Brinton Milward, U. of Arizona

Kimberley Roussin, U. of Arizona

*The Impact of New Manufacturing Requirements on Production Line Productivity and Quality at a Focused Factory*

Ashok Mukherjee, Case Western Reserve U.

William G. Mitchell, U. of Michigan

F. Brian Talbot, U. of Michigan

*Action-Learning Networks and the Sustainable Enterprise: The Case of Ontario Hydro*

Nigel John Roome, Tilburg U.

Ron Bergin, Auditor General's Office, Canada

12:20 pm - 2:10 pm  
Convention Center  
8

**International Joint Ventures**

*Papers from BPS, IM & OMT*

*Facilitator*

Peter Smith Ring, Loyola Marymount U.

*Learning Together and Apart: A Process Model of Reciprocal Interfirm Learning*

Michael Lubatkin, U. of Connecticut / ESC, Lyon

Juan Florin, U. of Connecticut

Peter J. Lane, Arizona State U.

*Learning and Protection of Proprietary Assets in Strategic Alliances: Building Relational Capital*

Prashant Kale, U. of Pennsylvania

Harbir Singh, U. of Pennsylvania

Howard V. Perlmutter, U. of Pennsylvania

12:20 pm - 2:10 pm  
Marriott North  
Columbia 2

*Organizational Transformation in International Joint Ventures Through HRM Policy and Practice*

Dianne J. Cyr, Simon Fraser U.

*Alliance- and Patent-Based Competition in the Canadian Biotechnology Industry*

Joel A. C. Baum, U. of Toronto

Brian S. Silverman, U. of Toronto

**Supply Chain Integration**

*Papers from BPS, ONE & TIM*

*Facilitator*

Philip H. Birnbaum-More, U. of Southern California

*The Influence of Customer Scope on Supplier Learning and Performance in the Japanese Automobile Industry*

Jeffrey H. Dyer, U. of Pennsylvania

Kentaro Nobeoka, Kobe U.

*Implementing Environmental Programs Across Dispersed Supply Chains: A Transaction Costs Analysis of Exchange Hazards in Green Supplier Relations*

Christine Rosen, U. of California, Berkeley

Janet E. L. Bercovitz, Duke U.

Sara Beckman, U. of California, Berkeley

*Moving Towards Modularity: Antecedents and Outcomes*

Melissa A. Schilling, Boston U.

*Some Possible Limits to Japanese' Supplier Relations: An Empirical Study of Disk Drive Sourcing Decisions in Japanese Notebook Computers*

Henry W. Chesbrough, Harvard U.

12:20 pm - 2:10 pm  
Convention Center  
17B

**Organizational Identity**

*Papers from BPS, MOC & OMT*

*Facilitator*

Stuart Albert, U. of Minnesota

*How Organizational Identity Shapes Strategy*

Hamid Bouchikhi, ESSEC

John Kimberly, U. of Pennsylvania /  
INSEAD

*'Sense-Breaking', Encapsulation, and  
Identification: On the Successes and Failures of  
an Identity-Transforming Organization*

Michael G. Pratt, U. of Illinois,  
Urbana-Champaign

**Conference Proceedings Paper**

*Structuration Theory: An Expanded  
Theoretical Framework for Organizational  
Identity*

Yolanda A. Sarason, U. of New Mexico  
Anne Sigismund Huff, U. of Colorado /  
Cranfield U.

*Organizational Identity: An Empirical  
Investigation of Unresolved Issues*

Loren T. Gustafson, Seattle Pacific U.  
Rhonda K. Reger, U. of Maryland

2:30 pm - 3:50 pm  
Marriott North  
Columbia 2

**Leadership Development**

*Papers from IM, MED, OB & PNS*

*Facilitator*

Ken G. Smith, U. of Maryland

*Work-Related Values and Perceived Leadership  
Styles Among One Company's U.S. and  
German Telecommunication Employees*

K. Peter Kuchinke, U. of Illinois,  
Urbana-Champaign

*Organizational Leader-Team Behavioral  
Complexity: A Roles-Based Approach to  
Understanding Leader-Team Behavioral  
Potential*

George E. Dodge, Texas Tech U.  
Grant T. Savage, Texas Tech U.

2:30 pm - 3:50 pm  
Westin  
Balboa

*New Directions In Leadership Research:  
Insights From the Cross-Fertilization of  
Organizational Behavior and Strategic  
Management Research*

Frank C. Schultz, U. of Minnesota  
Marc H. Anderson, U. of Minnesota  
Jeffery A. Thompson, U. of Minnesota

*Paradoxes in Leadership and Strategic Change*

Paul C. Nutt, Ohio State U.  
Robert W. Backoff, Ohio State U.  
Michael F. Hogan, Ohio Department of  
Mental Health

**Executive Compensation**

*Papers from BPS, HR, OB & SIM*

*Facilitator*

Paul M. Hirsch, Northwestern U.

*CEO Compensation: A Study of the Effects of  
CEO External Linkages*

Marta A. Geletkanycz, Boston College  
Brian K. Boyd, Arizona State U.  
Sydney Finkelstein, Dartmouth College

*Do Incentives Work? The Perceptions of Senior  
Executives From 30 Countries*

Michael Beer, Harvard U.  
Nancy R. Katz, Harvard U.

*The Effects of Financial Versus Nonfinancial  
Rewards on Worker Performance: A Field  
Experiment*

Fred Luthans, U. of Nebraska  
Alexander D. Stajkovic, U. of California,  
Irvine  
Alisa Mosley, U. of Nebraska

*Corporate Reputation: Effects of Executive  
Compensation Strategy and Firm Social  
Performance*

Sanjay Goel, Suffolk U.  
Fanny C. Caranikas, Washington State U.,  
Pullman

2:30 pm - 3:50 pm  
Marriott South  
Torrance

**Privatization in Eastern European Economies**

*Papers from MH, OMT, PNS & TIM*

*Facilitator*

Paul R. Lawrence, Harvard U.

*Make Haste Slowly: Augustus Caesar's Transformation of the Roman World*

Daniel J. Svyantek, U. of Akron

*Did Socialism Fail to Innovate? A Natural Experiment of the Two Zeiss Companies*

Bruce Kogut, U. of Pennsylvania

Udo Zander, Stockholm School of Economics

*Privatization: A Transitional Analysis of Property Rights Theory and Political Market Theory Using Steel Firms*

Jina Kang, U. of California, Los Angeles

*Post-Socialist Innovation: The Hungarian Case*

Koty Lapid, Hungarian Scientific Academy / Sharit Technologies Ltd.

Henry Etzkowitz, State U. of New York, Purchase

2:30 pm - 3:50 pm  
Convention Center  
17B

**Designing Organizations**

*Papers from BPS, ODC & OMT*

*Facilitator*

Alan D. Meyer, U. of Oregon

*The Configurational Approach in Strategic Management: Reconstruction and Criticism*

Andreas Georg Scherer, U. of Erlangen-Nuremberg

Rainer Beyer, Vienna U. of Economics

*Towards a Culturally Sensitive Approach to Organization Structuring: Where Organization Design Meets Organization Development*

Paul Bate, U. of Bath

Raza Khan, U. of Bath

Annie Pye, U. of Bath

*Horizontal Relationships and the Quality of Communication: Coordinating the Airline Departure Process*

Jody Hoffer Gittel, Harvard U.

*Structure as Structuring*

Nitin Nohria, Harvard U.

4:10 pm - 5:30 pm  
Westin  
Balboa

**Procedural Justice in the Workplace**

*Papers from CM, OB, ODC & PNS*

*Facilitator*

J. Keith Murnighan, Northwestern U.

*Consistency Versus Flexibility: Employee Voice in Rule-Based and Discretionary Decision Procedures*

Cheryl L. Hendrickson, American Institutes for Research

Wayne Harrison, U. of Nebraska, Omaha

*Communication, Procedural Justice, and Employee Attitudes: Relationships Under Conditions of Divestiture*

C. Gopinath, Suffolk U.

Thomas E. Becker, U. of Delaware

*Managing Employees' Responses to Large-Scale Change: The Role of Organizational Justice and Anxiety*

Janice M. Paterson, U. of Queensland

*Procedural Justice, Affective Commitment, and Intent to Stay in the U.S. Army Reserve*

Eileen Alanna Hogan, Kutztown U.

Leslie E. Overmyer-Day, Amerind, Inc.

Daniel Geiger, Kutztown U.

4:10 pm - 5:30 pm  
Convention Center  
17B

**Rise and Decline of Organizational Forms**

*Papers from OMT & TIM*

*Facilitator*

Elaine Romanelli, Georgetown U.

*The Rise of Chain, and Decline of Independent, Nursing Homes in Ontario, 1971-1996*

Joel A. C. Baum, U. of Toronto

*Order and Ideology in the Community Ecology of Organizations*

Paul Ingram, Carnegie Mellon U.

Tal Simons, Tel Aviv U.

*Life, Death, and Change Along Gasoline Alley: Exploring Change and Failure Among Service Station Retailers*

John M. Usher, Memorial U. of Newfoundland

Thomas J. Cottrell, U. of Calgary

*Technological Innovations in Complex Systems and Emergence of New Organizational Forms*  
Anil Nair, Old Dominion U.



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**INTERACTIVE PAPER SESSIONS**

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9:00 am - 10:20 am  
Westin  
California A

**Human Resources**

*A Conceptual Approach to the Creation and Early Development of Human Resource Management Departments*  
Carlos J. Sanchez-Runde, IESE, U. of Navarra, Barcelona

*Flexible Human Resource System: Secret for Success?*  
Mousumi Bhattacharya, Syracuse U.

*Implications of Utility Analysis Corrections for Estimates of Human Resource Intervention Value*  
Michael C. Sturman, Louisiana State U.

**International Management**

**Conference Proceedings Paper**

*Timing of Investment and International Expansion Performance*  
Yadong Luo, U. of Hawaii

*Complementarities Between Sino-Foreign Joint Ventures and Local Partners' Investments in Technological Capabilities*  
Steven White, Hong Kong U. of Science and Technology  
Hideki Yoshihara, Kobe U.  
Xielin Liu, Chinese National Research Center for Science and Technology

*Entry Mode Strategy and Its Impact on Performance: A Transaction Cost Analysis of Foreign Direct Investment in China*  
Haiyang Chen, Youngstown State U.  
Michael Y. Hu, Kent State U

**Managerial & Organizational Cognition**

*Judgments of Quality: Confusing Inputs With Outputs*  
Karen R. Chinander, U. of Miami  
Maurice E. Schweitzer, U. of Pennsylvania

*Liking and Performance: Integrality Revisited*  
Robert L. Cardy, Arizona State U.  
T. T. Selvarajan, Arizona State U.

12:20 pm - 2:10 pm  
Westin  
California A

*Novice-Expert Contrasts in 'Feeling of Knowing' for Important Categories of Knowledge Used in Recognition-Primed Decision Making*  
Paul Bacdayan, U. of Massachusetts, Dartmouth

*Power to Know: The Relation Between Power and Knowledge in Organizational Conversations*  
Markus Venzin, SDA Bocconi U.  
Georg von Krogh, U. of St. Gallen

**Careers**

*A Matter of Perspective: The Effect of Race of Rater and Ratee on Managerial Performance Feedback*

Martin N. Davidson, Dartmouth College  
Sylvia Swigert, Center for Creative Leadership  
Marian Ruderman, Center for Creative Leadership

*Differences in the Observational Accuracy and Evaluation of Organizational Citizenship Behavior Across Ratee Gender*

Tammy D. Allen, U. of South Florida  
Michael C. Rush, U. of Tennessee

*The Influence of Psychological Contract Violations on Employee Behavior: Tests of a Mediated Model*

William H. Turnley, Kansas State U.  
Daniel C. Feldman, U. of South Carolina

**Human Resources**

*The Effect of Skill Flexibility on Work Attitudes and Performance: The Case of Secondary School Teachers*

Zehava Rosenblatt, U. of Haifa  
Batia Inbal, U. of Haifa

*The Determinants of Wage Dispersion: An Intraindustry Examination*

Nancy Brown Johnson, U. of Kentucky  
Irene Goll, U. of Scranton  
Terry L. Amburgey, U. of Kentucky

*The Discriminant Validity of Facets of Role Ambiguity*

Chockalingam Viswesvaran, Florida International U.

Juan I. Sanchez, Florida International U.  
Deniz S. Ones, U. of Minnesota

*Satisfaction With Pay Systems: Antecedents and Consequences*

Marcia P. Miceli, Ohio State U.  
Paul W. Mulvey, North Carolina State U.

**Organizational Behavior**

*When Majority Voting Is Not Enough: A Test of Referent Cognition Theory*

Kenneth H. Price, U. of Texas, Arlington  
Terry M. Coalter, Jacksonville U.  
James E. Hunton, U. of South Florida

*Social Costs of Proactive Learning in Organizations: The Case of Seeking Help*  
Fiona Lee, U. of Michigan

*Gaining Performance but Losing Affect: Effects of Feedback Orientation, Standards, and Tone*  
Kathryn M. Bartol, U. of Maryland  
Neta A. Moye, U. of Maryland

*Individual Differences in Feedback Propensities and Their Relationship to Training Performance*  
David M. Herold, Georgia Institute of Technology  
Charles K. Parsons, Georgia Institute of Technology  
Donald B. Fedor, Georgia Institute of Technology  
Walter D. Davis, Georgia Institute of Technology

*Help, Mobility, and Work Attitudes in the Careers of Professionals: A Longitudinal Study*  
Monica C. Higgins, Harvard U.  
David A. Thomas, Harvard U.

2:30 pm - 3:50 pm  
Westin  
California A

**Conflict Management**

*Multiple Selves in the Prisoners' Dilemma*  
Leaf D. Van Boven, Cornell U.

Robert Gibbons, Massachusetts Institute of Technology / NBER

*Framing and Social Categorization in Nested Social Dilemmas*

Jeffrey T. Polzer, U. of Texas, Austin  
Katherine Stewart, U. of Texas, Austin  
Jessica L. Simmons, U. of Texas, Austin

*From Anger to Action: How Psychological Contract Violation Affects Attitudes and Behavior in the Workplace*

Kyle Lewis-McClea, U. of Maryland

**Human Resources**

*Explanations for Selection Decisions: Applicants' Reactions to Detailed Explanations*  
Robert Edwin Ployhart, Michigan State U.

Ann Marie Ryan, Michigan State U.  
Matthew Bennett, Michigan State U.

*The Influence of Socialization Tactics on Newcomers' Social Networks*

Maria L. Kraimer, U. of Illinois, Chicago  
Scott E. Seibert, U. of Notre Dame

*On the Question of Controlling 'A' While Hoping For 'OCB' (With Apologies to Steven Kerr)*

Carol Cabrey Cirka, Temple U.

**Organizational Behavior**

*A Test of the Structural Validity and Generalizability of a Referent Cognitions Model: A Cross-Cultural Replication*

Karl Aquino, Georgia State U.  
Griffeth W. Rodger, Georgia State U.  
Stefan Gaertner, Georgia State U.  
Michael Lee, Lucky-Goldstar Group

*Women and Taxis and Dangerous Judgments: Content Sensitive Use of Base-Rate Information*

Livia Markoczy, Cranfield U.  
Jeffrey Goldberg, Cranfield U.

*Theoretical Development and Extension of the Unfolding Model of Voluntary Turnover*

Thomas W. Lee, U. of Washington  
Terence R. Mitchell, U. of Washington  
Brooks C. Holtom, U. of Washington

*Going Once, Going Twice, Gone: Uncertainty, Consortia Formation, and Overpayment*

Karen Lund Page, Stanford U.

*Coalition as a Breeding Ground for Organizational Culture: A Framework in Resource Exchange and Transaction Cost Perspectives*

Ping Kwong Yeung, Open U. of Hong Kong

**Business Policy & Strategy**

*On the Strategic Advantage of Prosocial Business Organizations: A Study of SBICS, 1976 - 1997*

Jane C. Wei, Stanford U.

*Transaction-(In)Efficiency, Value-(In)Efficiency, and Interfirm Collaboration*

Anoop Madhok, U. of Utah

*Trust, Opportunism, and the Invisible Handshake: Toward a Theory of Relational Competence Development*

Augustine A. Lado, Cleveland State U.

*Enhancing the Opacity of Strategies and Profits: The Ownership Structure of Firms*

Jennifer E. Bethel, Babson College / U.S. Securities & Exchange Commission

Julia Porter Liebeskind, U. of Southern California

**International Management**

*Employment Systems and Practices in China's Industrial Sector During and After Mao's Regime*

Cherrie Jihua Zhu, Monash U.  
Peter J. Dowling, U. of Tasmania

*Competitive Acceptance in Cross-Cultural Interaction: Findings From an Empirical Study*

Christian Scholz, U. of Saarland  
Volker Stein, U. of Saarland

*Is Trust a Historical Residue? Some Cross-Country Empirical Evidence*

Tarun Khanna, Harvard U.  
Raymond Fisman, Harvard U.

**Organizational Communication Information Systems**

*User Attitudes Toward Governmental Surveillance on the Internet*

Holger M. Holsten, U. of the German Federal Armed Forces, Hamburg

Urs E. Gattiker, U. of Aalborg

Linda Janz, U. of Lethbridge

Jan Kelb, KonNet GmbH, Germany

Oliver Schwenteck, U. of the German Federal Armed Forces, Hamburg

Joerg Greshake, U. of the German Federal Armed Forces, Hamburg

Jonathan Miller, U. of Cape Town

*Wired Meetings: Technological Mediation of Organizational Gatherings*

Janet Fulk, U. of Southern California

Lori Collins-Jarvis, U. of Southern California

**Operations Management**

*A Resource-Based View of Operations Management*

Marta Mooney, Fordham U.

Marek P. Hessel, Fordham U.

*Automotive Manufacturing in China*

Nick Oliver, U. of Cambridge

Rick Delbridge, U. of Wales, Cardiff

James Andrew Lowe, U. of Wales, Cardiff

**Research Methods**

*The Optimal Number of Response Options: A Neglected Consideration in Questionnaire Design*

Carey L. Peters, Tennessee Valley

Authority

Sabine B. Maetzke, Tennessee Valley

Authority

Scott E. Bryant, Developmental

Dimensions International

Danielle M. Adams, Tennessee Valley

Authority

*The Centrality of Groups, Teams, and Classes*

Stephen P. Borgatti, Boston College

Martin G. Everett, U. of Greenwich

2:30 pm - 3:50 pm  
Marriott South  
Marina E

4:10 pm - 5:30 pm  
Westin  
California A

**Conference Proceedings Paper  
Winner of Sage Publications/RM  
Division Best Paper Award**

*A Comparison of Full Versus Fractional  
Factorial Designs in Policy-Capturing Studies*  
Mary E. Graham, Georgia State U.  
Daniel M. Cable, U. of North Carolina,  
Chapel Hill

**Human Resources**

*Human Resource Management and Firm  
Performance: The Indian Experience*  
Nagaraj Sivasubramaniam, State U. of  
New York, Binghamton  
C. S. Venkata Ratnam, International  
Management Institute, India

*Cost-Benefit Analysis of Organizational  
Interventions: The Case for  
Downsizing/Restructuring*  
Asa Birati, Bar-Ilan U., Ramat-Gan  
Aharon Tziner, Netanya Academic  
College

*Work-Family Human Resource Systems and  
Perceived Organizational Performance*  
Jill E. Perry-Smith, Georgia Institute of  
Technology  
Terry C. Blum, Georgia Institute of  
Technology

*The Effects of Employee Health Management  
Programs on Organizationally Valued  
Outcomes*  
D. Scott Kiker, U. of Florida  
Timothy G. DeGroot, Catholic U. of  
America

**Managerial & Organizational  
Cognition**

*Cognition, Words, and Logic: How Fuzzy  
Logic Can Help Us to Design New  
Organizational Procedures*  
Giuseppe Zollo, U. of Naples

*Multiple Reference Points in Pay Satisfaction  
Assessment*  
Lisa D. Ordóñez, U. of Arizona  
Terry Connolly, U. of Arizona  
Richard Coughlan, U. of Arizona

4:10 pm - 5:30 pm  
Marriott South  
Marina E

*Validity of the Structural Properties of Causal  
Maps: An Empirical Assessment*  
Sucheta Subhash Nadkarni, U. of Kansas  
V. K. Narayanan, U. of Kansas

*When Progress Inhibits Organizational  
Learning and Adaptation. A Case Study of  
Cognitive and Political Biases of the Success  
Trap*  
Steinar Askvik, U. of Bergen  
Bjarne Espedal, Norwegian School of  
Economics & Business Administration

**Organizational Development  
Change**

*An Organizational Change Process Geared  
Towards Learning*  
Karen Ayas, Erasmus U., Rotterdam

*Social Skills as Predictors of Task or  
Socio-Emotional Leadership in Groups:  
Preliminary Findings*  
Adam Morgan, U. of New South Wales  
Geoff Eagleson, U. of New South Wales  
Robert Waldersee, Queensland U. of  
Technology

*Factors Influencing TQM Implementation in  
Knowledge Work Environments: An  
Integrative Framework*  
Susan Schick Case, Case Western  
Reserve U.  
Param Srikantia, Case Western  
Reserve U.  
Sangeeta Parameshwar, Case Western  
Reserve U.

**Business Policy & Strategy**

*Are Security Analysts Swayed by Corporate  
Reputations in Making Their Earnings  
Forecasts?*

Rakesh B. Sambharya, Rutgers U.,  
Camden  
James J. Cordeiro, State U. of New  
York, Brockport

*The Role of Organizational Slack in a  
Transitional Economy: A Test of Organization  
and Agency Theories*  
J. Justin Tan, California State U., San  
Marcos  
Michael W. Peng, Ohio State U. /  
Chinese U. of Hong Kong

*Strategic Thinking: Strategy as a Shared Framework in the Mind of Managers*  
 Joaquim Vilà, IESE, U. of Navarra, Barcelona  
 Esteban Masifern, IESE, U. of Navarra, Barcelona

*Strategic Management of the Multibusiness Firm: An Organizing Framework*  
 Tomo Noda, INSEAD  
 Kazuhiro Asakawa, Keio U.

*Do Interfirm Differences in Economies of Scale and Scope Affect the Subsequent Evolution of Market Shares in an Industry?*  
 Richard Jason Makadok, Emory U.

*'Knowledge-Added' Outsourcing: Learning and Efficiency*  
 Randal S. Franz, Seattle Pacific U.  
 Scott Smith, Adobe Systems Inc.

*Making Sense of Total Quality Management With Market Process Theories of Economics*  
 Todd H. Chiles, U. of Delaware  
 Thomas Y. Choi, Arizona State U.

*Risk Mitigation Through Organizational Structure*  
 Carolyn B. Libuser, U. of California, Los Angeles  
 Karlene H. Roberts, U. of California, Berkeley

### International Management

**Conference Proceedings Paper**  
*Foreign Expansion Actions: The Impact of Product and Domestic Expansion and a Firm's Prior Foreign Business Involvement*  
 Roger Chen, U. of San Francisco  
 Marc J. Martin, U. of Akron

*Why Firms Diversify in a Transition Economy: A Theoretical Exploration*  
 Shaomin Li, City U. of Hong Kong  
 Mingfang Li, California State U., Northridge  
 J. Justin Tan, California State U., San Marcos

*Techno-Diamonds: Are They Locally Responsive or Globally Integrated?*  
 Monisha Das, Golden Gate U.

*Global Diversification as a Function of Initial Diversity and Firm Size*  
 Parshotam Dass, U. of Arkansas  
 Michael K. Moch, Michigan State U.

### Organization & Management Theory

*Strategic Cooperation Versus Tactical Cooperation and Their Divergent Relationship With Decision Makers' Beliefs About Buyer-Supplier Dyad Performance*  
 Hazel A. Kerwood, York U.

*Agency Relationships in Family Firms: Theory and Evidence*  
 William S. Schulze, U. of Connecticut  
 Richard N. Dino, U. of Connecticut  
 Michael Lubatkin, U. of Connecticut / ESC, Lyon

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### CAUCUSES

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*Coordinator*  
 Timothy M. Stearns, California State U., Fresno  
 Contact: [timothys@csufresno.edu](mailto:timothys@csufresno.edu)

6:30 pm - 8:30 pm  
 Marriott North  
 San Diego B

*Table 1 - Person-Organization Fit: A Synonym for Cloning?*  
 Jon Billsberry, Open U.  
 Contact: [j.billsberry@open.ac.uk](mailto:j.billsberry@open.ac.uk)

*Table 2 - Asian/Asian-American Caucus*  
 Cliff Cheng, U. of Southern California  
 Contact: [cliffc@almaak.usc.edu](mailto:cliffc@almaak.usc.edu)

*Table 3 - Rediscovering Grounded Theory*  
 Anne B. Duncan, London Business School  
 Contact: [aduncan@lbs.ac.uk](mailto:aduncan@lbs.ac.uk)



*Table 4 - Action Learning With Virtual Transnational Teams: Management Training in Asia*  
 Lichia Yiu, Organisational Consultants, Ltd.  
 Judith E. Parker, Technical Education, 3M  
 R.S. Moorthy, Research and Strategic Capabilities, Motorola  
 Raymond A. Saner, Centre for Socio-Eco-Nomic Development  
 Contact: [jeparker@mmm.com](mailto:jeparker@mmm.com)



*Table 5 - Teaching in a Technology-Rich Environment*

Raymond M. Guydos, State U. of New York, Plattsburgh

Contact: [guydosrm@splava.cc.plattsburgh.edu](mailto:guydosrm@splava.cc.plattsburgh.edu)

*Table 6 - The Need for a Model of HRM in SMEs*

Scott R. Safranski, Saint Louis U.  
Pamela M. Williams, Saint Louis U.

Contact: [safranskisr@slu.edu](mailto:sufranskisr@slu.edu)

*Table 7 - Engaging the Academy in the HR Network*

Craig A. Olson, U. of Wisconsin, Madison  
Thomas A. Kochan, Massachusetts Institute of Technology

Contact: [colson@bus.wisc.edu](mailto:colson@bus.wisc.edu)

*Table 8 - Managerial Communication and Organizational Context*

E. Brooke Harrington, Harvard U.

Contact: [brooke@wjh.harvard.edu](mailto:brooke@wjh.harvard.edu)

*Table 9 - Environmental Entrepreneurship Strategies*

Norris F. Krueger, Jr., Entrepreneurial Strategies  
Michael Lounsbury, Northwestern U.  
Astad Pastakia, Nirma Institute of Management

Contact: [nfkrueger@hotmail.com](mailto:nfkrueger@hotmail.com)



*Table 10 - Team Teaching on the Internet*

Paul Shrivastava, Bucknell U.  
Paul Meising, State U. of New York, Albany

Contact: [socrates@environmentalintel.com](mailto:socrates@environmentalintel.com)

*Table 11 - Organizational Change and Middle Management Commitment*

Shahnaz Naughton, Griffith U.

Contact: [s.naughton@bhm.gu.edu.au](mailto:s.naughton@bhm.gu.edu.au)

*Table 12 - Addressing the Shortage of Information Technology Workers Through Research and Practice*

Malu Roldan, U. of California, Berkeley

Contact: [roldan@haas.berkeley.edu](mailto:roldan@haas.berkeley.edu)

*Table 13 - Ethical, Social, and Political Issues of Biotechnology and Their Implications for Corporate Strategies*

Jabril Bensedrine, U. of California, Berkeley

David Vogel, U. of California, Berkeley  
Contact: [bensedri@haas.berkeley.edu](mailto:bensedri@haas.berkeley.edu)



*Table 14 - Managing the Dynamics of Diversity in the Classroom*

Taylor Cox, Jr., U. of Michigan  
Robin J. Ely, Columbia U.  
Duncan Spelman, Bentley College  
Rosalie L. Tung, Simon Fraser U.

Contact: [tc Cox@umich.edu](mailto:tc Cox@umich.edu)

*Table 15 - Exploring Life-Giving Aspects of the Workplace*

Dick Ottaway, Fairleigh Dickinson U.

Contact: [rottaway@fdusvr1.fdu.edu](mailto:rottaway@fdusvr1.fdu.edu)

*Table 16 - What Matters Most? The Relative Power of Different Relations in Organizations*

Elizabeth Wierba, U. of Michigan

Contact: [wierba@umich.edu](mailto:wierba@umich.edu)

*Table 17 - The Effect/Affect of Organizational Culture on Firm Performance*

Henry Migliore, Northeastern State U.  
Barbara McCain, Oklahoma City U.

Contact: [hmigliore@aol.com](mailto:hmigliore@aol.com)

*Table 18 - Surviving and Thriving at Smaller Institutions*

Barbara A. Ribbens, St. Cloud State U.  
Monica Forret, Saint Ambrose U.

Contact: [br28@evansville.edu](mailto:br28@evansville.edu)

*Table 19 - Initiating a Cross-Disciplinary Dialog on the Feregei Factor: Complementary Theories of Competition and Community*

Robert S. D'Intino, Virginia Polytechnic Institute and State U.

Barbara L. Kelsey, Ryerson Polytechnic U.

Contact: [dintino@vt.edu](mailto:dintino@vt.edu)

**Look for the Sessions on Knowledge**

*Knowledge Track Chairs*

Rhonda K. Reger, U. of Maryland  
Joyce Falkenberg, Norwegian School of  
Economics & Business Administration  
Russell W. Coff, Washington U.

8:30 – 9:00 am  
Convention Center  
14A

**Division Welcome**

*Program Chair*

Diana L. Day, Rutgers U.

9:00 am - 10:20 am  
Convention Center  
14A

**Interfirm Collaboration**

*Chair*

Christine Bendichte Meyer, Norwegian  
School of Economics and Business  
Administration

*Discussants*

David Hoopes, U. of Pennsylvania  
Jeffrey Baer Kaufmann, U. of Illinois,  
Urbana-Champaign

*What Is the Role of Partner Dispositional  
Factors in Interfirm Collaboration? Expanding  
Strategic Alliance Performance Models*

Henry Adobor, Concordia U.

*Interfirm Collaboration: Contractual and  
Resource/Competence-Based Perspectives*

Anoop Madhok, U. of Utah

*Bridge-Building Capability in an Interconnected  
Competitive Environment: A Middle-Level  
Perspective on the Process of Interorganizational  
Cooperation*

Juan Florin, U. of Connecticut

9:00 am - 10:20 am  
Convention Center  
14B

**The Role of Top Management Teams**

*Chair*

Carlo A. Carnevale-Maffè, Bocconi U.,  
Milan

*Discussants*

Mark de Rond, Oxford U.  
Catherine A. Duran, Texas Tech U.

9:00 am - 10:20 am  
Convention Center  
16B

**Organizing in Turbulent  
Environments: Multiple  
Perspectives, Multiple Methods**

*Organizations are increasingly facing turbulent  
environments in which technologies, markets,  
rivalries, and practices are changing with an  
unrelenting pace. In this symposium we showcase  
multiple perspectives and multiple methods of  
research-in-progress that reviews how managers  
organize in turbulent environments, and make  
recommendations on how these organizing paradigms  
should change.*

*Showcase symposium sponsored by BPS &  
OMT*

9:00 am - 10:20 am  
Convention Center  
15A

**Corporate Effects on Performance:  
Do They Matter and How Much?**

*Joint symposium sponsored by BPS, OMT &  
RM*

9:00 am - 10:20 am  
Convention Center  
16A

**What Matters Most in Corporate  
Governance: From Theory to  
Boardroom Practice**

*Joint symposium sponsored by BPS & OMT*

9:00 am - 10:20 am  
Convention Center  
7A

**Shared Interest Track on Strategic  
and Organizational Evolution**

*Papers from BPS, IM & OMT*

*Competitive Repertoire Simplicity and Firm  
Performance: The Moderating Role of Top  
Management Team Heterogeneity*  
Douglas W. Lyon, Utah State U.  
Walter J. Ferrier, U. of Kentucky

*The Influence of Environment, Top Management  
Demographic Characteristics, and Strategy on  
Firm Performance in the Airline Industry*  
Irene Goll, U. of Scranton  
Nancy Brown Johnson, U. of Kentucky  
Terry L. Amburgey, U. of Kentucky

*The Relationship Between Innovative Firm  
Behavior and Performance: The Moderating  
Role of the Top Management Team*  
Douglas W. Lyon, Utah State U.  
Walter J. Ferrier, U. of Kentucky

10:40 am - 12:00 pm  
Convention Center  
14A

**Governance**

*Chair*

Jeffrey L. Cummings, George Washington U.

*Discussants*

Eugenio Marchese, Cornell U.  
Terrence C. Sebor, U. of Nebraska

*An Alternative Formulation of Agency Theory and Its Application to Corporate Governance*

John Hendry, U. of Cambridge

*How Well Do Agency Controls Control? An Agency-Based Empirical Examination of Public-Pension-Plan Funding*

Marguerite Schneider, Rutgers U.  
Fariborz Damanpour, Rutgers U.

*The Influence of Corporate Governance on Investor Reactions to Layoff Announcements*

Richard W. Pouder, Clemson U.  
R. Stephen Cantrell, Clemson U.  
Subodh P. Kulkarni, Howard U.

*Does Stock-Trading Structure Affect Firm Strategic Adaptation? A Management Control Theory Perspective*

Michael N. Young, U. of Connecticut

*The Effect of Institutional Investors' Activism on Corporate Governance and Performance*

Parthiban David, Nanyang Technological U.

10:40 am - 12:00 pm  
Convention Center  
14B

**Identifying and Measuring Knowledge**

*Chair*

Bruce A. Walters, Oklahoma City U.

*Discussants*

Prescott Colvin Ensign, U. of Western Ontario  
Gerry Johnson, Cranfield U.

*Development of a Generic Knowledge Strategy Typology*

Paul E. Bierly, James Madison U.

*Determinants of Horizontal and Vertical Outflows of Organizational Knowledge in MNCs: An Empirical Exploration*

Martin Schulz, U. of Washington

*Private Equity Placements as Quality Signals in Knowledge Intensive Industries*

Jay J. Janney, U. of Kentucky  
Timothy B. Folta, Purdue U.

*Identifying Leading-Edge Market Knowledge in Multinational Corporations*

Niklas Arvidsson, Stockholm School of Economics

Julian Mark Birkinshaw, Stockholm School of Economics

**Conference Proceedings Paper**

*Knowledge Characteristics of Internal Network-Based Forms of Organizing*

Raymond A. Van Wijk, Erasmus U., Rotterdam

Frans A. J. Van den Bosch, Erasmus U., Rotterdam

10:40 am - 12:00 pm  
Convention Center  
15A

**Competitive Advantage**

*Chair*

Irene Goll, U. of Scranton

*Discussants*

Bo Eriksen, Odense U.  
Susan K. McEvily, U. of Pittsburgh

*Capability Development, Organizational Growth, and Causality: A Dynamic Model of Competitive Advantage in the Money Market Mutual Fund Industry*

Richard Jason Makadok, Emory U.  
Gordon Walker, Southern Methodist U.

*Adopting Total Quality for Competitive Advantage: A Resource-Based Evaluation*

Thomas J. Douglas, U. of Evansville  
William Q. Judge, Jr., U. of Tennessee, Knoxville

*Strategic Managerial Behavior and Competitive Advantage in Service and Manufacturing Organizations*

Avinash V. Mainkar, U. of Connecticut  
Steven W. Floyd, U. of Connecticut



10:40 am - 12:00 pm  
Convention Center  
16B

**Lead, Follow, or Get Out of the Way:  
Negotiating a Balance Between  
Strategic Distinctiveness and  
Institutional Legitimacy**

*This symposium examines an apparent paradox in existing theories of what matters most in determining organizational success. In particular, the papers included in this panel look at how managers 'negotiate a balance' between the contradictory forces of competitive advantage through distinctiveness and institutional legitimacy through isomorphism.*

*Showcase symposium sponsored by BPS & OMT*

10:40 am - 12:00 pm  
Marriott South  
Marina F

**Environmental Management Strategy  
and Competitive Advantage**

*This symposium explores the relationship between profitability and corporate strategies for managing impact on the natural environment. In doing so, it explores how casual ambiguity, uncertainty, and information asymmetries interact to influence strategic behavior and corporate performance. It also extends empirical approaches for linking economic and non-economic performance.*

*Showcase symposium sponsored by BPS & ONE*

10:40 am - 12:00 pm  
Convention Center  
15B

**What Do Contracts Actually Say?**

*Joint symposium sponsored by BPS, ENT & OMT*

10:40 am - 12:00 pm  
Convention Center  
16A

**Metaphors for Teaching Strategy:  
Art, Acting, and Adventure**

*Joint symposium sponsored by BPS & MED*

10:40 am - 12:00 pm  
Convention Center  
17B

**Measuring Organizational  
Performance**

*Papers from BPS, OB & PNS*

12:20 pm - 2:10 pm  
Convention Center  
14A

**Intrafirm Networks and Interfirm  
Alliances**

*Chair*  
Roland Calori, Lyon Management  
School

*Discussant*  
Charlene E. Zietsma, U. of British  
Columbia

**Conference Proceedings Paper**

*Strategic Linking Capability in  
Intraorganizational Networks*  
Wenpin Tsai, London Business School

*Strategic Alliances as Social Capital: A  
Theory of the Nature of Social Capital and Its  
Effect on Firm Performance*

Balaji R. Koka, U. of Pittsburgh  
John E. Prescott, U. of Pittsburgh

*Changing From Competitive to Cooperative  
Relationships Within Supply Chain Networks*  
Warren Thomas Ritchie, U. of North  
Carolina, Chapel Hill

**Conference Proceedings Paper**

*The Effect of Network Structure,  
Environmental Volatility, National Culture,  
and Previous Experience on Longevity of  
Strategic Alliances*

Andrew J. Kim, U. of Central Oklahoma  
Terrence C. Sebor, U. of Nebraska  
Lester A. Digman, U. of Nebraska

*The Intraorganizational Ecology of Alliance  
Formation*

Cristina Boari, U. of Bologna  
Alessandro Lomi, U. of Bologna

12:20 pm - 2:10 pm  
Convention Center  
14B

**Creating and Sharing Knowledge**

*Chair*  
John William Clarry, Montclair State U.

*Discussants*  
Pamela S. Barr, Georgia State U.  
Joseph T. Mahoney, U. of Illinois,  
Urbana-Champaign

*Knowledge Sharing in Strategically  
Interdependent Situations: Enacting Collective  
Assumptions to Escape Retaliation*  
Philippe N. Baumard, U. of Versailles  
Jerome H. Ibert, U. of Paris

*Networks and Knowledge: Knowledge Sharing Through the Interunit Network*  
Morten T. Hansen, Harvard U.

*Interteam Transfer of Knowledge: An Exploratory Study of the Facilitators and Impediments to Sharing Practices Between Teams*

Mary E. Zellmer-Bruhn, U. of Wisconsin, Madison  
Cristina B. Gibson, U. of Wisconsin, Madison

*Further Unpacking Stickiness: The Role of Biased Expectations in the Internal Transfer of Knowledge*

Michael James Lenox, Massachusetts Institute of Technology

*Integrating Product and Process of Thought: Towards a Pragmatic Theory of Strategy*  
Joseph T. Mahoney, U. of Illinois, Urbana-Champaign  
Ron Sanchez, U. of Western Australia

12:20 pm - 2:10 pm  
Convention Center  
15A

**Understanding Risk**

*Chair*

Jay J. Janney, U. of Kentucky

*Discussants*

Emmanuel Josserand, U. of Paris  
P. Konstantina Kiouisis, U. of California, Los Angeles

*The Behavioral and Economic Concepts of Risk: The Twain Shall Meet*

Sayan Chatterjee, Case Western Reserve U.  
Robert M. Wiseman, Michigan State U.

**Conference Proceedings Paper**

*Governance and Risk Taking in the U.S. Cable Television Industry*

Thomas R. Eisenmann, Harvard U.

**Conference Proceedings Paper**

*Agency and Entrepreneurship Perspectives on Leveraged and Management Buyouts: Managing the Downside Versus the Upside*

Mike Wright, U. of Nottingham  
Jay Dial, Case Western Reserve U.  
Robert E. Hoskisson, U. of Oklahoma

12:20 pm - 2:10 pm  
Convention Center  
15B

*The Locus of Business Risk: An Analysis of Risk Factors in Initial Public Offerings*  
Kenneth R. MacCrimmon, U. of British Columbia

Martin L. Martens, U. of British Columbia

**Nothin' but Net: Testing Organizational Theories Using Sports-Related Data**

*Joint symposium sponsored by BPS, OB & OMT*

12:20 pm - 2:10 pm  
Marriott North  
San Diego C

**Business Policy and Integration in a Strategic Management World: Reconceptualizing the Capstone Course in the Undergraduate Curriculum**

*Joint symposium sponsored by BPS & MED*

12:20 pm - 2:10 pm  
Westin  
Balboa

**Shared Interest Track on Escalating Into and Out of Jams**

*Papers from BPS, MC, MOC & OCIS*

12:20 pm - 2:10 pm  
Marriott South  
Torrance

**Shared Interest Track on Major Organizational Changes**

*Papers from BPS, HCM, OM & ONE*

12:20 pm - 2:10 pm  
Convention Center  
8

**Shared Interest Track on International Joint Ventures**

*Papers from BPS, IM & OMT*

12:20 pm - 2:10 pm  
Marriott North  
Columbia 2

**Shared Interest Track on Supply Chain Integration**

*Papers from BPS, ONE & TIM*

12:20 pm - 2:10 pm  
Convention Center  
17B

**Shared Interest Track on Organizational Identity**

*Papers from BPS, MOC & OMT*

2:30 pm - 3:50 pm  
Convention Center  
14A

**Refocusing and Strategic Adaptation**

*Chair*

Victor Brian Wayhan, U. of Houston

*Discussants*

Richard Jason Makadok, Emory U.

Henk W. Volberda, Erasmus U.,  
Rotterdam

**Conference Proceedings Paper**

*Speed and Potential Breakdown in the Process of Strategic Renewal*

John Harald Aadne, U. of St. Gallen

Volker Mahnke, Copenhagen Business  
School

*Waiting to Restructure: An Examination of the Impact of the Conditions Leading to a Restructuring*

Bryant Ashley Hudson, U. of Texas,  
Dallas

*Business Scope, Business Relatedness, and Firm Profitability: The Performance Effect of Corporate Refocusing*

Jun Zhao, Southern Illinois U.,  
Carbondale

Jianwen Liao, Robert Morris College

*Corporate Restructuring During the 1980s: An Empirical Investigation of Its Antecedents and Consequences*

Jianwen Liao, Robert Morris College

Jun Zhao, Southern Illinois U.,  
Carbondale

*Three Empirical Case Studies of Multifaceted Product Reorientations: How Much Does Strategic Adaptation Matter?*

Michael Lubatkin, U. of Connecticut /  
ESC, Lyon

Avinash V. Mainkar, U. of Connecticut

William S. Schulze, U. of Connecticut

Ron C. Cotterill, U. of Connecticut

2:30 pm - 3:50 pm  
Convention Center  
14B

**Preserving and Mobilizing Knowledge in Complicated Organizational Situations**

*Chair*

Anurag Sharma, U. of Massachusetts,  
Amherst

*Discussants*

Steven W. Floyd, U. of Connecticut

Larry Stimpert, Colorado College

2:30 pm - 3:50 pm  
Convention Center  
15A

**Conference Proceedings Paper**

*The Impact of Knowledge Codification, Experience Trajectories, and Integration Strategies on the Performance of Corporate Acquisitions*

Harbir Singh, U. of Pennsylvania

Maurizio Zollo, INSEAD / European  
Institute of Business Administration

*Knowledge Mobilization in Complex Organization: Diverse Knowledge, Administrative Barriers, and Integrating Mechanisms*

Kazuhiro Asakawa, Keio U.

Tomo Noda, INSEAD

*A Knowledge-Based Perspective on the Choice of Organizational Mode in International Cooperative Ventures*

Jiatao Li, Hong Kong U. of Science and  
Technology

*Routines for Leveraging Knowledge Across Borders for Global New Product Development Capability: An Empirical Examination*

Mohan Subramaniam, U. of Connecticut  
N. Venkatraman, Boston U.

**Strategic Decision Processes**

*Chair*

Juan Florin, U. of Connecticut

*Discussants*

Sayan Chatterjee, Case Western  
Reserve U.

Louis D. Marino, U. of Alabama

*An Interpretive-Political Approach to Strategy Formation*

Nidhi Srinivas, McGill U.

*Analysis and Politics: A Dual Framework for Understanding Strategic Decision Processes*

David S. Chappell, Ohio U.

Anne Sigismund Huff, U. of Colorado /  
Cranfield U.

**Conference Proceedings Paper**

*Strategic Decision Making in the 21st Century Army*

dt ogilvie, Rutgers U., Newark

Frances Elizabeth Hauge, Tulane U.

2:30 pm - 3:50 pm  
Convention Center  
15B

**Discourse and Change in Organizations**

*Joint symposium sponsored by BPS, MOC & OMT*

2:30 pm - 3:50 pm  
Westin  
Balboa

**Shared Interest Track on Executive Compensation**

*Papers from BPS, HR, OB & SIM*

2:30 pm - 3:50 pm  
Convention Center  
17B

**Shared Interest Track on Designing Organizations**

*Papers from BPS, ODC & OMT*

2:30 pm - 3:50 pm  
Marriott South  
Marina E

**Interactive Paper Session**

*Papers from BPS, IM, OCIS, OM & RM*

4:10 pm - 5:30 pm  
Convention Center  
14A

**Corporate Governance Modes, Structures, and Inseparability**

*Chair*  
Maheshkumar P. Joshi, Saint Joseph's U.

*Discussants*  
Vincent L. Barker III, U. of Wisconsin,  
Milwaukee  
Sven-Olof Collin, Lund U.

**Conference Proceedings Paper**  
*Contractual Commitments, Bargaining Power, and Governance Inseparability: Incorporating History Into the Transaction Cost Theory of the Firm*  
Nicholas Samuel Argyres, U. of Southern California  
Julia Porter Liebeskind, U. of Southern California

*Firm Boundaries, Governance Structures, and (Information) Technology Changes: New Wines, Old Bottles*  
Michael George Jacobides, U. of Pennsylvania

*External Technology Sourcing and the Choice of Governance Mode: Firm Characteristics as Moderators of the 'Theories' of the Firm*  
Kevin G. Corley, Pennsylvania State U.  
H. Kevin Steensma, Pennsylvania State U.

4:10 pm - 5:30 pm  
Convention Center  
15A

*An Examination of the Relationship of Governance to Performance*  
Jerilyn W. Coles, Arizona State U., West  
Victoria B. McWilliams, Arizona State U., West  
Nilanjan Sen, Arizona State U., West

**Knowledge, Technology, and New Product Development**

*Chair*  
Patricia Gorman Clifford, Case Western Reserve U. / McKinsey & Co.

*Discussants*  
Charles Dhanaraj, U. of Western Ontario  
Vinay K. Garg, U. of Texas, Arlington

*Interfirm Differences in the Conversion of Technological Knowledge Into Performance: A DEA Approach*  
Sudhir Mallya, Hunt Wesson, Inc.  
P. N. Subbanarasimha, U. of Waterloo

*Evolutionary Patterns in Building Technological Competence: An Empirical Examination of Search Routines in R&D*  
Atul A. Nerkar, Columbia U.  
Ian C. MacMillan, U. of Pennsylvania

**Conference Proceedings Paper**  
*Acquiring Knowledge-Based Resources Through the Retention of Human Capital: Evidence From High-Tech Acquisitions*  
Annette L. Ranft, West Virginia U.  
Michael D. Lord, Wake Forest U.

**Conference Proceedings Paper**  
*Contingency Theory and the Characteristics of Knowledge: Strategic, Environmental, and Knowledge Predictors of International R&D Organization*  
Julian Mark Birkinshaw, Stockholm School of Economics  
Robert Nobel, Institute of International Business

*Leveraging Expertise for Differential Capabilities: The Case of Organizational Routines for Global New Product Development*  
Mohan Subramaniam, U. of Connecticut  
N. Venkatraman, Boston U.

4:10 pm - 5:30 pm  
Convention Center  
14B



**Teaching New Teachers to Teach**

*Chair*

Brian Golden, U. of Western Ontario

*Panel*

Rocky DeWitt, Pennsylvania State U.  
Steven W. Floyd, U. of Connecticut  
Brian Golden, U. of Western Ontario  
Kevin J. Laverty, U. of Washington,  
Bothell  
Briance Mascarenthas, Rutgers U.,  
Camden

4:10 pm - 5:30 pm  
Convention Center  
16B

**What Matters Most in Technology and Innovation Research: Disciplinary Perspectives From Strategy, Organization Theory, and Management of Technology**

*This symposium represents integrative perspectives relating to technology and innovation research from the above three disciplines. Presented by leading scholars, the topics pertain to conceptual transitions, status of technology and innovation research, key research issues, knowledge management, and transformation of technology and innovation management to a research 'generating' field.*

*Showcase symposium sponsored by BPS, OMT & TIM*

4:10 pm - 6:00 pm  
Convention Center  
15B

**Reflections in the Funhouse Mirrors: The Interdependence of Reputation, Image, and Identity**

*Joint symposium sponsored by BPS, MOC & OMT*

4:10 pm - 5:30 pm  
Convention Center  
16A

**Why Alliance Trust Matters: Defining and Measuring Trust in Interorganizational Relationships**

*Joint symposium sponsored by BPS & OMT*

4:10 pm - 5:30 pm  
Marriott South  
Marina E

**Interactive Paper Session**

*Papers from BPS, IM & OMT*

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**CAREERS**

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9:00 am - 10:20 am  
Marriott North  
San Diego C

**Innovative Alliances in Management Education and Training**

*Joint symposium sponsored by CAR & MED*

10:40 am - 12:00 pm  
Westin  
Library

**Division Welcome**

**Mentors and Mentoring: Concepts and Outcomes**

*Division Welcome*

Sherry E. Sullivan, Bowling Green State U.

Hugh P. Gunz, U. of Toronto

*Chair*

Barbara A. Ribbens, St. Cloud State U.

*Discussants*

Tammy D. Allen, U. of South Florida

Saroj Parasuraman, Drexel U.

*Examining the Relationship Between Mentoring and Work-Family Conflict*

Troy R. Nielson, U. of Utah

Dawn S. Carlson, U. of Utah

Melenie J. Lankau, Cornell U.

**Conference Proceedings Paper Winner of Careers Division Applied Paper Award**

*Mentor Functions and Outcomes: A Comparison of Men and Women in Formal and Informal Mentoring Relationships*

Belle Rose Ragins, U. of Wisconsin, Milwaukee

John Cotton, Marquette U.

*The Mentoring Relationship as an Organizational Exchange: The Process of Developing and Maintaining Successful Mentoring Relationships*

Angela M. Young, California State U., Los Angeles

Pamela L. Perrewe, Florida State U.

10:40 am - 12:00 pm  
Marriott North  
San Diego C

**Shaping Management Education for the 21st Century: Perspectives of Five Division Chairs**

*Joint symposium sponsored by CAR & MED*

2:30 pm - 3:50 pm  
Westin  
California B

**Bridging the Academic-to-Practice Gap: Careers and Processes Insuring That Research Makes a Practical Difference**

*This interactive symposium addresses the reasons academic theory and research are disconnected from management practice. The gap is viewed from the perspectives of how consulting experience informs research, and the ways participants' consulting career paths have developed to influence their scholarly activities. Suggestions are offered for narrowing the research-practice gap.*

*Showcase symposium sponsored by CAR, MC & OB*

10:40 am - 12:00 pm  
Marriott South  
Torrance

**Shared Interest Track on Teleworking and Telecommuters**

*Papers from CAR, IM & TIM*

12:20 pm - 2:10 pm  
Marriott South  
Marina F

**What Matters Most to Women in Entrepreneurial Careers**

*Joint symposium sponsored by CAR, ENT & GDO*

2:30 pm - 3:50 pm  
Marriott North  
San Diego C

**The Triangle of Education, Research, and Practice: What Matters Most to Each of These Sides**

*Joint symposium sponsored by CAR & MED*

12:20 pm - 2:10 pm  
Westin  
California C

**What Matters Most in the Management of Expatriates**

*Joint symposium sponsored by CAR, HR & IM*

4:10 pm - 5:30 pm  
Westin  
Library

**Leaving the Company: Why and Whither?**

*Chair*

Joan D. Mahoney, Montclair State U.

*Discussants*

Susan M. Adams, Bentley College  
Robert F. Morrison, Navy Personnel  
Research and Development Center

*Acceptance of Buyout Offers in the Face of Downsizing: Empirical Evidence From the Korean Electronics Industry*

Daniel C. Feldman, U. of South Carolina  
Seongsu Kim, Seoul National U.

*Job Search Behavior of Older Workers*

Aaron J. Ard, Cornell U.  
Marcie A. Cavanaugh, Cornell U.

*Should I Stay or Should I Go? Occupational Matching and Internal and External Mobility*  
Steffanie L. Wilk, U. of Pennsylvania  
Elizabeth A. Craig, U. of Pennsylvania

12:20 pm - 2:10 pm  
Westin  
California A

**Interactive Paper Session**

*Papers from CAR, HR & OB*

2:30 pm - 3:50 pm  
Westin  
Library

**Careers, Cultures, and National Competitiveness Symposium**

*Chair*

Michael B. Arthur, Suffolk U.

*Discussants*

Boas Shamir, Hebrew U.  
John Van Maanen, Massachusetts  
Institute of Technology

*New Zealand: Careers in a Deregulating Economy*

Michael B. Arthur, Suffolk U.  
Kerr Inkson, U. of Auckland  
Judith K. Pringle, U. of Auckland

*France Careers Through Hybridization*

Loic Cadin, ESC, Paris  
Anne-Francois Bailly, ESSEC  
Veronique de Saint-Giniez, Group ESC,  
Tours

*Hong Kong: Careers Across Borders*

Bee Leng Chua, Chinese U. of Hong  
Kong

**CONFLICT MANAGEMENT**

8:30 am - 10:20 am

Westin  
Imperial

**The Effects of Social Context on Perceptions of Justice**

*Chair*

Catherine Tinsley, Georgetown U.

*Contextual Factors Associated With the Development of Procedural Justice Climate*

Stefanie E. Naumann, Louisiana State U.

Nathan Bennett, Louisiana State U.

**Conference Proceedings Paper Winner of CM Division Best Paper Award**

*The Social Construction of Injustice: Fairness Judgments in Response to Own and Others' Unfair Treatment by Authorities*

Laura J. Kray, Northwestern U.

Leigh L. Thompson, Northwestern U.

**Winner of CM Division Best Student Paper Award**

*Social Context and Fairness: The Relationship Between Gender and Workgroup Composition and Perceptions of Fairness*

Lucy L. Gilson, Georgia Institute of Technology

*The Role of Distributive and Procedural Justice in Predicting Propensity to Litigate Among Layoff Survivors*

Kelly Anne Mollica, Wake Forest U.

Barbara Gray, Pennsylvania State U.

8:30 am - 10:20 am

Marriott South  
Marina D

**Private Processes and Public Faces of Environmental Collaborations: Voices From Theory and Practice**

*Joint symposium sponsored by CM, ONE & SIM*

9:00 am - 10:20 am

Marriott North  
Columbia 2

**Shared Interest Track on Negotiating Conflicts Constructively**

*Papers from CM, HCM & IM*

10:40 am - 12:00 pm

Westin  
Imperial

**Conflict Within Groups and Teams**

*Chair*

Julie B. Olson-Buchanan, California State U., Fresno

*Are Work Teams Fair? An Examination of Work Team Characteristics From an Organizational Justice Perspective*

Jasmine Tata, Loyola U., Chicago

Lynn Bowes-Sperry, James Madison U.

*Constrained Behavior: A Cultural Analysis of Reward Allocation in Chinese Groups*

Madan M. Pillutla, Hong Kong U. of

Science and Technology

Jiing-Lih Farh, Hong Kong U. of

Science and Technology

Cynthia Lee, Northeastern U.

Zhiang Lin, Management Science

Associates, Inc.

*What Makes a Difference? The Impact of Individual Demographic Differences, Group Diversity, and Conflict on Individual Performance*

Sherry M. B. Thatcher, U. of

Pennsylvania

Karen ETTY Jehn, U. of Pennsylvania

Clint Chadwick, U. of Pennsylvania

*Organizational Learning and the Role of Conflict*

Teri C. Tompkins, U. of Redlands

Kathryn S. Rogers, Pitzer College

10:40 am - 12:00 pm

Marriott South  
Marina D

**Communal Models of Organizations: An Alternative to Traditional Hierarchical Models**

*Joint symposium sponsored by CM, GDO & OMT*

12:20 pm - 2:10 pm  
Westin  
California B

**Getting to ‘What Matters Most’:  
Overcoming the Roadblocks to  
Studying Sensitive Topics**

*Researchers interested in sensitive topics face many roadblocks. This innovative session offers attendees the opportunity to submit questions about obstacles they themselves have encountered. Panel members will share their own successful solutions, their insights from failures, and their continuing struggles. The resulting discussion should offer something for all in attendance.*

*Showcase symposium sponsored by CM, OB & RM*

2:30 pm - 3:50 pm  
Westin  
Imperial

**Variations in Approach to Conflict:  
Race, Moral Development, and  
Culture**

*Chair*

Holly Schroth, U. of California, Berkeley

*Know Thine Enemy: An Exploration of the Impact of Racial Culture on Interpersonal Conflict*

Martin N. Davidson, Dartmouth College

*An Examination of the Relationships of Conflict Management Strategies to Moral Development*

M. Afzalur Rahim, Western Kentucky U.  
Gabriel F. Buntzman, Western Kentucky U.

Douglas E. White, Western Michigan U.

*Harvesting Behavior in Asymmetric Social Dilemmas: A Comparison of Two Cultures*

Kimberly A. Wade-Benzoni,  
Northwestern U.

Tetsushi Okumura, Shiga U.

Jeanne M. Brett, Northwestern U.

Don A. Moore, Northwestern U.

Ann E. Tenbrunsel, U. of Notre Dame

Max H. Bazerman, Northwestern U.

2:30 pm - 3:50 pm  
Marriott South  
Marina F

**The Clash Between Workplace  
Harassment Law and Constitutional  
Rights to Free Speech: What Matters  
Most?**

*Legal scholar Eugene Volokh is the leading proponent of a constitutional challenge to hostile work environment laws which restrict workplace hate speech on the grounds that such restrictions violate First Amendment protections. He will be debated by representatives from the EEOC, the plaintiff's bar, and sexual and racial harassment and organizational justice scholars.*

*Showcase symposium sponsored by CM, GDO & SIM*

2:30 pm - 3:50 pm  
Westin  
California A

**Interactive Paper Session**

*Papers from CM, HR & OB*

4:10 pm - 5:30 pm  
Westin  
California B

**Positive Conflict in East Asia:  
Emerging Paradigms**

*Joint symposium sponsored by CM, IM & OB*

4:10 pm - 5:30 pm  
Westin  
Balboa

**Shared Interest Track on Procedural  
Justice in the Workplace**

*Papers from CM, OB, ODC & PNS*

5:45 pm - 6:30 pm  
Westin  
Imperial

**Business Meeting**

*Division Chair*

Robin L. Pinkley, Southern Methodist U.

6:30 pm - 8:00 pm  
Westin  
Santa Fe

**Social Hour**



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**ENTREPRENEURSHIP**

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8:30 am - 9:00 am  
Marriott South  
Point Loma

**Division Welcome**  
*Program Chair*  
Nancy Upton, Baylor U.

9:00 am - 10:20 am  
Marriott South  
Point Loma

**Entrepreneurial Orientation and Process**

*Chair*  
Robert C. Hill, U. of Houston  
*Discussants*  
Sherrie E. Human, Xavier U.  
Scott W. Kunkel, San Diego State U.

*Dimensionality of the Entrepreneurial Posture/Orientation Construct: A Structural Equation Study*  
Phil E. Stetz, Texas Tech U.  
Alex Stewart, Texas Tech U.  
Roy D. Howell, Texas Tech U.  
John D. Blair, Texas Tech U.  
Myron D. Fottler, U. of Alabama, Birmingham

*Do New Entrant Firms Have an Entrepreneurial Orientation?*  
G. T. Lumpkin, U. of Illinois, Chicago

*Managerial Value and the Entrepreneurial Process*  
Richard James Arend, New York U.

9:00 am - 10:20 am  
Marriott South  
Marina E

**Promoting Entrepreneurship in Economically Depressed Regions: Have We Made a Difference?**

*Joint symposium sponsored by ENT, MC & PNS*

9:00 am - 10:20 am  
Marriott South  
Torrance

**Shared Interest Track on Management Succession**

*Papers from ENT, MC & OB*

10:40 am - 12:00 pm  
Marriott South  
Point Loma

**Entrepreneurial Behavior, Attitudes, and Goals**

*Chair*  
Lloyd W. Fernald, U. of Central Florida

*Discussants*  
Pat Dickson, U. of Louisville  
Daryl Mitton, San Diego State U.

*Digging Deeper: A Cross-Cultural Comparison of Entrenched Entrepreneurs' Goals*  
Amy L. Kenworthy, U. of North Carolina, Chapel Hill  
Hugh M. O'Neill, U. of North Carolina, Chapel Hill  
Mark B. Thesing, U. of North Carolina, Chapel Hill  
Thomas S. Bateman, IMD International, Switzerland

*Entrepreneurial Attitudinal Orientation: A Refinement and Empirical Assessment*  
Emeric Solymossy, Western Illinois U.

*Entrepreneurial Self-Efficacy: Some Antecedents and Outcomes*  
Peggy A. Golden, Florida Atlantic U.  
Donna K. Cooke, Florida Atlantic U.

10:40 am - 12:00 pm  
Convention Center  
15B

**Shared Interest Track on What Do Contracts Actually Say?**

*Joint symposium sponsored by BPS, ENT & OMT*

10:40 am - 12:00 pm  
Convention Center  
8

**Shared Interest Track on Developing Knowledge Capital**

*Papers from ENT, IM, MOC & OMT*

12:20 pm - 2:10 pm  
Marriott South  
Marina F

**What Matters Most to Women in Entrepreneurial Careers**

*Joint symposium sponsored by CAR, ENT & GDO*

12:20 pm - 2:10 pm  
Marriott South  
Point Loma

**Managing in Transitional Economies: Chinese and Eastern European Experiences Compared and Contrasted**

Symposium

*Co-Chairs*

J. Justin Tan, California State U., San Marcos  
Michael W. Peng, Ohio State U. / Chinese U. of Hong Kong

*Discussants*

Oded Shenkar, Tel Aviv U. / Ohio State U.  
Ivan M. Manev, U. of Maine

*Russia's Economic Reform Program: Has the Neo-Liberal Agenda Caused More Pain Than Gain?*

Marianna Afanassieva, U. of Wolverhampton  
Milford Bateman, U. of Wolverhampton

*An International Comparison of Firm Performance After Privatization: The Impact of Contract Conditions Set Forth by Governments in Central and Eastern Europe*

Klaus Uhlenbruck, California State U., San Marcos

*New and Small Players on a Shaking Ground: A Multicase Study of Emerging Entrepreneurial Firms in a Transforming Economy*

Tatiana S. Manolova, Boston U.  
Aimin Yan, Boston U.

*Toward Alliance Postsocialism: Business Strategies in a Transitional Economy*

Michael W. Peng, Ohio State U. / Chinese U. of Hong Kong  
J. Justin Tan, California State U., San Marcos

2:30 pm - 3:50 pm  
Marriott South  
Point Loma

**Issues in Family-Owned Firms**

*Chair*

Ramona K. Z. Heck, Cornell U.

*Discussants*

Gibb Dyer, Jr., Brigham Young U.  
Joel McCann, Pacific Lutheran U.

*Charity Begins at Home: The Family Firm and Community Philanthropy*

Reginald A. Litz, U. of Manitoba  
Alice C. Stewart, Ohio State U.

*Managerial Leadership Capability and Organizational Performance: The Relationship Between Successors' Capability and Organizational Performance in a Family-Owned Business*

Sandra West King, George Washington U.

Erik K. Winslow, George Washington U.  
T. O. Jacobs, Industrial College of the Armed Forces National Defense U.

*Recruiting Outside Board Members in the Small Family Business: Challenging the Dominant Logic*

Morten Huse, Scandinavian Institute for Research in Entrepreneurship / Centre for Church Research  
Bengt Johannisson, Scandinavian Institute for Research in Entrepreneurship / U. of Växjö, Sweden

4:10 pm - 5:30 pm  
Marriott South  
Point Loma

**Business Meeting**

*Division Chair*

McRae C. Banks II, Worcester Polytechnic Institute

5:30 pm - 7:00 pm  
Marriott South  
Point Loma

**Social Hour**

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**GENDER & DIVERSITY IN ORGANIZATIONS**

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8:45 am - 9:00 am  
Marriott South  
Solana

**Division Welcome**

*Division Chair*  
Lisa A. Mainiero, Fairfield U.

*Program Chair*  
Laura Graves, Clark U.

9:00 am - 10:20 am  
Marriott South  
Solana

**Dorothy Harlow Best Paper Award Session**

*Chair*  
Robin Johnson, U. of Virginia

*Discussant*  
Mary E. Graham, Georgia State U.

**Conference Proceedings Paper  
Winner of Dorothy Harlow Award**  
*Racial Composition and Voluntary Turnover in a Multiracial Setting*  
Marta M. Elvira, U. of California, Irvine  
Christopher D. Zatzick, U. of California, Irvine

**Conference Proceedings Paper**  
*He Said, She Said: Remedial Accounts and Judgments of Coworker Sexual Harassment*  
Jasmine Tata, Loyola U., Chicago

**Conference Proceedings Paper**  
*Gender and Compensation in Healthcare Management: A Replication Study*  
Peter Alan Weil, American College of Healthcare Executives  
Peter Allen Kimball, American College of Healthcare Executives  
Cynthia Carter Haddock, U. of Alabama, Birmingham

10:40 am - 12:00 pm  
Marriott South  
Solana



**Autobiographical and Conversational Learning: A Nexus For a Feminist Approach to Educating for a World of Difference**

Symposium

*Chair*  
Susan Ann Comerford, Case Western Reserve U.

*Autobiography as a Feminist Methodology in Diversity Education*  
Susan Ann Comerford, Case Western Reserve U.

*Conversational Learning: Creating a Receptive Space to Hear the Unfamiliar*  
Ann C. Baker, George Mason U.

*The Use of Autobiography in the Classroom: Learning Through Mutual Intersubjectivity*  
Mary J. Fambrough, Case Western Reserve U.

10:40 am - 12:00 pm  
Marriott South  
Marina D

**Communal Models of Organizations: An Alternative to Traditional Hierarchical Models**

*Joint symposium sponsored by CM, GDO & OMT*

12:20 pm - 2:10 pm  
Marriott South  
Marina F

**What Matters Most to Women in Entrepreneurial Careers**

*Joint symposium sponsored by CAR, ENT & GDO*

12:20 pm - 2:10 pm  
Marriott South  
Solana

**Gender Bias in Evaluations of Employees and Leaders**

*Chair*  
Madeline Crocitto, State U. of New York, Old Westbury

*Discussant*  
Diana Reed, Drake U.

*An Examination of Gender Differences in Performance Appraisal: A Laboratory and a Field Study*

James A. Carey, Arizona State U., West  
Donna Blancer, Arizona State U.

*"But It Doesn't Mean Anything, It's Just A Cartoon": Cartoons as Primes for Stereotypes of Women in the Workplace*

Elizabeth A. Haley, Rice U.  
David J. Schneider, Rice U.

*Gender Differences in Participative Management: An Explanatory Model*

Janet Romaine, McMaster U.  
Isik Urla Zeytinoglu, McMaster U.  
John W. Medcof, McMaster U.

*The Effects of Dyad Gender Composition, Type of Organization, and Domain of Leadership Behavior on Subordinate Satisfaction*

Roya Ayman, Illinois Institute of Technology  
Linette Heatherly, Illinois Institute of Technology  
Karen Korabik, U. of Guelph

2:30 pm - 3:50 pm  
Marriott South  
Solana

**Understanding Diverse Groups**

*Chair*  
Kim Morouney, Wilfrid Laurier U.

*Discussant*  
Janice R. W. Joplin, Southern Illinois U., Edwardsville

*A Social Categorization Approach to Team Diversity Using Artificial Intelligence Methods*  
Margarita Mayo, U. of Western Ontario

*Demographic Diversity and Group Processes as Correlates of Collective Efficacy*  
Leisa D. Sargent, Queensland U. of Technology  
Christina Sue-Chan, U. of Western Australia

2:30 pm - 3:50 pm  
Marriott South  
Marina F

**The Clash Between Workplace Harassment Law and Constitutional Rights to Free Speech: What Matters Most?**

*Legal scholar Eugene Volokh is the leading proponent of a constitutional challenge to hostile work environment laws which restrict workplace hate speech on the grounds that such restrictions violate First Amendment protections. He will be debated by representatives from the EEOC, the plaintiff's bar, and sexual and racial harassment and organizational justice scholars.*

*Showcase symposium sponsored by CM, GDO & SIM*

4:10 pm - 5:30 pm  
Marriott South  
Solana

**Dessert Extravaganza and Dialogue About the Evolution of the Division**

*Division Chair*  
Lisa A. Mainiero, Fairfield U.

5:30 pm - 6:30 pm  
Marriott South  
Solana

**Business Meeting**

*Division Chair*  
Lisa A. Mainiero, Fairfield U.

6:30 pm - 8:30 pm  
Marriott South  
Solana

**Social Hour**

*A special celebration of past and future: The WIM Division becomes Gender & Diversity in Organizations*

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**HEALTH CARE MANAGEMENT**

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8:45 am - 9:00 am  
Marriott South  
Green Room

**Division Welcome**

*Program Chair*  
Barbara Bigelow, Clark U.

9:00 am - 10:20 am  
Marriott South  
Green Room

**The Organization of Work: Its Impact on Physicians and Patients**

*Chair*

Barbara A. Mark, Virginia Commonwealth U.

*Discussants*

Diane Brannon, Pennsylvania State U.  
Eric Steven Williams, U. of Missouri, Columbia

*Beyond 'Unloving Care': Linking Work Organization and Patient Care Quality in Nursing Homes*

Susan C. Eaton, Massachusetts Institute of Technology / Radcliffe Public Policy Institute

**Conference Proceedings Paper**

**Winner of HCM Division Best Paper Award**

*Physician Executives in Managed Care Settings: Characteristics and Job Involvement Across Two Career Stages*

Timothy J. Hoff, State U. of New York, Albany

*Physician Involvement in Management and Governance: The Moderating Effects of Medical Staff Structure and Composition*

Melissa J. Succi, U. of Michigan  
Jeffrey A. Alexander, U. of Michigan

10:40 am - 12:00 pm

Marriott North  
Columbia 2

*Outcomes in Geriatric Health Education*

John A. Valentine, U. of Central Florida  
Jurgis Karuza, State U. of New York, Buffalo

Barbara A. Boyken, Oleen Consultants

*Redefining Knowledge Flows in Health Care: From Technology Transfer to the Translation of Knowledge*

Ewan B. Ferlie, U. of London  
Louise Fitzgerald, U. of Warwick  
Martin Wood, U. of Warwick

**Shared Interest Track on Technological Development**

*Papers from HCM, OMT & TIM*

12:20 pm - 2:10 pm

Marriott South  
Green Room

**Strategy in Health Care: Three Contexts**

*Chair*

Andrew T. Sumner, Georgia State U.

*Discussants*

K. Joanne McGlown, U. of Alabama, Birmingham  
Peter C. Olden, U. of Scranton

**Conference Proceedings Paper**

**Winner of HCM Division Best Theory-to-Practice Paper**

*Adaptive Strategies of Academic Health Centers: Will They Survive or Go the Way of Dinosaurs?*

Sharon Topping, Sheps Center, U. of North Carolina  
John Hyde, U. of Mississippi Medical Center

John Barker, U. of Mississippi Hospitals and Clinics

Frederick D. Woodrell, U. of Mississippi Hospitals and Clinics

*Are Rural Hospitals 'Strategic'?*

Hanh Q. Trinh, U. of Wisconsin, Milwaukee

*Service Specialization Among New York State Nursing Homes in 1995*

Jane C. Banaszak-Holl, U. of Michigan  
John McCarthy, U. of Michigan

9:00 am - 10:20 am  
Marriott North  
Columbia 2

**Shared Interest Track on Negotiating Conflicts Constructively**

*Papers from CM, HCM & IM*

10:40 am - 12:00 pm  
Marriott South  
Green Room

**The Management of Knowledge**

*Chair*

Sherril B. Gelmon, Portland State U.

*Discussants*

Donde P. Ashmos, U. of Texas, San Antonio  
Maria A. Friedman, HCFA

*Knowledge-Based Resources in the Hospital Industry: The Managerial*

*Consensus-Performance Relationship*

Adelaide Wilcox King, U. of Virginia  
Carl P. Zeithaml, U. of Virginia

12:20 pm - 2:10 pm  
Marriott South  
Torrance

**Shared Interest Track on Major Organizational Changes**

*Papers from BPS, HCM, OM & ONE*

2:30 pm - 3:50 pm  
Marriott South  
Green Room

**Strategy in Health Care: Three Perspectives**

*Chair*

Ruth A. Mohr, Michigan Public Health Institute

*Discussants*

Margarete Arndt, Clark U.

Kanak Gautam, Saint Louis U.

*Environmental Turbulence and Organizational Change in Health Care: An Institutional Perspective*

James B. Goes, U. of Alaska, Southeast

*Hospital Provision of Prevention and Health Promotion Services: An Organizational Adaptation Perspective*

E. Jose Proenca, Widener U.

Michael D. Rosko, Widener U.

Jacqueline S. Zinn, Temple U.

*Insights From Game Theory for Strategic Alliance Formation: The Case of the Health Care Industry*

William Q. Judge, Jr., U. of Tennessee, Knoxville

Joel A. Ryman, U. of Tennessee, Knoxville

4:10 pm - 5:30 pm  
Marriott South  
Marina F

**Understanding the 'Black Box' Better: Identifying the Organizational and Professional Dynamics in Managed Care**

*Managed care involves a variety of organizational and professional dynamics not sufficiently attended to by researchers. This symposium addresses the need for clearer identification of these dynamics. Two alternatives discussed are learning to ask the right questions when researching health care issues, and applying ideas from organizational studies more fully.*

*Showcase symposium sponsored by HCM, OMT & PNS*

**HUMAN RESOURCES**

9:00 am - 10:20 am  
Westin  
Plaza A

**Contemporary Issues in Compensation**

*Chair*

Debra J. Cohen, George Washington U.

*Discussant*

Edilberto F. Montemayor, Michigan State U.

*An Empirical Examination of the Effect of Mandated Compensation Disclosure on Executive Compensation*

Jane Craighead, Concordia U.

Michel Magnan, HEC, Montreal

Linda Elizabeth Thorne, York U.

*Employee Stock Ownership and Organizational Commitment: What Matters Most to Airline Pilots*

Meg G. Blubaugh, Unaffiliated

John E. Gamble, U. of South Alabama

Robert Culpepper, Stephen F. Austin State U.

*Parity Through Compensation Management: The Salary Cap in the National Football League*

James A. Carey, Arizona State U., West

Ethan Lock, Arizona State U.

*The Determinants of Team Rewards in Entrepreneurial Firms*

David B. Balkin, U. of Colorado, Boulder

Gideon D. Markman, U. of Colorado, Boulder

9:00 am - 10:20 am  
Westin  
California B

**Supervision Versus Empowerment? New Perspectives on an Old Debate**

*Joint symposium sponsored by HR & OB*

9:00 am - 10:20 am  
Westin  
California C

**Developing a Cross-National and Cross-Occupational Perspective on Contingent Work**

*Joint symposium sponsored by HR & OB*

9:00 am - 10:20 am **Shared Interest Track on Job Satisfaction and Performance**  
Westin  
Balboa  
*Papers from HR, OB & RM*

9:00 am - 10:20 am **Interactive Paper Session**  
Westin  
California A  
*Papers from HR, IM & MOC*

10:40 am - 12:00 pm **New Insights Into Service Management: What Employee Attitudes, Perceptions, and Behaviors Matter Most to Customers?**  
Westin  
Presidio  
Symposium  
*Chair*  
David E. Bowen, Thunderbird  
*Discussants*  
Peter K. Mills, U. of Oregon  
Robert L. Cardy, Arizona State U.  
*Customer Service Citizenship Behaviors: Construct Definition and Scale Development*  
Robert W. Renn, U. of Memphis  
Beverly J. Vaughan, U. of Memphis  
*A Trickle-Down Model of Organizational Justice: Relating Instructors' and Students' Perceptions of, and Reactions to, Fairness*  
Suzanne S. Masterson, U. of Cincinnati  
*Fairness Perceptions Among Customer Service Employees: An Empirical Test of the DSB Model*  
Donna Blancero, Arizona State U.  
Scott A. Johnson, Arizona State U.  
*Linking Employee Attitudes and Customer Satisfaction in Service Encounters*  
Dan Moshavi, U. of Oregon

10:40 am - 12:00 pm **Understanding Human Resource Management From a Global Perspective**  
Westin  
Plaza A  
*Chair*  
Barbara L. Rau, U. of Wisconsin, Oshkosh  
*Discussants*  
Benito Arrunada, U. Pompeu Fabra, Barcelona  
Dennis W. Gibson, Troy State U.  
*Ethnocentric Staffing and International Assignments: A Transaction Cost Theory Approach*  
Rebecca E. Weems, U. of Kentucky  
*Issues in Strategic Human Resource Management for Transnationals in Europe*  
Brenda Richey, Florida Atlantic U.  
Stefan Wally, Chapman U.  
*Managing Human Resource for Competitive Advantage: A Study of Companies in Singapore*  
Naresh Khatri, Nanyang Technological U.  
*The Relationship Between Socioeconomic Development and International Human Resource Management: Evidence From Asia*  
Karen L. Middleton, Oklahoma City U.  
Steven J. Simon, Oklahoma City U.

10:40 am - 12:00 pm **Breaking Barriers in Team Research: New Methodologies and Applications for Team Research and Practice**  
Westin  
California C  
*Joint symposium sponsored by HR, OB & RM*

10:40 am - 12:00 pm **Shared Interest Track on Illegal and Unethical Behaviors**  
Westin  
Balboa  
*Papers from HR, OMT & SIM*

12:20 pm - 2:10 pm  
Westin  
Plaza A

**Assessing Employee Performance: Methodological and Conceptual Factors**

*Chair*  
Robert L. Cardy, Arizona State U.

*Discussants*  
Teri J. Elkins, U. of Houston  
Angelo S. DeNisi, Texas A&M U.

**Conference Proceedings Paper**  
*Rater-Ratee Personality Similarities Predict Peer Appraisal Ratings*

David Antonioni, U. of Wisconsin, Madison  
Heejoon Park, U. of Wisconsin, Madison

*Separating the Multiple Uses of Performance Appraisal: Clarity Out of Confusion?*

Wendy R. Boswell, Cornell U.  
John W. Boudreau, Cornell U.

*The Relative Effectiveness of Facilitator, Peer, and Self Appraisals for Improving the Performance of MBA Students*

Christina Sue-Chan, U. of Western Australia  
Gary P. Latham, U. of Toronto

**Conference Proceedings Paper**  
*When are Performance Ratings From Different Constituencies Truly Comparable? A Review of Measurement Artifacts in Studies of Self-Appraisal Accuracy*

Gordon W. Cheung, Chinese U. of Hong Kong

12:20 pm - 2:10 pm  
Convention Center  
16A

**What Explains the Adoption of High Involvement Human Resource Practices in Service Industries?**

*Joint symposium sponsored by HR & OMT*

12:20 pm - 2:10 pm  
Westin  
California C

**What Matters Most in the Management of Expatriates**

*Joint symposium sponsored by CAR, HR & IM*

12:20 pm - 2:10 pm  
Westin  
California A

**Interactive Paper Session**

*Papers from CAR, HR & OB*

2:30 pm - 3:50 pm  
Marriott North  
San Diego A

**Recent Advances and Continuing Challenges in Criterion Development and Measurement**

*Joint symposium sponsored by HR & RM*

2:30 pm - 3:50 pm  
Westin  
Presidio

**The Antecedents and Consequences of Employee Turnover**

*Chair*  
Janice S. Miller, U. of Wisconsin, Milwaukee

*Discussants*  
Robert P. Steel, U. S. Air Force Institute of Technology  
Greg L. Stewart, Vanderbilt U.

*Alternative Pay Practices and Employee Turnover*

James P. Guthrie, U. of Kansas / U. of Waikato

*Establishing New Relationships Within a Traditional Voluntary Turnover Model: The Effects of a Multidimensional Approach to Actual Ease of Movement in the Job Market*  
Charlie O. Trevor, Pennsylvania State U.

12:20 pm - 2:10 pm  
Westin  
Presidio

**Managing Employee Diversity**

*Chair*  
Cheryl L. Adkins, Louisiana State U.

*Discussants*  
Mary Jo Vaughan, Mercer U.  
Carolyn Wiley, Georgia State U.

*Selecting Leaders Based on Merit Versus Demography: Reactions and Implications Across Race and Gender Lines*

Marcus M. Stewart, U. of North Carolina, Chapel Hill

*The Effect of Acculturation on Hispanic MBA Values and Job Attribute Preferences: What Changes?*

Carolina B. Gomez, U. of Houston



*Estimation of a Causal Model of Absenteeism*  
James L. Price, U. of Iowa

2:30 pm - 3:50 pm  
Westin  
California C

**Contextual Performance of Temporary, Part-Time, and Virtual Employees: When Does Work Status Make a Difference?**

*Joint symposium sponsored by HR & OB*

*High Involvement Work Practices, Turnover, and Productivity: Evidence From New Zealand*  
James P. Guthrie, U. of Kansas / U. of Waikato

2:30 pm - 3:50 pm  
Westin  
Balboa

**Shared Interest Track on Executive Compensation**

*Papers from BPS, HR, OB & SIM*

2:30 pm - 3:50 pm  
Westin  
Plaza A

**The Impact of Human Resources on Organizational Performance**

*Chair*

Judith A. Tansky, James Madison U.

*Discussants*

Paula Silva, U. of Georgia

Elizabeth Weatherly, U. of Georgia

2:30 pm - 3:50 pm  
Westin  
California A

**Interactive Paper Session**

*Papers from CM, HR & OB*

*Measurement Error in Research on Human Resource Decisions and Firm Performance: How Much Error Is There and How Does it Influence Effect Size Estimates?*

Barry A. Gerhart, Vanderbilt U.

Patrick M. Wright, Cornell U.

Gary C. McMahan, U. of Texas,  
Arlington

Scott A. Snell, Pennsylvania State U.

4:10 pm - 5:30 pm  
Westin  
Plaza A

**Training and Human Capital: Assessment and Measurement**

*Chair*

Jon C. Carr, Mississippi State U.

*Discussant*

David B. Balkin, U. of Colorado,  
Boulder

**Conference Proceedings Paper**

*SHRM Configurations and Perceived*

*Organizational Performance*

Michael Anthony Sheppeck, U. of St.  
Thomas

*A Longitudinal Investigation of the Determinants of Transfer of Training*  
Alice P. Gaudine, Memorial U. of  
Newfoundland  
Alan M. Saks, York U.

*The Effect of Human Resource Management Practices on the Perceptions of Organizational and Market Performance of the Firm*

Shay S. Tzafir, Technion Institute of  
Technology

Gedaliahu H. Harel, Technion Institute  
of Technology

*Fun and Games: The Influence of a Playful Pretraining Intervention and Microcomputer Playfulness on Computer Related Performance*  
Kevin P. Pauli, U. of Nebraska  
Douglas R. May, U. of Nebraska  
Richard L. Gilson, U. of Nebraska

*Which Resources Matter in Initial Public Offering Firms? A Longitudinal Comparison of Five Resources' Contributions to Firm Performance*

Theresa M. Welbourne, Cornell U.

*Human Resource Management, Intellectual Capital, and Organizational Performance*  
Mark Alan Youndt, U. of Connecticut  
Scott A. Snell, Pennsylvania State U.

*Trainees' Attributes and Attitudes Revisited: A Meta-Analytic Path Analysis of Noe's (1986) Model of Motivation to Learn and Training Effectiveness*

Jason Alan Colquitt, Michigan State U.  
Jeffrey A. LePine, Michigan State U.  
Raymond A. Noe, Michigan State U.

*Training Activities and the Transfer of Training*  
Alan M. Saks, York U.  
Monica Belcourt, York U.

4:10 pm - 5:30 pm  
Westin  
Presidio

**The Effectiveness of HR Programs:  
Contingency Approaches**

*Chair*

Jon M. Werner, U. of Wisconsin,  
Whitewater

*Discussants*

Ronald Jay Karren, U. of Massachusetts,  
Amherst  
Charles E. Lance, U. of Georgia

**Conference Proceedings Paper**

*Corporate Reorganization and the  
Intraorganizational Mobility Response: An  
Analysis of Promotion and Layoff in a Large  
U.S. Firm, 1967-1993*

John Charles Dencker, Harvard U.

*Effects of Personality, Cognitive Ability, Stress,  
and Fit on Job Search and Separation Among  
Employed Managers*

John W. Boudreau, Cornell U.  
Wendy R. Boswell, Cornell U.

*Recruiter Assessments of Applicant  
Person-Organization Fit in Selection Interviews*

Amy Kristof-Brown, U. of Iowa  
*The Impact of Human Resource Capability on  
Firm Profitability: Testing a Contingency  
Model of Industry Environment*  
Long W. Lam, U. of Houston, Clear  
Lake

**Conference Proceedings Paper**

*Toward a Multilevel Theory of  
Person-Environment Fit*  
Karen J. Jansen, Texas A&M U. /  
Cornell U.  
Amy Kristof-Brown, U. of Iowa

4:10 pm - 5:30 pm  
Westin  
California C

**Mitigating Organizational  
Dysfunction: A Role of  
Accountability Systems**

*Joint symposium sponsored by HR, OB & SIM*

4:10 pm - 5:30 pm  
Westin  
California A

**Interactive Paper Session**

*Papers from HR, MOC & ODC*

5:30 pm - 6:30 pm  
Westin  
California A

**Ice Cream Social and Meeting With  
Division Officers**

*Division Chair*  
Jeanette Cleveland, Colorado State U.

**INTERNATIONAL MANAGEMENT**

***Look for the Sessions on Culture***

8:30 am - 9:00 am  
Convention Center  
8

**Division Welcome**

*Division Chair*

J. Michael Geringer, California  
Polytechnic State U.

*Program Chair*

Douglas Nigh, U. of South Carolina

9:00 am - 10:20 am  
Convention Center  
7B

**International Strategic Alliances:  
Partners and Performance**

*Chair*

Julius H. Johnson, Jr., U. of Missouri, St.  
Louis

*Discussant*

Tailan Chi, U. of Wisconsin, Milwaukee

*Strategic Orientations and Partner Selection in  
International Strategic Alliances: Institutional,  
Country Heritage, and Resource-Based  
Perspectives*

Michael A. Hitt, Texas A&M U.  
Tina M. Dacin, Texas A&M U.  
Edward Levitas, Texas A&M U.

*A Dynamic Model of the Strategic Alliance  
Formation Process: Alliance Form and  
Alliance Partner Selection*

Wei Shen, Texas A&M U.

*Autonomy and Dependence in Cross-Border  
Alliances: A Three-Party Structural Approach  
to Cooperative Ventures in Emerging  
Economies*

James A. Robins, U. of California, Irvine  
Stephen B. Tallman, Cranfield U. /  
U. of Utah  
Karin Fladmoe-Lindquist, U. of Utah

9:00 am - 10:20 am  
Convention Center  
8

***Culture and International  
Management Distinguished Speaker***

*Chair*

Ellen Drost, Florida International U.

*Think Locally, Act Globally*

Geert Hofstede, U. of Maastricht /  
Tilburg U.

9:00 am - 10:20 am  
Marriott North  
Columbia 2

**Shared Interest Track on  
Negotiating Conflicts  
Constructively**

*Papers from CM, HCM & IM*

9:00 am - 10:20 am  
Convention Center  
7A

**Shared Interest Track on Strategic  
and Organizational Evolution**

*Papers from BPS, IM & OMT*

9:00 am - 10:20 am  
Westin  
California A

**Interactive Paper Session**

*Papers from HR, IM & MOC*

10:40 am - 12:00 pm  
Convention Center  
7A

**Conceptualizing and Measuring  
Culture**

*Chair*

Schon Beechler, Columbia U.

*Discussant*

Sheila M. Puffer, Northeastern U.

**Conference Proceedings Paper**

*Language's Consequences: A Test of  
Linguistic-Based Measures of Culture Using  
Hofstede's Dimensions*

Joel West, U. of California, Irvine

John L. Graham, U. of California, Irvine

*Properties of Intracultural Variation: A  
Study on Secondary Data of 42 Cultures*

Kevin Au, Chinese U. of Hong Kong

*Reflection on Hofstede's Fifth Dimension: A  
Critique of 'Confucian Dynamism'*

Tony Fang, U. of Linköping

10:40 am - 12:00 pm  
Marriott South  
Torrance

**Shared Interest Track on  
Teleworking and Telecommuters**

*Papers from CAR, IM & TIM*

10:40 am - 12:00 pm  
Convention Center  
8

**Shared Interest Track on  
Developing Knowledge Capital**

*Papers from ENT, IM, MOC & OMT*

10:40 am - 12:00 pm  
Convention Center  
7B

**Upper Echelons of International  
Business Organizations**

*Chair*

Sara L. Keck, Pace U.

*Discussant*

Nicholas Athanassiou, Northeastern U.

*Bundling Human Capital With Organizational  
Context: The Impact of International  
Experience on CEO Pay and Multinational  
Firm Performance*

Mason A. Carpenter, U. of Wisconsin,  
Madison

William Gerard Sanders, Brigham  
Young U.

Hal B. Gregersen, Brigham Young U.

*Composition and Processes of International Joint  
Venture Management Groups: A New  
Perspective on Alliance Effectiveness*

Donald Carroll Hambrick, Columbia U.

Anne S. Tsui, Hong Kong U. of Science  
and Technology

Jiatao Li, Hong Kong U. of Science and  
Technology

Katherine Xin, Hong Kong U. of Science  
and Technology / U. of Southern  
California

*Composition of the Top Management Team and  
Firm Internationalization*

Laszlo Tihanyi, California State U.,  
Fullerton

Alan E. Ellstrand, California State U.,  
Long Beach

Catherine M. Daily, Indiana U.,  
Bloomington

Dan R. Dalton, Indiana U., Bloomington

*Internationally Seasoned CEOs in U.S.*

*Industry: Factors Affecting Internationalization  
at the Top*

Arieh A. Ullmann, State U. of New  
York, Binghamton

Sylvia Sloan Black, U. of North Carolina,  
Chapel Hill

12:20 pm - 2:10 pm  
Convention Center  
7B

**Critical Management Thought on the  
New Internal Network Organization  
Symposium**

*Chair*

Andrew M. Pettigrew, U. of Warwick

*Discussant*

Raymond E. Miles, U. of California,  
Berkeley

*Theoretical Perspectives on the New Internal  
Network Organization: A Reflexive Approach*

Evelyn Maria Fenton, U. of Warwick  
Tomas Mullern, Jonkoping U.  
Andrew M. Pettigrew, U. of Warwick

*Firm Restructuring in Europe: A Comparison  
of National Differences Between 1992 and  
1996*

Winfried Ruigrok, U. of St. Gallen  
Richard C. Whittington, Oxford U.  
Andrew M. Pettigrew, U. of Warwick

*Practices and Performance in the New Network  
Organization*

Richard C. Whittington, Oxford U.  
Martin Conyon, U. of Warwick  
Simon Ian Peck, U. of Warwick

*The New Internal Network Organization:  
Human Resource Management Implications*

Carlos J. Sanchez-Runde, IESE, U. of  
Navarra, Barcelona  
Richard C. Whittington, Oxford U.  
Javier Quintanilla, IESE, U. of Navarra,  
Barcelona

12:20 pm - 2:10 pm  
Convention Center  
7A

**The Challenge of International  
Firms: Learning From and Living  
With National Cultural Differences  
Symposium**

*Chair*

Michael Segalla, HEC

*What We Really Know From Thirty Years of  
Cross-Cultural Research*

Charles Hampden-Turner, Cambridge U.

*The French Conquest of the American Market*  
Guillaume Franck, HEC

12:20 pm - 2:10 pm  
Westin  
California C

*The Relationship Between National Culture and  
Organizational Learning Disabilities*  
Stephen W. Nason, Hong Kong U. of  
Science and Technology

*Aligning Cultural Values With the Market  
and Human Needs of Companies*  
Michael Segalla, HEC

**What Matters Most in the  
Management of Expatriates**

*Joint symposium sponsored by CAR, HR &  
IM*

12:20 pm - 2:10 pm  
Convention Center  
8

**Shared Interest Track on  
International Joint Ventures**

*Papers from BPS, IM & OMT*

2:30 pm - 3:50 pm  
Convention Center  
7A

**Culture and Management**

*Chair*

Michael Segalla, HEC

*Discussant*

Charles Hampden-Turner, Cambridge U.

*When Does Culture Matter?*

Martha L. Maznevski, U. of Virginia  
Cristina B. Gibson, U. of Wisconsin,  
Madison

Bradley L. Kirkman, U. of North  
Carolina, Greensboro

*Do You Manage Globally or Does Culture  
Matter at All?*

Gerhard M. Apfelthaler, FHS Kufstein  
Matthias Karmasin, Nausner & Nausner

*Management in Africa or Africa in  
Management? African Philosophical Thought  
in Organizational Discourse*

Mzamo P. Mangaliso, U. of  
Massachusetts, Amherst  
Nomazengele A. Mangaliso, Westfield  
State College

John M. Bruton, U. of Massachusetts,  
Amherst

*Mental Models of Management Among Chilean  
Managers*

Fernando F. Suárez, Massachusetts  
Institute of Technology  
Monica L. North, U. of New Mexico

2:30 pm - 3:50 pm  
Convention Center  
7B

**Internationalization of the Firm**

*Chair*  
Yair Aharoni, College of Management

*Discussant*  
Vinod K. Jain, Bowling Green State U.

*Toward Better Understanding of the 'How' Aspect of International Expansion*  
Jay H. Rhee, Ohio State U.

*The Learning Process of Internationalizing Firms: Learning From Failures and From Successes*  
Harry G. Barkema, Tilburg U.  
Freek Vermeulen, Tilburg U.

*An Adaptive Model of Internationalization Process: Lessons Drawn From the President Enterprise Corporation*  
Long W. Lam, U. of Houston, Clear Lake  
Louis P. White, U. of Houston, Clear Lake

*The Road to MNE of Firms From Newly Industrialized Economies*  
Shige Makino, Chinese U. of Hong Kong  
Chung-Ming Lau, Chinese U. of Hong Kong

2:30 pm - 3:50 pm  
Marriott North  
Columbia 2

**Shared Interest Track on Leadership Development**

*Papers from IM, MED, OB & PNS*

2:30 pm - 3:50 pm  
Marriott South  
Marina E

**Interactive Paper Session**

*Papers from BPS, IM, OCIS, OM & RM*

4:10 pm - 5:30 pm  
Convention Center  
7A

**Diversification and Performance**

*Chair*  
Ronald Meyer, Erasmus U., Rotterdam

*Discussant*  
Thomas P. Murtha, U. of Minnesota  
*Performance Effects of Diversification Strategies Among Japanese Multinational Firms: A Simultaneous Equation Model*  
Stephen B. Tallman, Cranfield U. / U. of Utah  
J. Michael Geringer, California Polytechnic State U.  
David M. Olsen, U. of Utah

4:10 pm - 6:00 pm  
Convention Center  
7B

*Product, International Market, and International Operations Diversification: Linear, Curvilinear, and Interaction Relationships With Firm Performance*  
Chun-Chung Chen, U. of Texas, Dallas  
Chadwick C. Nehrt, Quinnipiac College  
Stephen E. Guisinger, U. of Texas, Dallas

*International Diversity Versus International Diversification: Host Country Effects on Multinational Firm Performance*  
Aleta Best, U. of Massachusetts, Dartmouth

**Relationships Within the Multinational Enterprise**

*Chair*  
John D. Daniels, U. of Richmond

*Discussant*  
John R. Weeks, INSEAD

*Predictors of Emergent Social Structure in a Multinational Enterprise*  
Ivan M. Manev, U. of Maine

**Conference Proceedings Paper**  
*Testing an International Interdependence Perspective of Control Within Multinational Corporations*  
Sharon O'Donnell, U. of Delaware  
Kendall Roth, U. of South Carolina

*Cultural Control in Foreign Subsidiaries of MNCs: A Case for the Host National Manager*  
John A. Volkmar, Temple U.

*Global Teamwork in the Multinational: Bridging Research to Practice*  
W. Chan Kim, INSEAD  
Subramanian Rangan, INSEAD  
Harry David Korine, London Business School

4:10 pm - 6:00 pm  
Marriott South  
Marina D

**Wanted: Effective Global Managers! Three Corporate Perspectives on Growing and Developing Global Managers**

*Joint symposium sponsored by IM & ODC*

4:10 pm - 5:30 pm  
Westin  
California B

**Positive Conflict in East Asia:  
Emerging Paradigms**

*Joint symposium sponsored by CM, IM & OB*

4:10 pm - 5:30 pm  
Marriott South  
Marina E

**Interactive Paper Session**

*Papers from BPS, IM & OMT*

9:00 am - 10:20 am  
Marriott North  
Torrey 1&2



**What Matters Most in a Virtual  
Learning Community  
Symposium**

*Chair*

Regina Ferreira Bento, U. of Baltimore

*The Balanced Scorecard Executive Development  
Seminar: An Experiment in Distance  
Learning*

Regina Ferreira Bento, U. of Baltimore

*Developing Managerial Competencies for the  
Intelligent Enterprise: A Triad Approach to  
Learning*

Lynn Perry Wooten, U. of Florida

*Combined Virtual and Experiential Education  
in International Entrepreneurship*

Charles M. Vance, Loyola Marymount U.

*Multinational Site Virtual Management  
Education for the MBA Curriculum*

Paddy Miller, IESE, U. of Navarra,  
Barcelona

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**MANAGEMENT EDUCATION & DEVELOPMENT**

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8:00 am - 9:00 am  
Marriott North  
Torrey 1&2

**Division Welcome and Welcome  
From a California Executive**

*Division Chair*

David J. Lemak, Washington State U.,  
Tri-Cities

*Program Chair*

Charles Wankel, St. John's U., New  
York

*Introduction*

Judi Strauss, Benedictine U.

*Executive*

Kenneth M. Alvares, Sun Microsystems

8:30 am - 10:20 am  
Marriott North  
Columbia 1



**The Total Quality Perspective in  
Management Education: A  
Discussion of Its Effects on  
Relationships With Stakeholders  
Symposium**

*Co-Chairs*

Anne M. O'Leary-Kelly, U. of Arkansas,  
Fayetteville

Lynda M. Kilbourne, Xavier U.

*Panel*

Zoe Barsness, Texas A&M U.

Deborah J. Bickford, U. of Dayton

Rafael Gely, Chicago-Kent College of  
Law

James VanVleck, U. of Dayton

9:00 am - 10:20 am  
Marriott South  
Marina F

**Why Critical Thinking Really  
Matters: Debates and Perspectives  
on Critical Management Education**

*What matters most in our profession challenges us to  
think critically about the role, focus and relationship  
of management education to 'management' and the  
process of 'managing'. What is critical thinking and  
what being 'critical' means in critical theory today are  
debated and explored from various perspectives.*

*Showcase symposium sponsored by MED,  
MOC & OMT*

9:00 am - 10:20 am  
Marriott North  
San Diego C

**Innovative Alliances in Management  
Education and Training**

*Joint symposium sponsored by CAR & MED*

10:40 am - 12:00 pm  
Marriott North  
Columbia 1



**Improving Management Training**

*Chair*

Claude L. Graeff, Illinois State U.

*Discussants*

Samir Ranjan Chatterjee, Curtin U. of  
Technology

Jeff Mello, Golden Gate U.

*Individual, Situational, and Organizational Factors, Characteristics, and Perceptions Impacting Training Programs and Training Outcomes: A Conceptual Model and Discussion*  
Debra J. Cohen, George Washington U.  
Susan K. Lippert, George Washington U.

10:40 am - 12:00 pm  
Marriott North  
San Diego C

**Shaping Management Education for the 21st Century: Perspectives of Five Division Chairs**

*Joint symposium sponsored by CAR & MED*

**Conference Proceedings Paper**

*Relationship Between Styles of Creativity and Managerial Skills Assessment*

E. Holly Buttner, U. of North Carolina, Greensboro  
Nur Gryskiewicz, U. of North Carolina, Greensboro  
Suzanne C. Hidore, PEAK Performance

12:20 pm - 2:10 pm  
Marriott North  
Torrey 1&2



**Computers in Management Teaching**

*Chair*

Fiona A. E. McQuarrie, U. College of The Fraser Valley

*Discussants*

Jon W. Beard, U. of Tulsa  
James J. Carroll, Georgian Court College

*An Andragogical-Eclectic Philosophy for Business Education*

William T. Ryan, Florida Atlantic U., Boca Raton  
William H. Lauffer, Florida Atlantic U.

*Strategies, Issues, and Implications for Training Interns in Ethics*

Pauline Magee-Egan, St. John's U., New York

10:40 am - 12:00 pm  
Marriott North  
Torrey 1&2



**Service Learning and Developing Learning Capabilities**

*Co-Chairs*

Normandie Jeanne Gaitley, York College of Pennsylvania  
Anne M. McCarthy, Colorado State U.

*Discussants*

Thomas Hawk, Frostburg State U.  
David Ozag, George Washington U.

*Encouraging Volunteerism Through Service-Learning Pedagogy*

Anne M. McCarthy, Colorado State U.  
Mary L. Tucker, Ohio U.

*Learning Organizations: The Role of Dialogue and Mentor*

Elizabeth Borredon, HEC, Lille  
Christophe Roux-Dufort, HEC, Lille

12:20 pm - 2:10 pm  
Marriott North  
San Diego C

**Conference Proceedings Paper**

*An Exploratory Comparison of Student Learning and Class Participation in a Traditional Classroom and an Asynchronous Internet-Based MBA Course*

J. B. Arbaugh, U. of Wisconsin, Oshkosh

**Conference Proceedings Paper**

*Management Education in the Digital Economy*  
Paul Shrivastava, Bucknell U.

*The Age of Clutter: Developing Meaning Structures to Evaluate Internet-Based Information*

Charles J. Fornaciari, Florida Gulf Coast U.  
Maria Loffredo Roca, Florida Gulf Coast U.

10:40 am - 12:00 pm  
Convention Center  
16A

**Metaphors for Teaching Strategy: Art, Acting, and Adventure**

*Joint symposium sponsored by BPS & MED*

10:40 am - 12:00 pm  
Marriott North  
San Diego A

**Theology and Business: An Imperative for Collaboration**

*Joint symposium sponsored by MED & ODC*

**Business Policy and Integration in a Strategic Management World: Reconceptualizing the Capstone Course in the Undergraduate Curriculum**

*Joint symposium sponsored by BPS & MED*

12:20 pm - 2:10 pm  
Marriott North  
Columbia 1

**Assessment Centers, Student Views of Diversity**

*Chair*

Annelies E. M. Van Vianen, U. of Amsterdam

*Discussants*

David E. Morgan, U. of New South Wales

Ernest Stark, Bellevue U.

Marilyn L. Thompson, Memorial U. of Newfoundland

*A Note on Assessment Center Feedback and Subsequent Training and Development Activity*

Debra R. D. Mitchell, Sprint Corp.

Todd J. Maurer, Georgia Institute of Technology

*Business Students' Perceptions of Workforce Diversity*

Helen Juliette Muller, U. of New Mexico

Jacqueline N. Hood, U. of New Mexico

*Receptivity to Assessment-Based Feedback for Management Development*

Stephane Brutus, Concordia U.

Ann Marie Ryan, Michigan State U.

Gary Greguras, Bowling Green State U.

Milton D. Hakel, Bowling Green State U.

2:30 pm - 3:50 pm  
Marriott North  
San Diego C

*Social Comparisons Involving Education Level and Work Outcomes: An Exploratory Study*

Bonnie S. O'Neill, U. of Wisconsin, Milwaukee

Mark A. Mone, U. of Wisconsin, Milwaukee

2:30 pm - 3:50 pm  
Marriott North  
Columbia 2

**The Triangle of Education, Research, and Practice: What Matters Most to Each of These Sides**

*Joint symposium sponsored by CAR & MED*

**Shared Interest Track on Leadership Development**

*Papers from IM, MED, OB & PNS*

4:10 pm - 5:30 pm  
Marriott North  
Columbia 1



**Visions of Management Education**

*Chair*

Sri V. Raghavan, U. of Wisconsin, Madison

*Discussants*

Paul Poppler, Bellevue U.

Paul Bacdayan, U. of Massachusetts, Dartmouth

*An Algorithm for Management of Technology Education*

Lynda D. Aiman-Smith, North Carolina State U.

David L. Baumer, North Carolina State U.

Stephen K. Markham, North Carolina State U.

*Creating Management Education That Matters: From a Diagnostic Model to Three Case Applications*

Rodney G. Alsup, Kennesaw State U.

Thomas A. Kolenko, Kennesaw State U.

2:30 pm - 3:50 pm  
Marriott North  
Torrey 1&2



**Teaching Information Management, Equity and Education, Culture Change Simulation**

*Chair*

Sybille R. Sachs, U. of Zurich

*Discussant*

Steven Papamarcos, St. John's U., New York

*Are We Teaching What Matters Most? An Investigation of Industry Satisfaction With Business Curriculum*

Amy Hietapelto, Michigan Technological U.

Kelly C. Strong, Michigan Technological U.

Richard C. Ringer, Illinois State U.

*Defining and Changing Organizational Culture: Integrating Theory and Practice*

Terry R. Schumacher, Open U.

4:10 pm - 5:30 pm  
Marriott North  
Torrey 1&2



**Alternative Visions of Management Education**

*Chair*

Trevor A. Williams, Queensland U. of Technology

*Discussants*

Kevin Davis, U. S. Air Force Academy

Martin J. Hornyak, U. S. Air Force Academy



*Commercial Discourses in University Education: A Critique of Assumptions of Marketing Orientations in the Strategic Management of Canadian Universities*

Cathy Driscoll, Saint Mary's U  
David Wicks, Saint Mary's U

**Conference Proceedings Paper**

*Faculty Views on Collegiate Business Education Reform*

John A. Pearce II, Villanova U.

9:00 am - 10:20 am  
Marriott South  
Cardiff

**What's Evergreen and What's Not**

*Chair*

James C. Worthy, Northwestern U.

*Discussants*

Charles Booth, U. of West England  
Daniel A. Wren, U. of Oklahoma  
James A.F. Stoner, Fordham U.

*An Historical Perspective on Fad Adoption and Abandonment: Developing Theory From the Management Fad Jungle*

Paula Phillips Carson, U. of Southwestern Louisiana  
Patricia A. Lanier, U. of Southwestern Louisiana  
Kerry David Carson, U. of Southwestern Louisiana  
Betty J. Birkenmeier, U. of Southwestern Louisiana

*Where do Management Fashions Come From, and How Long Do They Stay?*

Chester S. Spell, U. of Waikato

*A Decade of Annual Meeting Pre-Conference Activities as a Reflection of What Matters Most to Academy Members*

Richard T. Mowday, U. of Oregon

4:10 pm - 5:30 pm  
Marriott North  
San Diego A

**What Matters Most to University OB Education: Views From the Inside and the Outside**

*This symposium provides a forum for discussion about what our goals are in teaching organizational behavior, with particular emphasis on what will continue to be unique or advantageous about university organizational behavior teaching. Perspectives from the business community and from the academic community on these issues will be presented.*

*Showcase symposium sponsored by MED & OB*

4:10 pm - 5:30 pm  
Marriott North  
San Diego C

**Virtual Management Education: An Exploration Into Unknown Spaces**

*Joint symposium sponsored by MED, OCIS & TIM*

12:20 pm - 2:10 pm  
Marriott South  
Cardiff

**Lessons to Be Learned From Practitioners of the Past**

*Chair*

David Marshall Hunt, U. of Southern Mississippi

*Discussants*

Darryl Lanoue, Norwich U.  
Kenneth E. Aupperle, U. of Akron  
Charles W. Blackwell, Nova Southeastern U.

*Keiretsu Capitalism and Multinational Investment in Ancient Phoenicia*

Karl James Moore, Oxford U.  
David Charles Lewis, Oxford U.

*Laurence Sullivan: 18th Century Corporate Chairman and Management Pioneer*

P. Bruce Buchan, Queen's U.

**Winner of Ronald B. Shuman Best Graduate Student Paper Award**

*Francois Coty: A Forgotten Contributor to Modern Marketing & Management Techniques*  
Linda D. Clarke, Appalachian State U.

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MANAGEMENT HISTORY

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8:30 am - 9:00 am  
Marriott South  
Cardiff

**Division Welcome**

*Division Chair*

Kerry David Carson, U. of Southwestern Louisiana

*Program Chair*

Regina A. Greenwood, Kettering U.

2:30 pm - 3:50 pm  
Marriott South  
Marina D

**Early Liberatory Impulses in the American Workplace: A Historical Examination of Empowerment**

*Joint symposium sponsored by MH, ODC & OMT*

2:30 pm - 3:50 pm  
Marriott South  
Torrance

**Shared Interest Track on Privatization in Eastern European Economies**

*Papers from MH, OMT, PNS & TIM*

4:10 pm - 5:30 pm  
Marriott South  
Coronado

**A Conversation With Paul Hersey: Situational Leadership Then and Now**

*Co-Chairs*

Jane Whitney Gibson, Nova Southeastern U.

Charles W. Blackwell, Nova Southeastern U.

*Distinguished Speaker*

Paul Hersey, Center for Leadership Studies

5:30 pm - 6:15 pm  
Marriott South  
Coronado

**Business Meeting**

*Division Chair*

Kerry David Carson, U. of Southwestern Louisiana

*Award Recipients*

**Management History Division Best Reviewer Award**

Paula Phillips Carson, U. of Southwestern Louisiana

**John F. Mee Management Contribution Award**

Alfred A. Bolton, Averett College  
John G. Joos, Informed Decisions, Inc.  
Richard M. Hodgetts, Florida International U.

**Ronald F. Shuman Best Graduate Student Paper Award**

Linda D. Clarke, Appalachian State U.

6:15 pm - 7:30 pm  
Marriott South  
Coronado

**Social Hour**

**MANAGERIAL CONSULTATION**

9:00 am - 10:20 am  
Marriott South  
Carlsbad

**The Consulting Process**

*Chair*

William Vroman, Strategic Planning, Inc.

*Discussant*

David Jamieson, Pepperdine U.

**Winner of MC Division First Prize for Outstanding Student Paper**

*In Search of Ambivalence: Recapturing the Tension Between Connecting and Distancing*

Andrew L. Molinsky, Harvard U.

Joshua D. Margolis, U. of Michigan

*Implementing Redesigned Leadership in a Newly Developing Economy*

Marilyn E. Harris, Central Michigan U. / Global Dimensions

*Managing Post-Downsized Organizations:*

*Toward a More Comprehensive Managerial Consulting Approach Based on Socio-Economic Experiments*

Marc Bonnet, U. Lumiere Lyon II

Jacques Henri Coste, U. Lumiere Lyon II

9:00 am - 10:20 am  
Marriott South  
Marina E

**Promoting Entrepreneurship in Economically Depressed Regions: Have We Made a Difference?**

*Joint symposium sponsored by ENT, MC & PNS*

9:00 am - 10:20 am  
Marriott South  
Torrance

**Shared Interest Track on Management Succession**

*Papers from ENT, MC & OB*

10:40 am - 12:00 pm  
Marriott South  
Marina E

**New Frontiers in Corporate Citizenship Research: The Theory/Practice Link?**

*Joint symposium sponsored by MC & SIM*

12:20 pm - 2:10 pm  
Westin  
Balboa

**Shared Interest Track on Escalating Into and Out of Jams**

*Papers from BPS, MC, MOC & OCIS*

2:30 pm - 3:50 pm  
Westin  
California B

**Bridging the Academic-to-Practice Gap: Careers and Processes Insuring That Research Makes a Practical Difference**

*This interactive symposium addresses the reasons academic theory and research are disconnected from management practice. The gap is viewed from the perspectives of how consulting experience informs research, and the ways participants' consulting career paths have developed to influence their scholarly activities. Suggestions are offered for narrowing the research-practice gap.*

*Showcase symposium sponsored by CAR, MC & OB*

4:10 pm - 5:30 pm  
Marriott South  
Marina G

**Creating Competitive Organizations: Contrarian Trends and Consulting Implications**

*Chair*

Jeffrey Kerr, U. of Miami

*Distinguished Speaker*

David Ulrich, U. of Michigan

5:30 pm - 7:00 pm  
Marriott South  
Marina G

**Business Meeting and Social Hour**

*Division Chair*

Teresa Joyce Covin, Kennesaw State U.

9:00 am - 10:20 am  
Marriott South  
Marina F

**Conference Proceedings Paper**

*Assessing Others' Creativity: Impression Formation in the Hollywood 'Pitch'*

Kimberly D. Elsbach, U. of California, Davis

Roderick M. Kramer, Stanford U.

*Images of Malcolm Baldrige Organizations: Archaeology, Genealogy, and Ethics*

Alexis Ann Downs, Saint Louis U.

Michael C. Shaner, Saint Louis U.

*Leader-Image Compatibility: An Image Theory Contribution to Leadership Research*

Kenneth J. Dunegan, Cleveland State U.

Kristine Howard, Cleveland State U.

**Why Critical Thinking Really Matters: Debates and Perspectives on Critical Management Education**

*What matters most in our profession challenges us to think critically about the role, focus and relationship of management education to 'management' and the process of 'managing'. What is critical thinking and what being 'critical' means in critical theory today are debated and explored from various perspectives.*

*Showcase symposium sponsored by MED, MOC & OMT*

9:00 am - 10:20 am  
Westin  
California A

**Interactive Paper Session**

*Papers from HR, IM & MOC*

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**MANAGERIAL & ORGANIZATIONAL COGNITION**

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8:30 am - 9:00 am

**Division Welcome**

Westin  
Sierra

*Program Chair*

Theresa Lant, New York U.

9:00 am - 10:20 am

**Image Creation and Impression Management**

Westin  
Sierra

*Chair*

Margaret D. Gorman, George Washington U.

*Discussant*

Mary Ann Glynn, Emory U.

10:40 am - 12:00 pm  
Convention Center  
8

**Shared Interest Track on Developing Knowledge Capital**

*Papers from ENT, IM, MOC & OMT*

10:40 am - 12:00 pm  
Westin  
Sierra

**Efficacy, Emotion, and Motivation:  
Ignored Factors and New Linkages**

*Chair*  
Lisa R. Berlinger, Yale U.

*Discussant*  
Batia L. Wiesenfeld, New York U.

*Anchoring, Attributions, and Self-Efficacy: An  
Examination of Interactions*

Julie A. Lyden, U. of Memphis  
Lillian H. Chaney, U. of Memphis  
Carol Danehower, U. of Memphis

*Unexpressed Negative Emotions: They Do  
Matter*  
Elizabeth M. Doherty, Saint Joseph's U.

*When Choice is Demotivating: Too Much of a  
Good Thing?*  
Sheena Sethi-Iyengar, Massachusetts  
Institute of Technology

12:20 pm - 2:10 pm  
Marriott North  
San Diego A

**Language, Legitimacy, and  
Organizational Action**

*Joint symposium sponsored by MOC, OCIS &  
OMT*

12:20 pm - 2:10 pm  
Westin  
Balboa

**Shared Interest Track on  
Escalating Into and Out of Jams**

*Papers from BPS, MC, MOC & OCIS*

12:20 pm - 2:10 pm  
Convention Center  
17B

**Shared Interest Track on  
Organizational Identity**

*Papers from BPS, MOC & OMT*

2:30 pm - 3:50 pm  
Convention Center  
15B

**Discourse and Change in  
Organizations**

*Joint symposium sponsored by BPS, MOC &  
OMT*

12:20 pm - 2:10 pm  
Westin  
Sierra

**Learning From Performance  
Outcomes: The Roles of Reference  
Points, Attribution, and Memory**

*Chair*  
Paul C. Nutt, Ohio State U.

*Discussant*  
Michael K. Moch, Michigan State U.

**Conference Proceedings Paper**  
*Adaptive Aspirations in an American Financial  
Services Organization: A Field Study*  
Stephen J. Mezas, New York U.  
Patrice R. Murphy, New York U.

*American and Korean Attributions for  
Organizational Performance at a Korean  
Semiconductor Company*  
Guk-Hyun Cho, Massachusetts Institute  
of Technology

*An Empirical Investigation of Referent Choice*  
Jeremy C. Short, Louisiana State U.  
Timothy B. Palmer, Louisiana State U.

**Winner of MOC Best Student Paper  
Award**  
*Remembering Lessons From Sector-Specific  
Credit Losses*  
Catherine M. Paul-Chowdhury, U. of  
Western Ontario

4:10 pm - 6:00 pm  
Convention Center  
15B

**Reflections in the Funhouse Mirrors:  
The Interdependence of Reputation,  
Image, and Identity**

*Joint symposium sponsored by BPS, MOC &  
OMT*

4:10 pm - 5:30 pm  
Westin  
California A

**Interactive Paper Session**

*Papers from HR, MOC & ODC*

4:10 pm - 6:00 pm  
Westin  
Sierra

**Managers in the Middle: The  
Importance of Managerial Cognitions  
for Organizational Outcomes**

*Chair*  
Zur Shapira, New York U.

*Discussant*  
Kathleen M. Sutcliffe, U. of Michigan  
*Between Scylla and Charybdis: The Roles of the  
Self-Fulfilling Prophecy and Escalating  
Commitment in Organizational Decline*  
John C. Edwards, Southern Illinois U.,  
Carbondale  
William McKinley, Southern Illinois U.,  
Carbondale  
Gyewan Moon, Kyungpook National U.  
Allen Schick, Morgan State U.

*From Behavioral to Organizational Decision Theory: Transforming Individuals to Agents*  
Jacqueline R. Meszaros, U. of Washington, Bothell

*How Do Senior Managers Build Their Strategic Agendas? A Cognitive Approach*  
Benedicte Vidaillet, Nantes Atlantique Graduate School of Management

*Strategies for Taking Risk*  
Randolph Hollerith Case, Boston College  
Jeffrey L. Ringuest, Boston College

10:40 am - 12:00 pm  
Marriott North  
Columbia 3

**Developing Products and Capabilities in Manufacturing**

*Chair*  
Rebecca Duray, U. of Colorado, Colorado Springs

*Discussants*  
Kimberly Bates, New York U.  
Rebecca Duray, U. of Colorado, Colorado Springs  
Stanley E. Fawcett, Brigham Young U.

*Critical Success Factors for Fast Product Development*  
Barbara B. Flynn, Wake Forest U.  
E. James Flynn, Wake Forest U.  
Susan D. Amundson, Arizona State U.  
Roger G. Schroeder, U. of Minnesota

*Exploring the Antecedents of Manufacturing Flexibility*  
Derrick E. D'Souza, U. of North Texas  
Fredrik P. Williams, U. of North Texas

**Conference Proceedings Paper**  
*Integration as a Moderator of the Relationship Between the Sources of Manufacturing Capabilities and Technology Commercialization*  
Shaker A. Zahra, Georgia State U.  
Anders P. Nielsen, Technical U. of Denmark

**Shared Interest Track on Major Organizational Changes**

*Papers from BPS, HCM, OM & ONE*

**Interactive Paper Session**

*Papers from BPS, IM, OCIS, OM & RM*

**Business Meeting**

*Division Chair*  
Peter Ward, Ohio State U.

**Social Hour**

5:30 pm - 6:30 pm  
Marriott North  
Columbia 3

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**OPERATIONS MANAGEMENT**

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9:00 am - 10:20 am  
Marriott North  
Columbia 3

**Implementing Advanced Manufacturing Technologies**

*Chair*  
Barbara B. Flynn, Wake Forest U.

*Discussants*  
Barbara B. Flynn, Wake Forest U.  
Lynda D. Aiman-Smith, North Carolina State U.

**Conference Proceedings Paper**  
*Drivers of Satisfaction In Advanced Manufacturing Technology Implementation: An Empirical Investigation*  
Gregory N. Stock, Arizona State U.,  
Christopher M. McDermott, Rensselaer Polytechnic Institute

*The Relationship Between Advanced Manufacturing Technologies and Workforce Development: An Empirical Analysis*  
Nancy Waldeck, Ohio State U.  
Peter Ward, Ohio State U.  
Stephen Mangum, Ohio State U.

12:20 pm - 2:10 pm  
Marriott South  
Torrance

2:30 pm - 3:50 pm  
Marriott South  
Marina E

4:10 pm - 5:30 pm  
Marriott North  
Columbia 3

**ORGANIZATION & MANAGEMENT THEORY**

8:30 am - 9:30 am  
Convention Center  
9

**Breakfast and the OMT  
Distinguished Scholar Award**

*Chair*  
Joseph F. Porac, U. of Illinois,  
Urbana-Champaign

*Speaker and Award Recipient*  
Paul M. Hirsch, Northwestern U.

*Unveiling and Distribution of the  
1998 OMT Artifact*  
Paul M. Hirsch, Northwestern U.

9:00 am - 10:20 am  
Convention Center  
10

**Organizational Learning and  
Innovation**

*Chair*  
Stephen J. Mezias, New York U.

*Discussant*  
Richard S. Blackburn, U. of North  
Carolina, Chapel Hill

**Conference Proceedings Paper  
Winner of West Best Paper Award and the  
Sage-Louis R. Pondy Best  
Dissertation-Based Paper Award**  
*Collaboration Networks, Structural Holes, and  
Innovation: A Longitudinal Study*  
Gautam Ahuja, U. of Texas, Austin

*Interorganizational Learning and the Dynamics  
of Chain Relationships*  
Paul Ingram, Carnegie Mellon U.  
Joel A. C. Baum, U. of Toronto

**Conference Proceedings Paper**  
*Knowledge Brokers: A Field Study of  
Organizational Learning and Innovation*  
Andrew Bernard Hargadon, Stanford U.

9:00 am - 10:20 am  
Marriott South  
Marina F

**Why Critical Thinking Really  
Matters: Debates and Perspectives  
on Critical Management Education**  
*What matters most in our profession challenges us to  
think critically about the role, focus and relationship  
of management education to 'management' and the  
process of 'managing'. What is critical thinking and  
what being 'critical' means in critical theory today are  
debated and explored from various perspectives.*

*Showcase symposium sponsored by MED,  
MOC & OMT*

9:00 am - 10:20 am  
Convention Center  
16B

**Organizing in Turbulent  
Environments: Multiple  
Perspectives, Multiple Methods**  
*Organizations are increasingly facing turbulent  
environments in which technologies, markets,  
rivalries, and practices are changing with an  
unrelenting pace. In this symposium we showcase  
multiple perspectives and multiple methods of  
research-in-progress that reviews how managers  
organize in turbulent environments, and make  
recommendations on how these organizing paradigms  
should change.*

*Showcase symposium sponsored by BPS &  
OMT*

9:00 am - 10:20 am  
Convention Center  
15A

**Corporate Effects on Performance:  
Do They Matter and How Much?**  
*Joint symposium sponsored by BPS, OMT &  
RM*

9:00 am - 10:20 am  
Convention Center  
16A

**What Matters Most in Corporate  
Governance: From Theory to  
Boardroom Practice**  
*Joint symposium sponsored by BPS & OMT*

9:00 am - 10:20 am  
Convention Center  
17B

**Shared Interest Track on Learning  
in Networks**  
*Papers from OB & OMT*

9:00 am - 10:20 am  
Convention Center  
7A

**Shared Interest Track on Strategic  
and Organizational Evolution**  
*Papers from BPS, IM & OMT*

10:40 am - 12:00 pm  
Convention Center  
9

**The Boom in Services: What Are the  
Implications for Organizational  
Research?**  
Symposium

*Chair*  
Bonalyn Jean Nelsen, Cornell U.

*Discussant*  
Nicole Woolsey Biggart, U. of California,  
Davis

*Service, Servitude or Slavery? The  
Opportunities and Threats of Globalized  
Services in Developing Countries*  
Cathy A. Enz, Cornell U.

*Square Pegs Into Round Holes? The Pitfalls of Applying Manufacturing-Based Theory to Service Organizations*  
Bonaly Jean Nelsen, Cornell U.

*Cooling out Dissatisfied Customers: Evidence From Professional Service Firms*  
Robert E. Sutton, Stanford U.  
Francis J. Flynn, U. of California, Berkeley

*Customized Versus Mass-Produced Services: The Innovation Behind the Growth of the Service Economy?*  
Barbara A. Gutek, U. of Arizona

10:40 am - 12:00 pm  
Convention Center  
10

**Identifying Organizational Identity**

*Chair*  
Sigal G. Barsade, Yale U.

*Discussant*  
Susan C. Schneider, HEC / U. of Geneva

*Continuity and Change in Organizational Identity: A Process Perspective*  
Samia Chreim, HEC, Montreal

*Identity and Organizations: Searching for an Interdisciplinary Conceptual Framework*  
Miguel P. Caldas, EAESP-FGV, São Paulo  
Thomaz Wood, EAESP-FGV, São Paulo

*Organizational Identity and Organizational Learning: A Psychodynamic Perspective*  
Andrew D. Brown, U. of Cambridge  
Ken Starkey, U. of Nottingham

*The Nature and Dynamics of Organizational Identity*  
Hamid Bouchikhi, ESSEC  
John Kimberly, U. of Pennsylvania / INSEAD

10:40 am - 12:00 pm  
Convention Center  
16B

**Lead, Follow, or Get Out of the Way: Negotiating a Balance Between Strategic Distinctiveness and Institutional Legitimacy**

*This symposium examines an apparent paradox in existing theories of what matters most in determining organizational success. In particular, the papers included in this panel look at how managers 'negotiate a balance' between the contradictory forces of competitive advantage through distinctiveness and institutional legitimacy through isomorphism.*

*Showcase symposium sponsored by BPS & OMT*

10:40 am - 12:00 pm  
Convention Center  
15B

**What Do Contracts Actually Say?**

*Joint symposium sponsored by BPS, ENT & OMT*

10:40 am - 12:00 pm  
Marriott South  
Marina D

**Communal Models of Organizations: An Alternative to Traditional Hierarchical Models**

*Joint symposium sponsored by CM, GDO & OMT*

10:40 am - 12:00 pm  
Westin  
Balboa

**Shared Interest Track on Illegal and Unethical Behaviors**

*Papers from HR, OMT & SIM*

10:40 am - 12:00 pm  
Convention Center  
8

**Shared Interest Track on Developing Knowledge Capital**

*Papers from ENT, IM, MOC & OMT*

10:40 am - 12:00 pm  
Marriott North  
Columbia 2

**Shared Interest Track on Technological Development**

*Papers from HCM, OMT & TIM*

12:20 pm - 2:10 pm  
Convention Center  
9

**Interorganizational Mobility and the Dynamics of Industries**  
Symposium

*Chair*

Joseph F. Porac, U. of Illinois,  
Urbana-Champaign

*Discussant*

Jeffrey Pfeffer, Stanford U.

*Good Times, Bad Times: The Differential Effect of Industry Dynamics on the Careers of Men and Woman*

Heather A. Haveman, Cornell U.  
Joseph P. Broschak, U. of Texas, Austin  
Lisa E. Cohen, U. of California, Berkeley

*Executive Mobility and the Foundings of Organizations: A Study of International Stock Funds*

Hayagreeva Rao, Emory U.  
Robert Drazin, Emory U.

*Career Histories and the Formation of New Ventures*

M. Diane Burton, Harvard U.  
Jesper Sorensen, U. of Chicago  
Christine Beckman, Stanford U.

*Inter-Mill Personnel Networks as Sources of Power and Advantage in the US Paper*

James B. Wade, U. of Illinois,  
Urbana-Champaign  
Joseph F. Porac, U. of Illinois,  
Urbana-Champaign  
Howard Thomas, U. of Illinois,  
Urbana-Champaign  
Phillip Gorman, U. of Illinois,  
Urbana-Champaign

12:20 pm - 2:10 pm  
Convention Center  
10

**Networks and Organizational Action**

*Chair*

Dwight Lemke, James Cook U.

*Discussant*

Suzanne K. Stout, INSEAD

*Action and Networks: Connecting Agency to the Social Structure of Interorganizational Relations*

William B. Stevenson, Boston College  
Danna Greenberg, Boston College

*Collaborative Learning in a Manufacturing Network: The Case of the U.S. Defense Contracting System*

Maryellen R. Kelley, Carnegie Mellon U.  
Cynthia R. Cook, Rand Corporation

*Entry Despite the Network: The Relationship Between Network Structure and Entry Patterns in an Emergent Organizational Population*

Sophie Manigart, U. of Ghent  
Koenraad Debackere, Katholieke U.,  
Leuven

**Conference Proceedings Paper**

*Structural Embeddedness and the Persistence of Repeated Ties*

Brian Uzzi, Northwestern U.

12:20 pm - 2:10 pm  
Marriott South  
Marina D

**Walking the Talk, and Talking the Walk**

*Joint symposium sponsored by OB, OMT & SIM*

12:20 pm - 2:10 pm  
Convention Center  
15B

**Nothin' but Net: Testing Organizational Theories Using Sports-Related Data**

*Joint symposium sponsored by BPS, OB & OMT*

12:20 pm - 2:10 pm  
Convention Center  
16A

**What Explains the Adoption of High Involvement Human Resource Practices in Service Industries?**

*Joint symposium sponsored by HR & OMT*



12:20 pm - 2:10 pm  
Marriott North  
San Diego A

**Language, Legitimacy, and Organizational Action**

*Joint symposium sponsored by MOC, OCIS & OMT*

12:20 pm - 2:10 pm  
Convention Center  
8

**Shared Interest Track on International Joint Ventures**

*Papers from BPS, IM & OMT*

12:20 pm - 2:10 pm  
Convention Center  
17B

**Shared Interest Track on Organizational Identity**

*Papers from BPS, MOC & OMT*

2:30 pm - 3:50 pm  
Convention Center  
10

**Legitimacy, Institutionalization, and Organizational Response**

*Chair*  
Henrich R. Greve, U. of Tsukuba

*Discussant*  
P. Devereaux Jennings, U. of British Columbia

*Legitimacy and the Life Cycle of an Organizational Form: Agricultural Cooperatives*  
Randall Edward Westgren, U. of Illinois, Urbana-Champaign  
Peter O. Foreman, U. of Illinois, Urbana-Champaign

*Responses to Uncertainty in an Institutional Environment: Strategic Choice or Patterned Behavior?*  
Jennifer A Howard, Massachusetts Institute of Technology  
Jennifer Nash, Massachusetts Institute of Technology

*The Dynamics of Merger and Acquisition Waves: A Three Stage Conceptual Framework*  
Ellen R. Auster, York U.  
Mark L. Sirower, New York U.

*The Effects of Special Interest Configurations on State Health Policy Choices*  
Sheila Kennelly McGinnis, Metropolitan State College, Denver

2:30 pm - 3:50 pm  
Convention Center  
8

**Alliances and Strategic Partnerships**

*Chair*  
Timothy M. Stearns, California State U., Fresno

*Discussant*  
Paul M. Olk, U. of California, Irvine

**Conference Proceedings Paper**  
*Buyer-Supplier Performance: The Role of Asset Specificity, Reciprocal Investments, and Relational Exchange*  
Kendall W. Artz, Baylor U.  
Patricia M. Norman, Baylor U.

*Digging Deeper: Reframing Cultural Mismatches in Strategic Partnerships*  
John W. Selsky, Monash U.

*The Dark Side of Embeddedness: An Examination of the Influence of Direct and Indirect Board Interlocks and CEO/Board Relationships on Interfirm Alliances*  
Ranjay Gulati, Northwestern U.  
James D. Westphal, U. of Texas, Austin

*The Effect of Environment and Alliance Characteristics on the Choice of Alliance Forms*  
Chungjen Chen, Rensselaer Polytechnic Institute  
Daniel Berg, Rensselaer Polytechnic Institute

2:30 pm - 3:50 pm  
Convention Center  
15B

**Discourse and Change in Organizations**

*Joint symposium sponsored by BPS, MOC & OMT*

2:30 pm - 3:50 pm  
Convention Center  
16A

**Emotion Regulation: Factors Shaping the Experience and Expression of Emotion in Organizations**

*Joint symposium sponsored by OB & OMT*

2:30 pm - 3:50 pm  
Marriott South  
Marina D

**Early Liberatory Impulses in the American Workplace: A Historical Examination of Empowerment**

*Joint symposium sponsored by MH, ODC & OMT*

2:30 pm - 3:50 pm  
Marriott South  
Torrance

**Shared Interest Track on Privatization in Eastern European Economies**

*Papers from MH, OMT, PNS & TIM*

2:30 pm - 3:50 pm  
Convention Center  
17B

**Shared Interest Track on Designing Organizations**

*Papers from BPS, ODC & OMT*

4:10 pm - 5:30 pm  
Convention Center  
9

**Stor(i)ed Knowledge: The Narrative Basis of Organizational Memory Symposium**

*Chair*

Ellen O'Connor, FX Palo Alto Laboratory, Inc. / U. of California, Berkeley

*Presenters*

Seth Lerer, Stanford U.  
Charlotte Linde, Institute for Research on Learning  
Ellen O'Connor, FX Palo Alto Laboratory, Inc. / U. of California, Berkeley

4:10 pm - 5:30 pm  
Convention Center  
10

**Complexity and Firm Decision Making**

*Chair*

Bernard Forgues, IAE, Tours

*Discussant*

Brian T. Pentland, Michigan State U.

*A Complex Systems Approach to Managerial Risk-Related Decisions: An Exploration of Organizational and Individual Factors in a Cross-National Context*

Mona V. Makhija, U. of Pittsburgh / Ohio State U.  
Alice C. Stewart, Ohio State U.

**Conference Proceedings Paper**

*Globalization Ain't What It's Cracked Up to Be--And Other Dialectical Insights From the New Science of Complexity*

Gokce Sargut, Columbia U.  
Rita Gunther McGrath, Columbia U.

*Optimally Suboptimal Organizations: Local Search on Complex Landscapes*  
Jan W. Rivkin, Harvard U.

4:10 pm - 5:30 pm  
Convention Center  
8

**The Influence of Chief Executives**

*Chair*

Rakesh Khurana, Harvard U.

*Discussant*

Margarethe F. Wiersema, U. of California, Irvine

*Can Excess Bring Success? Implications of the CEO's Psychological Contract for Stewardship Theory*

Ann K. Buchholtz, U. of Georgia  
Deborah L. Kidder, U. of Connecticut

*Getting Off the Path of Least Resistance: The Impact of CEO Pay on Strategic Change*

Mason A. Carpenter, U. of Wisconsin, Madison

*Leadership and Identity: A Model of Media-Acclaimed Chief Executive Officers*

Mathew L. Hayward, London Business School

4:10 pm - 5:30 pm  
Convention Center  
16B

**What Matters Most in Technology and Innovation Research: Disciplinary Perspectives From Strategy, Organization Theory, and Management of Technology**

*This symposium represents integrative perspectives relating to technology and innovation research from the above three disciplines. Presented by leading scholars, the topics pertain to conceptual transitions, status of technology and innovation research, key research issues, knowledge management, and transformation of technology and innovation management to a research 'generating' field.*

*Showcase symposium sponsored by BPS, OMT & TIM*

4:10 pm - 5:30 pm  
Marriott South  
Marina F

**Understanding the 'Black Box' Better: Identifying the Organizational and Professional Dynamics in Managed Care**

*Managed care involves a variety of organizational and professional dynamics not sufficiently attended to by researchers. This symposium addresses the need for clearer identification of these dynamics. Two alternatives discussed are learning to ask the right questions when researching health care issues, and applying ideas from organizational studies more fully.*

*Showcase symposium sponsored by HCM, OMT & PNS*

4:10 pm - 6:00 pm  
Convention Center  
15B

**Reflections in the Funhouse Mirrors:  
The Interdependence of Reputation,  
Image, and Identity**

*Joint symposium sponsored by BPS, MOC & OMT*

4:10 pm - 5:30 pm  
Convention Center  
16A

**Why Alliance Trust Matters:  
Defining and Measuring Trust in  
Interorganizational Relationships**

*Joint symposium sponsored by BPS & OMT*

4:10 pm - 5:30 pm  
Convention Center  
17B

**Shared Interest Track on Rise and  
Decline of Organizational Forms**

*Papers from OMT & TIM*

4:10 pm - 5:30 pm  
Marriott South  
Marina E

**Interactive Paper Session**

*Papers from BPS, IM & OMT*

5:30 pm - 6:30 pm  
Convention Center  
9

**Business Meeting and Social Hour**

*Division Chair*

Kathleen M. Eisenhardt, Stanford U.

*Award Recipients*

**Winner of West Publishing Best Paper  
Award and Louis R. Pondy Best  
Dissertation-Based Paper Award**  
Gautam Ahuja, U. of Texas, Austin

**Winner of Best Symposium Proposal  
Award**

Michael K. Badawy, Virginia Polytechnic  
Institute and State U.

**Presentation of the Above and  
Beyond the Call of Duty (ABCD)  
Awards**

Kathleen M. Eisenhardt, Stanford U.

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**ORGANIZATION DEVELOPMENT & CHANGE**

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9:00 am - 10:20 am  
Westin  
Plaza B&C

**Celebration of Best Papers**

*Chair*

Kenneth L. Murrell, U. of West Florida

*Discussants*

Thomas Cummings, U. of Southern  
California

Craig Lundberg, Cornell U.

**Conference Proceedings Paper  
Winner of ODC Division Best  
Practice-Related Paper**

*Crossing Theory and Practice Boundaries to  
Create New Knowledge*

George L. Roth, Massachusetts Institute  
of Technology

**Conference Proceedings Paper  
Winner of ODC Division Best Doctoral  
Student Paper**

*Change Navigation Styles and Corporate  
Revitalization*

Quy N. Huy, McGill U.

**Conference Proceedings Paper  
Winner of ODC Division Best Paper**

*Organizational Change as Shifting  
Conversations*

Jeffrey D. Ford, Ohio State U.

10:40 am - 12:00 pm  
Marriott North  
San Diego A

**Theology and Business: An  
Imperative for Collaboration**

*Joint symposium sponsored by MED & ODC*

10:40 am - 12:00 pm  
Westin  
California B

**Creating a Transformational Science:  
Dissertations That Both Inform and  
Transform**

*Joint symposium sponsored by OB, ODC &  
RM*

10:40 am - 12:00 pm  
Westin  
Plaza B&C

**Complexity, Change, and Entrepreneurship Symposium**

*Chair*

Janice A. Black, New Mexico State U.

*Discussants*

Patricia Gorman Clifford, Case Western Reserve U. / McKinsey & Co.  
Gary C. McMahan, U. of Texas, Arlington  
Frances Viggiani, Alfred U.

*Entrepreneurial Conation and Change*

Janice A. Black, New Mexico State U.

*A 'Fractal' Organization Analysis*

Frances Elizabeth Hauge, Tulane U.

*Systems and Stories*

David M. Boje, New Mexico State U.

*The Story of the Sci-Fi Organization*

Grace Ann Rosile, New Mexico State U.

12:20 pm - 2:10 pm  
Westin  
Plaza B&C

**Stories, Sensemaking, and Change: A Multidisciplinary Conversation**

*Chair*

Ronald R. Sims, College of William and

*Discussants*

Evelyn Dravecky, U. of California, Los Angeles  
Peter Reason, U. of Bath

*Making Sense of Revolutionary Change: Differences in Members' Stories*

Steven S. Taylor, Boston College

*Momentum in Organizational Change: Toward a Multidisciplinary Theory*

Karen J. Jansen, Texas A&M U. / Cornell U.

*What Recipients of Organizational Change Construct: How Sensemaking Mediates Assessments of a Shared Governance Initiative*

Jenny W. Rudolph, Boston College  
Jean M. Bartunek, Boston College  
Snehal A. Tijoriwala, Carnegie Mellon U.  
Judith A. DePalma, Duquesne U.

*Being True to What We Profess: Management Research and Life Inquiry -- A 'Black British' Perspective*

Gloria Bravette, South Bank U.

2:30 pm - 3:50 pm  
Marriott South  
Marina D

**Early Liberatory Impulses in the American Workplace: A Historical Examination of Empowerment**

*Joint symposium sponsored by MH, ODC & OMT*

2:30 pm - 3:50 pm  
Convention Center  
17B

**Shared Interest Track on Designing Organizations**

*Papers from BPS, ODC & OMT*

4:10 pm - 5:30 pm  
Westin  
Plaza B&C

**Intimacy, Control, and Asking Teams What Matters**

*Chair*

Joanne C. Preston, Pepperdine U.

*Discussants*

Susan G. Cohen, U. of Southern California  
Michael K. McCuddy, Valparaiso U.

*If You Want Team Level Data, Shouldn't You Ask the Team?*

Bradley L. Kirkman, U. of North Carolina, Greensboro  
Paul E. Tesluk, Tulane U.  
Benson Rosen, U. of North Carolina, Chapel Hill

*Assessing Concertive Control in the Team Environment*

Brett M. Wright, Sydney Water Corporation LTD.  
James R. Barker, U. S. Air Force Academy

*Why Teams Don't Perform: The Misunderstood Concept of Intimacy*

Lisa A. Horvath, George Washington U.  
Rhonda G. Van Diest, Price Waterhouse LLP

4:10 pm - 6:00 pm  
Marriott South  
Marina D

**Wanted: Effective Global Managers Three Corporate Perspectives on Growing and Developing Global Managers**

*Joint symposium sponsored by IM & ODC*

4:10 pm - 5:30 pm  
Westin  
Balboa

**Shared Interest Track on Procedural Justice in the Workplace**

*Papers from CM, OB, ODC & PNS*

4:10 pm - 5:30 pm  
Westin  
California A

**Interactive Paper Session**  
*Papers from HR, MOC & ODC*

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**ORGANIZATIONAL BEHAVIOR**

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8:30 am - 10:20 am  
Westin  
Santa Fe

**The Structure and Consequences of Organizational Commitment**

*Chair*  
Ann H. Butcher, Tulane U.  
*Discussant*  
Harold L. Angle, U. of Cincinnati

**Conference Proceedings Paper**  
*Loyalty to Supervisor, Organizational Commitment, and Employee Performance: The Chinese Case*  
Anne S. Tsui, Hong Kong U. of Science and Technology  
Zhen Xiong Chen, Hong Kong Baptist U.  
Jiing-Lih Farh, Hong Kong U. of Science and Technology

*The Relationship Between Commitment Forms and Work Outcomes: A Comparison of Three Models*  
Aaron Cohen, U. of Haifa

*A Multilevel Analysis of Organizational Commitment: An Application of Hierarchical Linear Modeling*  
Byung Hee Lee, Indiana U., Bloomington  
Maqbul Jamil, Indiana U., Bloomington

*An Investigation Into the Nature of the Job Involvement-Role Construct*  
Robert R. Hirschfeld, Georgia Southern U.

*Union Commitment: A Comparison of Public and Private Sector Union Member Attitudes and Behavioral Outcomes*  
Mary Pisnar, Cleveland State U.

8:30 am - 10:20 am  
Westin  
Harbor A&B

**Leader-Member Exchange Theory**

*Chair*  
Lisa J. Gebhardt, Arizona State U.

*Discussant*  
George Graen, U. of Southwestern Louisiana

*Self and Coworker Views of Leader-Member Exchange (LMX) Relationships: Perceptions of Ingratiation and Fairness*  
John M. Maslyn, Vanderbilt U.  
Mary Uhl-Bien, U. of Central Florida

*The Ties That Bind: The Impact of Leader-Member Exchange (LMX), Transformational and Transactional Leadership, Spatial Distance, and Value Congruence on Predicting Follower Performance*  
Jane M. Howell, U. of Western Ontario  
Kathryn E. Hall-Merenda, U. of Western Ontario

*The Effects of Cognitive Style on Leader-Member Exchange Relationships--Do They Matter?*  
C. W. Allinson, Sunderland U.  
Steven John Armstrong, Sunderland U.  
J. Hayes, Sunderland U.

**Conference Proceedings Paper**  
**Winner of OB Division Best Dissertation-Based Paper Award**  
*The Frog Pond Matters: An Exploration of Work Unit Context and Leader-Member Exchange*  
Claudia C. Cogliser, U. of Miami

9:00 am - 10:20 am  
Westin  
California B

**Supervision Versus Empowerment? New Perspectives on an Old Debate**

*Joint symposium sponsored by HR & OB*

9:00 am - 10:20 am  
Westin  
California C

**Developing a Cross-National and Cross-Occupational Perspective on Contingent Work**

*Joint symposium sponsored by HR & OB*

9:00 am - 10:20 am  
Westin  
Balboa

**Shared Interest Track on Job Satisfaction and Performance**

*Papers from HR, OB & RM*

9:00 am - 10:20 am  
Westin  
Coronado

**The Influence of Diversity on Work Outcomes**

*Chair*  
Kenneth G. Brown, Michigan State U.

*Discussant*  
Laurie Larwood, U. of Nevada, Reno

*Racial Composition of Schools: Effects on Teacher Job Satisfaction, School Commitment, and Career Commitment*

Charles W. Mueller, U. of Iowa  
Ashley Finley, U. of Iowa  
Roderick Dale Iverson, U. of Melbourne  
James L. Price, U. of Iowa

**Conference Proceedings Paper**

*Perceived Racial Discrimination: Organizational Outcomes and Situational Moderators*

Evan F. Sinar, Bowling Green State U.

*The Role of Stereotype Threat and Goal Orientation in Explaining Racioethnic Group Differences in Job Performance*

Loriann Roberson, Arizona State U.  
Carlos J. Alsua, Arizona State U.  
Caryn J. Block, Columbia U.

9:00 am - 10:20 am  
Marriott South  
Torrance

**Shared Interest Track on Management Succession**

*Papers from ENT, MC & OB*

9:00 am - 10:20 am  
Convention Center  
17B

**Shared Interest Track on Learning in Networks**

*Papers from OB & OMT*

10:40 am - 12:00 pm  
Westin  
Santa Fe

**Organizational Influences on the Psychological Contract**

*Chair*  
John Schaubroeck, City U. of Hong Kong

*Discussant*  
Robert Hooijberg, Rutgers U.  
Robert Caplan, George Washington U.

*Psychological Contract Breach and the Employment Exchange: Perceptions From Employees and Employers*

Kyle Lewis-McClear, U. of Maryland  
M. Susan Taylor, U. of Maryland

*Examining the Effects of Work Externalization Through the Lens of Social Identity Theory*

Prithviraj Chattopadhyay, U. of Queensland  
Elizabeth George, U. of Queensland

*When Employees Become Contract Labor: Persistent Expectations of the Principal in an Outsourcing Context*

Violet T. Ho, Carnegie Mellon U.  
Ang Soon, Nanyang Technological U.

*Organizational Social Capital: The Case for Stability*

Carrie R. Leana, U. of Pittsburgh  
Harry J. Van Buren III, U. of Pittsburgh

10:40 am - 12:00 pm  
Westin  
Coronado

**Managing Diversity: Theory and Research**

*Chair*  
Elizabeth C. Ravlin, U. of South Carolina

*Discussant*  
Steffanie L. Wilk, U. of Pennsylvania

**Conference Proceedings Paper**

*Friends in High Places: Structural Discrimination in Salary Negotiations*  
Marc-David L. Seidel, U. of Texas, Austin

Jeffrey T. Polzer, U. of Texas, Austin  
Katherine Stewart, U. of Texas, Austin

*Levels of Analysis and Diversity Research: The Missing Link to Strong Theory, Measurement, and Analysis*

Sandi Lynne Dinger, State U. of New York, Binghamton

Christie Kennedy, State U. of New York, Binghamton

Yair Berson, State U. of New York, Binghamton

*Orthogonal Cultural Identification Theory and Self-Categorization Theory: Understanding the Multiple Dimensions of Racioethnicity*

Shawnta S. Friday, Florida A&M U.  
Sherry E. Moss, Florida International U.

10:40 am - 12:00 pm  
Westin  
Harbor A&B

**Attributional Perspectives on Behavior**

*Chair*

Donald VandeWalle, Southern Methodist U.

*Discussant*

James D. Westaby, New York U.

*Blame and Prevention as Sources of Bias in Causal Explanations of Accidents*

Rodney O. Lacey, Northwestern U.

Robert C. Liden, U. of Illinois, Chicago

Victoria Husted Medvec, Northwestern U.

Sandy J. Wayne, U. of Illinois, Chicago

David M. Messick, Northwestern U.

Timothy A. Judge, U. of Iowa

Raymond T. Sparrowe, U. of Illinois, Chicago

Maria L. Kraimer, U. of Illinois, Chicago

Timothy M. Franz, Indiana U., South Bend

*Who's Being Served? 'Self-Serving*

*Attributions and Their Implications for Power*

Fiona Lee, U. of Michigan

Larissa Zuckert Tiedens, U. of Michigan

10:40 am - 12:00 pm  
Westin  
California B

**Creating a Transformational Science: Dissertations That Both Inform and Transform**

*Joint symposium sponsored by OB, ODC & RM*

10:40 am - 12:00 pm  
Westin  
California C

**Breaking Barriers in Team Research: New Methodologies and Applications for Team Research and Practice**

*Joint symposium sponsored by HR, OB & RM*

10:40 am - 12:00 pm  
Convention Center  
17B

**Shared Interest Track on Measuring Organizational Performance**

*Papers from BPS, OB & PNS*

12:20 pm - 2:10 pm  
Westin  
Coronado

**Personality and Organizational/Team Performance**

*Chair*

John E. Sawyer, U. of Delaware

*Discussant*

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

*Discipline and Rewards in the Boardroom: The Performance/Outcome Link for Directors*

Andrew Ward, Emory U.

Karen Bishop, U. of Alabama, Tuscaloosa

*An Evaluation of the Impact of Personality on Organizational Team Performance*

Chantell E. Nicholls, U. of Western Ontario

Mitchell G. Rothstein, U. of Western Ontario

**Conference Proceedings Paper**

*Organizational Performance and CEO*

*Personality: Explaining More of the Variance Through Top Management Team Group Dynamics*

Randall S. Peterson, Cornell U.

Pamela D. Owens, U. of California, Berkeley

Paul V. Martorana, U. of California, Berkeley

12:20 pm - 2:10 pm  
Westin  
California B

**Getting to 'What Matters Most': Overcoming the Roadblocks to Studying Sensitive Topics**

*Researchers interested in sensitive topics face many roadblocks. This innovative session offers attendees the opportunity to submit questions about obstacles they themselves have encountered. Panel members will share their own successful solutions, their insights from failures, and their continuing struggles. The resulting discussion should offer something for all in attendance.*

*Showcase symposium sponsored by CM, OB & RM*

12:20 pm - 2:10 pm  
Marriott South  
Marina D

**Walking the Talk, and Talking the Walk**

*Joint symposium sponsored by OB, OMT & SIM*

12:20 pm - 2:10 pm  
Westin  
Harbor A&B

**Leadership Styles and Processes**

*Chair*

James G. Hunt, Texas Tech U.

*Discussant*

Fred Dansereau, State U. of New York,  
Buffalo

*Can Performance Ratings Be Monitored? The  
Interactive Effects of Self-Monitoring,  
Performance, and Dyadic Quality on  
Performance Appraisal*

Neville T. Duarte, Auburn U.,  
Montgomery

Jane R. Goodson, Auburn U.,  
Montgomery

*Do You See What I See: Leadership Styles,  
Public Self-Consciousness, and Manager  
Performance*

John J. Sosik, Pennsylvania State U.,  
Great Valley

Denise Potosky, Pennsylvania State U.,  
Great Valley

Dong I. Jung, San Diego State U.

Yair Berson, State U. of New York,  
Binghamton

*Dealing With Dissimilar Coworkers of  
Higher Status: The Influence of Open Versus  
Closed Minds*

Prithviraj Chattopadhyay, U. of  
Queensland

*Multidimensionality and the  
Multifunctionality of Subordinates' Resistance  
to Downward Influence Attempts*

Bennett J. Tepper, U. of Kentucky

Chester A. Schriesheim, U. of Miami

Daniel Nehring, U. of Kentucky

Robert J. Nelson, U. of Kentucky

Edward C. Taylor, U. of Kentucky

Regina J. Eisenbach, California State U.,  
San Marcos

*The Influence of Leader Behaviors on Follower  
Self-Leadership: An Application of  
Hierarchical Linear Modeling (HLM)*

Seokhwa Yun, U. of Maryland

Jonathan F. Cox, Deloitte & Touche  
Consulting Group

Henry P. Sims, Jr., U. of Maryland

12:20 pm - 2:10 pm  
Convention Center  
15B

**Nothin' but Net: Testing  
Organizational Theories Using  
Sports-Related Data**

*Joint symposium sponsored by BPS, OB &  
OMT*

12:20 pm - 2:10 pm  
Westin  
California A

**Interactive Paper Session**

*Papers from CAR, HR & OB*

2:30 pm - 3:50 pm  
Westin  
California B

**Bridging the Academic-to-Practice  
Gap: Careers and Processes Insuring  
That Research Makes a Practical  
Difference**

*This interactive symposium addresses the reasons  
academic theory and research are disconnected from  
management practice. The gap is viewed from the  
perspectives of how consulting experience informs  
research, and the ways participants' consulting career  
paths have developed to influence their scholarly  
activities. Suggestions are offered for narrowing the  
research-practice gap.*

*Showcase symposium sponsored by CAR, MC  
& OB*

2:30 pm - 3:50 pm  
Convention Center  
16A

**Emotion Regulation: Factors  
Shaping the Experience and  
Expression of Emotion in  
Organizations**

*Joint symposium sponsored by OB & OMT*

2:30 pm - 3:50 pm  
Westin  
California C

**Contextual Performance of  
Temporary, Part-Time, and Virtual  
Employees: When Does Work Status  
Make a Difference?**

*Joint symposium sponsored by HR & OB*



2:30 pm - 3:50 pm  
Westin  
Santa Fe

**New Directions in Justice Research**

*Chair*

Herbert G. Heneman III, U. of Wisconsin, Madison

*Discussant*

Carol T. Kulik, Arizona State U.

**Conference Proceedings Paper Winner of OB Division Best Paper Award**

*The Winding Road From Employee to Complainant: Situational and Psychological Determinants of Wrongful Termination Claims*  
E. Allan Lind, Duke U.

Jerald Greenberg, Ohio State U.

Kimberly S. Scott, Hewitt Associates

Thomas D. Welchans, Ohio State U.

*A Field Test of Reciprocal Effects Within Organizational Justice, and Between It and Other Key Variables*

Timothy P. Summers, Clemson U.

Tina L. Robbins, Clemson U.

Janis L. Miller, Clemson U.

*Punishing Plagiarism From the Web: Students' Perceptions of Fairness*

Jeffrey A. Miles, U. of the Pacific

Todd S. Palmer, Pennsylvania State U., Erie

2:30 pm - 3:50 pm  
Westin  
Coronado

**Motivational Processes**

*Chair*

Douglas F. Cellar, DePaul U.

*Discussant*

Gary P. Latham, U. of Toronto

*Can Positivity Cause Motivation? Applications of the Core-Self Evaluations Model to Motivation Theories*

Amir Erez, U. of Florida

Diane E. Johnson, U. of Alabama, Tuscaloosa

*Determinants, Process, and Consequences of Personal Work Goals and Performance*

Faten Mohammed Moussa, State U. of New York, Plattsburgh

*Insight Into Participation Effects: The Role of Learning Goals and Justice Perceptions*

Neta A. Moya, U. of Maryland

Quinetta M. Roberson, U. of Maryland

2:30 pm - 3:50 pm  
Marriott North  
Columbia 2

*Informational and Controlling Expected Evaluation and Vicarious Learning Experience: Effects on Creative Performance*

Christina E. Shalley, Georgia Institute of Technology

Jill E. Perry-Smith, Georgia Institute of Technology

*Goal Commitment and the Goal Setting Process: Ten Years After*

Howard J. Klein, Ohio State U.

John R. Hollenbeck, Michigan State U.

Michael J. Wesson, Michigan State U.

Bradley J. Alge, Ohio State U.

2:30 pm - 3:50 pm  
Westin  
Balboa

**Shared Interest Track on Leadership Development**

*Papers from IM, MED, OB & PNS*

**Shared Interest Track on Executive Compensation**

*Papers from BPS, HR, OB & SIM*

2:30 pm - 3:50 pm  
Westin  
California A

**Interactive Paper Session**

*Papers from CM, HR & OB*

4:10 pm - 5:30 pm  
Marriott North  
San Diego A

**What Matters Most to University OB Education: Views From the Inside and the Outside**

*This symposium provides a forum for discussion about what our goals are in teaching organizational behavior, with particular emphasis on what will continue to be unique or advantageous about university organizational behavior teaching.*

*Perspectives from the business community and from the academic community on these issues will be presented.*

*Showcase symposium sponsored by MED & OB*

4:10 pm - 5:30 pm  
Westin  
California B

**Positive Conflict in East Asia: Emerging Paradigms**

*Joint symposium sponsored by CM, IM & OB*

4:10 pm - 5:30 pm  
Westin  
California C

**Mitigating Organizational  
Dysfunction: A Role of  
Accountability Systems**

*Joint symposium sponsored by HR, OB & SIM*

4:10 pm - 5:30 pm  
Westin  
Balboa

**Shared Interest Track on Procedural  
Justice in the Workplace**

*Papers from CM, OB, ODC & PNS*

5:30 pm - 6:45 pm  
Westin  
Harbor A&B

**Business Meeting**

*Division Chair*  
Marilyn E. Gist, U. of Washington

6:45 pm - 8:00 pm  
Westin  
Coronado

**Social Hour**

*Organizer*  
Charlotte Sutton, Auburn U.

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**ORGANIZATIONAL COMMUNICATION &  
INFORMATION SYSTEMS**

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9:00 am - 10:20 am  
Marriott North  
Manchester 2

**Interpersonal Dimensions of Virtual  
Interactions**

*Chair*  
Joseph Walther, Rensselaer Polytechnic  
Institute

*Discussants*  
Joseph Walther, Rensselaer Polytechnic  
Institute  
Poppy Laretta McLeod, Case Western  
Reserve U.  
Anita D. Bhappu, U. of Arizona

*Communicating From a Distance: Establishing  
Commitment in a Virtual Office Environment*  
Victoria R. Whiting, U. of Utah  
Kathleen K. Reardon, U. of Southern  
California

*Swift Trust in Global Virtual Teams*  
Sirikka L. Jarvenpaa, U. of Texas, Austin  
Thomas R. Shaw, U. of Texas, Austin

10:40 am - 12:00 pm  
Marriott North  
Manchester 2

**Conference Proceedings Paper**  
*A Study of Interpersonal Influence Goals in  
Computer-Mediated Communication*  
E. Vance Wilson, U. of Wisconsin, Eau  
Claire  
Ilze Zigurs, U. of Colorado, Boulder

**Impression Formation and  
Impression Management With  
Electronic Media**

*Chair*  
William B. Snavelly, Miami U., Oxford

*Discussants*  
Robert W. Zmud, U. of Oklahoma  
William B. Snavelly, Miami U., Oxford  
Betty Vandebosch, Case Western  
Reserve U.

*Seeing Is Deceiving: Effects of Face-to-Face,  
Videoconference, and Telephone Media on  
Judgments in Job Interviews*  
Susan G. Straus, Carnegie Mellon U.

*Evaluating Self and Others in Electronic and  
Face-to-Face Groups*  
Suzanne P. Weisband, U. of Arizona  
Leanne E. Atwater, Arizona State U.

*Electronic Window Dressing? Impression  
Management on the Internet*  
Susan J. Winter, Florida Atlantic U.  
Carol Stoak Saunders, Southern Illinois  
U., Carbondale  
Paul Hart, Florida Atlantic U.

12:20 pm - 2:10 pm  
Marriott North  
San Diego A

**Language, Legitimacy, and  
Organizational Action**

*Joint symposium sponsored by MOC, OCIS &  
OMT*

12:20 pm - 2:10 pm  
Westin  
Balboa

**Shared Interest Track on Escalating  
Into and Out of Jams**

*Papers from BPS, MC, MOC & OCIS*

2:30 pm - 3:50 pm  
Marriott South  
Marina E

**Interactive Paper Session**

*Papers from BPS, IM, OCIS, OM & RM*

4:10 pm - 5:30 pm  
Marriott North  
San Diego C

**Virtual Management Education: An Exploration Into Unknown Spaces**

*Joint symposium sponsored by MED, OCIS & TIM*

5:30 pm - 6:30 pm  
Marriott North  
Manchester 2

**Business Meeting**

*Division Chair*  
Daniel Robey, Georgia State U.

6:30 pm - 7:30 pm  
Marriott North  
Columbia 2

**Social Hour**

*Earth: A Spiritual Stakeholder*  
W. Edward Stead, East Tennessee State U.  
Jean Garner Stead, East Tennessee State U.

*What Matters Most? Casuistry as the Basis for Analyzing Environmental Ethics in Organizations*  
Kashonia L. Carnegie, U. of Queensland

*Ecospirituality and Small Green Plants: Blueprints for Sustainable Decision Making*  
Elisabeth Koster Ryland, California State U., San Bernardino

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**ORGANIZATIONS & THE NATURAL ENVIRONMENT**

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8:30 am - 10:20 am  
Marriott South  
Marina D

**Private Processes and Public Faces of Environmental Collaborations: Voices From Theory and Practice**

*Joint symposium sponsored by CM, ONE & SIM*

10:40 am - 12:00 pm  
Marriott South  
Marina F

**Environmental Management Strategy and Competitive Advantage**

*This symposia explores the relationship between profitability and corporate strategies for managing impact on the natural environment. In doing so, it explores how casual ambiguity, uncertainty, and information asymmetries interact to influence strategic behavior and corporate performance. It also extends empirical approaches for linking economic and non-economic performance.*

*Showcase symposium sponsored by BPS & ONE*

12:50 pm - 2:10 pm  
Marriott South  
Leucadia

**Earth and Organization: Ethical and Spiritual Views**

*Division Welcome*  
Monika I. Winn, U. of Victoria

*Chair*  
R. Edward Freeman, U. of Virginia

*Discussant*  
Marcia Frideger, Holy Names College

12:20 pm - 2:10 pm  
Marriott South  
Torrance

**Shared Interest Track on Major Organizational Changes**

*Papers from BPS, HCM, OM & ONE*

12:20 pm - 2:10 pm  
Marriott North  
Columbia 2

**Shared Interest Track on Supply Chain Integration**

*Papers from BPS, ONE & TIM*

2:30 pm - 3:50 pm  
Marriott South  
Marina G

**Do Corporations Rule the World? And Does it Matter?**

*Chair*  
W. Edward Stead, East Tennessee State U.

*Keynote Speaker*  
David C. Korten, People-Centered Development Forum

*Discussant*  
Thomas Gladwin, New York U.

5:30 pm - 6:30 pm  
Marriott South  
Leucadia

**Business Meeting**

*Co-Chairs*  
W. Edward Stead, East Tennessee State U.  
Thomas Gladwin, New York U.  
Monika I. Winn, U. of Victoria  
John M. Jermier, U. of South Florida

**PUBLIC & NONPROFIT SECTOR**

8:30 am - 10:20 am  
Marriott South  
Del Mar

**Division Welcome**

**Strategy and Decision Making**

*Division Welcome*

David P. McCaffrey, U. of New York,  
Albany

*Chair*

William Crittenden, Northeastern U.

*Discussant*

Danny L. Balfour, U. of Akron  
Thekla Rura-Polley, U. of Technology,  
Sydney

*Competitive Strategies of Religious Organizations*

Kent D. Miller, Purdue U.

*Determinants of Strategic Choice: Proactive,  
Political, and Defensive Models*

Barton Wechsler, U. of Southern Maine  
Frances Stokes Berry, Florida State U.  
Woo Soon Park, Dong-A U.  
Jill Tao, Florida State U.

*Extent of Strategic HRM in Australian  
Corporatised Public Sector Organizations*

Stephen T. Teo, U. of Technology,  
Sydney / Queensland U. of Technology

*Uncovering Alternatives for Decisions in Public,  
Private, and Third Sector Organizations*

Paul C. Nutt, Ohio State U.

9:00 am - 10:20 am  
Marriott South  
Marina E

**Promoting Entrepreneurship in  
Economically Depressed Regions:  
Have We Made a Difference?**

*Joint symposium sponsored by ENT, MC &  
PNS*

10:40 am - 12:00 pm  
Marriott South  
Del Mar

**Institutions and Institutional Theory**

*Chair*

Mohamed Charih, Ecole Nationale D  
Administration Publique

*Discussants*

Judith L. Miller, State U. of New York,  
Albany  
Sonia Ospina, New York U.

10:40 am - 12:00 pm  
Convention Center  
17B

*Don't Innovate, Imitate: How Management  
Consultants Created the Nonprofit Sector,  
1950-1970*

Christopher D. McKenna, Johns  
Hopkins U.

*Institutionalism: Intergovernmental Exchange,  
Administration-Centered Behavior, and Policy  
Outcomes in Urban Agencies*

Herman Luther Boschken, San Jose  
State U.

**Winner of PNS Division Best Doctoral  
Student Paper Award**

*Organizational Birth and Institutional  
Legitimation: The Diffusion of State Lotteries*  
Jason L. Jensen, U. of Kentucky

**Conference Proceedings Paper  
Winner of PNS Division Best Paper  
Award**

*The Role of Membership Structures in the  
Achievement of Collaborative Advantage  
Between Public and Nonprofit Organizations*  
Siv Vangen, U. of Strathclyde  
Chris Huxham, U. of Strathclyde

2:30 pm - 3:50 pm  
Marriott South  
Coronado

**Shared Interest Track on Measuring  
Organizational Performance**

*Papers from BPS, OB & PNS*

**A Religious Organization's Response  
to Welfare Needs**

*Distinguished Speaker*

Alexander B. Morrison, Church of Jesus  
Christ of Latter-day Saints, Utah N.  
Area President

2:30 pm - 3:50 pm  
Marriott North  
Columbia 2

**Shared Interest Track on  
Leadership Development**

*Papers from IM, MED, OB & PNS*

2:30 pm - 3:50 pm  
Marriott South  
Torrance

**Shared Interest Track on  
Privatization in Eastern European  
Economies**

*Papers from MH, OMT, PNS & TIM*

4:10 pm - 5:30 pm  
Marriott South  
Marina F

**Understanding the ‘Black Box’ Better: Identifying the Organizational and Professional Dynamics in Managed Care**  
*Managed care involves a variety of organizational and professional dynamics not sufficiently attended to by researchers. This symposium addresses the need for clearer identification of these dynamics. Two alternatives discussed are learning to ask the right questions when researching health care issues, and applying ideas from organizational studies more fully.*

*Showcase symposium sponsored by HCM, OMT & PNS*

4:10 pm - 5:30 pm  
Westin  
Balboa

**Shared Interest Track on Procedural Justice in the Workplace**  
*Papers from CM, OB, ODC & PNS*

5:30 pm – 6:30 pm  
Marriott South  
Torrance

**Business Meeting**  
*Division Chair*  
Sue R. Faerman, State U. of New York, Albany

6:30 pm - 7:30 pm  
Marriott South  
Torrance

**Social Hour**

*A Bootstrap Procedure for Testing the Statistical Significance of Goodness-of-Fit Indices in Structural Equation Models*  
Gordon W. Cheung, Chinese U. of Hong Kong  
Roger B. Rensvold, City U. of Hong Kong

*A Case for the Bayes/Non-Bayes Compromise in Management Research*  
Thomas W. Woolley, Jr., Samford U.

*Sample Size Needed to Establish Criterion Validity for Air Traffic Controller Selection: Comparing Bootstrap Versus Parametric Estimation*  
Michelle Ann Dean, U. of Oklahoma  
Craig J. Russell, U. of Oklahoma  
Dana Broach, FAA Civil Aeromedical Institute

9:00 am - 10:20 am  
Convention Center  
15A

**Corporate Effects on Performance: Do They Matter and How Much?**  
*Joint symposium sponsored by BPS, OMT & RM*

9:00 am - 10:20 am  
Westin  
Balboa

**Shared Interest Track on Job Satisfaction and Performance**  
*Papers from HR, OB & RM*

10:40 am - 12:00 pm  
Westin  
California B

**Creating a Transformational Science: Dissertations That Both Inform and Transform**  
*Joint symposium sponsored by OB, ODC & RM*

10:40 am - 12:00 pm  
Westin  
California C

**Breaking Barriers in Team Research: New Methodologies and Applications for Team Research and Practice**  
*Joint symposium sponsored by HR, OB & RM*

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**RESEARCH METHODS**

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8:30 am - 9:00 am  
Marriott North  
Torrey 3

**Division Welcome and Feedforward**  
*Division Chair*  
Jeffrey R. Edwards, U. of North Carolina, Chapel Hill

*Program Chair*  
David A. Harrison, U. of Texas, Arlington

9:00 am - 10:20 am  
Marriott North  
Torrey 3

**Power and Inference**  
*Chair*  
Paul D. Bliese, Walter Reed Army Institute of Research

*Discussants*  
Fred S. Switzer III, Clemson U.  
Stanley M. Gully, Rutgers U.  
Philip L. Roth, Clemson U.

10:40 am - 12:00 pm  
Marriott North  
Torrey 3

**Development and Refinement of Organizational Measures**

*Chair*

Anson Seers, Virginia Commonwealth U.

*Discussants*

Steven C. Currall, Rice U.  
Charles R. Williams, Texas Christian U.  
Craig Lundberg, Cornell U.  
Bonnie N. Pollack, U. of North Carolina, Charlotte

*Clarifying the Relationships Between Organizational Politics, Justice, and Support*  
Martha C. Andrews, Florida State U.  
K. Michele Kacmar, Florida State U.

*Construct Validation of the Strain-Free Negative Affectivity Scale: A Comparison With the Neuroticism Scale of the Eysenck Personality Inventory*

Vincent J. Fortunato, U. of Southern Mississippi  
Steve M. Jex, U. of Wisconsin, Oshkosh  
Deanne A. Heinisch, Citibank Corporation

*Exploring the Psychometric Properties of the Sources of Feedback Scale*

Martha C. Andrews, Florida State U.  
K. Michele Kacmar, Florida State U.  
William P. Anthony, Florida State U.

*The Measurement of Work: Hierarchical Representation of the Multimethod Job Description Questionnaire*

Jeffrey R. Edwards, U. of North Carolina, Chapel Hill  
Judith A. Scully, U. of Florida  
Mary D. Brtek, U. of Florida

12:20 pm - 2:10 pm  
Westin  
California B

**Getting to 'What Matters Most': Overcoming the Roadblocks to Studying Sensitive Topics**

*Researchers interested in sensitive topics face many roadblocks. This innovative session offers attendees the opportunity to submit questions about obstacles they themselves have encountered. Panel members will share their own successful solutions, their insights from failures, and their continuing struggles. The resulting discussion should offer something for all in attendance.*

*Showcase symposium sponsored by CM, OB & RM*

2:30 pm - 3:50 pm  
Marriott North  
Torrey 3

**Advances in Multivariate Data Analyses**

*Chair*

John L. Michela, U. of Waterloo

*Discussants*

Miguel A. Quinones, Rice U.  
Jodi Goodman, Purdue U.  
Jeffrey R. Edwards, U. of North Carolina, Chapel Hill

*Analysis of Influential Cases in Structural Equations Model: A Methodological Note*

Gordon W. Cheung, Chinese U. of Hong Kong  
Roger B. Rensvold, City U. of Hong Kong

*Assumptions About Secondary Factor Loadings and Their Impact on Factor Correlations*

Lucy R. Ford, Virginia Commonwealth U.  
Larry J. Williams, Virginia Commonwealth U.

*Breaking Free From the 'Iron Cage' of Linear Modeling: A Configurational Approach to the Study of Organizational Structure*

Rodney O. Lacey, Northwestern U.  
Michael Alan Sacks, Northwestern U.

2:30 pm - 3:50 pm  
Marriott North  
San Diego A

**Recent Advances and Continuing Challenges in Criterion Development and Measurement**

*Joint symposium sponsored by HR & RM*

2:30 pm - 3:50 pm  
Marriott South  
Marina E

**Interactive Paper Session**

*Papers from BPS, IM, OCIS, OM & RM*

5:30 pm - 6:30 pm  
Marriott North  
Torrey 3

**Business Meeting**

*Division Chair*

Jeffrey R. Edwards, U. of North Carolina, Chapel Hill

6:30 pm - 7:30 pm  
Marriott North  
Manchester 1

**Social Hour**

**SOCIAL ISSUES IN MANAGEMENT**

8:45 am - 9:00 am  
Marriott South  
Santa Rosa

**Division Welcome**

*Program Chair*  
Jeffrey Lenn, George Washington U.

8:30 am - 10:20 am  
Marriott South  
Marina D

**Private Processes and Public Faces of Environmental Collaborations: Voices From Theory and Practice**

*Joint symposium sponsored by CM, ONE & SIM*

9:00 am - 10:20 am  
Marriott South  
Santa Rosa

**Ethics and Organizational Dynamics**

*Chair*  
Patricia H. Werhane, U. of Virginia

*Discussants*  
Richard P. Nielsen, Boston College  
Richard O. Mason, Southern Methodist U.

*Attitudinal and Behavioral Outcomes of Corporate Ethics Programs: An Empirical Study of the Impact of Compliance- and Values-Oriented Approaches*  
Gary R. Weaver, U. of Delaware  
Linda Klebe Trevino, Pennsylvania State U.

*Ethics in the Public Sector: An Empirical Examination of Ethical Code Use and Ethical Tolerance*  
Neal M. Ashkanasy, U. of Queensland  
Sarah Falkus, U. of Queensland  
Victor J. Callan, U. of Queensland

**Conference Proceedings Paper**  
*Ethical Values and Leadership: A Study of AACSB Business School Deans*  
Judy A. Siguaw, Cornell U.  
Joanne W. Rockness, U. of North Carolina, Wilmington  
Tammy G. Hunt, U. of North Carolina, Wilmington  
L. Vincent Howe, Jr., U. of North Carolina, Wilmington

10:40 am - 12:00 pm  
Marriott South  
Santa Rosa

**Corporate Political Strategy**

*Chair*  
Edward M. Epstein, Saint Mary's College

*Discussants*  
Julius H. Johnson, Jr., U. of Missouri, St. Louis  
Kathleen Getz, American U.

**Conference Proceedings Paper**  
*The Behavioral Theory of Corporate Political Action: Applying a Structural Model to the Political Activities of U.S. Manufacturers*  
Kathleen A. Rehbein, Marquette U.  
Douglas A. Schuler, Rice U.

*The Institutionalization of Low Tariffs: A Theoretical and Empirical Analysis of the 1934 Reciprocal Trade Agreements Act*  
Karen Elisabeth Schnietz, Rice U.

*The 'New Federalism' and the Devolution of Power From Washington: Determinants of Business Political Activity at the State Government Level*  
Jennifer J. Griffin, George Washington U.  
Brian Shaffer, U. of Maryland  
John F. Mahon, Boston U.

10:40 am - 12:00 pm  
Marriott South  
Marina E

**New Frontiers in Corporate Citizenship Research: The Theory/Practice Link?**

*Joint symposium sponsored by MC & SIM*

10:40 am - 12:00 pm  
Westin  
Balboa

**Shared Interest Track on Illegal and Unethical Behaviors**

*Papers from HR, OMT & SIM*

12:20 pm - 2:10 pm  
Marriott South  
Marina D

**Walking the Talk, and Talking the Walk**

*Joint symposium sponsored by OB, OMT & SIM*

12:20 pm - 2:10 pm  
Marriott South  
Santa Rosa

**New Dimensions in Ethics Research**

*Chair*  
Meinhold Dierkes,  
Wissenschaftszentrum, Berlin

*Discussants*  
Marshall Schminke, Creighton U.  
Randi L. Sims, Nova Southeastern U.

*What Matters Most? A Framework for Understanding Ethics Research*  
Scott J. Reynolds, U. of Minnesota

*Emotion and Ethical Decision Making in Organizations*  
Alice P. Gaudine, Memorial U. of Newfoundland  
Linda Elizabeth Thorne, York U.

*The Elaboration-Likelihood Model of Ethical Decision Making in Organizations: An Extension and Reformulation of the Issue-Contingent Model*  
Scott W. Geiger, Florida State U.  
Scott C. Douglas, Florida State U.

*The Development and Validation of a Measure of Desired Moral Approbation*  
Lori Verstegen Ryan, U. of Georgia  
Christine M. Riordan, U. of Georgia

2:30 pm - 3:50 pm  
Marriott South  
Santa Rosa

**Managing Stakeholder Relations**

*Chair*  
Jeanne M. Liedtka, U. of Virginia

*Discussants*  
Steven N. Brenner, Portland State U.  
Susan Key, U. of Alabama, Birmingham

*Does the Relational Context Matter? An Empirical Test of a Network Theory of Stakeholder Influences*  
Timothy J. Rowley, U. of Toronto

*Strategic Choice and Stakeholder Assessment in State-Owned Enterprise Restructuring: An Integrating Framework*  
Jonathan P. Doh, American U.

*Creating Stakeholder Relationships: A Model of Organizational Social Identification--How the Southern Baptist Convention Became Stakeholders of Walt Disney Company*  
Tammy L. Mac Lean, Boston College

2:30 pm - 3:50 pm  
Marriott South  
Marina F

**The Clash Between Workplace Harassment Law and Constitutional Rights to Free Speech: What Matters Most?**

*Legal scholar Eugene Volokh is the leading proponent of a constitutional challenge to hostile work environment laws which restrict workplace hate speech on the grounds that such restrictions violate First Amendment protections. He will be debated by representatives from the EEOC, the plaintiff's bar, and harassment and organizational justice scholars.*

*Showcase symposium sponsored by CM, GDO & SIM*

2:30 pm - 3:50 pm  
Westin  
Balboa

**Shared Interest Track on Executive Compensation**

*Papers from BPS, HR, OB & SIM*

4:10 pm - 6:00 pm  
Marriott South  
Santa Rosa

**Corporate Social Responsibility and Responsiveness**

*Chair*  
Ramon J. Aldag, U. of Wisconsin

*Discussants*  
Sybille R. Sachs, U. of Zurich  
David Palmer, Santa Clara U.

*Corporate Social Strategy: Toward a Strategic Approach to Social Issues in Management*  
Bryan W. Husted, Instituto de Empresa  
David B. Allen, Instituto de Empresa

*Corporate Involvement in Community Economic Development: The Business School's Role*  
Donna J. Wood, U. of Pittsburgh  
Laquita C. Blockson, U. of Pittsburgh  
Kimberly S. Davenport, Fielding Institute  
Harry J. Van Buren III, U. of Pittsburgh  
Craig Caldwell, U. of Pittsburgh

*The Diffusion of a Socially Responsible Innovation: Grameen Bank's Credit Delivery System*  
Nada Kobeissi, Rutgers U.  
Fariborz Damanpour, Rutgers U.

*Crisis Management in a Hostile Social Environment: The Case of Women's Reproductive Healthcare Facilities*  
Maureen P. Bezold, Pennsylvania State U., Great Valley  
Pamela Weaver, Virginia Polytechnic Institute and State U.  
Richard E. Wokutch, Virginia Polytechnic Institute and State U.



4:10 pm - 5:30 pm  
Westin  
California C

**Mitigating Organizational  
Dysfunction: A Role of  
Accountability Systems**

*Joint symposium sponsored by HR, OB & SIM*

6:15 pm - 7:00 pm  
Marriott South  
Santa Rosa

**Award for Best MBA Student Paper  
in Corporate Citizenship**

*Chair*

Steven Rochlin, Boston College  
Center for Corporate Community  
Relations, Award Sponsor

10:40 am - 12:00 pm  
Marriott North  
Columbia 2

**Shared Interest Track on  
Technological Development**

*Papers from HCM, OMT & TIM*

10:40 am - 12:00 pm  
Marriott South  
Torrance

**Shared Interest Track on  
Teleworking and Telecommuters**

*Papers from CAR, IM & TIM*

10:40 am - 12:00 pm  
Marriott North  
Manchester 1

**Technology Networks and Alliances**

*Chair*

Rajan Kamath, U. of Cincinnati

*Discussant*

Michael D. Santoro, Lehigh U.

*Network Externalities and Path Dependence:  
The Role of Organizational Strategy and  
Industry Practice*

William L. Dougan, U. of North Dakota  
James W. Bronson, U. of North Dakota

*Satisficing Behaviour in Dynamic Interfirm  
Networks: The Efficacy of Quasi-Redundant  
Contacts*

John Hagedoorn, U. of Maastricht  
Geert Duysters, U. of Maastricht

*Technological Overlap, Structure, and  
Performance in Technology Alliances: An  
Integration of Resource-Based View and  
Transaction-Costs Theory*

Charles Dhanaraj, U. of Western  
Ontario

*The Emergence of Corporate International  
Networks for the Accumulation of Dispersed  
Technological Competences*

John Cantwell, U. of Reading  
Lucia Piscitello, Politecnico di Milano

12:20 pm - 2:10 pm  
Marriott North  
Columbia 2

**Shared Interest Track on Supply  
Chain Integration**

*Papers from BPS, ONE & TIM*

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**TECHNOLOGY & INNOVATION MANAGEMENT**

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8:00 am - 8:30 am  
Marriott North  
Manchester 1

**Division Welcome and Continental  
Breakfast**

*Program Chair*

Jeffrey Liker, U. of Michigan

8:30 am - 10:20 am  
Marriott North  
Manchester 1

**Differentiation and Integration in  
Product Innovation**

*Chair*

Paul M. Olk, U. of California, Irvine

*Discussant*

Durward Sobek, Montana State U.

*Alternative Designs for Product Component  
Integration*

Nancy A. Staudenmayer, Duke U.  
Michael A. Cusumano, Massachusetts  
Institute of Technology

*Corporate Research Location, Dispersion of  
Knowledge, and Innovative Productivity in the  
Pharmaceutical Industry*

Laura B. Cardinal, U. of North Carolina,  
Chapel Hill  
Donald E. Hatfield, Virginia Polytechnic  
Institute and State U.

*Cross-Functional Project Group Performance in  
Research and New Product Development: A  
Model and Empirical Study*

Robert T. Keller, U. of Houston

*Organizational Capacities for Sustained Product  
Innovation*

Deborah Dougherty, Rutgers U.

2:30 pm - 3:50 pm  
Marriott North  
Manchester 1

**Perspectives on Technology and Innovation**

*Chair*  
Gregory N. Stock, Arizona State U.,

*Discussant*  
Theresa T. Coates, Rensselaer Polytechnic  
Institute

**Conference Proceedings Paper**  
*Advanced Manufacturing Technology: A  
Multiparadigm Deconstruction and  
Reconstruction of the Literature*  
Marianne W. Lewis, U. of Cincinnati

*The Essence of Organizational Innovation: A  
Review of the Construct and Its  
Operationalization*  
Wynand E. J. Bodewes, Erasmus U.,  
Rotterdam

*The Origin of New Technologies: The  
Formation of Schumpeterian Techno-Diamond*  
Monisha Das, Golden Gate U.

4:10 pm - 5:30 pm  
Marriott North  
San Diego C

**Virtual Management Education: An Exploration Into Unknown Spaces.**

*Joint symposium sponsored by MED, OCIS &  
TIM*

4:10 pm - 5:30 pm  
Convention Center  
17B

**Shared Interest Track on Rise and Decline of Organizational Forms**

*Papers from OMT & TIM*

5:30 pm - 6:15 pm  
Marriott North  
Manchester 1

**Business Meeting**

*Division Chair*  
Johannes M. Pennings, U. of  
Pennsylvania

6:15 pm - 7:30 pm  
Marriott North  
Torrey 1&2

**Social Hour**

2:30 pm - 3:50 pm  
Marriott South  
Torrance

**Shared Interest Track on Privatization in Eastern European Economies**

*Papers from MH, OMT, PNS & TIM*

4:10 pm - 5:30 pm  
Marriott North  
Manchester 1

**Plausability-Accuracy Tradeoffs: Making Sense of Technology**

*Chair*  
George F. Farris, Rutgers U.

*Distinguished Speaker*  
Karl E. Weick, U. of Michigan

4:10 pm - 5:30 pm  
Convention Center  
16B

**What Matters Most in Technology and Innovation Research: Disciplinary Perspectives From Strategy, Organization Theory, and Management of Technology**

*This symposium represents integrative perspectives relating to technology and innovation research from the above three disciplines. Presented by leading scholars, the topics pertain to conceptual transitions, status of technology and innovation research, key research issues, knowledge management, and transformation of technology and innovation management to a research 'generating' field.*

*Showcase symposium sponsored by BPS, OMT & TIM*

12:00 pm - 2:00 pm  
Marriott South  
Pacific

**Editorial Board of the Journal of Organizational Behavior**

*Presiding*  
Cary L. Cooper, U. of Manchester

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**OTHER MEETINGS**

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# Tuesday, August 11

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## ALL-CONVENTION ACTIVITIES

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9:00 am - 12:00 pm  
2:00 pm - 5:00 pm  
Marriott North  
Marriott Hall

**Registration**  
*Executive Director*  
Nancy Urbanowicz, Academy of Management

9:00 am - 11:00 am  
2:00 pm - 5:00 pm  
Marriott North  
Marriott Hall

**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, Georgia State U.

9:00 am - 12:00 pm  
2:00 pm - 5:00 pm  
Marriott North  
Marriott Hall Foyer

**Placement**  
*Director of Placement*  
Charlotte Sutton, Auburn U.

9:00 am - 12:00 pm  
2:00 pm - 5:00 pm  
Marriott North  
Marriott Hall

**Exhibits**  
*Director of Publisher Relations & Exhibits Coordinator*  
Philip B. Stone, GT Enterprises

**Refreshment break at 10:00 am sponsored by Prentice Hall**  
**Refreshment break at 4:00 pm sponsored by Pepperdine U.**

9:00 am - 12:00 pm  
2:00 pm - 5:00 pm  
Marriott North  
Marriott Hall

**International Programs Committee Information Booth**  
*Drop by the booth to share your information on international activities and find out what's happening around the academic world.*

*Coordinators*  
Carolyn R. Dexter, Pennsylvania State U., Harrisburg  
Anne Davis, U. of St. Thomas  
Eleanor O'Higgins, U. College, Dublin

12:15 pm - 2:15 pm  
Convention Center  
Special Events Area

## Presidential Luncheon

*Presiding*  
Anne Sigismund Huff, U. of Colorado / Cranfield U.

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## ALL-ACADEMY SYMPOSIA: "WHAT MATTERS MOST"

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9:00 am - 10:20 am  
Marriott North  
San Diego B

**The Debate on Affirmative Action: What Matters Most?**  
*The future of affirmative action is uncertain. There are strong and vocal forces on both sides of the issue mustering compelling arguments and influencing public policy. The participants in this symposium represent legal/political, corporate, military, and academic perspectives and will present their own views on, and experiences with, affirmative action.*

*Co-Chairs*  
Joan D. Mahoney, Montclair State U.  
Eileen Kaplan, Montclair State U.

*Panel*  
John A. Simonetti, British Petroleum America, Inc.  
Gail Heriot, U. of San Diego  
Richard E. Floyd, U. S. Navy

9:00 am - 10:20 am  
Marriott North  
San Diego A

**A CEO's View of What Matters Most**  
*LensCrafters, a subsidiary of Italy-based Luxottica, specializes in eyewear and examinations. The corporation's sales in 1997 were \$1.027 billion. LensCrafters has come to focus on service to society as a central corporate value. Mr. David M. Browne, CEO of LensCrafters, will discuss what his experience at LensCrafters suggests about practicing, teaching, and thinking about management.*

*Chair*  
David P. McCaffrey, State U. of New York, Albany

*Discussants*  
Laurie N. DiPadova, U. of Utah  
Jeffrey Lenn, George Washington U.  
James E. Post, Boston U.

*Management: Using Your Head and Heart*  
David M. Browne, LensCrafters

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9:00 am - 10:20 am  
Marriott South  
Marina G

**What Is Important in the Academic Life? A Vision From Players in the End Game**

*This symposium addresses the theme, 'What Matters Most', from the perspective of successful academics who have gone through deep transitions, causing them to seriously reevaluate their professional role. Speakers will discuss precipitating events and facilitating circumstances that started their process of transition, and their satisfaction with the change they experienced.*

*Co-Chairs*  
Robert E. Quinn, U. of Michigan  
Lynda St. Clair, Bryant College

*Discussant*  
Robert E. Quinn, U. of Michigan

*The Rhythms of Academic Life: A Reassessment of What Matters Most*  
Peter J. Frost, U. of British Columbia

*Impacting Practice With Our Theories*  
Jerry Porras, Stanford U.

*Upon Leaving Academia*  
William Pasmore, Delta Consulting Group, Inc.

*The Call of The Spirit: Coping With Reversals of Direction*  
Robert W. Backoff, Ohio State U.

10:40 am - 12:00 pm  
Marriott South  
Marina G

**What Matters Most in Management Scholarship: Nature, Community, Spirituality, and Character**

*What really matters most are the ways in which we create meaning in our lives and what we, as human beings living together, do to make our lives meaningful. Each speaker takes a different tack on this subject: nature, community, spirituality, and character.*

*Chair*  
James Weber, Duquesne U.

*Discussant*  
R. Edward Freeman, U. of Virginia

*Presenters*  
William C. Frederick, U. of Pittsburgh  
Sandra Waddock, Boston College  
Ian I. Mitroff, U. of Southern California  
James Weber, Duquesne U.

2:30 pm - 3:50 pm  
Marriott South  
Marina G

**What Matters Most: Powerful Theories, the Place of the Theorist, and the Place of Values in Theorizing**

*This session focuses on two main themes: Powerful theories, and the place of the theorist and values in theorizing. Powerful theories include those that create relevancy, provide coherent explanatory systems, or empower action. The presenters argue that personal relevancies, private passions, and public issues animate such theorizing.*

*Co-Chairs*  
Thekla Rura-Polley, U. of Technology, Sydney  
Stewart Clegg, U. of Technology, Sydney

*Discussants*  
Nicole Woolsey Biggart, U. of California, Davis  
John M. Jermier, U. of South Florida

*What Matters Most: Powerful Theories, the Place of the Theorist, and the Place of Values in Theorizing Powerful Theory*  
Kathleen M. Eisenhardt, Stanford U.

*Theories Empowering for Action*  
Pasquale Gagliardi, Istituto Studi Direzionali

*That's Moving: Theories That Matter*  
Karl E. Weick, U. of Michigan

*Why Compassion Counts*  
Peter J. Frost, U. of British Columbia

4:10 pm - 5:30 pm  
Marriott South  
Marina G

### What Matters Most: Extending Conversations

*This symposium aims at opening up conversations between academics with different geographic, linguistic, and cultural backgrounds. We review the role of the Handbook of Organization Studies and provide ideas for future initiatives by bringing together individuals from inside and outside the 'mainstream' to discuss their various experiences.*

#### Co-Chairs

Cynthia Hardy, U. of Melbourne  
Stewart Clegg, U. of Technology, Sydney

#### *Conversations Around the Handbook of Organization Studies*

Cynthia Hardy, U. of Melbourne  
Stewart Clegg, U. of Technology, Sydney  
Miguel P. Caldas, EAESP-FGV, São Paulo

#### *What Matters Most: Conversing Across Cultural and Linguistic Borders*

Jean-Francois Chanlat, HEC, Montreal

#### *What Matters Most: Promoting Multilingual and Multicultural Conversations*

Arndt Sorge, Tilburg U.

#### *What Matters Most: Helping Locals Think Global*

Barbara Parker, Seattle U.

#### *What Matters Most: Making Local Realities Global*

Eduardo Ibarra, U. Autònoma Metropolitana

4:10 pm - 5:30 pm  
Marriott North  
San Diego B

### Implementing What Matters Most: Multiple Stakeholders in Accommodating People With Disabilities at Work

*Fuller inclusion of people with disabilities at work matters enough to citizens that the Americans with Disabilities Act (1990) changed fundamental rules by which organizations must deal with employees. Through a multiple-stakeholder perspective, we examine ADA-mandated accommodations as a rich prototype of how firms grapple with being vehicles of public policy.*

#### Chair

David A. Harrison, U. of Texas, Arlington

#### Discussant

Richard J. Klimoski, George Mason U.

#### *The Individual Perspective: Disability Disclosure and the Usefulness of Adjustments and Accommodations for Employees With Multiple Sclerosis*

Mary E. McLaughlin, U. of Texas, Arlington

David A. Gray, U. of Texas, Arlington

#### *The Workgroup Perspective: Coworker Responses to Group Member Accommodations*

Adrienne Colella, Texas A&M U.

#### *The Managerial Perspective: Supervisor Reactions to Formal and Informal Accommodation Requests*

Anna T. Florey, U. of Texas, Arlington

David A. Harrison, U. of Texas, Arlington

#### *The HR Professional's Perspective: A Review of ADA Jurisprudence in Who Should Be Accommodated*

Barbara A. Lee, Rutgers U.

#### *The Social System Perspective: Community-Based Interventions Designed to Facilitate the Inclusion and Accommodation of People With Disabilities at Work*

Dianna L. Stone, State U. of New York, Albany

Kevin J. Williams, State U. of New York, Albany

Kimberly Lukaszewski, State U. of New York, Albany

Melissa Feigelson, State U. of New York, Albany

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## SHOWCASE SYMPOSIA

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8:30 am - 10:20 am  
Westin  
California B

### **Psychological Contracts Are Local: International Perspectives on the Employment Relationship**

*This symposium is a panel discussion by over a dozen scholars actively involved in developing theory and research on psychological contracts across several countries. The objective of the session is to stimulate thought and discussion regarding the impact of societal factors on psychological contracts in employment.*

*Showcase symposium sponsored by HR, IM & OB*

#### *Co-Chairs*

Denise M. Rousseau, Carnegie Mellon U.  
Rene Schalk, Tilburg U / Katholieke,  
Brabant

#### *Psychological Contracts in Singapore*

Ang Soon, Nanyang Technological U.  
Meilin Tan, Nanyang Technological U.  
Kok Yee Ng, Nanyang Technological U.

#### *Emerging Trends in Psychological Contracts: The View From Downunder*

Boris Kabanoff, Queensland U. of  
Technology  
Nerina Jimmieson, Queensland U. of  
Technology  
Malcom Lewis, Queensland U. of  
Technology

#### *The Role of the State in the Psychological Contracts of France*

Loic Cadin, ESC, Paris

#### *Economic Deregulation and Psychological Contracts: The New Zealand Experience*

Simon Peel, U. of Auckland  
Kerr Inkson, U. of Auckland

#### *The Institutional Context for Psychological Contracts in Belgium*

Maddy Janssens, Katholieke U., Leuven  
Bert Overlaet, Katholieke U., Leuven  
Luc Sels, Katholieke U., Leuven  
Inge Van den Brande, Katholieke U.,  
Leuven

9:00 am - 10:20 am  
Westin  
Harbor A&B

### *A Break With Tradition: New Psychological Contracts in Japan*

Motohiro Morishima, Keio U.

### *Psychological Contracts of Work Group Members in the U.S. and Hong Kong*

Catherine Tinsley, Georgetown U.  
Cynthia Lee, Northeastern U.

### **A Critical Look at Current Topics in Diversity: What Should Matter? Versus What Does Matter?**

*This will be a provocative and highly interactive session on current topics in diversity. Topics for panel/ audience discussion will include: The human capital issue in diversity, the cause of disparity between men and women in career/salary progression, the effect of corporate climate on diversity, and the diversity challenges in global organizations.*

*Showcase symposium sponsored by CAR, GDO & HR*

#### *Chair*

Paula M. Caligiuri, Rutgers U.

#### *How Do We Sensitize CEOs to the Corporate Climate Faced by Their Female Employees?*

Belle Rose Ragins, U. of Wisconsin,  
Milwaukee

#### *How Can We Convince Organizations to Utilize the Talents and Skills of Female Managers? And Will They Stay if We Do?*

Judy B. Rosener, U. of California, Irvine

#### *What Factors Continue to Predict the Disparity in Male/Female Careers and Salary Progression?*

Linda K. Stroh, Loyola U., Chicago

#### *Is Managing Cultural Diversity in the Workplace Possible?*

Ryan A. Smith, Rutgers U.

#### *What are the Diversity Challenges in Global Organizations? Can They Be Reconciled?*

Paula M. Caligiuri, Rutgers U.  
Aparna Joshi, Rutgers U.

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9:00 am - 10:20 am  
Marriott South  
Marina F

**What Mattered Most at the Academy of Management: The Presidents Speak, 1951-1996**

*Five past presidents of the Academy of Management review key issues that mattered most during the time they were president. The panel, consisting of William Newman (1951), Paul Gordon (1969), John Miner (1978), Kathryn Bartol (1985), and Richard Mowday (1996), covers 45 years of the Academy's recent history.*

*Showcase symposium sponsored by MH, PNS & TIM*

*Co-Chairs*

Jane Whitney Gibson, Nova Southeastern U.  
Richard M. Hodgetts, Florida International U.

*Panel*

Kathryn M. Bartol, U. of Maryland  
Paul J. Gordon, Indiana U., Bloomington  
John B. Miner, Georgia State U.  
Richard T. Mowday, U. of Oregon  
William H. Newman, Columbia U.

10:40 am - 12:00 pm  
Marriott North  
San Diego A

**Europe 2000 : The Impact of Traditions and Environmental Changes on Business Practice**

*This symposium provides new information about a number of critical managerial issues concerning business practice in Europe: Differences in work-related values between Western and Eastern European countries, the most important macroenvironmental and managerial factors influencing organizational change and business performance in Europe, the most effective ways to train the next generation of European managers, etc.*

*Showcase symposium sponsored by MC, MED & ODC*

*Chair*

Detelin S. Elenkov, FEEBRE

*Managerial Implications of Cultural Differences: An International Comparative Study of Poland and Great Britain*

Detelin S. Elenkov, FEEBRE

*Differences and Similarities in Work Values: A Comparative Study of France, Germany, Greece, Russia, and Bulgaria*

David A. Ralston, U. of Connecticut

10:40 am - 12:00 pm  
Westin  
California B

*Sailing the Stormy Seas: Lessons for Organizational Change From the Post-Communist Transformation in Central and Eastern Europe*

Ivan M. Manev, U. of Maine  
Tatiana S. Manolova, Boston U.

*French Managerial and Organizational Cultures: Barriers to Economic Flexibility and Modernization*

Isabelle Maignan, Florida State U.

**Understanding 'Dirty Work': How Individuals Pursue Meaning in Stigmatized Occupations**

*Hughes (1958) defined 'dirty work' as tasks that are physically, socially or morally tainted, such as the work performed by sewer workers, prison guards, and exotic dancers. The focal question we address is how do individuals performing dirty work secure and sustain salutary meaning in the face of such strong stigma?*

*Showcase symposium sponsored by MOC, OB & OMT*

*Chair*

Blake E. Ashforth, Arizona State U.

*Discussant*

Janice M. Beyer, U. of Texas, Austin

*How Can You Do It?: Dirty Work and the Dilemma of Identity*

Blake E. Ashforth, Arizona State U.  
Glen E. Kreiner, Arizona State U.

*Dirty Jobs and Artful Work: The Creation of Meaning in the Work of Hospital Cleaners*

Amy Wrzesniewski, U. of Michigan  
Jane Dutton, U. of Michigan

*Variations on a Theme: The Dirty Work of Dirty Work*

John Van Maanen, Massachusetts Institute of Technology

*Commitment to a 'Morally Tainted' Occupation*

Michael G. Pratt, U. of Illinois,  
Urbana-Champaign

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2:30 pm - 3:50 pm  
Marriott North  
San Diego A

### **What Matters Most: Religious Beliefs and the Workplace**

*From the days of the Puritans, religious beliefs played a significant role in the formation of American business values. This symposium examines the evolution and impact of Judeo-Christian religious beliefs on our search for what matters most in our daily working lives. Religious beliefs are looked at from historical, ethical, and legal perspectives.*

*Showcase symposium sponsored by HR, MH & SIM*

#### *Chair*

Eileen P. Kelly, Ithaca College

#### *Discussant*

Gerald F. Cavanagh, U. of Detroit

*Historical Perspectives on Religion and Work*  
Hugh C. Rowland, Ithaca College

*The Historical Impact of Catholicism on Religion and Work*

Patricia A. Lanier, U. of Southwestern  
Louisiana

*Religious Discrimination in the Workplace: A Legal Perspective*

Eileen P. Kelly, Ithaca College

*Religious Beliefs as a Basis for Ethical Decision Making in the Workplace*

Ken M. Bond, Humboldt State U.

4:10 pm - 5:30 pm  
Marriott South  
Marina F

### **Looking to the Future: How Advanced Technologies Are Reshaping Organizations**

*This symposium explores how advanced technologies are influencing business and educational organizations. Panelists will describe major trends related to advanced technologies and their current effects on organizations. In addition, the presenters will discuss their visions of anticipated advances in technology, and how they are likely to shape future organizations.*

*Showcase symposium sponsored by BPS, OCIS & TIM*

#### *Co-Chairs*

Samuel M. DeMarie, U. of Nevada, Las Vegas  
Anthony R. Hendrickson, Iowa State U.

#### *Discussant*

Hugh M. O'Neill, U. of North Carolina, Chapel Hill

*The Effect of the Technological Revolution on Managing Strategically in Organizations*  
Michael A. Hitt, Texas A&M U.

*Virtual Organizations in Education and Business*

Gerardine DeSanctis, Duke U.

*Technocentric Organization: Building and Rebuilding Organizations Around Electronic Infrastructures*

Anthony M. Townsend, U. of Nevada, Las Vegas

Anthony R. Hendrickson, Iowa State U.  
Samuel M. DeMarie, U. of Nevada, Las Vegas

*Virtual Classrooms and Universities: Exploiting Advanced Technologies in the Educational Environment*

Albert H. Segars, U. of North Carolina, Chapel Hill

### **Tapping the Artist in Us All: The Aesthetic and Poetic in Organizational Research**

*Innovative approaches to organizational research are being developed in response to the postmodern turn. This symposium is designed to critically explore artistic approaches to the study of organizations. Participants will present and then discuss a variety of creative research methods, including poetry, expressive writing, drawing, and photo montage.*

*Showcase symposium sponsored by ODC, OMT & RM*

#### *Co-Chairs*

Amy Segal, Massachusetts Institute of Technology  
Gail Whiteman, Queen's U.

#### *Discussants*

Mary Jo Hatch, Cranfield U.  
John Van Maanen, Massachusetts Institute of Technology

*Drawing Out the Group: Using Drawing-Based Inquiry to Explore Group Life*  
David Barry, U. of Auckland

*Rapidly Learning About Creative Expression: Research Lessons From the Sub-Arctic*  
Gail Whiteman, Queen's U.

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4:10 pm - 5:30 pm  
Marriott North  
San Diego A



*Expressive Writing: New Voices in Leadership*  
Kim Morouney, Wilfrid Laurier U.

*Finding a Voice, Composing a Life: The Use of Creative Writing in Women's Life Stories*  
Amy Segal, Massachusetts Institute of Technology

8:30 am - 10:20 am  
Convention Center  
16A

**Tacit Knowledge Across Borders and Cultures: What Is It? Can It Be Transferred? Can It Be Measured? Can It Be Managed?**

*Joint symposium sponsored by BPS, IM & TIM*

*Chair*

Nicholas Athanassiou, Northeastern U.

*Sharing Knowledge: Coping With Tacitness and Context-Dependency*

Jose F. P. Santos, Catholic U. of Porto / INSEAD

*Recontextualization, Internationalization, and Organizational Knowledge Transfer*  
Mary Yoko Brannen, U. of Michigan

*Toshiba and the Transfer of Photocopier Technology and Know-How Across Borders*  
W. Mark Fruin, U. of Michigan

*Tacit Knowledge Management Strategies in International Technology Transfers: A Multicase Study of MNE Expansions*  
David N. McArthur, U. of South Carolina

*The Multinational Corporation's Internalization Strategy, Tacit Knowledge Dimensions of the Top-Management-Team Character, and International Performance*  
Nicholas Athanassiou, Northeastern U.

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## JOINT SYMPOSIA

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8:30 am - 10:20 am  
Convention Center  
15B

**What Matters Most About Boards?: A Discussion With Researchers and Directors**

*Joint symposium sponsored by BPS & MOC*

*Co-Chairs*

Daniel P. Forbes, New York U.  
Violina P. Rindova, New York U.

*Discussants*

Dale E. Zand, New York U.  
William D. Guth, New York U.  
Robert B. McKersie, Massachusetts Institute of Technology

*Understanding Boards of Directors as Decision Making Groups*

Daniel P. Forbes, New York U.  
Frances J. Milliken, New York U.

*Views of the Top: Stakeholder Expectations From Corporate Boards*

Morten Huse, Scandinavian Institute for Research in Entrepreneurship / Centre for Church Research  
Violina P. Rindova, New York U.

*Legitimacy at the Corporate Helm: Deinstitutionalization and Reinstitutionalization of the Role of Boards of Directors*

Eugenio Marchese, Cornell U.

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8:30 am - 10:20 am  
Convention Center  
16B

**GLOBE--A 60 Nation Study of Culture and Leadership: Multiple Methodologies and Initial Findings**

*Joint symposium sponsored by IM, OB & OMT*

*Co-Chairs*

Marcus W. Dickson, Wayne State U.  
Robert J. House, U. of Pennsylvania

*Discussant*

Simcha Ronen, Tel Aviv U.

*Questionnaire Scale Development and Methodological Issues in GLOBE*

Peter W. Dorfman, New Mexico State

*Unobtrusive Measures and Participant Observation Measures in GLOBE*

Robert J. House, U. of Pennsylvania  
Vipin Gupta, U. of Pennsylvania  
S. Antonio Ruiz-Quintanilla, Cornell U.

*GLOBE's Initial Findings: Surprises and Confirmations*

Robert J. House, U. of Pennsylvania

*GLOBE Research in India: An Example of Within-Country Analyses*

Jagdeep Chhokar, U. of New Orleans

*GLOBE Data at the Organizational Level of Analysis: Universality and Variation in Organizationally-Shared Cognitive Prototypes of Effective Leadership*

Marcus W. Dickson, Wayne State U.

9:00 am - 10:20 am  
Marriott North  
San Diego C

**Measurement Challenges for Job Stress Researchers**

*Joint symposium sponsored by OB & RM*

*Co-Chairs*

Debra L. Nelson, Oklahoma State U.  
Bret L. Simmons, Oklahoma State U.

*Discussants*

James Campbell Quick, U. of Texas, Arlington  
Rabi S. Bhagat, U. of Memphis

*Methodological Issues in Cross-Cultural and Cross-National Job Stress Research*

Paul E. Spector, U. of South Florida  
Juan I. Sanchez, Florida International U.  
Cary L. Cooper, U. of Manchester

*Nomothetic and Idiographic Measurement of Stress at Work*

Arie Shirom, Tel Aviv U.

*Measurement of Stressors and Strains*

Daniel C. Ganster, U. of Arkansas  
Michelle K. Duffy, U. of Arkansas

*Stress and Coping Measurement and Interventions in the Workplace*

Richard Rahe, U. of Nevada  
Tracy Veach, U. of Nevada

9:00 am - 10:20 am  
Westin  
California A

**Opening the Black Box of Organizational Demography: Current Research Advances**

*Joint symposium sponsored by GDO, HR & ODC*

*Chair*

Ellen Ernst Kossek, Michigan State U.

*Discussants*

Barbara S. Lawrence, U. of California, Los Angeles  
Anne S. Tsui, Hong Kong U. of Science and Technology

*The Implications of Changing Group Demography for Diversity Climate: Does Consensus Make a Difference?*

Ellen Ernst Kossek, Michigan State U.  
Karen S. Markel, Michigan State U.  
Patrick P. McHugh, George Washington U.

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9:00 am - 10:20 am  
Marriott South  
Marina D

**Capitalist Pigs: A Staged Reading of a Play as an Attempt at Aesthetic Theorizing**

*Joint symposium sponsored by ODC, ONE & SIM*

*Playwright*

Steven S. Taylor, Boston College

*Discussant*

John A. Seeger, Bentley College

*Actors*

W. E. Douglas Creed, Boston College  
Erica Foldy, Boston College  
Jenny W. Rudolph, Boston College  
Steven S. Taylor, Boston College  
William R. Torbert, Boston College

*Race Relations, Gender Relations, and the Nature of Work*

Robin J. Ely, Columbia U.  
David A. Thomas, Harvard U.

*Relational Demography: A Theoretical and Methodological Critique*

Christine M. Riordan, U. of Georgia

*Congruence in Supervisor-Subordinate Relationships: Beyond Relational Demography*

Joel Lefkowitz, City U. of New York  
Kristine Howard, City U. of New York  
Joan P. Lawrence, City U. of New York  
Vasiliki Nicolopoulous, City U. of New York

9:00 am - 10:20 am  
Westin  
California C

**An Eye for an Eye, or Turn the Other Cheek: Revenge and Forgiveness in Organizations**

*Joint symposium sponsored by CM, OB & SIM*

*Co-Chairs*

Steven L. Grover, Georgia State U.  
Karl Aquino, Georgia State U.

*Getting Even or Granting Mercy? The Similarities and Dissimilarities Between Revenge and Forgiveness*

Thomas M. Tripp, Washington State U.,  
Vancouver  
Robert J. Bies, Georgetown U.

*Psychological Interventions on Forgiveness: A Review*

Majan Waltman, U. of Wisconsin  
Robert Enright, U. of Wisconsin

*Forgiveness and Revenge: An Analysis of Secondary and Tertiary Factors' Influence on Victim Behavior*

Murray Bradfield, Georgia State U.

*Anger and the Desire to Punish as Antecedents of Bystander Intervention*

Lynn Bowes-Sperry, James Madison U.

10:40 am - 12:00 pm  
Convention Center  
15B

**Bridging Levels of Analysis: The Importance of Individuals in International Strategic Alliances**

*Joint symposium sponsored by IM, OB & OMT*

*Chair*

Paul M. Olk, U. of California, Irvine

*Discussant*

Walter W. Powell, U. of Arizona

*Adjuvant or Catalyst? Unpacking Interorganizational and Interpersonal Trust in Biotechnology Alliances*

Akbar Zaheer, U. of Minnesota  
Shawn Lofstrom, U. of Minnesota  
Varghese George, Rutgers U.

*What Matters at the Individual Level in Strategic Alliances--The Role of Social Identities*

Jane E. Salk, ESSEC  
Oded Shenkar, Tel Aviv U. / Ohio State U.

*Fractured Identity of Management Group Members and Performance of International Joint Ventures: Evidence From China*

Jiatao Li, Hong Kong U. of Science and Technology  
Katherine Xin, Hong Kong U. of Science and Technology / U. of Southern California  
Madan M. Pillutla, Hong Kong U. of Science and Technology

*Interpersonal Exchanges in International Strategic Alliances: Cross-Cultural Interactions and Contextual Factors*

P. Christopher Earley, Indiana U.,  
Bloomington  
Paul M. Olk, U. of California, Irvine

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10:40 am - 12:00 pm  
Convention Center  
16A

**The Resource-Based View and  
Transnational Technology  
Management**

*Joint symposium sponsored by BPS, IM &  
TIM*

*Chair*

Falguni Sen, Fordham U.

*Discussant*

David Mowery, U. of California, Berkeley

*Exploitation in Foreign Environments: An  
Investigation Into Foreign Direct Investment in  
R&D by Multinationals*

Walter Kuemmerle, Harvard U.

*The Effect of Core Competence Building on Firm  
Performance in a Global, High-Technology  
Industry*

Geert Duysters, U. of Maastricht

John Hagedoorn, U. of Maastricht

*Multinational Strategy, Foreign R&D  
Investment, and Innovation Performance:*

*A Resource Deployment Perspective*

Joseph L. C. Cheng, U. of Illinois,  
Urbana-Champaign

*Resource-Based Strategy and Managerial Power  
in Networks of Internationally Dispersed  
Technology Units*

John W. Medcof, McMaster U.

*Organizational Learning and the Compressed  
Experience of the Japanese Multinational  
Enterprise in Overseas Subsidiary R&D*

David T. Methe, Kobe U.

Hideki Yoshihara, Kobe U.

*Feedback-Seeking Behavior and the Impact of  
Culture: Tendency to Engage, Strategy Type,  
and Preferred Source Choice in Latin America*  
Mary F. Sully de Luque, U. of Nebraska  
Steven M. Sommer, U. of Nebraska

*Individualism-Collectivism, Other-Oriented  
Values, and Feedback-Seeking: Effects on  
Individual Satisfaction and Performance in  
Groups*

Kristi M. Lewis, Oregon State U.

10:40 am - 12:00 pm  
Marriott South  
Marina D

**HRM Issues in Entrepreneurial  
Firms: Toward a New Research  
Agenda**

*Joint symposium sponsored by ENT & HR*

*Chair*

Jerome A. Katz, Saint Louis U.

*Discussants*

Robert D. Gatewood, U. of Georgia

Jerome A. Katz, Saint Louis U.

*The Human Resource Management Paradox:  
Opportunities and Challenges*

Theresa M. Welbourne, Cornell U.

Edward Rogers, Cornell U.

*Human Resource Management Practices and  
Organizational Life Cycles*

Howard E. Aldrich, U. of North

Carolina, Chapel Hill

Nancy Langton, U. of British Columbia

*A Proactive Model of Employee Retention*

Denise R. Chachere, Saint Louis U.

Pamela M. Williams, Saint Louis U.

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10:40 am - 12:00 pm  
Convention Center  
16B

**The Influence of Cross-Cultural  
Factors on Information Seeking  
Activities**

*Joint symposium sponsored by IM & OB*

*Co-Chairs*

Mary F. Sully de Luque, U. of Nebraska

Steven M. Sommer, U. of Nebraska

*Discussant*

Susan J. Ashford, U. of Michigan

*Cultural Differences in Newcomer Information  
Seeking: A Comparison of the U.S. and Hong  
Kong*

Elizabeth Wolfe Morrison, New York U.

Ya-Ru Chen, New York U.

10:40 am - 12:00 pm  
Marriott South  
Marina F

**The Transformation of Health Care  
Systems: Emergent Organizational  
Forms and Processes**

*Joint symposium sponsored by HCM & ODC*

*Co-Chairs*

David M. Brock, U. of Auckland

Michael J. Powell, U. of Auckland

*A Taxonomy of Health Networks and  
Systems: Bringing Order Out of Chaos*

Gloria J. Bazzoli, Northwestern U.

Stephen M. Shortell, Northwestern U.

Nicole L. Dubbs, Northwestern U.

Cheeling Chan, APACHE Medical

Systems

Peter Kralovec, American Hospital Assoc

*The Dynamics of Teaching Hospital Mergers*  
Jean-Louis Denis, U. of Montreal  
Lise Lamothe, U. Laval  
Ann Langley, U. du Québec à Montréal

*The Bounding of Empowerment*  
Thomas G. Rundall, U. of California,  
Berkeley

*Transforming a Health Care System: Alberta's  
Experience With Managing Change for  
Community Gain*  
Ann L. Casebeer, U. of Calgary

*The Diffusion of Technological and  
Organizational Innovations and Their Impact  
on Clinical Practice and Health Care Delivery  
Systems*  
Ewan B. Ferlie, U. of London  
Louise Fitzgerald, U. of Warwick

10:40 am - 12:00 pm  
Marriott North  
San Diego B

**Using Realistic Stimulus Materials to  
Study Sexual Harassment Decisions:  
Some Expected and Unexpected  
Outcomes**

*Joint symposium sponsored by GDO, OB &  
RM*

*Chair*  
Lehman Benson III, U. of Arizona

*Using Long Scenarios Based on an Actual  
Court Case to Study Sexual Harassment  
Decisions*  
Barbara A. Gutek, U. of Arizona  
Maureen O'Connor, City U. of New  
York  
Renée Melançon, U. of Arizona  
Tracy Geer, U. of Arizona

*Creating a Videotrial for Use in Research on  
Sexual Harassment Decisions*  
Maureen O'Connor, City U. of New York  
Renée Melançon, U. of Arizona  
Margaret S. Stockdale, Southern Illinois  
U., Carbondale

*Using Long Scenarios and Photographs to  
Explore Sexual Harassment Beliefs and  
'Irrelevant' Method Factors*  
Margaret S. Stockdale, Southern Illinois  
U., Carbondale  
Michelle Wood, Southern Illinois U.,  
Carbondale

*Using Multimedia Technology to Study Methods  
Effects in Sexual Harassment Judgements*  
Robert S. Done, U. of Arizona

*Using Short Scenarios and Photographs to  
Study Sexual Harassment Decisions:  
Controlling for 'Irrelevant' Methods Factors*  
Lisa D. Ordóñez, U. of Arizona  
Lehman Benson III, U. of Arizona  
Victor Thompson, U. of Arizona

10:40 am - 12:00 pm  
Marriott North  
San Diego B

**What Matters Most: Rethinking  
Formalization and Innovation**

*Joint symposium sponsored by OMT & TIM*

*Chair*  
Wynand E. J. Bodewes, Erasmus U.,  
Rotterdam

*Discussant*  
W. Richard Scott, Stanford U.

*The Future of Innovation*  
Paul S. Adler, U. of Southern California

*Codified Routines and Innovation: An  
Evolutionary Perspective*  
Wynand E. J. Bodewes, Erasmus U.,  
Rotterdam

*Standard Operation Procedures and  
Organizational Learning*  
Nikolaus Beck, U. of Mannheim  
Alfred Kieser, U. of Mannheim  
Peter Walgenbach, U. of Mannheim

*Balancing Seemingly Antithetical Process  
Management Approaches: Rediscovering  
Formalization's Role in Effective Innovation*  
Larry D. Browning, U. of Texas, Austin  
Sim B. Sitkin, Duke U.  
Kathleen M. Sutcliffe, U. of Michigan

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10:40 am - 12:00 pm  
Westin  
California A

**Organizational Justice: Rethinking, Reconstructing, and Revitalizing a Construct at the Crossroads**

*Joint symposium sponsored by HR & OB*

*Chair*

Jerald Greenberg, Ohio State U.

*Discussant*

Jerald Greenberg, Ohio State U.

*Organizational Justice and Fairness-as-Accountability*

Robert G. Folger, Tulane U.

*Ethnic Diversity and the Viability of Organizations: The Role of Procedural Justice in Bridging Differences*

Tom Tyler, New York U.

Yuen J. Huo, U. of California, Los Angeles

*Interactional (In)Justice: The Sacred and the Profane*

Robert J. Bies, Georgetown U.

*Fairness Heuristic Theory*

E. Allan Lind, Duke U.

*Moderating Influences on Elements of Procedural Justice*

Joel Brockner, Columbia U.

Grant Ackerman, Columbia U.

10:40 am - 12:00 pm  
Westin  
California C

**Job Loss, Coping, and Reemployment**

*Joint symposium sponsored by CAR & OB*

*Chair*

James D. Westaby, New York U.

*Discussant*

Carrie R. Leana, U. of Pittsburgh

*A Longitudinal Assessment of Relationships Among Coping Resources, Coping Strategies, Subjective Well Being, and the Quality of Reemployment*

Angelo J. Kinicki, Arizona State U.

Frances M. McKee-Ryan, Arizona State U.

Gregory E. Prussia, Seattle U.

2:30 pm - 3:50 pm  
Convention Center  
15B

*Predictors and Outcomes of Networking Behavior Among Unemployed Job-Seekers*  
Connie R. Wanberg, U. of Minnesota  
Ruth Kanfer, Georgia Institute of Technology

Joseph T. Banas, U. of Minnesota

*Specific Strategies for Managing the Reemployment Process*

James D. Westaby, New York U.

**Modeling Competitive Dynamics**

*Joint symposium sponsored by BPS & OMT*

*Chair*

Olav Sorenson, U. of Chicago

*Discussant*

Jesper Sorensen, U. of Chicago

*Rethinking Age Dependence in Organizational Mortality: Logical Formalizations*

Michael T. Hannan, Stanford U.

*The Structuring of Organizational Populations*

David N. Barron, Oxford U.

*Resource Acquisition Strategies and Organizational Growth in the Computer Workstation Industry, 1980-1996*

Olav Sorenson, U. of Chicago

*How Regulation and Globalization Affected Organizational Legitimation and Competition Among Commercial Banks in Singapore, 1840-1994*

Glenn R. Carroll, U. of California, Berkeley

Albert C. Teo, National U. of Singapore

*The Evolution of Global Competition in the Hard Disk Drive Industry*

William P. Barnett, Stanford U.

2:30 pm - 3:50 pm  
Convention Center  
16A

**Advancements in Measuring Technological Change**

*Joint symposium sponsored by BPS & TIM*

*Chair*

Susan K. McEvily, U. of Pittsburgh

*Discussants*

Linda K. Argote, Carnegie Mellon U. / U. of Minnesota

Kingshuk K. Sinha, U. of Minnesota

*How New is New? Toward a Framework to Measure Changes in Technology*  
Shobha S. Das, Nanyang Technological U.

*Firm Capabilities and Technological Change in the Commercial Laser Industry*  
Sally Sleeper, Carnegie Mellon U.

*Measuring Three Attributes of Technological Capabilities: Complexity, Specificity, and Tacitness*  
Susan K. McEvily, U. of Pittsburgh

*Comparing Two Methods of Assessing the Radicalness of an Innovation*  
Kristina Dahlin, Carnegie Mellon U.

*Measuring Three Attributes of Technological Capabilities: Complexity, Specificity, Tacitness*  
Margaret R. Taylor, Carnegie Mellon U.

2:30 pm - 3:50 pm  
Convention Center  
16B

### **Sensemaking in Complex Cultures**

*Joint symposium sponsored by IM & OB*

*Chair*  
Mark E. Mendenhall, U. of Tennessee, Chattanooga

*Discussants*  
Mark E. Mendenhall, U. of Tennessee, Chattanooga  
Geert Hofstede, U. of Maastricht / Tilburg U.

*Learning Culture: An Integrated Framework for Cultural Analysis*  
Margaret E. Phillips, Pepperdine U.  
Nakiye A. Boyacigiller, San Jose State U.

*Making Sense of Culture: A Multiple Cultures Perspective*  
Sonja A. Sackmann, U. of Munich  
Margaret E. Phillips, Pepperdine U.

*Reexamining Values: Toward a Framework for Understanding the Impact of Culture on Organizational Behavior*  
Jennifer Roney, Southern Methodist U.

*A Model for Making Sense of Cultural Paradoxes*  
Joyce S. Osland, U. of Portland  
Allan Bird, California Polytechnic State U.

2:30 pm - 3:50 pm  
Marriott South  
Marina D

### **Organizing as if Creativity Really Mattered**

*Joint symposium sponsored by ODC & OMT*

*Co-Chairs*  
Ronald E. Purser, San Francisco State U.  
Alfonso Montuori, California Institute of Integral Studies

*Discussant*  
Connie Marie Gaglio, San Francisco State U.

*Barriers to Organizational Creativity*  
Richard W. Woodman, Texas A&M U.

*The Relationship Between Work Environment and Creativity*  
Teresa M. Amabile, Harvard U.

*Social Interactions and Creativity*  
Magoroh Maruyama, Aomori U.

2:30 pm - 3:50 pm  
Marriott South  
Marina F

### **Operating on The Institutional Cusp: Managing Symbolic and Cognitive Conflict**

*Joint symposium sponsored by MOC, OMT & PNS*

*Co-Chairs*  
Elaine V. Backman, Harvard U.  
Julia Sass Rubin, Harvard U.

*Discussant*  
Robert R. Alford, City U. of New York

*Good Works, Incorporated: The Effects of Corporate Structure on Organizational Change*  
Elaine V. Backman, Harvard U.

*Community Development Venture Capital: The Conflict of Capitalism and Democracy*  
Julia Sass Rubin, Harvard U.

*The Effects of Contradictory Institutional Logics on Organizational Identity: Faith-Based Human Services in an Era of Transformation.*  
Melissa M. Stone, U. of Minnesota

*Organizational Trust in Family Businesses: An Institutional Perspective*  
L. Kacie LaChapelle, Family Business Dynamics  
Louis B. Barnes, Harvard U.

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2:30 pm - 3:50 pm  
Marriott North  
San Diego B

**Organizational Storytelling II:  
Narrative and the Case of a  
High-Tech Organizational  
Consultation**

*Joint symposium sponsored by ODC, MC & RM*

*Chair*

David M. Boje, New Mexico State U.

*Reflections on Three Epistemological Perspectives  
in Organizational Theory*

John T. Luhman, New Mexico State U.

*Postmodern Narrativism: Implications for  
Organizational Change Theory, Practice, and  
Research*

David M. Boje, New Mexico State U.

*Culture, Narrative, and the Politics of Discourse*  
Kaylynn S. Two Trees, Earthtime Ranch

*Setting the Stage: The Oral and Literary  
Traditions*

Robert Dennehy, Pace U.

*Restorying and the Case of the Sci-Fi  
Organization*

Grace Ann Rosile, New Mexico State U.

2:30 pm - 3:50 pm  
Marriott North  
San Diego C



**Educational and Organizational  
Change Through Distance Learning:  
DELIVERING What Matters Most  
for the U.S. Postal Service and  
Benedictine University**

*Joint symposium sponsored by MED & ODC*

*Chair*

Therese F. Yaeger, Benedictine U.

*Panel*

Carol Garvey, U. S. Postal Service

E. Gay Schroff, U. S. Postal Service

Peter F. Sorensen, Jr., Benedictine U.

2:30 pm - 3:50 pm  
Westin  
California A

**Assessing the Impact of Trust:  
Divergent Approaches, Converging  
Understandings**

*Joint symposium sponsored by MOC & OB*

*Co-Chairs*

Janet M. Dukerich, U. of Texas, Austin

Roderick M. Kramer, Stanford U.

*Discussant*

Roderick M. Kramer, Stanford U.

*When to Trust, When to Measure: Capturing  
the Dynamic Nature of Interpersonal Trust*  
Tony P. Ammeter, U. of Texas, Austin

*Trust in Global Virtual Teams: Questioning  
the Current Directions in the Studies of Trust*  
Sirkka L. Jarvenpaa, U. of Texas, Austin

*Synergies of Trust and Distrust in Teams*  
Roy J. Lewicki, Ohio State U.  
Daniel J. McAllister, Georgetown U.

*Identifying International Assignees at Risk for  
Premature Departure: The Role of Trust*  
Phyllis Anne Siegel, Rutgers U.  
Ron Garonzik, Hay-McBer  
Joel Brockner, Columbia U.

2:30 pm - 3:50 pm  
Westin  
California B

**How Much Diversity Can a Team  
Take? A Cognitive Approach**

*Joint symposium sponsored by MOC, OB & ODC*

*Chair*

Suzanne C. de Janasz, U. of Southern  
California / James Madison U.

*Discussants*

Pamela S. Barr, Georgia State U.

Kenneth R. Brousseau, Decision

Dynamics Group

Kumar Chittipeddi, Bryant College

*How Do MBA Students React to an  
Intentional Team Diversity Approach?*

Kelly Anne Mollica, Wake Forest U.

*More Than Meets the Eye: Going Beyond  
National Culture to Individual Cultural Values  
in Exploring Team Dynamics*

Joy Karen Turnheim, New York U.

*The Knowledgeable Board: Cognitive Diversity  
and Board Effectiveness*

Violina P. Rindova, New York U.

*Moving Beyond Demographic Explanations:  
The Role of Cognitive Attributes in Team  
Functioning*

Suzanne C. de Janasz, U. of Southern  
California / James Madison U.

Michael J. Driver, U. of Southern  
California

Nandini Rajagopalan, U. of Southern  
California

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2:30 pm - 3:50 pm  
Westin  
California C

**Bringing the 'Social' Back in:  
Network Perspectives on  
Organizational Cognition**

*Joint symposium sponsored by MOC, OB & OMT*

*Chair*

Juan-Carlos Pastor, U. of Western  
Ontario

*Discussants*

Daniel J. Brass, Pennsylvania State U.  
David Krackhardt, Carnegie Mellon U.

*Cognition in Context: Network and Social  
Identity Effects on Workplace Perceptions*

Ajay Mehra, Pennsylvania State U.  
Dennis A. Gioia, Pennsylvania State U.  
Giuseppe Labianca, Pennsylvania State U.

*A Social Network Analysis of Mental  
Representations of Leadership*

Juan-Carlos Pastor, U. of Western  
Ontario  
James R. Meindl, State U. of New York,  
Buffalo

*Networks, Knowledge, and Strategic Choice:  
The Role of Social Expertise*

Gregory Janicik, U. of Chicago

4:10 pm - 5:30 pm  
Convention Center  
15B

**Alliances and Networks**

*Joint symposium sponsored by BPS & OMT*

*Chair*

Ranjay Gulati, Northwestern U.

*Discussant*

Mark S. Mizruchi, U. of Michigan

*Different Paths for Different Practices:  
Profitability, Legitimacy, and Network Influence*

Pamela R. Haunschild, Stanford U.

*Interorganizational Relations and Elite  
Sponsorship: Networks of Control or  
Mobilization?*

Walter W. Powell, U. of Arizona

*Interorganizational Endorsements and the  
Performance of Entrepreneurial Ventures*

Toby E. Stuart, U. of Chicago

*Alliances and Networks*

Ranjay Gulati, Northwestern U.

4:10 pm - 5:30 pm  
Convention Center  
16A

**The Dynamics of Long-Term  
Competitive Advantage: A  
Comparison of the Chemical  
Industries in the U.S., Britain,  
Germany, and Japan since 18**

*Joint symposium sponsored by BPS & TIM*

*Chair*

Johann Peter Murmann,  
Northwestern U.

*Discussant*

Bruce Kogut, U. of Pennsylvania

*An Overview of the Performance of the Chemical  
Industries in U.S., Britain, Germany, and  
Japan Since 1850*

Johann Peter Murmann,  
Northwestern U.

*The Puzzle of the Japanese Chemical Industry*

Takashi Hikino, Harvard U.  
Tsutomu Harada, Kobe U.  
Yoshio Tokuhisa, Mitsubishi  
Petrochemicals  
James Yoshida, Toho Carbon Fibers

*Chemicals: A U.S. Success Story*

Ashish Arora, Carnegie Mellon U.  
Nathan Rosenberg, Stanford U.

*Evolution of Industry Structure in the Chemical  
Industry*

Ashish Arora, Carnegie Mellon U.  
Alfonso Gambardella, U. of Urbino

*The Evolution of Corporate Capability, and  
Corporate Strategy and Structure, Within the  
World's Largest Chemical Firms: The  
Twentieth Century in Perspective*

Alfred Chandler, Harvard U.  
Takashi Hikino, Harvard U.  
David Mowery, U. of California, Berkeley

*The Process of Innovation in the Chemical  
Industry*

Ralph Landau, Stanford U.

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4:10 pm - 6:00 pm  
Marriott South  
Marina D

### **Toward Eco-Humanism**

*Joint symposium sponsored by GDO, ONE & SIM*

#### *Co-Chairs*

W. Edward Stead, East Tennessee State U.

Jean Garner Stead, East Tennessee State U.

*Tensegrity: A Universal Organizing Principle Linking 'Eco' and 'Humanism'*

Ann E. Feyerherm, Pepperdine U.

*Eco-Humanism: The Final Environmental Frontier?*

Mark Starik, George Washington U.

*Spirituality and Eco-Humanism*

Carolyn P. Egri, Simon Fraser U.

*Experiences, Values, and Worldview: Perspectives That Inform Research and Education in Environmental Management*

Nigel John Roome, Tilburg U.

4:10 pm - 5:30 pm  
Marriott North  
San Diego C

### **Appreciative Inquiry: Capturing What Matters Most--A Review and Assessment**

*Joint symposium sponsored by MC, MED & ODC*

#### *Chair*

Peter F. Sorensen, Jr., Benedictine U.

#### *Panel*

David L. Cooperrider, Case Western Reserve U.

Robert T. Golembiewski, U. of Georgia

Thomas C. Head, Tennessee State U.

James Ludema, Case Western Reserve U. / Benedictine U.

Joanne C. Preston, Pepperdine U.

Linda Sharkey, Paine-Webber, Inc. / Benedictine U.

Dale Spartz, Riverside Health System

Therese F. Yaeger, Benedictine U.

4:10 pm - 5:30 pm  
Westin  
California A

### **Friendship in Organizations: How and Why It Matters**

*Joint symposium sponsored by OB, ODC & OMT*

#### *Co-Chairs*

Sandy Kristin Piderit, U. of Michigan

Markus Vodosek, U. of Michigan

#### *Discussant*

David Krackhardt, Carnegie Mellon U.

*On the Linkages Between Management, Communication, Research, and Personal Relationships--But Not Necessarily in That Order*

Steve Duck, U. of Iowa

*The Dual Role of Friendship in Fostering Cooperation and Building Power*

Deborah E. Gibbons, Georgia State U.

*United We Stand: Embedding Attitudes Toward Change in Social Relationships*

Sandy Kristin Piderit, U. of Michigan

4:10 pm - 5:30 pm  
Westin  
California B

### **New Directions in Work-Family Research: Advances and Paradoxes**

*Joint symposium sponsored by CAR, GDO & OB*

#### *Chair*

Ellen Ernst Kossek, Michigan State U.

#### *Discussants*

Barbara A. Gutek, U. of Arizona

Barney Olmsted, New Ways to Work

*Elder and Child Caregiving Domain Choices: Differential Work and Family Processes and Outcomes*

Ellen Ernst Kossek, Michigan State U.

Jason Alan Colquitt, Michigan State U.

Raymond A. Noe, Michigan State U.

*Flexible Work Arrangements: A Paradoxical Alternative*

Marcia Kropf, Catalyst, Inc.

Sharon A. Lobel, Seattle U.

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*Disturbing Concepts: The Myths, Realities, and Research Implications of Telecommuting*  
Christena Nippert-Eng, Illinois Institute of Technology

*Making Work-Family Research in Management More Inclusive: A Life Balance Perspective*  
Teresa J. Rothausen, Texas A&M U.

4:10 pm - 5:30 pm  
Westin  
California C

**Kissing the Company Man Good Bye: Research Into the Changing Nature of the Employer-Employee Relationship**

*Joint symposium sponsored by CAR, CM & OB*

*Chair*  
Courtney Shelton Hunt, U. of Delaware

*Discussant*  
Lynne M. Andersson, Saint Joseph's U.

*Before and After Downsizing: Employee Concerns and Company Responses*  
Donald E. Conlon, Michigan State U.  
Debra L. Shapiro, U. of North Carolina, Chapel Hill

*Justice Perceptions as Mediators of Structural Changes and Employee Attitudes and Behaviors*  
Mary C. Kernan, U. of Delaware

*Job Insecurity Among White-Collar Professionals: Is it Just an Issue for Restructuring Organizations?*  
James E. King, Samford U.

*Working on the Periphery: Developing a Measure of Perceptions of Marginalization*  
Tracey Honeycutt Sigler, Western Washington U.  
Courtney Shelton Hunt, U. of Delaware

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SHARED INTEREST TRACK

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9:00 am - 10:20 am  
Convention Center  
17B

**Managing Crisis Situations**

*Papers from MOC & OMT*

*Facilitator*  
William H. Starbuck, New York U.

**Conference Proceedings Paper Winner of MOC Division Best Paper Award**

*Learning From a Brush With Danger: Evidence That Pilots' Learning From a 'Near Accident' is Enabled by Counterfactual Thinking and Hindered by Organizational Accountability*

Michael W. Morris, Stanford U.  
Paul C. Moore, Stanford U.  
Michal Tamuz, U. of Texas, Houston  
Rick Tarrell, San Jose State U.

*Narcissism in the Death Zone: Everest, Disaster, and Self-Centered Organization*  
Michael B. Elmes, Worcester Polytechnic Institute  
David Barry, U. of Auckland

*Reducing the Murkiness in Definitions of Organizational Crises*  
Sarah Kovoov-Misra, U. of Colorado, Denver  
Judith A. Clair, Boston College  
Kenneth L. Bettenhausen, U. of Colorado, Denver

*Reconceptualizing Organizational Errors*  
Rangaraj Ramanujam, Carnegie Mellon U.  
Paul S. Goodman, Carnegie Mellon U.

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9:00 am - 10:20 am  
Westin  
Balboa

## **Jobs and Careers in Virtual Organizations**

*Papers from CAR, HR & OMT*

*Facilitator*

Michael B. Arthur, Suffolk U.

*Don't You Fence Me In, I Can Do It Myself: Perceptions of Portfolio Working and the Boundaryless Career*

Laurie Cohen, Sheffield Hallam U.

Mary Mallon, Sheffield Hallam U.

*The Effects of Variable Work Arrangements on the Organizational Commitment of Contingent Workers*

Melissa W. Barringer, U. of

Massachusetts, Amherst

Michael C. Sturman, Louisiana State U.

*Boundaryless Organizations and Boundaryless Careers: A New Market for High-Skilled Temporary Work*

Janet H. Marler, Cornell U.

George T. Milkovich, Cornell U.

Melissa W. Barringer, U. of

Massachusetts, Amherst

*The Virtual Organization: Defining a Weberian Ideal Type From an Interorganizational Perspective*

Eva C. Fuehrer, U. of Queensland / Karl

Franzens U., Graz

Neal M. Ashkanasy, U. of Queensland

## **Firm Regulation and Adaptation**

*Papers from ONE, PNS & SIM*

*Facilitator*

Stephanie Lenway, U. of Minnesota

*Do Environmental Regulations Retard Productivity? Evidence From U.S. Electric Utilities*

Sumit Kumar Majumdar, U. of Michigan

Alfred Allen Marcus, U. of Minnesota

*Creating a Competitive Advantage at the Government-Firm Interface*

Kira Kristal Reed, U. of Connecticut

*Top Managers and Regulatory Change: A Test of Three Models of Adaptation and Performance*

Michael V. Russo, U. of Oregon

Frank C. Schultz, U. of Minnesota

*The Theory of Economic Regulation and Political Competition Within Industries*  
Eugene Salorio, City U. of New York

10:40 am - 12:00 pm  
Marriott North  
Columbia 2

## **Management Discourse**

*Papers from GDO, OMT & RM*

*Facilitator*

Walter R. Nord, U. of South Florida

*Reviewing Social Constructions: Feminism, Postmodernism, and the Gendering of Task and Process*

Erica Foldy, Boston College

*A Structural View of Organizational Discourses*

John Hendry, U. of Cambridge

Loizos Heracleous, National U. of Singapore

*Triangulation in Post-Positivist Research: A Review*

Julie R. Wolfram Cox, Monash U., Caulfield

*Taking the Linguistic Turn in Organizational Research*

Mats Alvesson, Lund U.

Dan Kärreman, Göteborg U.

10:40 am - 12:00 pm  
Westin  
Balboa

## **Prejudice in the Workplace**

*Papers from CM, GDO, HR & OB*

*Facilitator*

Joanne Martin, Stanford U.

*Demographics in Service Encounters: Effects of Racial and Gender Congruence on Perceived Fairness*

Carol T. Kulik, Arizona State U.

Robert L. Holbrook, U. of Central Arkansas

*From Inequality to Pluriformity: Thinking About Gender, Work, and Organization in the Netherlands*

Yvonne Benschop, U. of Nijmegen

Margo Brouns, U. of Twente

Jeanne De Bruijn, Free U., Amsterdam

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9:00 am - 10:20 am  
Marriott South  
Torrance

*Making the Connection Between Formal Diversity Practices and Organizational Effectiveness: A Combined Universalistic/Contingency Interpretation*  
Orlando Curtae' Richard, Louisiana Tech U.

Nancy Brown Johnson, U. of Kentucky

*Prejudice Matters: Satisfaction With Promotional Opportunities as a Function of the Perceived Implementation of Policies to Advance Blacks*

Erika L. Hayes, Tulane U.

Jorg Dietz, Tulane U.

Arthur P. Brief, Tulane U.

Robin Reizenstein, Assessment Solutions, Inc.

10:40 am - 12:00 pm  
Marriott South  
Torrance

### **HRM Practices in Different Countries**

*Papers from HR, IM & PNS*

*Facilitator*

John W. Slocum, Southern Methodist U.

*U.S. Multinational Corporations and Their Human Resource Management Systems*

Peter Feuille, U. of Illinois,  
Urbana-Champaign

John J. Lawler, U. of Illinois,  
Urbana-Champaign

Shyh-jer Chen, National Sun Yat-Sen U.

Jhongseok Bae, Hanyang U.

### **Conference Proceedings Paper**

*Managerial Networks and Firm Performance: A Micro-Macro Link in a Transitional Economy*

Michael W. Peng, Ohio State U. /  
Chinese U. of Hong Kong

*Cross-Cultural Affirmative Action*

Sheri J. Bischoff, Brigham Young U.

*The Incidence of Human Resource Problems and Policies Among Public and Private Enterprises in Russia*

Raymond Russell, U. of California,  
Riverside

10:40 am - 12:00 pm  
Westin  
Harbor A&B

### **Organizational Downsizing**

*Papers from OB, ODC & OMT*

*Facilitator*

Kim S. Cameron, Brigham Young U.

*Downsizing and the Crossover of Burnout in Married Couples Employed by the Same Organization*

Mina Westman, Tel Aviv U.

Dalia Etzion, Tel Aviv U.

Esti Danon, Tel Aviv U.

*The Influence of Empowerment on Loyalty and Support in a Downsizing Environment*

Brian P. Niehoff, Kansas State U.

Robert H. Moorman, West Virginia U.

Gerald L. Blakely, West Virginia U.

Jack Fuller, West Virginia U.

*Downsizing Results: Performance Outcomes of Incremental Versus Revolutionary Approaches*

Karen M. Byers, California State U.,  
Fullerton

*Corporate Downsizing: Effects of*

*Implementation Strategies on Firm Performance*

Robert D. Nixon, Tulane U.

10:40 am - 12:00 pm  
Convention Center  
17B

### **Complex Self-Organizing Systems**

*Papers from BPS, MH & OMT*

*Facilitator*

Ramond-Alain Thietart, U. of Paris,  
Dauphine

*Infrastructural Strategies for Creating Global Competitive Advantage: A Complex Adaptive System Approach*

Bhatt L. N. Vadlamani, U. of  
Massachusetts, Boston

### **Conference Proceedings Paper**

*The History of Herman Miller, Inc. and the Nature of Emergence: 'Emergent all the Way Down'*

Thomas J. Hench, U. of Wisconsin, La  
Crosse

*Complex Rhetoric and Simple Games*

Jeffrey Goldberg, Cranfield U.

Livia Markoczy, Cranfield U.

*Self-Organized Change in Emerging Organizations: An Empirical Exploration*

Benjamin M. Lichtenstein, Boston  
College

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2:30 pm - 3:50 pm  
Westin  
Balboa

### **Openness to Intellectual Diversity**

*Papers from CM, MOC, OB & OMT*

*Facilitator*

Jean M. Bartunek, Boston College

*Cooperative Goals and Constructive Controversy in Work Teams in China: Antecedents for Performance*

Dean Tjosvold, Lingnan College /  
Simon Fraser U.

Zhong-Ming Wang, Hangzhou U.

*The Effect of Cognitive Diversity on Processes and Outcomes of Strategic Decision-Making Teams*

Yvonne S. Smith, Biola U.

Ritch L. Sorenson, Texas Tech U.

Virgil O. Smith, Biola U.

*Organizational Error Management Climate: On Enhanced Organizational Error Handling Strategies*

Cathy Van Dyck, U. of Amsterdam

Michael Frese, U. of Amsterdam

Sabine Sonnentag, U. of Amsterdam

*Metatriangulation: A Multiparadigm Strategy for Theory Building*

Marianne W. Lewis, U. of Cincinnati

Andrew J. Grimes, U. of Kentucky

2:30 pm - 3:50 pm  
Marriott North  
Columbia 2

### **Cognitive Processes in Decision Making**

*Papers from BPS, MOC & RM*

*Facilitator*

Mark Jenkins, Cranfield U.

*Probing the Unobtrusive Link: Dominant Logic and the Design of Joint Ventures at General Electric*

Jamal Shamsie, New York U.

Joseph Lampel, St. Andrews U.

*An Empirical Study of Group Cognitive Style and Strategic Decision Making*

Nancy H. Leonard, U. of Evansville

Richard W. Scholl, U. of Rhode Island

Laura L. Beauvais, U. of Rhode Island

2:30 pm - 3:50 pm  
Convention Center  
17B

*The Role of Affect in Information Processing, Organizational Learning, and Strategic Choice*  
Gareth R. Jones, Texas A&M U.

Jennifer M. George, Texas A&M U.

*A Methodology for Decision Analysis*

Robert Phelps, U. of Surrey

K. Krabuanrat, U. of Surrey

### **Organizational Learning**

*Papers from BPS, OMT & ONE*

*Facilitator*

George P. Huber, U. of Texas, Austin

*The Strategic Management of Organizational Learning*

Mary Crossan, U. of Western Ontario

Nick Bontis, U. of Western Ontario

*Situated Learning With Irreducible Ambiguity: An Analysis of Investigations Into Four Accidents in Two Chemical Plants*

Peter B. Cebon, U. of Melbourne

*Transactive Knowledge and Performance in the Retail Food Industry*

Diane Liang Rulke, U. of Minnesota

Srilata Zaheer, U. of Minnesota

Marc H. Anderson, U. of Minnesota

*Competence Acquisition in Retail Food: Efficient Consumer Response and Environmental Management*

Alfred Allen Marcus, U. of Minnesota

Brian Spielmann, U. of Minnesota

2:30 pm - 3:50 pm  
Marriott South  
Torrance

### **Processes of Institutionalization**

*Papers from OM, OMT & PNS*

*Facilitator*

Anne S. Miner, U. of Wisconsin, Madison

*The Performance of ISO 9000 as a Quality Improvement System: Empirical Evidence From the U.K.*

Christopher A. Voss, London Business School

Kathryn Lee Blackmon, London Business School

*A Stage Model of the Institutionalization Process*

Robert J. David, Cornell U.

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*Switchpersons on the Tracks of History: Situated Agency and Contested Legitimacy in the Diffusion of Domestic Partner Benefits*  
W. E. Douglas Creed, Boston College  
Maureen Scully, Massachusetts Institute of Technology

*Potential Misconduct in University-Industry Relationships: An Exploration of Possible Isomorphic Influences*  
Teresa Isabelle Daza Campbell, U. of Arizona  
Sheila Slaughter, U. of Arizona

2:30 pm - 3:50 pm  
Westin  
Harbor A&B

### **Learning to Do Mergers and Acquisitions**

*Papers from BPS, IM, MOC & OB*

*Facilitator*  
David Jemison, U. of Texas, Austin

*Preserving and Transferring Knowledge-Based Resources During Post-Acquisition Implementation: A Study of High-Tech Acquisitions*  
Annette L. Ranft, West Virginia U.  
Carl P. Zeithaml, U. of Virginia

*Institutional Constraints and Opportunities: An Examination of Cross-Border and Domestic Acquisitions of European Manufacturing Firms (1985-1994)*  
J. Timothy Goines, Benedictine U.

*A Merger as a Dialog Process Leading to Common Interorganizational Sensemaking*  
Frederic Leroy, ESCNA  
Michel Claessens, ESCNA

*The Influence of Prior Acquisition Performance on Subsequent Acquisition Likelihood*  
Jerayr Haleblian, U. of California, Riverside  
Sydney Finkelstein, Dartmouth College

4:10 pm - 5:30 pm  
Convention Center  
8

### **Workplace Violence, Fear, and Revenge**

*Papers from MC & OB*

*Facilitator*  
Judi McLean Parks, Washington U.

*Violence at Work: The Role of the External Consultant*  
Lynne McClure, McClure Associates  
Management Consultants  
William B. Werther, Jr., U. of Miami

*Antecedents and Consequences of Work-Related Fear*  
Michael Clugston, New Mexico State U.

### **Conference Proceedings Paper Winner of OB Division Best Paper Award**

*When Colleagues Become Violent: Employee Threats and Assaults as a Function of Societal Violence and Organizational Injustice*  
Robert G. Folger, Tulane U.

Sandra L. Robinson, U. of British Columbia  
Jorg Dietz, Tulane U.  
Judi McLean Parks, Washington U.  
Robert A. Baron, Rensselaer Polytechnic Institute

*How Employees Respond to Personal Offense: The Effects of Victim and Offender Status on Revenge and Forgiveness in the Workplace*  
Karl Aquino, Georgia State U.  
Thomas M. Tripp, Washington State U., Vancouver

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4:10 pm - 5:30 pm  
Westin  
Harbor A&B

### Effects of Interpersonal Trust

*Papers from BPS, CM, OB & OMT*

*Facilitator*

Philip Bromiley, U. of Minnesota

*Trust Within the Organization: Integrating the Trust Literature With Agency Theory and Transaction Costs Economics*

Manuel Becerra, Michigan State U. / U. of Maryland

Anil K. Gupta, U. of Maryland

### Conference Proceedings Paper

*Task Conflict and Relationship Conflict in Top Management Teams: The Pivotal Role of Intragroup Trust*

Tony L. Simons, Cornell U.

Randall S. Peterson, Cornell U.

### Conference Proceedings Paper

*The Effects of Interpersonal Trust on Work Group Performance*

Kurt T. Dirks, U. of Illinois, Urbana-Champaign

*The Contexts of Trust: The Impact of Organizational Characteristics*

Vincenzo Perrone, Bocconi U., Milan

Akbar Zaheer, U. of Minnesota

William McEvily, Carnegie Mellon U.

4:10 pm - 5:30 pm  
Westin  
Balboa

### Impression Management

*Papers from OB, OCIS & ODC*

*Facilitator*

Mark J. Martinko, Florida State U.

*Development of a Scale for Measuring Impression Management in Organizations*

Mark C. Bolino, U. of South Carolina

William H. Turnley, Kansas State U.

*Repeated Use of Impression Management*

*Tactics: Do They Lose Their Power of Influence Over Time?*

Denise Daniels, Seattle Pacific U.

Terence R. Mitchell, U. of Washington

4:10 pm - 5:30 pm  
Convention Center  
17B

*Seeing More and Knowing Less: A Study of How Impressions Become More Biased Over Cognitively Taxing Media*

Pamela J. Hinds, Hewlett-Packard Laboratories

*The Empowerment Paradox*

Steven H. Cady, Bowling Green State U.

Patricia M. Fandt, U. of Washington, Tacoma

### Cooperation in Competition and Vice Versa

*Papers from BPS, CM, HCM & OMT*

*Facilitator*

C. Marlene Fiol, U. of Colorado, Denver

*Competition Through Collaboration: Roles of Interorganizational Networks on Competitive Dynamics*

Devi R. Gnyawali, Virginia Polytechnic Institute and State U.

*Beyond Cooperation and Competition*

Evert Van de Vliert, U. of Groningen

*Competition and Medical Technology: Effects on Health Care Costs and Access to Care in Major U.S. Markets*

Joel A. Ryman, U. of Tennessee, Knoxville

Gerald E. Fryxell, U. of Tennessee, Knoxville

*Less Competition, More Coordination*

Jar-Der Luo, Yuan-Ze U.

Fu Chang, Institute of Information Science, Academia Sinica

Kuang S. Yeh, National Sun Yat-Sen U.



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## INTERACTIVE PAPER SESSIONS

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9:00 am - 10:20 am  
Marriott South

Marina E



### **Business Policy & Strategy**

*Teaching the Elephant to Forget: Strategic Implications of Organizational Unlearning*

Jay Kim, U. of Wisconsin, Madison  
Todd Saxton, Indiana U., Bloomington

*Chief Executive Scanning Foci, Environmental Dynamism, and Manufacturing Firm Performance*

Vinay K. Garg, U. of Texas, Arlington  
Richard L. Priem, Hong Kong U. of Science and Technology / U. of Texas, Arlington

Bruce A. Walters, Oklahoma City U.

*Corporate Espionage: An Information Theory and Resource-Based Perspective*

Sherry M. Burlingame, Old Dominion U.

*Revisiting Chandler's Fit-Performance Thesis: Questions Arising From a Time-Series Analysis of Chandler's Firms*

William Acar, Kent State U.

Robert J. Keating, U. of North Carolina, Wilmington

Kenneth E. Aupperle, U. of Akron

William W. Hall, U. of North Carolina, Wilmington

Richard A. Engdahl, U. of North Carolina, Wilmington

### **Management Education & Development**

*Action and Reaction in the Evolution of Business School Missions. A Double Null Solution*

Chester C. Cotton, California State U., Chico

John F. McKenna, California State U., Chico

Stuart Van Auken, California State U., Chico

Matthew L. Meuter, Arizona State U.

*Student Learning From an Enterprise Simulation*

C. Gopinath, Suffolk U.

John E. Sawyer, U. of Delaware

*Grading Class Participation: Listening for One Hand Clapping?*

Nina D. Cole, Brock U.

Hugh P. Gunz, U. of Toronto

### **Organizational Communication Information Systems**

*The Impact of Computer-Mediated Communication on Work Group Dynamics and Effectiveness*

James M. Wilkerson, Georgia Institute of Technology

*How Virtual Teams Communicate While Producing Creative Work*

Jill Nemiro, Claremont Graduate U. / California School of Professional Psychology

*Author Perceptions of Editor Behaviors: Views of Scholars in the Field of Management*

Marc D. Street, Florida State U.

Dennis P. Bozeman, U. of Houston

J. Michael Whitfield, Georgia College and State U.

### **Organization & Management Theory**

*Executive Search Firms and CEO Search*  
Rakesh Khurana, Harvard U.

*The Compounded Agency Problem: An Empirical Investigation of Public-Private Partnerships*

Jeff W. Trailer, Pennsylvania State U., Erie

Paula L. Rechner, U. of Houston

Robert C. Hill, U. of Houston

*Who Can Play? What Are the Rules?:*

*Institutional Perspectives on Interorganizational Conflict*

Marvin Washington, Northwestern U.

Marc Ventresca, Northwestern U.

*The Problems and Promises of Quality*

Kim S. Cameron, Brigham Young U.

Michael P. Thompson, Brigham Young U.

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10:40 am - 12:00 pm  
Marriott South  
Marina E

## **Business Policy & Strategy**

*Managerial Commitments and the Resolution of Conflicts of Interest Among Stakeholders*  
Donald N. Sull, London Business School

*The Impact of Financial Condition on Competitive Behavior: Towards a Reconciliation of Competing Views*

Cormac Mac Fhionnlaioich, U. College,  
Dublin

Walter J. Ferrier, U. of Kentucky

Ken G. Smith, U. of Maryland

Curtis M. Grimm, U. of Maryland

*Intrastrategic Group Profiles and Performance: Differences Across Core, Periphery, and Fringe Segments*

Tamela D. Ferguson, Louisiana State U.

William L. Ferguson, U. of Southwestern  
Louisiana

*The SCP Paradigm Revisited: An Economic and Cognitivist Perspective*

Ababacar Mbengue, U. of Reims /  
ESSEC

*The Effect of Ownership on Strategic Pricing Decisions: The Special Case of the Cooperative*

Michael A. Boland, Kansas State U.

Jeffrey P. Katz, Kansas State U.

## **Conference Proceedings Paper**

*Strategic Balancing in Professional Service Firms: A Resource-Based View of Control and Coordination Mechanisms*

Lynn Perry Wooten, U. of Florida

*When Does the Age of Data Really Matter?*

*Notes on the Use of Older Data in*

*Cross-Sectional Strategy Research*

James A. Robins, U. of California, Irvine

## **Entrepreneurship**

*The Influence of Environmental Dynamism on Small Firm Structure, Strategy, and Performance*

Michael B. Heeley, Georgia Institute of  
Technology

Morgan P. Miles, Georgia Southern U.

Jeffrey G. Covin, Georgia Institute of  
Technology

*Employer Legitimacy and Recruitment Success in Small Businesses*

Ian O. Williamson, U. of North Carolina,  
Chapel Hill

## **Conference Proceedings Paper**

*International Corporate Entrepreneurship and Firm Performance: The Moderating Effect of International Environmental Hostility*

Shaker A. Zahra, Georgia State U.

Dennis M. Garvis, Georgia State U.

## **Organization & the Natural Environment**

*Environmental Management--Fad or Form? Arguments From Fashion and Neo-Institutional Theory*

Charlotte Lex, Copenhagen Business  
School / U. of British Columbia

P. Devereaux Jennings, U. of British  
Columbia

*Toward a Process Framework of Environmental Change*

Linda C. Angell, Pennsylvania State U.

Gordon P. Rands, Western Illinois U.

## **Public & Nonprofit Sector**

*Reducing Residential Water Demand During Drought: The Influence of Price and Non-Price Conservation Programs*

Leonardo Corral, United Nations Food  
and Agriculture Organization

Anthony C. Fisher, U. of California,  
Berkeley

Nile W. Hatch, U. of Illinois,  
Urbana-Champaign

*Learning Disabilities for Regulators: The Perils of Organizational Learning in the Air Transportation Industry*

Michal Tamuz, U. of Texas, Houston

## **Business Policy & Strategy**

*Foreign Investment in Central and Eastern Europe: Outcomes of Privatization and Acquisition in Transitional Economies*

Klaus Uhlenbruck, California State U.,  
San Marcos

Julio O. De Castro, U. of Colorado,  
Boulder

G. Dale Meyer, U. of Colorado, Boulder

*Reconciling Mobility With 'Mobility-Detering Levels' of Intangible Assets*

Anne Marie Knott, U. of Pennsylvania

David J. Bryce, U. of Pennsylvania

2:30 pm - 3:50 pm  
Marriott South  
Marina E

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*Who Competes With Whom? Delineating and Explaining Market Similarity in the International Hotel Industry*  
Vinitia E. Mathews, Drake U.  
Alex Stewart, Texas Tech U.

*Strategic Choices in a Dynamically Evolving Deregulatory Environment*  
Abdul Rauf Parker, Qatar Public  
Telecommunications Corporation  
(Q-Tel)

### **Gender and Diversity in Organizations**

*Deconstructing Harry--Men, Masculinity, and Organization: A Critical Review*  
Albert J. Mills, Saint Mary's U.  
David Wicks, Saint Mary's U.

*The Effects of Applicant Gender, Job Context, and Selection Decision on Reactions to Biodata: An Organizational Justice Perspective*  
Teri J. Elkins, U. of Houston  
James S. Phillips, U. of Houston

*Reproducing Gender Within a Hypermasculine Organization*  
Frank Joseph Barrett, U. S. Naval  
Postgraduate School

### **International Management**

**Conference Proceedings Paper**  
*Upstream and Downstream Foreign Direct Investment and U.S. Manufacturing Productivity*  
Wilbur Chung, New York U.

*The Role of Configuration and Competitive Positioning in the Internationalization of Research and Development: An Empirical Analysis of Dominant Product U.S. Firms, 1985-1989*  
V. K. Narayanan, U. of Kansas  
Krishnan Ramaya, U. of Missouri, Kansas  
City

*Organization Development and Firm Performance: A Comparison of Multinational and Local Firms*  
Chung-Ming Lau, Chinese U. of Hong  
Kong  
Hang-Yue Ngo, Chinese U. of Hong  
Kong

*The Response Strategies of Dominant U.S. Firms to Japanese Challengers*  
Harold Donald Hopkins, Temple U.  
Stephanie Hughes, Temple U.

### **Social Issues in Management**

*Are Personal Cultural Values and Ethical Beliefs Related? A Four-Country Study of Ecological Conservation, Bribery, Sex Discrimination, and Child Labor*  
Christopher John Robertson, James  
Madison U.  
James J. Hoffman, Florida State U.

*Assessment of SIM Teaching Effectiveness*  
David J. Fritzsche, Pennsylvania State U.,  
Great Valley

*Institutional Shareholder Activism and Portfolio Performance: Are Traditional and Relationship Mechanisms Effective?*  
Michael J. Rubach, U. of Central  
Arkansas  
Terrence C. Sebor, U. of Nebraska

### **Business Policy & Strategy**

*The Organization-Environment-Strategy-Performance (OESP) Model of the Strategy Process*  
Moshe Farjoun, Tel Aviv U.

*Competitor Intelligence in Small and Mid-Sized Organizations*  
Joseph C. Picken, Southern Methodist U.

*Do Firms Learn to Create Value?*  
Tarun Khanna, Harvard U.  
Bharat N. Anand, Yale U.

*Technological Groups, Dynamic Resourcefulness, and Strategic Efficiency*  
Regis Coeurderoy, Bank of France  
Rodolphe Durand, Emory U.

### **Management History**

*Changing Forms of Workplace Representation: Lessons From the United States Steel Corporation, 1933-1937*  
Raymond Louis Hogler, Colorado  
State U.

*Unintended Consequences: History of A National Health Care Policy Issue*  
Paul L. Govekar, Nova Southeastern U.

4:10 pm - 5:30 pm  
Marriott South  
Marina E

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## Organization & Management Theory

*Organizational Identity Construction and Stakeholder Identification: A Cross-Level, Integrative, Process Model*

Susanne G. Scott, U. of Colorado,  
Colorado Springs  
Vicki Lane, U. of Colorado, Denver

*The Dynamics of Informal Network Evolution: An Exploratory Case Study From the Cellular Industry*

Lori Rosenkopf, U. of Pennsylvania  
Anca Turcanu, U. of Pennsylvania

*Economic Performance, Strategic Position, and Vulnerability to Ecological Pressures Among U.S. Interstate Motor Carriers*

Jackson A. Nickerson, Washington U.  
Brian S. Silverman, U. of Toronto

*Presenting Change to a Taken-For-Granted Structure*

Margarete Arndt, Clark U.  
Barbara Bigelow, Clark U.

## Social Issues in Management

*Amaeru and Ganbaru: Dependency, Enduring Effort, and the Growing Problems of Karoshi (Death From Overwork) and Ijime (Bullying) in the Japanese Workplace*

Christopher Bishop Meek, Brigham Young U.

*Is The CEO on Board With the Board? Director Perceptions of CEO-Board Convergence*

Steven Allen Frankforter, Indiana U.,  
South Bend

James H. Davis, U. of Notre Dame  
David A. Vollrath, Indiana U., South Bend

*EPA and OSHA Violations: Preliminary Evidence of the Role of Agency Enforcement Targeting*

Vicki Milledge, U. of Massachusetts,  
Boston

Kiran Verma, U. of Massachusetts,  
Boston

David N. Wiest, Washington and Lee U.

## CAUCUSES

### Coordinator

Timothy M. Stearns, California State U.,  
Fresno

Contact: [timothys@csufresno.edu](mailto:timothys@csufresno.edu)

6:30 pm - 8:30 pm  
Marriott North  
San Diego B

*Table 1 – Cross-Cultural Issues in Management*

Susan Yuthas, U. of New Mexico  
Contact: [skyuthas@umn.edu](mailto:skyuthas@umn.edu)

*Table 2 - Can Workplace Design Enhance Individual and Organizational Performance?*

Jon W. Beard, U. of Tulsa  
Contact: [jon-beard@utulsa.edu](mailto:jon-beard@utulsa.edu)

*Table 3 - Technological Discontinuities, Competition, and Performance*

Frank Rothaermel, U. of Washington  
Contact: [fr@u.washington.edu](mailto:fr@u.washington.edu)



*Table 4 - Teaching Strategy with Experiential Exercises*

Russell W. Coff, Washington U.  
Donald E. Hatfield, Virginia Polytechnic Institute and State U.

Contact: [coff@mail.olin.wustl.edu](mailto:coff@mail.olin.wustl.edu)

*Table 5 - The Asia Academy of Management*

Chung-Ming Lau, Chinese U. of Hong Kong

David K. Tse, City U. of Hong Kong  
Contact: [cmlau@cuhk.edu.hk](mailto:cmlau@cuhk.edu.hk)



*Table 6 - Developing and Teaching On-Line Courses*

James Weber, U. of Houston, Victoria  
Contact: [weberj@cobalt.vic.uh.edu](mailto:weberj@cobalt.vic.uh.edu)

*Table 7 - International Public Management Caucus*

Mark T. Green, Willamette U.  
Contact: [mgreen@willamette.edu](mailto:mgreen@willamette.edu)

*Table 8 - Relationships in Organizations*  
Markus Vodosek, U. of Michigan  
Contact: [markvodo@umich.edu](mailto:markvodo@umich.edu)

*Table 9 - Spirituality and Work*  
Robert Silvers, Central Washington U.  
Contact: [silversr@cwu.edu](mailto:silversr@cwu.edu)

*Table 10 - Expatriate Games: Building an Academic Life in a New Country*  
D. Lynne Persing, HEC, Montreal / Columbia U.  
Long W. Lam, U. of Houston, Clear Lake  
Contact: [persing@hol.fr](mailto:persing@hol.fr)

*Table 11 - Management Consultancies: Why Are They So Successful?*  
Thomas Armbruster, London School of Economics and Political Science  
Contact: [t.f.armbruster@lse.ac.uk](mailto:t.f.armbruster@lse.ac.uk)

*Table 12 - Complexity Theory and Management*  
E. Andres Garcia, New York U.  
Contact: [egarcia@stern.nyu.edu](mailto:egarcia@stern.nyu.edu)



*Table 13 - The 12 Step Fellowship (AA, Al-Anon, CODA, et. al.) and Their Messages and Relevance for Business Practice and Teaching*  
Lee Robbins, Golden Gate U.  
Contact: [lrobbins@ggu.edu](mailto:lrobbins@ggu.edu)

*Table 14 - Strategic Decision Making in a Context of Institutional Upheaval*  
Jabril Bensedrine, U. of California, Berkeley  
Contact: [bensedri@haas.berkeley.edu](mailto:bensedri@haas.berkeley.edu)

*Table 15 - Economic and Community Development Strategies*  
Norris F. Krueger, Jr., Entrepreneurial  
Benson Lewis Honig, St. Andrews U.  
Harry Domicone, California Lutheran U.  
Contact: [nfkrueger@hotmail.com](mailto:nfkrueger@hotmail.com)

*Table 16 - Is There a Need for a Collaborative Paper Series at the Academy?*  
Pamela J. Hinds, Hewlett-Packard Laboratories  
Andrea T. Goeglein, ConServ International  
Linda Gibson, Pacific Lutheran U.  
Steve Seteroff, Management & Logistics Associates, Inc.  
Contact: [seteroff@kendaco.telebyte.com](mailto:seteroff@kendaco.telebyte.com)



*Table 17 - What Matters Most to University OB Education*  
Linda P. Livingstone, Baylor U.  
Diana Bilimoria, Case Western Reserve U.  
Kenneth R. Thompson, DePaul U.  
Contact: [linda\\_livingstone@baylor.edu](mailto:linda_livingstone@baylor.edu)

*Table 18 - Contingent Workforce*  
Donna Blancero, Arizona State U.  
Glen E. Kreiner, Arizona State U.  
Contact: [aadxb@asuvm.inre.asu.edu](mailto:aadxb@asuvm.inre.asu.edu)

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## BUSINESS POLICY & STRATEGY

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8:30 am - 10:20 am  
Convention Center  
15B

**What Matters Most About Boards?: A Discussion With Researchers and Directors**

*Joint symposium sponsored by BPS & MOC*

8:30 am - 10:20 am  
Convention Center  
16A

**Tacit Knowledge Across Borders and Cultures: What Is It? Can It Be Transferred? Can It Be Measured? Can It Be Managed?**

*Joint symposium sponsored by BPS, IM & TIM*

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9:00 am - 10:20 am  
Convention Center  
14A

### Interorganizational Networks

#### Chair

Andrew C. Inkpen, Thunderbird

#### Discussants

Yasemin Y. Kor, U. of Illinois,  
Urbana-Champaign  
Volker Mahnke, Copenhagen Business  
School

*Interorganizational Strategies and Industry  
Boundaries: The Case of the TIME Industry*  
Anthony F. Buono, Bentley College  
Joerg Sydow, Freie U., Berlin

*Guanxi and Organizational Dynamics:  
Organizational Networking in Chinese Firms*  
Yadong Luo, U. of Hawaii  
Seung Ho Park, Rutgers U.

#### Conference Proceedings Paper

*Interorganizational Networks: Strategic  
Cooperation in Different Network Types*  
Trevor A. Williams, Queensland U. of  
Technology

*Hybrid Organizational Forms and  
Performance: A Configurational Study of  
Franchising*  
James G. Combs, U. of Mississippi  
David J. Ketchen, Jr., Louisiana State U.

9:00 am - 10:20 am  
Convention Center  
15A

### Creating Competitive Advantage and Sustaining Abnormal Profits

#### Chair

Monika I. Winn, U. of Victoria

#### Discussants

Thomas J. Douglas, U. of Evansville  
Anne Ilinitich, U. of North Carolina,  
Chapel Hill

*Brand Characteristics and Brand Performance:  
An Exploratory Resource-Level Study in the  
Food Manufacturing Industry*  
Avinash V. Mainkar, U. of Connecticut

*Reconcilable Differences: The Relationship  
Between Industry Conditions and Competitive  
Advantage*

Jan W. Rivkin, Harvard U.

*The Emergence and Sustainability of Abnormal  
Profits*

Anita M. McGahan, Harvard U.  
Michael E. Porter, Harvard U.

9:00 am - 10:20 am  
Convention Center  
14B

*Factors Affecting Changes in Market Share  
Outcomes*

Peter W. Roberts, U. of New South  
Wales

Christine Soo, U. of New South Wales  
Susan K. McEvily, U. of Pittsburgh

#### Conference Proceedings Paper

*The Dynamics of Competitive Positioning: A  
Pair-Wise Perspective*

Javier Gimeno, Texas A&M U.  
Ming-Jer Chen, U. of Pennsylvania

### Using Knowledge

#### Chair

Scott W. Geiger, Florida State U.

#### Discussants

Jay J. Janney, U. of Kentucky  
Rita Gunther McGrath, Columbia U.

*The Influence of Flexibility in  
Interorganizational Relationships on the  
Productivity of Knowledge*

Greg Young, North Carolina State U.  
David L. Baumer, North Carolina  
State U.

*Young Firm Growth: An Empirical Study of  
Industry and Firm-Specific Determinants*  
Stewart Thornhill, U. of British Columbia  
Raphael Amit, U. of British Columbia

*Jack and the Beanstalk: The Creation of  
Dynamic Capabilities Through Knowledge  
Leverage by Latecomer Firms*

John Alwyn Mathews, Australian  
National U.

*The Role of Knowledge in Strategic  
Organizational Change: Moving Beyond the  
Choice Versus Determinism Debate*

J. L. Morrow, Jr., Mississippi State U.  
James M. Bloodgood, Mississippi  
State U.

9:00 am - 10:20 am  
Marriott South  
Marina E

### Interactive Paper Session

*Papers from BPS, MED, OCIS & OMT*

10:40 am - 12:00 pm  
Convention Center  
14A

## **Executive Compensation**

### *Chair*

Michael Pettus, U. of Illinois,  
Urbana-Champaign

### *Discussants*

Charles E. Bamford, Texas Christian U.  
Thomas J. Cottrell, U. of Calgary

*The Importance of Profit Orientation: Chief  
Executive Officer Compensation at  
Not-for-Profit and Investor-Owned Hospitals*  
Gary T. Moskowitz, Emory U.

*Computer Industry Executives: An Analysis of  
the New Baron's Compensation*  
Eli Talmor, U. of California, Irvine / Tel  
Aviv U.

James S. Wallace, U. of California, Irvine

*Ownership Structure, Executive Compensation,  
and Firm Performance: A Comparison of  
Canada and the United States*

Jean McGuire, Concordia U.  
Sandra Dow, U. of Quebec, Montreal

10:40 am - 12:00 pm  
Convention Center  
15A

## **Acquisitions Part I**

### *Chair*

Rajaram Veliyath, Kennesaw State U.

### *Discussants*

Jaume Franeveja, Purdue U.  
Andrew Harris Gold, U. of North  
Carolina, Chapel Hill

*Potential Corporate Synergies in Mergers and  
Acquisitions: An Exploratory Analysis*  
Kizhekepat Sankaran, Business

Consulting Group, Madras  
William Acar, Kent State U.  
Anthony J. Kos, Youngstown State U.

*Organizational Revitalization Through  
Acquisitions*

Freek Vermeulen, Tilburg U.  
Harry G. Barkema, Tilburg U.

### **Conference Proceedings Paper**

*Value-Enhancement Through Acquisitions  
Versus Internal Restructuring: The Role of  
Boards and Shareholders*

Sayan Chatterjee, Case Western  
Reserve U.  
Rita D. Kosnik, Trinity U.

10:40 am - 12:00 pm  
Convention Center  
14B

*A Social Status Perspective on CEO  
Education, Tenure, and Acquisition Tendencies*  
Andrew D. Henderson, Columbia U.  
Pamela R. Haunschild, Stanford U.

*Post-Acquisition Resource Redeployment and  
Acquisition Performance: Are Domestic and  
Cross-Border Acquisitions Different?*  
Jaideep Anand, U. of Western Ontario  
Laurence Capron, INSEAD

## **Knowledge and Competitive Advantage**

### *Chair*

Partha Mohanram, Harvard U.

### *Discussants*

Aya S. Chacar, London Business School  
Faye L. Smith, U. of Wisconsin,  
Milwaukee

*Competitive Advantage From Poor Knowledge*  
Philippe N. Baumard, U. of Versailles

*Spinning Your Wheels or Winning the Race:  
Knowledge, Resources, and Advantage in the  
Formula One Industry*

Mark Jenkins, Cranfield U.  
Steven W. Floyd, U. of Connecticut

*CEO Trustworthiness as a Source of  
Competitive Advantage: A Resource-Based  
Perspective*

Kathryn A. Jones, Alcorn State U.  
William Q. Judge, Jr., U. of Tennessee,  
Knoxville

*Managerial Processes in the Maintenance of  
Knowledge-Based Competitive Advantage*

Peter McNamara, City U.  
Charles Baden-Fuller, City U.

*Knowledge Composition and Organizing  
Principle: A Knowledge-Based View of the  
Effects of Top Management Teams on  
Organizational Performance*  
Wei Shen, Texas A&M U.

10:40 am - 12:00 pm  
Convention Center  
16A

## **The Resource-Based View and Transnational Technology Management**

*Joint symposium sponsored by BPS, IM &  
TIM*

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10:40 am - 12:00 pm  
Convention Center  
17B

**Shared Interest Track on Complex Self-Organizing Systems**

*Papers from BPS, MH & OMT*

10:40 am - 12:00 pm  
Marriott South  
Marina E

**Interactive Paper Session**

*Papers from BPS, ENT, ONE & PNS*

2:30 pm - 3:50 pm  
Convention Center  
14A

**CEO Succession and Board Leadership**

*Chair*

Jerilyn W. Coles, Arizona State U., West

*Discussant*

K. C. O'Shaughnessy, Western Michigan U.

*The Board and the New Chief Executive: Some Constraints on the Agency Contract Following Succession*

Kevin C. Banning, Auburn U., Montgomery

Henry L. Tosi, U. of Florida

*The Effect of CEO Heir Apparent Appointment on Shareholder Wealth*

Wei Shen, Texas A&M U.

Albert A. Cannella, Jr., Texas A&M U.

*A Meta-Analysis of Board Leadership Structure and Financial Performance: Are "Two Heads Better Than One"?*

Dawna L. Rhoades, Embry Riddle Aeronautical U.

Paula L. Rechner, U. of Houston

Chamu Sundaramurthy, U. of Kentucky

2:30 pm - 3:50 pm  
Convention Center  
15A

**Acquisitions Part II**

*Chair*

Rachelle C. Sampson, U. of Michigan

*Discussant*

P.N. Subbanarasimma, U. of Waterloo

*Do Investors Anticipate Hubris in Acquisitions? Human Capital and Shared Core Competence as Indicators of When Buyers Are at Risk of Overbidding*

Russell W. Coff, Washington U.

Donald E. Hatfield, Virginia Polytechnic Institute and State U.

2:30 pm - 3:50 pm  
Convention Center  
14B

*Prior Acquisition Experience: How Does It Bear on Current Transactions?*

Ira C. Harris, Texas A&M U.

Timothy W. Ruefli, U. of Texas, Austin

*Meso Perspectives of Acquisitions: A Review and Decision Maker Model*

Mathew L. Hayward, London Business School

*The Fate of Corporate Acquisitions: Using Stepfamily Theory to Predict Acquisition Retention or Divestiture*

Brent B. Allred, Pennsylvania State U.

Kimberly B. Boal, Texas Tech U.

Donald D. Bergh, Pennsylvania State U.

**Conference Proceedings Paper**

*Asset Divestiture After Business Acquisition: Failure or Reconfiguration?*

Laurence Capron, INSEAD

William G. Mitchell, U. of Michigan

Anand Swaminathan, U. of Michigan

**Issues in Doing Empirical Research on Knowledge: Can We Build a Body of Academic Research in This Area?**

Symposium

*Co-Chairs*

Henry W. Chesbrough, Harvard U.

Morten T. Hansen, Harvard U.

*Discussant*

Ikujiro Nonaka, Hitotsubashi U.

*The Knowledge Disclosure Dilemma of Software Startup Firms: The Limits to Keeping Secrets Secret*

Henry W. Chesbrough, Harvard U.

*Issues in Conducting a Network Study of Interunit Knowledge Sharing in Multiunit Firms*

Morten T. Hansen, Harvard U.

*Exploring Internal Stickiness*

Gabriel Szulanski, U. of Pennsylvania

2:30 pm - 3:50 pm  
Convention Center  
15B

**Modeling Competitive Dynamics**

*Joint symposium sponsored by BPS & OMT*

2:30 pm - 3:50 pm  
Convention Center  
16A

**Advancements in Measuring Technological Change**

*Joint symposium sponsored by BPS & TIM*



2:30 pm - 3:50 pm  
Marriott North  
Columbia 2

**Shared Interest Track on  
Cognitive Processes in Decision  
Making**

*Papers from BPS, MOC & RM*

2:30 pm - 3:50 pm  
Convention Center  
17B

**Shared Interest Track on  
Organizational Learning**

*Papers from BPS, OMT & ONE*

2:30 pm - 3:50 pm  
Westin  
Harbor A&B

**Shared Interest Track on  
Learning to Do Mergers and  
Acquisitions**

*Papers from BPS, IM, MOC & OB*

2:30 pm - 3:50 pm  
Marriott South  
Marina E

**Interactive Paper Session**

*Papers from BPS, GDO, IM & SIM*

4:10 pm - 5:30 pm  
Convention Center  
14B

**Stock Ownership**

*Chair*

Michael J. Dowling, U. of Regensburg

*Discussants*

Barbara R. Bartkus, Old Dominion U.

Brian K. Boyd, Arizona State U.

*Distribution of Ownership, Risk, and the  
Strategic Conduct of Family Firms*

William S. Schulze, U. of Connecticut

Richard N. Dino, U. of Connecticut

*For Better or For Worse: Effects of  
Management Stock Ownership on Performance,  
Commitment, and Agency in a Longitudinal  
Study of California Banks*

David E. Olson, U. of Arizona

Kenneth W. Koput, U. of Arizona

Barry M. Staw, U. of California, Berkeley

*Large Shareholders and Private Benefits: The  
Relationship Between Bank Shareholdings and  
the Capital Structure and Performance of Firms  
in Spain*

Alvaro Cuervo-Cazurra, Massachusetts  
Institute of Technology

*Ownership Structure and the Boundaries of the  
Firm: How Large-Block Family Owners Lead  
to Increased Vertical Integration,  
Diversification, and Superior Firm Performance*

David L. Kang, Harvard U.

4:10 pm - 5:30 pm  
Convention Center  
14A



**How Will Strategic Management  
Matter in the 21st Century  
Symposium**

*Chair*

Patrick A. Sullivan, U. S. International U.

*Presenters*

H. Igor Ansoff, U. S. International U.

Henry Mintzberg, McGill U.

4:10 pm - 5:30 pm  
Marriott North  
San Diego A

**Looking to the Future: How  
Advanced Technologies Are  
Reshaping Organizations**

*This symposium explores how advanced technologies  
are influencing business and educational  
organizations. Panelists will describe major trends  
related to advanced technologies and their current  
effects on organizations. In addition, the presenters  
will discuss their visions of anticipated advances in  
technology, and how they are likely to shape future  
organizations.*

*Showcase symposium sponsored by BPS, OCIS  
& TIM*

4:10 pm - 5:30 pm  
Convention Center  
15B

**Alliances and Networks**

*Joint symposium sponsored by BPS & OMT*

4:10 pm - 5:30 pm  
Convention Center  
16A

**The Dynamics of Long-Term  
Competitive Advantage: A  
Comparison of the Chemical  
Industries in the U.S., Britain,  
Germany, and Japan since 18**

*Joint symposium sponsored by BPS & TIM*

4:10 pm - 5:30 pm  
Westin  
Harbor A&B

**Shared Interest Track on  
Effects of Interpersonal Trust**

*Papers from BPS, CM, OB & OMT*

4:10 pm - 5:30 pm  
Convention Center  
17B

**Shared Interest Track on  
Cooperation in Competition and  
Vice Versa**

*Papers from BPS, CM, HCM & OMT*

4:10 pm - 5:30 pm  
Marriott South  
Marina E

**Interactive Paper Session**

*Papers from BPS, MH, OMT & SIM*

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5:30 pm – 6:30 pm  
Convention Center  
14A

### Division Business Meeting

*Division Chair*  
Harbir Singh, U. of Pennsylvania

### Free Press Outstanding Dissertation Award Presentation

Edward J. Zajac, Northwestern U.

6:30 pm - 7:30 pm  
Convention Center  
14B

### Social Hour

*Sponsored by Free Press*

9:00 am - 10:20 am  
Westin  
Harbor A&B

### A Critical Look at Current Topics in Diversity: What Should Matter? Versus What Does Matter?

*This will be a provocative and highly interactive session on current topics in diversity. Topics for panel audience discussion will include: The human capital issue in diversity, the cause of disparity between men and women in career/salary progression, the effect of corporate climate on diversity, and the diversity challenges in global organizations.*

*Showcase symposium sponsored by CAR, GDO & HR*

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## CAREERS

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9:00 am - 10:20 am  
Westin  
Library

### The Relocation Decision: Motives and Implications

*Chair*  
Amy E. Hurley, Chapman U.

*Discussants*  
Deborah R. Ettington, Eastern Michigan U.  
Karen L. Newman, Georgetown U.

*Employee Willingness to Engage in Intragranizational Relocation: An Integration and Replication*  
Lillian T. Eby, U. of Georgia  
Joyce E. A. Russell, U. of Tennessee, Knoxville

*In Their Own Words: Mobile Managers Explicate the Situational Antecedents of Job Relocation Decisions*  
David J. Kennedy, Griffith U., Gold Coast

*Melting Pot or Salad Bowl? The Role of Identity in International Work Transitions*  
Leisa D. Sargent, Queensland U. of Technology

9:00 am - 10:20 am  
Westin  
Balboa

### Shared Interest Track on Jobs and Careers in Virtual Organizations

*Papers from CAR, HR & OMT*

10:40 am - 12:00 pm  
Westin  
Library

### Bounds to Boundarylessness? A Debate on the Structure of Careers Near the Turn of the Century

*Chair*  
Hugh P. Gunz, U. of Toronto

*Panel*  
Michael B. Arthur, Suffolk U.  
Allan Bird, California Polytechnic State U.  
Martin M. Greller, U. of Wyoming  
Paul M. Hirsch, Northwestern U.  
Candace Jones, Boston College

10:40 am - 12:00 pm  
Westin  
California C

### Job Loss, Coping, and Reemployment

*Joint symposium sponsored by CAR & OB*

4:10 pm - 5:30 pm  
Westin  
Library

### Career Change: Choices and Constraints

*Chair*  
Veronica N. Wan-huggins, Georgia State U.

*Discussants*  
Stanley B. Malos, San Jose State U.  
Madeline Crocitto, State U. of New York, Old Westbury

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*A Social Cognitive View of Career Intentions:  
The Influence of Personality, Self-Efficacy,  
Performance, and Meaningfulness*

Catherine E. Schwoerer, U. of Kansas  
Douglas R. May, U. of Nebraska  
Elaine C. Hollensbe, U. of Kansas

**Conference Proceedings Paper  
Winner of Careers Division Best Paper  
Award**

*Changing Careers: The Effects of Social  
Context*

Monica C. Higgins, Harvard U.

*Unmet Expectations: The Effect of Status  
Inconsistency on Quitting and Internal Job  
Changing*

W. E. Douglas Creed, Boston College

4:10 pm - 5:30 pm

Westin  
California B

**New Directions in Work-Family  
Research: Advances and Paradoxes**

*Joint symposium sponsored by CAR, GDO &  
OB*

4:10 pm - 5:30 pm

Westin  
California C

**Kissing the Company Man Good Bye:  
Research Into the Changing Nature  
of the Employer-Employee  
Relationship**

*Joint symposium sponsored by CAR, CM &  
OB*

5:30 pm - 7:00 pm

Westin  
Library

**Business Meeting**

*Division Chair*

Sherry E. Sullivan, Bowling Green  
State U.

7:00 pm - 8:00 pm

Westin  
Harbor A&B

**Social Hour**

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**CONFLICT MANAGEMENT**

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8:30 am - 10:20 am  
Westin

Imperial

**The Practice of Dispute Resolution**

*Chair*

Michael Gross, Arizona State U.

*In Whose Interest? A First Look at National  
Survey Data on Interest-Based Bargaining in  
Labor Relations*

Joel E. Cletcher-Gershenfeld, Babson  
College / Massachusetts Institute of  
Technology

Thomas A. Kochan, Massachusetts  
Institute of Technology

John Calhoun Wells, FMCS

**Conference Proceedings Paper**

*Arb-Med: A Third Party Role With Potential*  
William H. Ross, U. of Wisconsin, La  
Crosse

Donald E. Conlon, Michigan State U.

*A Balanced Approach to Conflict Management  
in Multistakeholder Round Table Processes*

Cathy Driscoll, Saint Mary's U

*A Close Encounter: Conflict and Intermediate  
School Principals*

Patricia M. Seybolt, U. of Utah

Nancy D. McCormick, Washington  
Elementary

9:00 am - 10:20 am

Westin  
California C

**An Eye for an Eye, or Turn the  
Other Cheek: Revenge and  
Forgiveness in Organizations**

*Joint symposium sponsored by CM, OB & SIM*

10:40 am - 12:00 pm

Westin  
Balboa

**Shared Interest Track on  
Prejudice in the Workplace**

*Papers from CM, GDO, HR & OB*

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10:40 am - 12:00 pm  
Westin  
Imperial

**What Matters Most About Employee Privacy Rights: A Dialogue on Surveillance, Technology, and Organizational Control**  
Symposium

*Chair*  
Cliff Cheng, U. of Southern California

*Discussants*  
Stewart Clegg, U. of Technology, Sydney  
John M. Jermier, U. of South Florida

*Dogging the Snoops: Can We Turn the Tables on Workplace Surveillance?*  
Graham Sewell, U. of Melbourne

*Sustaining the Line of Work Role Performance Without a Backstage: Implications of Employee Surveillance and the Perception of Privacy Loss*  
Cliff Cheng, U. of Southern California

*Privacy in the Workplace: Overview and Recent Developments*  
Thomas Pfister, Latham & Watkins  
Andrew Paley, Latham & Watkins

*Privacy Beyond the Workplace: How Workplace Privacy Issues Encroach on Civil Liberties and Community Participation*  
Bruce Barry, Vanderbilt U.

*Lack of Privacy as a Source of Stress*  
Cynthia Cordes, State U. of New York, Binghamton

2:30 pm - 3:50 pm  
Westin  
Imperial

**Power and Social Accounts: Judges, Bosses, and Reviewers**

*Chair*  
Linda L. Putnam, Texas A&M U.

*Interdependence of Competing Groups: How Power, Legitimacy, and Precedent Affect the Integrative Complexity of the Majority*  
Deborah H. Gruenfeld, Northwestern U.  
Peter H. Kim, Northwestern U.  
Jared N. Preston, Northwestern U.

*Beyond Structure: The Role Social Accounts Play in Developing Ideological Control in Turn-of-the-Millennium Organizations*  
Anthony T. Cobb, Virginia Polytechnic Institute and State U.  
Carroll Stephens, Virginia Polytechnic Institute and State U.  
George Watson, St. John's U., New York

2:30 pm - 3:50 pm  
Westin  
Balboa

*What is Good (Bad) Reviewer Behavior? An Analysis of Authors' Views in the Field of Management*  
Dennis P. Bozeman, U. of Houston  
Marc D. Street, Florida State U.  
Jack T. Fiorito, Florida State U.

**Shared Interest Track on Openness to Intellectual Diversity**

*Papers from CM, MOC, OB & OMT*

4:10 pm - 5:30 pm  
Westin  
California C

**Kissing the Company Man Good Bye: Research Into the Changing Nature of the Employer-Employee Relationship**

*Joint symposium sponsored by CAR, CM & OB*

4:10 pm - 5:30 pm  
Westin  
Harbor A&B

**Shared Interest Track on Effects of Interpersonal Trust**

*Papers from BPS, CM, OB & OMT*

4:10 pm - 5:30 pm  
Convention Center  
17B

**Shared Interest Track on Cooperation in Competition and Vice Versa**

*Papers from BPS, CM, HCM & OMT*

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**ENTREPRENEURSHIP**

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8:30 am - 10:20 am  
Marriott South  
Point Loma

**Role of Social Networks in Entrepreneurship**

*Chair*  
Antoine Hermens, U. of Technology, Sydney

*Discussants*  
Bruce Kemelgor, U. of Louisville  
Russell Wayne Wright, U. of Illinois, Urbana-Champaign

*Business Bonds: The Effect of Social Capital on Small Business Decisions and Success*  
Hongseok Oh, Pennsylvania State U.  
Daniel J. Brass, Pennsylvania State U.

*Entrepreneurial Networks: Antecedents and Consequences*

Lene Foss, U. of North Carolina,  
Chapel Hill

*Opportunity Development as a Socio-Cognitive Process: The Case of Serial Entrepreneurs*

Alice J. de Koning, INSEAD  
Daniel F. Muzyka, INSEAD

*Organizational Learning and the Role of the Network Broker in Small-Firm Manufacturing Networks*

Sherrie E. Human, Xavier U.  
Keith G. Provan, U. of Arizona

**Conference Proceedings Paper  
Winner of Entrepreneurship Theory and Practice Best Conceptual Paper Award**

*The Evolution of Entrepreneurial Dyadic Network Ties Over the Early Firm Life Cycle*

Julie M. Hite, U. of Utah

10:40 am - 12:00 pm  
Marriott South  
Point Loma

**Issues of Growth in Entrepreneurial Firms**

*Chair*

S. Michael Camp, National Center for  
Entrepreneurial Research, Kauffman  
Foundation

*Discussants*

Calvin Bacon, U. of Georgia  
Candida G. Brush, Boston U.

*Does Money Matter? Wealth Attainment as the Motive for Initiating Growth-Oriented Technology Ventures*

Raphael Amit, U. of British Columbia  
Kenneth R. MacCrimmon, U. of British  
Columbia  
John M. Oesch, Northwestern U.  
Charlene E. Zietsma, U. of British  
Columbia

*More on the Determinants of Satisfaction for Entrepreneurs*

Gregory Brian Murphy, U. of Nebraska,  
Omaha  
Elizabeth J. Gatewood, U. of Houston

10:40 am - 12:00 pm  
Marriott South  
Marina D

**HRM Issues in Entrepreneurial Firms: Toward a New Research Agenda**

*Joint symposium sponsored by ENT & HR*

10:40 am - 12:00 pm  
Marriott South  
Marina E

**Interactive Paper Session**

*Papers from BPS, ENT, ONE & PNS*

2:30 pm - 3:50 pm  
Marriott South  
Point Loma

**Innovations in Entrepreneurship Research: New Initiatives and Opportunities Using Large Databases**

*Chair*

S. Michael Camp, National Center for  
Entrepreneurial Research, Kauffman  
Foundation

*Panel*

Joseph F. Porac, U. of Illinois,  
Urbana-Champaign  
Timothy G. Pollock, U. of Illinois,  
Urbana-Champaign  
Ramona K. Z. Heck, Cornell U.  
Theresa M. Welbourne, Cornell U.

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4:10 pm - 5:30 pm  
Marriott South  
Point Loma

### **Risk, Survival, and Failure**

#### *Chair*

Randolph Hollerith Case, Boston College

#### *Discussants*

Jeffrey R. Cornwall, U. of St. Thomas

Myra Hart, Harvard U.

#### *Crisis Management: Danger and Opportunity for Entrepreneurs*

Christine L. Porath, U. of North Carolina, Chapel Hill

Christine M. Pearson, U. of North Carolina, Chapel Hill

#### *Differentiating Between Firm Closures and Failures*

Julio O. De Castro, U. of Colorado, Boulder

Sharon A. Alvarez, U. of Colorado, Boulder

#### *Failure in Franchising*

Steven Craig Michael, U. of Illinois, Urbana-Champaign

#### *Falling Forward: Applying Real Options Reasoning to Failure in the Entrepreneurial Process*

Rita Gunther McGrath, Columbia U.

#### **Conference Proceedings Paper Winner of Michael H. Mescon Best Empirical Paper Award**

#### *Organizational Survival in Small-Firm Clusters*

Udo Staber, U. of New Brunswick, Fredericton

9:00 am - 10:20 am

Westin

Harbor A&B

#### *Gender Similarities and Differences in the Process of Advancing in Management: Going Up?*

Phyllis Tharenou, Monash U.

#### *Managerial Career Success in Canadian Organizations: Is Gender a Determinant?*

Denis Gilles Chênevert, HEC, Montreal  
Michel Tremblay, HEC, Montreal

#### *How We Define Success: A Study of What Matters Most to Women and Men*

Lorraine S. Dyke, Carleton U.

Steven A. Murphy, Carleton U.

### **A Critical Look at Current Topics in Diversity: What Should Matter? Versus What Does Matter?**

*This will be a provocative and highly interactive session on current topics in diversity. Topics for panel/ audience discussion will include: The human capital issue in diversity, the cause of disparity between men and women in career/ salary progression, the effect of corporate climate on diversity, and the diversity challenges in global organizations.*

*Showcase symposium sponsored by CAR, GDO & HR*

9:00 am - 10:20 am

Westin

California A

### **Opening the Black Box of Organizational Demography: Current Research Advances**

*Joint symposium sponsored by GDO, HR & ODC*

10:40 am - 12:00 pm

Marriott South

Solana

### **Work/Family Programs and Alternative Work Arrangements: Benefits for Individuals and Organizations**

#### *Chair*

Jeffrey Greenhaus, Drexel U.

#### *Discussant*

Beverly J. DeMarr, Davenport College

*They Don't See My Face Very Often: The Emotion Work of Teleworking Employees*  
Kiran Mirchandani, Saint Mary's U

## GENDER & DIVERSITY IN ORGANIZATIONS

8:30 am - 10:20 am  
Marriott South  
Solana

### **Gender and Managerial Career Success**

#### *Chair*

Joy Schneer, Rider U.

#### *Discussant*

Gary N. Powell, U. of Connecticut

#### *Career Satisfaction: The Career Paths Women Want and the Paths That They Follow*

Kimberly-Ann Eddleston, U. of Connecticut

*Beliefs About Dual-Career Relationships:  
Towards the Development of a Construct*  
Barrie E. Litzky, Drexel U.  
Rachel S. Becker, Drexel U.  
Saroj Parasuraman, Drexel U.

*The Performance Effect of Work-Family  
Programs*  
Alison M. Konrad, Temple U.  
Robert Mangel, Temple U.

10:40 am - 12:00 pm  
Marriott North  
San Diego B  
**Using Realistic Stimulus Materials to  
Study Sexual Harassment Decisions:  
Some Expected and Unexpected  
Outcomes**

*Joint symposium sponsored by GDO, OB &  
RM*

10:40 am - 12:00 pm  
Marriott North  
Columbia 2  
**Shared Interest Track on  
Management Discourse**

*Papers from GDO, OMT & RM*

10:40 am - 12:00 pm  
Westin  
Balboa  
**Shared Interest Track on  
Prejudice in the Workplace**

*Papers from CM, GDO, HR & OB*

2:30 pm - 3:50 pm  
Marriott South  
Solana  
**Firm- and Board-Level Outcomes of  
Diversity**

*Chair*  
Elaine K. Yakura, Michigan State U.

*Discussant*  
Joyce E. A. Russell, U. of Tennessee,  
Knoxville

*A Different Voice in the Boardroom: How the  
Presence of Women Directors Affects Board  
Influence Over Management*  
Nanette Fondas, Southern Methodist U.  
Susan Sassalos, U. of California,  
Riverside

*Linking Gender Diversity to Organizational  
Performance: The Impact of Identity-Conscious  
and Identity-Blind Human Resource  
Management Programs*

Susan L. Kirby, U. of Texas, Pan  
American  
Orlando Curtae' Richard, Louisiana  
Tech U.  
Eric G. Kirby, U. of Texas, Pan  
American

**Winner of GDO Division Best Paper  
Based on a Dissertation**

*The Performance Impact of Coalescing Racial  
Diversity With a Growth Strategy: Evidence  
From the U.S. Banking Industry*  
Orlando Curtae' Richard, Louisiana  
Tech U.

2:30 pm - 3:50 pm  
Marriott South  
Marina E

**Interactive Paper Session**

*Papers from BPS, GDO, IM & SIM*

4:10 pm - 6:00 pm  
Marriott South  
Marina D

**Toward Eco-Humanism**

*Joint symposium sponsored by GDO, ONE &  
SIM*

4:10 pm - 5:30 pm  
Westin  
California B

**New Directions in Work-Family  
Research: Advances and Paradoxes**

*Joint symposium sponsored by CAR, GDO &  
OB*

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## HEALTH CARE MANAGEMENT

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8:30 am - 10:20 am  
Marriott South  
Green Room

### **Burnout, Turnover, and Dismissal in Health Care Settings**

#### *Chair*

Ashish Chandra, Xavier U. of Louisiana

#### *Discussants*

Michael Abelson, Texas A&M U.

S. Robert Hernandez, U. of Alabama,  
Birmingham

#### *The Impact of Individual Differences on Role Conflict and Burnout: The Role of the Five Factors*

Kelly L. Zellars, Florida State U.

Pamela L. Perrewe, Florida State U.

Wayne A. Hochwarter, U. of Alabama

### **Conference Proceedings Paper Winner of HCM Division Best Paper Based on a Dissertation Award**

#### *An Exploration of the Differential Relationship Between the Dimensions of Burnout and Their Correlates Among Emergency Medical Physicians*

Eric A. Goodman, Fort Hays State U.

R. Wayne Boss, U. of Colorado, Boulder

#### *The Interactive Effects of Role Conflict and Collective Efficacy on Satisfaction and Intent to Turnover in a Healthcare Environment*

Wayne A. Hochwarter, U. of Alabama

Kelly L. Zellars, Florida State U.

Pamela L. Perrewe, Florida State U.

#### *The Etiology of Employee Dismissal: Development and Test of a Model*

Dennis P. Bozeman, U. of Houston

10:40 am - 12:00 pm  
Marriott South  
Marina F

### **The Transformation of Health Care Systems: Emergent Organizational Forms and Processes**

*Joint symposium sponsored by HCM & ODC*

2:30 pm - 3:50 pm  
Marriott South  
Green Room

### **Analyses of Performance in Hospitals**

#### *Chair*

Heather Elms, U. of Florida

#### *Discussants*

Debra H. Tennyson, Birmingham  
Southern College

R. Lawrence Van Horn, U. of Rochester

#### *Hospital Managers' Choice of Performance Referents Pre and Post Turnaround*

Christopher L. Shook, Northern  
Illinois U.

Timothy B. Palmer, Louisiana State U.

David J. Ketchen, Jr., Louisiana State U.

#### *Strategic Linkage Consistency and Firm Performance: An Empirical Exploration of Hospital Systems*

Nicole L. Dubbs, Northwestern U.

Stephen M. Shortell, Northwestern U.

#### *The Effects of Ownership and Environmental Pressures on Hospital Inefficiency*

Michael D. Rosko, Widener U.

4:10 pm - 5:30 pm  
Marriott South  
Green Room

### **Distinguished Speaker**

#### *Chair*

Howard L. Smith, U. of New Mexico

#### *Distinguished Speakers*

Neill Piland, Medical Group  
Management Association

Barry Greene, Medical Group  
Management Association

Deborah L. Walker, Boehm and Walker  
Consultants

4:10 pm - 5:30 pm  
Convention Center  
17B

### **Shared Interest Track on Cooperation in Competition and Vice Versa**

*Papers from BPS, CM, HCM & OMT*

6:00 pm - 6:30 pm  
Marriott South  
Green Room

### **Business Meeting**

#### *Chair*

Stephen J. O'Connor, U. of Wisconsin,  
Milwaukee

6:30 pm - 8:00 pm  
Marriott South  
Cardiff

### **Social Hour**

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## HUMAN RESOURCES

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8:30 am - 10:20 am  
Westin  
Plaza A

### **Reaction to Staffing Approaches and Techniques**

*Chair*

John A. Lust, Illinois State U.

*Discussants*

Robert G. Jones, Southwest Missouri State U.

Donald C. Mosley, Jr., Mississippi State U.

### **Conference Proceedings Paper Winner of HR Divisions Best Student Paper Award**

*A Multilevel Perspective on Personnel Selection*

Robert Edwin Ployhart, Michigan State U.

*Assessment Centers and What They Measure: Disentangling Assessee, Assessor, Exercise, and Dimension Effects*

Filip Lievens, U. of Ghent

*Incremental Validity of Empirically Keyed Biodata Scales Over GMA and the Five-Factor Model of Personality*

Michael K. Mount, U. of Iowa

Lawrence A. Witt, Barnett Banks, Inc.

Terry W. Mitchell, MPORT Management Solutions

Murray R. Barrick, U. of Iowa

*Innovative Policies and Applicant Attraction to Organizations*

Barbara L. Rau, U. of Wisconsin, Oshkosh

MaryAnne M. Hyland, Rutgers U., New Brunswick

*The Effects of Measurement Structure on the Predictive Validity of Assessment Center Dimensions: The Clinical-Statistical Debate Revisited*

James M. LeBreton, U. of Tennessee, Knoxville

John F. Binning, Illinois State U.

Matthew S. Hesson-McInnis, Illinois State U.

8:30 am - 10:20 am  
Westin  
California B

### **Psychological Contracts Are Local: International Perspectives on the Employment Relationship**

*This symposium is a panel discussion by over a dozen scholars actively involved in developing theory and research on psychological contracts across several countries. The objective of the session is to stimulate thought and discussion regarding the impact of societal factors on psychological contracts in employment.*

*Showcase symposium sponsored by HR, IM & OB*

9:00 am - 10:20 am  
Westin  
Presidio

### **The Use of Information Technology to Enhance the Management of Human Resources**

*Chair*

Marcia P. Miceli, Ohio State U.

*Discussant*

Robert Eder, Portland State U.

### **Conference Proceedings Paper Winner of HR Division Best Paper Award** *Determinants of Compensation for Information Technology Professionals: Modeling Cross-Level Interactions*

Ang Soon, Nanyang Technological U.

Sandra Slaughter, Carnegie Mellon U.

Kok Yee Ng, Michigan State U.

*Employee Reactions to Electronic Performance Monitoring: The Role of Organizational Culture*

G. Stoney Alder, U. of Colorado, Boulder

*The Effects of Information Management Policies on Reactions to Human Resource Information Systems: An Integration of Privacy and Procedural Justice Perspectives*

Erik R. Eddy, Executive Consulting Group, Inc.

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9:00 am - 10:20 am  
Westin  
Harbor A&B

**A Critical Look at Current Topics in Diversity: What Should Matter? Versus What Does Matter?**

*This will be a provocative and highly interactive session on current topics in diversity. Topics for panel/ audience discussion will include: The human capital issue in diversity, the cause of disparity between men and women in career/salary progression, the effect of corporate climate on diversity, and the diversity challenges in global organizations.*

*Showcase symposium sponsored by CAR, GDO & HR*

9:00 am - 10:20 am  
Westin  
California A

**Opening the Black Box of Organizational Demography: Current Research Advances**

*Joint symposium sponsored by GDO, HR & ODC*

9:00 am - 10:20 am  
Westin  
Balboa

**Shared Interest Track on Jobs and Careers in Virtual Organizations**

*Papers from CAR, HR & OMT*

10:40 am - 12:00 pm  
Westin  
Presidio

**Failing to Find Fit in SHRM: Problems and Prospects Symposium**

*Chair*  
Patrick M. Wright, Cornell U.

*Discussant*  
Jeffrey Pfeffer, Stanford U.

*Failing to Find Fit in SHRM: Theoretical and Empirical Problems*

Patrick M. Wright, Cornell U.  
W. Scott Sherman, Pepperdine U.

*Opening the Black Box of Fit in Strategic Human Resource Management*  
Ellen Ernst Kossek, Michigan State U.  
Elaine K. Yakura, Michigan State U.

*Strategic Human Resource Management and Notions of 'Fit'*

John E. Delery, U. of Arkansas

*The Impact of High Performance Work Systems, HR Management Effectiveness, and Intellectual Capital on Shareholder Wealth*  
Mark A. Huselid, Rutgers U., Livingston

10:40 am - 12:00 pm  
Westin  
Plaza A

**Institutional and Labor Market Considerations in Shaping HR Policies**

*Chair*  
Donna Blencero, Arizona State U.

*Discussants*  
Daniel G. Gallagher, James Madison U.  
Greg Hundley, Purdue U.

*A Tale of Two Job Markets: Comparing the Hiring Practices of Large and Small Organizations*

Alison E. Barber, Michigan State U.  
Michael J. Wesson, Michigan State U.  
Quinetta M. Roberson, U. of Maryland  
M. Susan Taylor, U. of Maryland

*Chinese and U.S. Managers' Compensation Award Decisions: A Policy-Capturing Comparative Study*

Jing Zhou, Texas A&M U.  
Joseph J. Martocchio, U. of Illinois, Urbana-Champaign

*Extending the Social Exchange Model of Union Commitment: An Examination of Steward Leadership and Union Justice*

Jerry Bryan Fuller, Jr., Arkansas State U., Fort Smith  
Kim Hester, Arkansas State U., Jonesboro

*Union Participation, Job Satisfaction, and Employee Turnover: An Event History Analysis of the Exit-Voice Hypothesis*  
Roderick Dale Iverson, U. of Melbourne  
Douglas B. Currivan, U. of Iowa

10:40 am - 12:00 pm  
Marriott South  
Marina D

**HRM Issues in Entrepreneurial Firms: Toward a New Research Agenda**

*Joint symposium sponsored by ENT & HR*

10:40 am - 12:00 pm  
Westin  
California A

**Organizational Justice: Rethinking, Reconstructing, and Revitalizing a Construct at the Crossroads**

*Joint symposium sponsored by HR & OB*

10:40 am - 12:00 pm  
Westin  
Balboa

**Shared Interest Track on Prejudice in the Workplace**

*Papers from CM, GDO, HR & OB*

10:40 am - 12:00 pm  
Marriott South  
Torrance

**Shared Interest Track on  
HRM Practices in Different  
Countries**

*Papers from HR, IM & PNS*

2:30 pm - 3:50 pm  
Marriott North  
San Diego A

**What Matters Most: Religious  
Beliefs and the Workplace**

*From the days of the Puritans, religious beliefs played a significant role in the formation of American business values. This symposium examines the evolution and impact of Judeo-Christian religious beliefs on our search for what matters most in our daily working lives. Religious beliefs are looked at from historical, ethical, and legal perspectives.*

*Showcase symposium sponsored by HR, MH & SIM*

4:10 pm - 5:30 pm  
Westin  
Plaza A

**Business Meeting and Conversation  
With the SHRM Foundation**

*Division Chair*

Jeanette Cleveland, Colorado State U.

*Speaker*

K. Michele Kacmar, Florida State U. /  
Director, SHRM Foundation

*Facilitators*

Mary A. Gowan, U. of North Carolina,  
Charlotte

Debra Major, Old Dominion U.

Stella Nkomo, U. of North Carolina,  
Charlotte

5:30 pm - 7:30 pm  
Westin  
California A

**Social Hour**

8:30 am - 10:20 am  
Westin  
California B

**Psychological Contracts Are Local:  
International Perspectives on the  
Employment Relationship**

*This symposium is a panel discussion by over a dozen scholars actively involved in developing theory and research on psychological contracts across several countries. The objective of the session is to stimulate thought and discussion regarding the impact of societal factors on psychological contracts in employment.*

*Showcase symposium sponsored by HR, IM & OB*

8:30 am - 10:20 pm  
Convention Center  
7B

**Political Risk and International  
Management**

*Chair*

Michele A. Govekar, Ohio Northern U.

*Discussant*

Jean J. Boddewyn, City U. of New York

*Bargaining Power: A Review and Critique*  
Timothy P. Blumentritt, U. of South  
Carolina

*The Institutional Environment for Multinational  
Investment*

Witold Jerzy Henisz, U. of California,  
Berkeley

Alan E. Ellstrand, California State U.,  
Long Beach

Laszlo Tihanyi, California State U.,  
Fullerton

Jonathan L. Johnson, U. of Arkansas

8:30 am - 10:20 am  
Convention Center  
16B

**GLOBE -- A 60 Nation Study of  
Culture and Leadership: Multiple  
Methodologies and Initial Findings**

*Joint symposium sponsored by IM, OB & OMT*

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INTERNATIONAL MANAGEMENT

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8:30 am - 10:20 am  
Convention Center  
16A

**Tacit Knowledge Across Borders and  
Cultures: What Is It? Can It Be  
Transferred? Can It Be Measured?  
Can It Be Managed?**

*Joint symposium sponsored by BPS, IM & TIM*

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8:30 am - 10:20 am  
Convention Center  
7A

**Expatriate Issues in International Management**

*Chair*  
Kamal Fatehi, Texas A&M U.,  
International U.

*Discussant*  
Jeanne M. McNett, Assumption College

*Expatriate Issues in German, Japanese, U.K., and U.S. Multinational Companies: A Comparative Study*

Zsuzsanna Tungli, London Business School  
Maury A. Peiperl, London Business School

**Conference Proceedings Paper**

*Struggling With What Matters Most: Conflicts Between Work and Family on International Assignments*

Margaret A. Shaffer, Hong Kong Polytechnic U.  
David A. Harrison, U. of Texas, Arlington  
K. Matthew Gilley, James Madison U.  
Dora Luk, Hong Kong Polytechnic U.

*Transformational Leadership: Implications for Expatriate Managers*

J. Bruce Tracey, Cornell U.  
Jeffrey P. Shay, Cornell U.

8:30 am - 10:20 am  
Convention Center  
8

**Culture's Consequences for Organizational Behavior and Negotiations**

*Chair*  
Stephen E. Weiss, York U.

*Discussant*  
Dan Ondrack, U. of Toronto

*National Absence Cultures: Dimensions and Consequences*

Helena M. Addae, U. of West Indies, St. Augustine / Concordia U.  
Gary Johns, Concordia U.

*Impact of National Culture on Managerial Influence Tactics: A Comparison Between U.S. and China*

Ping Ping Fu, State U. of New York, Albany  
Gary Yukl, State U. of New York

10:40 am - 12:00 pm  
Convention Center  
7A

*Intercultural Account-Giving: The Influence of National Culture on Face Concerns and Accounts*

Jasmine Tata, Loyola U., Chicago

*The Role of Affect in Cross-Cultural Negotiations*

Jennifer M. George, Texas A&M U.  
Gareth R. Jones, Texas A&M U.  
Jorge A. Gonzalez, Texas A&M U.

**Knowledge Transfer Within Multinational Enterprises**

*Chair*  
J. Bernard Keys, Georgia Southern U.

*Discussant*  
Udo Zander, Stockholm School of Economics

*Knowledge Transfer Within a Multinational Enterprise: Leveraging Cultural Differences Across Subsidiaries*

Katsuhiko Shimizu, Texas A&M U.

*Multinational Firms, Strategic Alliances, and the Market: A Comparative Test of Cross-Border Knowledge Transfer in the Semiconductor Industry*

Paul Almeida, Georgetown U.  
Robert Grant, Georgetown U.  
Jaeyong Song, Columbia U.

**Conference Proceedings Paper**

*Transfer and Sharing of Local Knowledge Within the Firm and Entry Into New International Markets*

Michael D. Lord, Wake Forest U.  
Annette L. Ranft, West Virginia U.

10:40 am - 12:00 am  
Convention Center  
7B

**Culture, Justice, and Rewards**

*Chair*  
Paul D. Sweeney, Marquette U.

*Discussant*  
Terri Robin Lituchy, Concordia U.

*A Cross-Cultural Comparison of the Effects of Distributive and Procedural Justice*

Dail L. Fields, George Washington U.  
Mary Pang, City U. of Hong Kong  
Catherine Chiu, City U. of Hong Kong

**Conference Proceedings Paper**

*An Empirical Investigation of the Influences of Individualism/Collectivism, Recipient Group Membership, and Recipient Performance Differentiation on Reward Behavior in Third Person Allocation Situations*  
Paul A. Fadil, Valdosta State U.  
Lee P. Stepina, Florida State U.  
Sherry E. Moss, Florida International U.  
William Fredenberger, Valdosta State U.

*Effects of Leader Rewards and Punishments: A Cross-Cultural Examination of a 'Culture-Free' Theory*  
Tai-Kuang Peng, Chinese Naval Academy  
Mark F. Peterson, Texas Tech U. / Florida Atlantic U.

*The Impact of Ingroup-Outgroup Relations on Reward Allocation: A Cross-Cultural Comparison of Mexico and the United States*  
Carolina B. Gomez, U. of Houston  
Bradley L. Kirkman, U. of North Carolina, Greensboro  
Debra L. Shapiro, U. of North Carolina, Chapel Hill

10:40 am - 12:00 pm  
Convention Center  
8

**Form of IB Involvement and International Services**

*Chair*  
Karin Fladmoe-Lindquist, U. of Utah  
*Discussant*  
Hans Schollhammer, U. of California, Los Angeles

*Explaining the Propensity to Franchise: An Empirical Examination of the International Hotel Industry*  
Farok J. Contractor, Rutgers U., Newark  
Sumit Kumar Kundu, Saint Louis U.  
*A Bank-Level Empirical Analysis of Organizational Form Preferences of U.S. Banks*  
Arvind Parkhe, Indiana U., Bloomington  
Stewart R. Miller, Indiana U., Bloomington

10:40 am - 12:00 pm  
Convention Center  
15B

*Change of Entry Mode: Switching Motivators and Barriers*  
Torben Pedersen, Copenhagen Business School  
Bent Petersen, Copenhagen Business School  
Gabriel Benito, Norwegian School of Management

**Bridging Levels of Analysis: The Importance of Individuals in International Strategic Alliances**

*Joint symposium sponsored by IM, OB & OMT*

10:40 am - 12:00 pm  
Convention Center  
16A

**The Resource-Based View and Transnational Technology Management**

*Joint symposium sponsored by BPS, IM & TIM*

10:40 am - 12:00 pm  
Convention Center  
16B

**The Influence of Cross-Cultural Factors on Information Seeking Activities**

*Joint symposium sponsored by IM & OB*

10:40 am - 12:00 pm  
Marriott South  
Torrance

**Shared Interest Track on HRM Practices in Different Countries**

*Papers from HR, IM & PNS*

2:30 pm - 3:50 pm  
Convention Center  
16B

**Sensemaking in Complex Cultures**

*Joint symposium sponsored by IM & OB*

2:30 pm - 3:50 pm  
Westin  
Harbor A&B

**Shared Interest Track on Learning to Do Mergers and Acquisitions**

*Papers from BPS, IM, MOC & OB*

2:30 pm - 3:50 pm  
Marriott South  
Marina E

**Interactive Paper Session**

*Papers from BPS, GDO, IM & SIM*

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2:30 pm - 3:50 pm  
Convention Center  
7A

### International Acquisitions

#### Chair

Kunal Banerji, West Virginia U.

#### Discussant

Jeffrey Krug, U. of Illinois,  
Urbana-Champaign

#### *The Role of Downstream Assets in Determining Mode of Foreign Entry*

Jaideep Anand, U. of Western Ontario  
Andrew Delios, U. of Western Ontario

#### *Multinational Acquisition Integration: The Role of National Culture and Organization Structure*

David M. Brock, U. of Auckland  
Stuart E. Buchanan, U. of Auckland  
Barbara Parker, Seattle U.

#### *Acquiring in the U.S.: A Long-Term Look at Foreign Bidder Performance*

Lois M. Shelton, U. of Illinois, Chicago

2:30 pm - 3:50 pm  
Convention Center  
7B

### Explanations of Foreign Direct Investment

#### Chair

Anju Seth, U. of Illinois,  
Urbana-Champaign

#### Discussant

Susan Godar, Saint Mary's College of  
Maryland

#### *A Note on Asset-Seeking Foreign Direct Investment*

Shige Makino, Chinese U. of Hong Kong

#### *Antecedents of "Follow-the-Leader" Behavior in International Equity Alliances in Canada and Latin-America*

Javier Gimeno, Texas A&M U.  
Robert E. Hoskisson, U. of Oklahoma  
Brent D. Beal, Texas A&M U.  
William P. Wan, Texas A&M U.

#### *An Exploration of Whether Dunning's Eclectic Theory Is Descriptive or Normative: Does it Predict the Best or Most Common Entry Modes?*

Steve Werner, U. of Houston  
Lance Eliot Brouthers, U. of Texas, San Antonio  
Keith D. Brouthers, U. of East London  
Brian Murray, U. of Texas, San Antonio

2:30 pm - 3:50 pm  
Convention Center  
8

### *Owner Managers' Networking and Their Strategic Decisions*

Ho-Ching Wei, Swinburne U. of  
Technology  
Christodoulos C. Christodoulou,  
Swinburne U. of Technology

### International Joint Ventures: Design and Performance

#### Chair

John Z. Yang, Fordham U.

#### Discussant

Richard N. Osborn, Wayne State U

#### *Dynamic Designs of International Joint Ventures: Empirical Evidence From Chinese-Japanese Cases*

Haiyang Li, City U. of Hong Kong  
Yan Zhang, U. of Southern California

#### *An Examination of International Joint Venture Survival in a Transitional Economy*

H. Kevin Steensma, Pennsylvania State U.  
Marjorie A. Lyles, Indiana U.,  
Indianapolis

#### *Commission and Omission: Which Behavior Matters Most in Interfirm Ventures?*

Africa Ariño, IESE, U. of Navarra,  
Barcelona

4:10 pm - 5:30 pm  
Convention Center  
7A

### Commitment Across Cultures and Organizations

#### Chair

Michal Mor Barak, U. of Southern  
California

#### Discussant

Peter W. Dorfman, New Mexico State

#### *Commitment to Multinational Enterprises Among Overseas Managers: Does Culture Matter?*

Peter W. Hom, Arizona State U.  
Leslie E. Palich, Baylor U.

#### *A Cross-Cultural Examination of the Relationship Between Commitment Forms and Work and Nonwork Outcomes: A Comparison of Arab and Jewish Nurses in Israel*

Aaron Cohen, U. of Haifa

### Conference Proceedings Paper

*Will Types of Economic Ownership Matter in Getting Employees to Commit: An Exploratory Study in the People's Republic of China*

Warren Chiu, Hong Kong Polytechnic U.  
Choi K. Wan, Hong Kong Polytechnic U.  
Gina Lai, Hong Kong Baptist U.

4:10 pm - 5:30 pm  
Convention Center  
7B

### International Business and Society

#### Chair

S. Prakash Sethi, City U. of New York

#### Discussant

Philip L. Cochran, Pennsylvania State U.

*Blade Runner Capitalism, the Transnational Corporation, and Commodification: Implications for Cultural Integrity*

Marc T. Jones, U. of Auckland

*Stakeholder Configuration as Reflecting the Institutional Environment of the Firm: A Comparative Study of Japanese and American Stakeholder Norms Under Downsizing*  
Patricia Ann Robinson, New York U.

*Investor Relations Activities of Japanese Firms: Effects of Ownership Structure, Corporate Finance, and Foreign Business*

Toru Yoshikawa, Nihon U.

Jonathan Linton, New Jersey Institute of Technology

5:30 pm - 7:00 pm  
Convention Center  
8

### Business Meeting and Social Hour

#### Division Chair

J. Michael Geringer, California Polytechnic State U.

#### Facilitators

Douglas Nigh, U. of South Carolina  
Nakiye A. Boyacigiller, San Jose State U.  
Stephen B. Tallman, Cranfield U. / U. of Utah  
Farok J. Contractor, Rutgers U., Newark

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## MANAGEMENT EDUCATION & DEVELOPMENT

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8:30 am - 10:20 am  
Marriott North  
Torrey 1&2



### Internet in the Classroom (IIC) Symposium

#### Co-Chairs

Pablo Martin de Holan, McGill U.  
Dilip Mirchandani, Rowan U.

#### Discussant

dt ogilvie, Rutgers U., Newark

*Team Process and Effectiveness in Interuniversity Virtual Teams*

Douglas Moesel, U. of Missouri, Columbia

Parshotam Dass, U. of Arkansas

Jon M. Werner, U. of Wisconsin, Whitewater

Paul A. Fouts, Golden Gate U.

*Technology and Group Processes: The Impact of Computer Mediated Communication on Group Cohesion and Commitment*

Marina H. Onken, Florida Gulf Coast U.

Mary R. Lind, North Carolina A&T State U.

*Cultural Diversity, Teamwork, and Computer-Mediated Communication: The IIC as a Pedagogical Innovation That Enhances Multicultural Awareness*

Jeffrey J. Bailey, U. of Idaho

German Otalora-Bay, EGADE ITESM, Monterrey

9:00 am - 10:20 am  
Marriott South  
Marina E

### Interactive Paper Session

*Papers from BPS, MED, OCIS & OMT*

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10:40 am - 12:00 pm  
Marriott North  
Torrey 1&2



**The Future of Management Education: Alternative International Perspectives**  
Symposium

*Chair*

Elena P. Antonacopoulou, U. of Warwick

*Discussant*

Monika Kostera, Academy of Entrepreneurship and Management

*Starting the Second Revolution In Management Education and Development*

John G. Burgoyne, Lancaster U.

*Management Education in the Transition Economies: The Russian Perspective*

Antonina Pavlovskaya, Leti-Lovanium International School of Management

Alexander E. Yanchevsky, Leti-Lovanium International School of Management

*Management Education: A Case Study of HR Education in IIM-A*

Arun Monappa, Indian Institute of Management, Ahmedabad  
Ramya Rangarajan, Indian Institute of Management, Ahmedabad

*Future Directions for Management Education and Development: The Promise of Work-Based Learning*

Joseph A. Raelin, Boston College

*Doctoral Education in Business Schools: Complacency or Change?*

John E. Beck, Nanyang Technological U.

10:40 am - 12:00 pm  
Marriott North  
San Diego A

**Europe 2000 : The Impact of Traditions and Environmental Changes on Business Practice**

*This symposium provides new information about a number of critical managerial issues concerning business practice in Europe: Differences in work-related values between Western and Eastern European countries, the most important macroenvironmental and managerial factors influencing organizational change and business performance in Europe, the most effective ways to train the next generation of European managers, etc.*

*Showcase symposium sponsored by MC, MED & ODC*

2:30 pm - 3:50 pm  
Marriott North  
Torrey 1&2



**Management Education in Bulgaria, Russia, and India**

*Chair*

Christophe Roux-Dufort, HEC, Lille

*Discussants*

Elizabeth Borredon, HEC, Lille  
Nobuyuki Chikudate, Asia U.

*Management Education: A Case Study of HR Education at IIM-A*

Arun Monappa, Indian Institute of Management, Ahmedabad  
Ramya Rangarajan, Indian Institute of Management, Ahmedabad

*Teaching Management in an Economy in Transition: The Case of the American U.S.O. of Bulgaria*

Kazimierz Dadak, American U., Bulgaria  
Katherine Stucky, American U., Bulgaria

*Why Management Education in Quality Is Required to Reform the Russian Economy*  
Ludmila A. Konareva, Russian Academy of Sciences

2:30 pm - 3:50 pm  
Marriott North  
San Diego C

**Educational and Organizational Change Through Distance Learning: DELIVERING What Matters Most for the U.S. Postal Service and Benedictine University**

*Joint symposium sponsored by MED & ODC*

4:10 pm - 5:30 pm  
Marriott North  
Torrey 1&2

**What's Important in Knowledge Management**

*Chair*

James A.F. Stoner, Fordham U.

*Distinguished Speaker*

Ikujiro Nonaka, Hitotsubashi U. / U. of California, Berkeley

4:10 pm - 5:30 pm  
Marriott North  
San Diego C

**Appreciative Inquiry: Capturing What Matters Most--A Review and Assessment**

*Joint symposium sponsored by MC, MED & ODC*

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5:30 pm - 6:15 pm  
Marriott North  
Torrey 1&2

**Business Meeting**  
*Division Chair*  
David J. Lemak, Washington State U.,  
Tri-Cities

6:30 pm - 7:30 pm  
Marriott North  
Manchester 1

**Social Hour in Honor of Ikujiro Nonaka**

*Fayol's 14 Principles of Management Then and Now: A Framework for Managing Today's Organizations Effectively*  
Carl A. Rodrigues, Montclair State U.

**Winner of John F. Mee Management History Contribution Award**  
*Bass and Hodgetts in Conversation*  
Alfred A. Bolton, Averett College  
John G. Joos, Informed Decisions, Inc.

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## MANAGEMENT HISTORY

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9:00 am - 10:20 am  
Marriott South  
Marina F

**What Mattered Most at the Academy of Management: The Presidents Speak, 1951-1996**  
*Five past presidents of the Academy of Management review key issues that mattered most during the time they were president. The panel, consisting of William Newman (1951), Paul Gordon (1969), John Miner (1978), Kathryn Bartol (1985), and Richard Monday (1996), covers 45 years of the Academy's recent history.*

*Showcase symposium sponsored by MH, PNS & TIM*

10:40 am - 12:00 pm  
Marriott South  
Cardiff

**Perspectives in History: Lessons From the Leaders**

*Chair*  
Arthur G. Bedeian, Louisiana State U.

*Discussants*  
Peter B. Petersen, Johns Hopkins U.  
John Breeze, J. Breeze Consultants, Ltd.  
Robert J. Gerard, Mount St. Mary's College

**Conference Proceedings Paper**  
*Management History Gurus of the 90s: Their Lives, Their Contributions*  
Jane Whitney Gibson, Nova Southeastern U.  
Richard M. Hodgetts, Florida International U.  
Jorge M. Herrera, Nova Southeastern U.

10:40 am - 12:00 pm  
Convention Center  
17B

**Shared Interest Track on Complex Self-Organizing Systems**

*Papers from BPS, MH & OMT*

2:30 pm - 3:50 pm  
Marriott North  
San Diego A

**What Matters Most: Religious Beliefs and the Workplace**

*From the days of the Puritans, religious beliefs played a significant role in the formation of American business values. This symposium examines the evolution and impact of Judeo-Christian religious beliefs on our search for what matters most in our daily working lives. Religious beliefs are looked at from historical, ethical, and legal perspectives.*

*Showcase symposium sponsored by HR, MH & SIM*

4:10 pm - 5:30 pm  
Marriott South  
Marina E

**Interactive Paper Session**

*Papers from BPS, MH, OMT & SIM*

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4:10 pm - 5:30 pm  
Marriott South  
Cardiff

**Lessons From History: How Management Responds to Threats and Opportunities**

*Chair*

Eileen P. Kelly, Ithaca College

*Discussants*

Michele A. Govekar, Ohio Northern U.

Robert C. Ford, U. of Central Florida

Karl James Moore, Oxford U.

Jorge M. Herrera, Nova Southeastern U.

*The Rise and Fall and Rise of Japan's Stable Shareholders*

Stewart Johnston, U. of Melbourne

Lynn McAleve, U. of Otago

*The Relation Between Systematic and Scientific Management: Two Cases From the Financial Services*

Nachoem M. Wijnberg, Erasmus U.,  
Rotterdam

Onno W. De Wit, Erasmus U.,  
Rotterdam

Jan C. de Ende, Erasmus U., Rotterdam

*"Just a Coal Miner's Daughter": Technological Transformation and the Professionalization of Business Management*

Richard S. Marens, U. of Washington

*Strategic Evolution of the Cigarette Industry in Response to the Socio-Regulatory Environment*

Raymond M. Jones, Loyola College,  
Maryland

Roger J. Kashlak, Loyola College,  
Maryland

**Conference Proceedings Paper  
Winner of William Jerome Arnold/AMCF  
Meritorious Paper Award for Outstanding  
Paper on Management Consulting**  
*Managing Knowledge in Management Consulting*  
Andreas Werr, Stockholm School of  
Economics

*A Taste of One's Own Medicine: An  
Empirical Investigation on the Adoption of  
Consulting Services by Consulting Firms*  
Miguel P. Caldas, EAESP-FGV, São  
Paulo

*It's Not What You Know, It's Who You  
Know: An Agency Theory and Network  
Theory Approach to Explaining Why  
Individuals Receive Promotions Within  
Professional Service Firms*  
Cheryl C. McLean, U. of Massachusetts,  
Amherst

*The Consulting Profession's Core Values:  
Identification and Socialization Techniques*  
Thomas C. Head, Tennessee State U.  
Joanne C. Preston, Pepperdine U.  
Peter F. Sorensen, Jr., Benedictine U.

10:40 am - 12:00 pm  
Marriott South  
Carlsbad

**Consulting in Special Contexts**

*Chair*

Flemming Poufelt, Copenhagen Business  
School

*Discussant*

C. Ken Weidner II, Loyola U., Chicago

**Conference Proceedings Paper  
Winner of Graziadio Business  
School/Pepperdine Award for  
Outstanding Paper on Management  
Consulting Practice**

*Consulting in Emerging Countries: An  
Anthropophagic Method to Avoid the "Lost in  
Space" and "Just Business as Usual" Syndromes*  
Thomaz Wood, EAESP-FGV, São  
Paulo  
Miguel P. Caldas, EAESP-FGV, São  
Paulo

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MANAGERIAL CONSULTATION

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8:30 am - 10:20 am  
Marriott South  
Carlsbad

**Managing Consulting Firms**

*Chair*

William B. Werther, Jr., U. of Miami

*Discussant*

James J. Carroll, Georgian Court College

*High Velocity Consulting: A Possible Paradigm for Today's Turbulent Environment*  
 Thomas C. Head, Tennessee State U.  
 Therese F. Yaeger, Benedictine U.

*The Danger of Abstracting Prescription From Description: Developing Context Sensitive Approaches to Change Implementation*  
 Veronica Hope Hailey, Cranfield U.  
 Julia Newton, Cranfield U.

10:40 am - 12:00 pm  
 Marriott North  
 San Diego A

**Europe 2000 : The Impact of Traditions and Environmental Changes on Business Practice**

*This symposium provides new information about a number of critical managerial issues concerning business practice in Europe: Differences in work-related values between Western and Eastern European countries, the most important macroenvironmental and managerial factors influencing organizational change and business performance in Europe, the most effective ways to train the next generation of European managers, etc.*

*Showcase symposium sponsored by MC, MED & ODC*

2:30 pm - 3:50 pm  
 Marriott North  
 San Diego B

**Organizational Storytelling II: Narrative and the Case of a High-Tech Organizational**

*Joint symposium sponsored by MC, ODC & RM*

4:10 pm - 5:30 pm  
 Marriott North  
 San Diego C

**Appreciative Inquiry: Capturing What Matters Most--A Review and Assessment**

*Joint symposium sponsored by MC, MED & ODC*

4:10 pm - 5:30 pm  
 Convention Center  
 8

**Shared Interest Track on Workplace Violence, Fear, and Revenge**

*Papers from MC & OB*

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MANAGERIAL & ORGANIZATIONAL COGNITION

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8:30 am - 10:20 am  
 Westin  
 Sierra

**Situated Learning, Local Knowledge, and Action: Social Approaches to the Study of Knowing in Organizations**  
 Symposium

*Co-Chairs*

Davide Nicolini, Tavistock Institute  
 Dvora Yanow, California State U.,  
 Hayward

*Managing Innovation in Complex Activity Networks: An Activity Theoretical Analysis of Learning in a High Technology Organization*  
 Frank Blackler, U. of Lancaster

*The Texture of Organizational Knowing*  
 Silvia Gherardi, U. of Trento  
 Davide Nicolini, Tavistock Institute

*Working Local Knowledges Together: A Case of Bridge-Building*  
 Lucy Suchman, Xerox, Palo Alto  
 Research Center

*Can You See an Organization Learn? Grounding the Study of Organizational Learning in Practice*  
 Dvora Yanow, California State U.,  
 Hayward

*Communities of Practice: The Social Fabric of Learning*  
 Etienne Wenger, Wenger Research and  
 Consulting

8:30 am - 10:20 am  
 Convention Center  
 15B

**What Matters Most About Boards?: A Discussion With Researchers and Directors**

*Joint symposium sponsored by BPS & MOC*

9:00 am - 10:20 am  
 Convention Center  
 17B

**Shared Interest Track on Managing Crisis Situations**

*Papers from MOC & OMT*

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10:40 am - 12:00 pm  
Westin  
Sierra

**Occupational Identity, Identification, and Culture: Are We Destined to be Divided?**

*Chair*

Amy Hietapelto, Michigan Technological U.

*Discussant*

Mariann Jelinek, College of William and Mary

*Bridging Social Worlds: Identity, Self-Monitoring, and Structural Constraint*

Ajay Mehra, Pennsylvania State U.  
Martin Kilduff, Pennsylvania State U.

*Dominance and Subordination Dynamics Among Occupational Subcultures During an Organizational Downsizing: Implications for Organizational Learning*

Judith A. Clair, Boston College  
Hilary Bradbury, Boston College  
Eve Spangler, Boston College

*Organization Identification in an Information Age: Investigating the Impact of Telecommuting on Member Identification*

Jessica L. Simmons, U. of Texas, Austin

2:30 pm - 3:50 pm  
Marriott South  
Marina F

*Assessing Collective Efficacy: Validation of Three Measurement Methods*

John William Whiteoak, Griffith U., Gold Coast  
Laurence Chalip, Griffith U., Gold Coast

*Cognitive Processes by Which Diversity Impacts the Functioning of Groups: An Exploratory Study*

Luis L. Martins, U. of Connecticut  
Frances J. Milliken, New York U.  
Batia L. Wiesenfeld, New York U.  
Susan R. Salgado, New York U.

*The Measurement of Shared Frames in a Group Decision Making Context: Examining Antecedents and Outcomes*

Susan Mohammed, Pennsylvania State U.  
Erika Ringseis, Pennsylvania State U.

**Operating on The Institutional Cusp: Managing Symbolic and Cognitive Conflict**

*Joint symposium sponsored by MOC, OMT & PNS*

10:40 am - 12:00 pm  
Westin  
California B

**Understanding 'Dirty Work': How Individuals Pursue Meaning in Stigmatized Occupations**

*Hughes (1958) defined 'dirty work' as tasks that are physically, socially or morally tainted, such as the work performed by sewer workers, prison guards, and exotic dancers. The focal question we address is how do individuals performing dirty work secure and sustain salutory meaning in the face of such strong stigma?*

*Showcase symposium sponsored by MOC, OB & OMT*

2:30 pm - 3:50 pm  
Westin  
California A

**Assessing the Impact of Trust: Divergent Approaches, Converging Understandings**

*Joint symposium sponsored by MOC & OB*

2:30 pm - 3:50 pm  
Westin  
Sierra

**Cognitive Processes in Groups: Diversity, Efficacy, and Issue Interpretation**

*Chair*

Lynn A. Isabella, U. of Virginia

*Discussant*

C. Marlene Fiol, U. of Colorado, Denver

2:30 pm - 3:50 pm  
Westin  
California B

**How Much Diversity Can a Team Take? A Cognitive Approach**

*Joint symposium sponsored by MOC, OB & ODC*

2:30 pm - 3:50 pm  
Westin  
California C

**Bringing the 'Social' Back in: Network Perspectives on Organizational Cognition**

*Joint symposium sponsored by MOC, OB & OMT*

2:30 pm - 3:50 pm  
Westin  
Balboa

**Shared Interest Track on Openness to Intellectual Diversity**

*Papers from CM, MOC, OB & OMT*

2:30 pm - 3:50 pm  
Marriott North  
Columbia 2

**Shared Interest Track on  
Cognitive Processes in Decision  
Making**

*Papers from BPS, MOC & RM*

2:30 pm - 3:50 pm  
Westin  
Harbor A&B

**Shared Interest Track on  
Learning to Do Mergers and  
Acquisitions**

*Papers from BPS, IM, MOC & OB*

4:10 pm - 5:30 pm  
Westin  
Sierra

**Our State of Mind: Reports From the  
Field on Themes From Mid-Year  
Conferences and Preconference  
Events**

*Chair*

Kathleen M. Sutcliffe, U. of Michigan

*Panel*

Janet M. Dukerich, U. of Texas, Austin

Cynthia Emrich, Purdue U.

Margaret D. Gorman, George  
Washington U.

Joseph F. Porac, U. of Illinois,  
Urbana-Champaign

Zur Shapira, New York U.

5:50 pm - 7:30 pm  
Westin  
Sierra

**Business Meeting and Social Hour**

*Division Chair*

Sim B. Sitkin, Duke U.

*Program Chair*

Theresa Lant, New York U.

*Award Recipients*

**Best Paper Award**

Michael W. Morris, Stanford U.

Paul C. Moore, Stanford U.

Michal Tamuz, U. of Texas, Houston

Rick Tarrell, San Jose State U.

**Best Student Paper Award**

Catherine M. Paul-Chowdhury, U. of  
Western Ontario

**Service Awards Presentation**

Theresa Lant, New York U.

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OPERATIONS MANAGEMENT

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9:00 am - 10:20 am  
Marriott North  
Columbia 3

**The Continuing Impact of TQM and  
JIT**

*Chair*

Susan D. Amundson, Arizona State U.

*Discussants*

Susan D. Amundson, Arizona State U.

Tonya Boone, Ohio State U.

Peter Ward, Ohio State U.

*Customer Satisfaction: The Ultimate Measure  
of Quality*

Diane H. Parente, U. of Mississippi

C. Carl Pegels, State U. of New York,  
Buffalo

Nallan Suresh, State U. of New York,  
Buffalo

*The Effects of JIT on the Development of  
Productivity Norms*

Kenneth L. Schultz, Cornell U.

David C. Juran, Columbia U.

John W. Boudreau, Cornell U.

*Total Quality Management Practices and Top  
Management Support: Relationships With  
Customer Satisfaction and Perceived Performance*

Kent S. Fought, U. of Arkansas

Mary Spencer Logan, U. of Arkansas,  
Fayetteville

John E. Delery, U. of Arkansas

John D. Lasley, U. of Arkansas

Nina Gupta, U. of Arkansas

2:30 pm - 3:50 pm  
Marriott South  
Torrance

**Shared Interest Track on Processes  
of Institutionalization**

*Papers from OM, OMT & PNS*

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10:40 am - 12:00 pm  
Marriott North  
Columbia 3

**Issues in Outsourcing and Supplier Integration**

*Chair*  
Amelia Carr, Ohio State U.

*Discussants*  
Amelia Carr, Ohio State U.  
Peter Tarasewich, U. of Maine

*A Process Model of Successful Supplier Integration Into New Product/Process/Service Development*

Gary L. Ragatz, Michigan State U.  
Robert B. Handfield, Michigan State U.  
Kenneth J. Peterson, Michigan State U.

*The Determinants of Outsourcing Decisions: An Empirical Analysis*

K. Matthew Gilley, James Madison U.  
Abdul M. A. Rasheed, U. of Texas,  
Arlington

8:30 am - 10:20 am  
Convention Center  
10

**Organizational Governance and Organizational Action**

*Chair*  
Richard J. Martinez, Baylor U.

*Discussant*  
Robert M. Wiseman, Michigan State U.

*Organizational Form and Risk Taking in the U.S. Cable Television Industry*

Thomas R. Eisenmann, Harvard U.

*Ownership Structure and Corporate Dividend Policy: How Large-Block Family Owners Increase Dividend Payouts and Achieve Superior Firm Performance*

David L. Kang, Harvard U.

*Performance and Changing Governance Characteristics: An Assessment of the Impact of the Cadbury Report Recommendations on U.K. PLCs*

Charles Moncur Weir, Robert Gordon U.  
Mark Tough, Robert Gordon U.

**Conference Proceedings Paper**

*The Political and Social Determinants of Stock Buybacks*

James D. Westphal, U. of Texas, Austin  
Edward J. Zajac, Northwestern U.

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ORGANIZATION & MANAGEMENT THEORY

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8:30 am - 10:20 am  
Convention Center  
9

**What Matters Most for Team Effectiveness: Three Perspectives Symposium**

*Chair*  
Peter B. Cebon, U. of Melbourne

*Discussant*  
Terri Griffith, Washington U.

*The Role of Psychological Safety in Facilitating the External and Internal Learning Behaviors That Promote Work Team Performance*

Amy C. Edmondson, Harvard U.

*Dissolving the Conceptual Barriers to Effective Teams: Reflections on the Objections of Institutional Economics and Social Psychology*

Graham Sewell, U. of Melbourne

*High Performance Through Self-Managed Teams: Are We Misattributing the Sources of Success?*

Peter B. Cebon, U. of Melbourne

8:30 am - 10:20 am  
Convention Center  
16B

**GLOBE -- A 60 Nation Study of Culture and Leadership: Multiple Methodologies and Initial Findings**

*Joint symposium sponsored by IM, OB & OMT*

9:00 am - 10:20 am  
Convention Center  
17B

**Shared Interest Track on Managing Crisis Situations**

*Papers from MOC & OMT*

9:00 am - 10:20 am  
Westin  
Balboa

**Shared Interest Track on Jobs and Careers in Virtual Organizations**

*Papers from CAR, HR & OMT*

9:00 am - 10:20 am  
Marriott South  
Marina E

**Interactive Paper Session**

*Papers from BPS, MED, OCIS & OMT*

10:40 am - 12:00 pm  
Convention Center  
9

**Effects of Top Management and Institutions on Organizational Change**

*Chair*

Anne B. Duncan, London Business School

*Discussant*

Jane C. Banaszak-Holl, U. of Michigan

**Conference Proceedings Paper**

*Executive Migration and Institutional Change*

Matthew S. Kraatz, U. of Illinois, Urbana-Champaign

James H. Moore, U. of Illinois, Urbana-Champaign

*Stratified Isomorphism and Institutional Change: On the Role of Intraform Stratification in Organizational Evolution*

Joan Slepian, State U. of New York, Empire State College

*The Value of Incumbency in a Deregulated Industry*

Tammy L. Madsen, Southern Methodist U.

Gordon Walker, Southern Methodist U.

10:40 am - 12:00 pm  
Convention Center  
10

**Cooperation, Commitment, and Knowledge Transfer**

*Chair*

Marc-David L. Seidel, U. of Texas, Austin

*Discussant*

Mary J. Waller, U. of Wisconsin, Madison

**Conference Proceedings Paper**

*Getting People to Cooperate: The Influence of Personality, Formal and Informal Incentives, and Being Different*

Jennifer A. Chatman, U. of California, Berkeley

Karen A. Schnog, U. of California, Berkeley

Sandra E. Spataro, U. of California, Berkeley

*Motivation, Knowledge Transfer, and Organizational Forms*

Margit Osterloh, U. of Zurich

Bruno S. Frey, U. of Zurich

*Multidisciplinary Teams at Work: Sparks, Tensions, and Novel Ideas*  
Anat Lechner, Rutgers U.

*The Effects of Interorganizational Competition on Organizational Commitment: A Cross-Level Investigation*

Sandra E. Spataro, U. of California, Berkeley

Jennifer A. Chatman, U. of California, Berkeley

10:40 am - 12:00 pm  
Westin  
California B

**Understanding 'Dirty Work': How Individuals Pursue Meaning in Stigmatized Occupations**

*Hughes (1958) defined 'dirty work' as tasks that are physically, socially or morally tainted, such as the work performed by sewer workers, prison guards, and exotic dancers. The focal question we address is how do individuals performing dirty work secure and sustain salutary meaning in the face of such strong stigma?*

*Showcase symposium sponsored by MOC, OB & OMT*

10:40 am - 12:00 pm  
Convention Center  
15B

**Bridging Levels of Analysis: The Importance of Individuals in International Strategic Alliances**

*Joint symposium sponsored by IM, OB & OMT*

10:40 am - 12:00 pm  
Marriott North  
San Diego C

**What Matters Most: Rethinking Formalization and Innovation**

*Joint symposium sponsored by OMT & TIM*

10:40 am - 12:00 pm  
Marriott North  
Columbia 2

**Shared Interest Track on Management Discourse**

*Papers from GDO, OMT & RM*

10:40 am - 12:00 pm  
Westin  
Harbor A&B

**Shared Interest Track on Organizational Downsizing**

*Papers from OB, ODC & OMT*

10:40 am - 12:00 pm  
Convention Center  
17B

**Shared Interest Track on Complex Self-Organizing Systems**

*Papers from BPS, MH & OMT*

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2:30 pm - 3:50 pm  
Convention Center  
9

### **Mapping the Territory: Theoretical Perspectives and Frameworks**

#### *Chair*

Martin Kilduff, Pennsylvania State U.

#### *Discussant*

Eric Abrahamson, Columbia U.

#### *Navigating Silicon Alley: Kaleidoscopic Experiences*

Raghu Garud, New York U.

Theresa Lant, New York U.

#### *Plotting the Organization: A Comprehensive Narrative Approach to Studying Organizing*

Ellen O'Connor, FX Palo Alto

Laboratory, Inc. / U. of California, Berkeley

#### *Prescriptive Management Theory and National Culture: A Research Framework and Propositions*

James W. Dean, Jr., U. of North Carolina, Chapel Hill

Todd J. Weber, U. of North Carolina, Chapel Hill

#### *Representing Strategic International Human Resource Management: Is the Map the Territory?*

Julie R. Wolfram Cox, Monash U., Caulfield

Helen De Cieri, Cornell U.

Marilyn Fenwick, Monash U., Caulfield

### **Social Capital and Social Behavior**

#### *Chair*

Nancy A. Staudenmayer, Duke U.

#### *Discussant*

Mary Ann Glynn, Emory U.

#### *Breaking Organizational Rules: The Role of Expectations and Observability in Process Emergence*

Gary Jay Katzenstein, Hong Kong U. of Science and Technology

#### *Organizational Citizenship Behavior and Relational Practice: Gendering 'Voluntary' Behavior in Organizations*

Roy Jacques, U. of Otago

2:30 pm - 3:50 pm  
Convention Center  
15B

### *Social Capital Dynamics: A Multilevel Embeddedness Perspective*

Katsuhiko Shimizu, Texas A&M U.

Tina M. Dacin, Texas A&M U.

### *The Dark Side of Social Capital*

Martin Gargiulo, INSEAD / Columbia U.

Mario Benassi, U. of Trento

2:30 pm - 3:50 pm  
Marriott South  
Marina D

### **Modeling Competitive Dynamics**

*Joint symposium sponsored by BPS & OMT*

### **Organizing as if Creativity Really Mattered**

*Joint symposium sponsored by ODC & OMT*

2:30 pm - 3:50 pm  
Marriott South  
Marina F

### **Operating on The Institutional Cusp: Managing Symbolic and Cognitive Conflict**

*Joint symposium sponsored by MOC, OMT & PNS*

2:30 pm - 3:50 pm  
Westin  
California C

### **Bringing the 'Social' Back in: Network Perspectives on Organizational Cognition**

*Joint symposium sponsored by MOC, OB & OMT*

2:30 pm - 3:50 pm  
Westin  
Balboa

### **Shared Interest Track on Openness to Intellectual Diversity**

*Papers from CM, MOC, OB & OMT*

2:30 pm - 3:50 pm  
Convention Center  
17B

### **Shared Interest Track on Organizational Learning**

*Papers from BPS, OMT & ONE*

2:30 pm - 3:50 pm  
Marriott South  
Torrance

### **Shared Interest Track on Processes of Institutionalization**

*Papers from OM, OMT & PNS*

2:30 pm - 3:50 pm  
Convention Center  
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4:10 pm - 5:30 pm  
Convention Center  
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### **Competition, Transaction Costs, and Performance Outcomes**

#### *Chair*

Sharon Matusik, U. of Washington

#### *Discussant*

James A. Robins, U. of California, Irvine

*A Tripolar Institutional Theory of Coordination: Industrial Competition, Cooperation, and Integration*

Rikard Larsson, Lund U.

Sven-Olof Collin, Lund U.

Ulf Elg, Lund U.

Ulf Johansson, Lund U.

#### *Organizational Location Decisions:*

*Competition, Learning, and Strategy in Tokyo Banking, 1894-1936*

Henrich R. Greve, U. of Tsukuba

*The Competitive Dynamics of Status and Niche Width: The U.S. Investment Banking Industry, 1920-1950*

Douglas Y. Park, Hong Kong U. of Science and Technology

*The Effects of Contract Type on Performance Outcomes: A Transaction Cost Theory Approach*

Terry R. Adler, U. S. Air Force Institute of Technology

Robert F. Scherer, Wright State U.

Sidney L. Barton, U. of Cincinnati

Ralph Katerberg, U. of Cincinnati

4:10 pm - 5:30 pm  
Marriott South  
Marina F

### **Tapping the Artist in Us All: The Aesthetic and Poetic in Organizational Research**

*Innovative approaches to organizational research are being developed in response to the postmodern turn.*

*This symposium is designed to critically explore artistic approaches to the study of organizations.*

*Participants will present and then discuss a variety of creative research methods, including poetry, expressive writing, drawing, and photo montage.*

*Showcase symposium sponsored by ODC, OMT & RM*

4:10 pm - 5:30 pm  
Convention Center  
15B

### **Alliances and Networks**

*Joint symposium sponsored by BPS & OMT*

4:10 pm - 5:30 pm  
Westin  
California A

### **Friendship in Organizations: How and Why It Matters**

*Joint symposium sponsored by OB, ODC & OMT*

4:10 pm - 5:30 pm  
Westin  
Harbor A&B

### **Shared Interest Track on Effects of Interpersonal Trust**

*Papers from BPS, CM, OB & OMT*

4:10 pm - 5:30 pm  
Convention Center  
17B

### **Shared Interest Track on Cooperation in Competition and Vice Versa**

*Papers from BPS, CM, HCM & OMT*

4:10 pm - 5:30 pm  
Marriott South  
Marina E

### **Interactive Paper Session**

*Papers from BPS, MH, OMT & SIM*

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10:40 am - 12:00 pm  
Westin  
Plaza B&C

**Radical Change (Revolution),  
Strategic Renewal, and Landmarks of  
Change**

*Chair*

Terry Armstrong, U. of West Florida

*Discussants*

Robert P. Steel, U. S. Air Force Institute  
of Technology

Daniel J. Svyantek, U. of Akron

*Radical Organizational Change: The Role of  
Starting Conditions, Competition, and Leaders*  
Karen L. Newman, Georgetown U.

*Framework for Strategic Renewal in Large  
European Firms*

Martin W. Wielemaker, Erasmus U.,  
Rotterdam

Tom Elfring, Erasmus U., Rotterdam

Henk W. Volberda, Erasmus U.,  
Rotterdam

*Incremental Revolution: Organizational Change  
in Highly Turbulent Environments*

Linda F. Edelman, Boston U.

Anne Louise Benning, Boston U.

*Points of View That Engender Resistance to  
Change*

Jeffrey D. Ford, Ohio State U.

Laurie W. Ford, Critical Path Consultants

Randall T. McNamara, Landmark  
Education Corporation

10:40 am - 12:00 pm  
Marriott North  
San Diego A

**Europe 2000 : The Impact of  
Traditions and Environmental  
Changes on Business Practice**

*This symposium provides new information about a  
number of critical managerial issues concerning  
business practice in Europe: Differences in  
work-related values between Western and Eastern  
European countries, the most important  
macroenvironmental and managerial factors  
influencing organizational change and business  
performance in Europe, the most effective ways to  
train the next generation of European managers, etc.*

*Showcase symposium sponsored by MC, MED  
& ODC*

10:40 am - 12:00 pm  
Marriott South  
Marina F

**The Transformation of Health Care  
Systems: Emergent Organizational  
Forms and Processes**

*Joint symposium sponsored by HCM & ODC*

8:30 am - 10:20 am  
Westin  
Plaza B&C

**Transformation, Tradition, and the  
Issues of Justice**

*Chair*

Peter Robertson, U. of Southern  
California

*Discussants*

Miriam Y. Lacey, Pepperdine U.

William M. Verdi, City U. of New York

*Why Intrapreneurs Arise From Organizational  
Transformation*

Warren Thomas Ritchie, U. of North  
Carolina, Chapel Hill

*The Enabling Role of Tradition in Technological  
Change*

John R. Austin, Boston College

*Planned and Emergent Structures: Process and  
Outcomes of a Successful Reengineering Effort*

Robert L. Cross, Boston U.

Aimin Yan, Boston U.

*Social Accounts in Organizational Change:  
Articulating Justice*

Anthony T. Cobb, Virginia Polytechnic  
Institute and State U.

Kevin C. Wooten, U. of Houston, Clear  
Lake

9:00 am - 10:20 am  
Marriott South  
Marina D

**Capitalist Pigs: A Staged Reading of  
a Play as an Attempt at Aesthetic  
Theorizing**

*Joint symposium sponsored by ODC, ONE &  
SIM*

9:00 am - 10:20 am  
Westin  
California A

**Opening the Black Box of  
Organizational Demography:  
Current Research Advances**

*Joint symposium sponsored by GDO, HR &  
ODC*

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10:40 am - 12:00 pm  
Westin  
Harbor A&B

**Shared Interest Track on Organizational Downsizing**

*Papers from OB, ODC & OMT*

2:30 pm - 3:50 pm  
Marriott South  
Marina D

**Organizing as if Creativity Really Mattered**

*Joint symposium sponsored by ODC & OMT*

2:30 pm - 3:50 pm  
Marriott North  
San Diego B

**Organizational Storytelling II: Narrative and the Case of a High-Tech Organizational**

*Joint symposium sponsored by MC, ODC & RM*

2:30 pm - 3:50 pm  
Marriott North  
San Diego C

**Educational and Organizational Change Through Distance Learning: DELIVERING What Matters Most for the U.S. Postal Service and Benedictine University**

*Joint symposium sponsored by MED & ODC*

2:30 pm - 3:50 pm  
Westin  
California B

**How Much Diversity Can a Team Take? A Cognitive Approach**

*Joint symposium sponsored by MOC, OB & ODC*

4:10 pm - 5:30 pm  
Westin  
Plaza B&C

**Invited Address**

*Distinguished Speaker*  
Jerry Porras, Stanford U.

4:10 pm - 5:30 pm  
Marriott South  
Marina F

**Tapping the Artist in Us All: The Aesthetic and Poetic in Organizational Research**

*Innovative approaches to organizational research are being developed in response to the postmodern turn. This symposium is designed to critically explore artistic approaches to the study of organizations. Participants will present and then discuss a variety of creative research methods, including poetry, expressive writing, drawing, and photo montage.*

*Showcase symposium sponsored by ODC, OMT & RM*

4:10 pm - 5:30 pm  
Marriott North  
San Diego C

**Appreciative Inquiry: Capturing What Matters Most--A Review and Assessment**

*Joint symposium sponsored by MC, MED & ODC*

4:10 pm - 5:30 pm  
Westin  
California A

**Friendship in Organizations: How and Why It Matters**

*Joint symposium sponsored by OB, ODC & OMT*

4:10 pm - 5:30 pm  
Westin  
Balboa

**Shared Interest Track on Impression Management**

*Papers from OB, OCIS & ODC*

5:30 pm - 6:30 pm  
Westin  
Plaza B&C

**Business Meeting**

*Division Chair*  
Caren Siehl, Thunderbird

6:30 pm - 8:30 pm  
Westin  
Presidio

**Social Hour**

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ORGANIZATIONAL BEHAVIOR

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8:30 am - 10:20 am  
Westin  
California B

**Psychological Contracts Are Local: International Perspectives on the Employment Relationship**

*This symposium is a panel discussion by over a dozen scholars actively involved in developing theory and research on psychological contracts across several countries. The objective of the session is to stimulate thought and discussion regarding the impact of societal factors on psychological contracts in employment.*

*Showcase symposium sponsored by HR, IM & OB*

8:30 am - 10:20 am  
Convention Center  
16B

**GLOBE -- A 60 Nation Study of Culture and Leadership: Multiple Methodologies and Initial Findings**

*Joint symposium sponsored by IM, OB & OMT*

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8:30 am - 10:20 am  
Westin  
Coronado

**Self-Efficacy**

*Chair*

Mary F. Sully de Luque, U. of Nebraska

*Discussant*

Robert Billings, Ohio State U.

*A Longitudinal Field Investigation of the Development of Self-Efficacy During Training*

Walter D. Davis, Georgia Institute of Technology

Donald B. Fedor, Georgia Institute of Technology

Charles K. Parsons, Georgia Institute of Technology

David M. Herold, Georgia Institute of Technology

*Investigating Equity Sensitivity as a Moderator of Relations Between Self-Efficacy and Work-Place Attitudes*

Bonnie S. O'Neill, U. of Wisconsin, Milwaukee

Mark A. Mone, U. of Wisconsin, Milwaukee

*A Social Cognitive Model for Organizational Behavior Theory and Application*

Fred Luthans, U. of Nebraska

Alexander D. Stajkovic, U. of California, Irvine

*A Rose by Any Other Name: An Integration of Expectancy and Self-Efficacy*

Debra Gray Boyd, Ohio State U.

Steven H. Cady, Bowling Green State U.

9:00 am - 10:20 am  
Westin  
Santa Fe

**New Approaches to the Role of Leadership in Team Environments: Exploring What Matters Most for Work Team Effectiveness**

Symposium

*Chair*

Paul E. Tesluk, Tulane U.

*Discussant*

Susan Albers Mohrman, U. of Southern California

*Supportive Leadership in Organizations Implementing Teams*

Mark Griffin, U. of Queensland

Malcolm Patterson, U. of Sheffield

Michael West, U. of Sheffield

9:00 am - 10:20 am  
Marriott North  
San Diego C

*Is There Room for Leadership in the Prediction of Work Group Effectiveness?*

Charlotte Gerstner, Applied Psychological Techniques

*What Really Matters? An Analysis of the Relative Importance of Leaders' Design Choices and Their Hands-On Coaching of Teams*

Ruth Wageman, Columbia U.

9:00 am - 10:20 am  
Westin  
California C

**Measurement Challenges for Job Stress Researchers**

*Joint symposium sponsored by OB & RM*

**An Eye for an Eye, or Turn the Other Cheek: Revenge and Forgiveness in Organizations**

*Joint symposium sponsored by CM, OB & SIM*

10:40 am - 12:00 pm  
Westin  
Santa Fe

**Charismatic and Transformational Leadership: Advances in Empirical Research**

Symposium

*Chair*

Jay A. Conger, U. of Southern California

*Discussant*

Morgan McCall, U. of Southern California

*Distance From the Leader and Levels of Followership: The Inner Circle, the Outer Circle, and the Leader as Follower*

Boas Shamir, Hebrew U.

Eliav Zakay, Israel Defense Forces

Esther Breinin, Israel Defense Forces

Micha Popper, U. of Haifa

*Predictors, Mediators, and Moderators of the Transformational Leadership and Performance Relationship*

Bruce J. Avolio, State U. of New York, Binghamton

Jane M. Howell, U. of Western Ontario

Derrick Neufeld, U. of Manitoba

*Charismatic Leadership and Follower Outcome Effects*

Jay A. Conger, U. of Southern California

Rabindra N. Kanungo, McGill U.

Sanjay T. Menon, Clarkson U.

10:40 am - 12:00 pm  
Westin  
Coronado

**Self-Managing Work Teams**

*Chair*  
John A. Wagner III, Michigan State U.

*Discussant*  
Stanley M. Gully, Rutgers U.

*Effective Leadership of Self-Managing Teams: Behaviors and Cognitions That Matter Most, and the Contextual Issues That Support Them*  
Vanessa Urch Druskat, Case Western Reserve U.  
Jane Virginia Wheeler, Case Western Reserve U.

*Performance, Efficacy, and Conflict Management in Self-Managing Work Teams*  
Steve Alper, CNR Health Inc.  
Dean Tjosvold, Lingnan College / Simon Fraser U.  
Kenneth S. Law, Hong Kong U. of Science and Technology

*Strategy Formation in Empowered Work Groups*  
Elizabeth Weldon, Hong Kong U. of Science and Technology

10:40 am - 12:00 pm  
Westin  
California B

**Understanding 'Dirty Work': How Individuals Pursue Meaning in Stigmatized Occupations**

*Hughes (1958) defined 'dirty work' as tasks that are physically, socially or morally tainted, such as the work performed by sewer workers, prison guards, and exotic dancers. The focal question we address is how do individuals performing dirty work secure and sustain salutary meaning in the face of such strong stigma?*

*Showcase symposium sponsored by MOC, OB & OMT*

10:40 am - 12:00 pm  
Convention Center  
15B

**Bridging Levels of Analysis: The Importance of Individuals in International Strategic Alliances**

*Joint symposium sponsored by IM, OB & OMT*

10:40 am - 12:00 pm  
Convention Center  
16B

**The Influence of Cross-Cultural Factors on Information Seeking Activities**

*Joint symposium sponsored by IM & OB*

10:40 am - 12:00 pm  
Marriott North  
San Diego B

**Using Realistic Stimulus Materials to Study Sexual Harassment Decisions: Some Expected and Unexpected Outcomes**

*Joint symposium sponsored by GDO, OB & RM*

10:40 am - 12:00 pm  
Westin  
California A

**Organizational Justice: Rethinking, Reconstructing, and Revitalizing a Construct at the Crossroads**

*Joint symposium sponsored by HR & OB*

10:40 am - 12:00 pm  
Westin  
California C

**Job Loss, Coping, and Reemployment**

*Joint symposium sponsored by CAR & OB*

10:40 am - 12:00 pm  
Westin  
Balboa

**Shared Interest Track on Prejudice in the Workplace**

*Papers from CM, GDO, HR & OB*

10:40 am - 12:00 pm  
Westin  
Harbor A&B

**Shared Interest Track on Organizational Downsizing**

*Papers from OB, ODC & OMT*

2:30 pm - 3:50 pm  
Convention Center  
16B

**Sensemaking in Complex Cultures**

*Joint symposium sponsored by IM & OB*

2:30 pm - 3:50 pm  
Westin  
California A

**Assessing the Impact of Trust: Divergent Approaches, Converging Understandings**

*Joint symposium sponsored by MOC & OB*

2:30 pm - 3:50 pm  
Westin  
California B

**How Much Diversity Can a Team Take? A Cognitive Approach**

*Joint symposium sponsored by MOC, OB & ODC*

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2:30 pm - 3:50 pm  
Westin  
Santa Fe

**Collective Efficacy and Norms in Work Teams**

*Chair*

Howard J. Klein, Ohio State U.

*Discussant*

Richard Saavedra, U. of Michigan

*The Rise of Shared Perceptions: A Multilevel Analysis of Collective Efficacy*

Carl B. Watson, U. of Michigan

Martin M. Chemers, U. of California, Santa Cruz

*Understanding Group Potency and Collective Efficacy: Measurement, Level of Analysis, and Performance Feedback*

Dong I. Jung, San Diego State U.

John J. Sosik, Pennsylvania State U., Great Valley

*The Influence of Demographic Composition on the Emergence and Consequences of Collectivistic Norms in Work Teams*

Jennifer A. Chatman, U. of California, Berkeley

Francis J. Flynn, U. of California, Berkeley

2:30 pm - 3:50 pm  
Westin  
Coronado

**Determinants of Employee Initiative**

*Chair*

Linda Hoopes, ODR, Inc.

*Discussant*

Jeffrey B. Vancouver, Ohio U.

**Conference Proceedings Paper**

*Taking Charge at Work: Understanding Voluntary Change Initiative*

Elizabeth Wolfe Morrison, New York U.

Corey Phelps, New York U.

*Toward a Theoretical Model of Extra-Role Work Behavior*

Diane E. Johnson, U. of Alabama, Tuscaloosa

Amir Erez, U. of Florida

*High Involvement Work Processes: Linking Employee Perceptions and Organizational Practice*

Robert J. Vandenberg, U. of Georgia

Hettie A. Richardson, U. of Georgia

Lorrina J. Eastman, Holiday Inn Worldwide

2:30 pm - 3:50 pm  
Westin  
California C

**Bringing the 'Social' Back in: Network Perspectives on Organizational Cognition**

*Joint symposium sponsored by MOC, OB & OMT*

2:30 pm - 3:50 pm  
Westin  
Balboa

**Shared Interest Track on Openness to Intellectual Diversity**

*Papers from CM, MOC, OB & OMT*

2:30 pm - 3:50 pm  
Westin  
Harbor A&B

**Shared Interest Track on Learning to Do Mergers and Acquisitions**

*Papers from BPS, IM, MOC & OB*

4:10 pm - 5:30 pm  
Westin  
Santa Fe

**Group Processes**

*Chair*

Monica L. North, U. of New Mexico

*Discussant*

Laurie R. Weingart, Carnegie Mellon U.

*Facilitating Group Processes: The Role of Social Interaction in Problem Solving Groups*

Gerardo A. Okhuysen, U. of Texas, Dallas

**Conference Proceedings Paper**

*Creating Opportunities for Change: How Formal Problem Solving Interventions Work*

Gerardo A. Okhuysen, U. of Texas, Dallas

Kathleen M. Eisenhardt, Stanford U.

*Transactive Memory in Work Groups: The Impact of Knowing Who Knows What*

Andrea B. Hollingshead, U. of Illinois, Urbana-Champaign

Andrew Krugh, U. of Illinois, Urbana-Champaign

*Exploring Encoding Roles in Transactive Memory Development*

Diane Liang Rulke, U. of Minnesota

Devaki Rau, U. of Minnesota

4:10 pm - 5:30 pm  
Westin  
Coronado

### **Transformational Leadership**

#### *Chair*

Ramon J. Aldag, U. of Wisconsin

#### *Discussant*

Walter W. Tornow, Center for Creative Leadership

*All Fired Up to Perform? Transformational Leadership, Self-Efficacy, Group Cohesiveness, Performance, and Commitment in a Fire Rescue Organization*

Rajnandini Pillai, U. of Miami

Ethlyn A. Williams, U. of Miami

*An Empirically Based Extension of the Transformational Leadership Construct*

Vicki L. Goodwin, U. of North Texas

J. C. Wofford, U. of Texas, Arlington

J. Lee Whittington, Texas Wesleyan U.

*Transformational Leadership and Value System Congruence of Subordinates*

Venkat R. Krishnan, Xavier Labour Relations Institute

*The Relative Contributions of Transformational and Transactional Leadership to Team Climate and Innovation Performance*

Jack Kee Hock Loo, Lincoln U.

Jeff C. Kennedy, Lincoln U.

David L. Dean, Lincoln U.

Daniel A. Sauers, Lincoln U.

4:10 pm - 5:30 pm  
Westin  
California A

### **Friendship in Organizations: How and Why It Matters**

*Joint symposium sponsored by OB, ODC & OMT*

4:10 pm - 5:30 pm  
Westin  
California B

### **New Directions in Work-Family Research: Advances and Paradoxes**

*Joint symposium sponsored by CAR, GDO & OB*

4:10 pm - 5:30 pm  
Westin  
California C

### **Kissing the Company Man Good Bye: Research Into the Changing Nature of the Employer-Employee Relationship**

*Joint symposium sponsored by CAR, CM & OB*

4:10 pm - 5:30 pm  
Convention Center  
8

### **Shared Interest Track on Workplace Violence, Fear, and Revenge**

*Papers from MC & OB*

4:10 pm - 5:30 pm  
Westin  
Harbor A&B

### **Shared Interest Track on Effects of Interpersonal Trust**

*Papers from BPS, CM, OB & OMT*

4:10 pm - 5:30 pm  
Westin  
Balboa

### **Shared Interest Track on Impression Management**

*Papers from OB, OCIS & ODC*

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## ORGANIZATIONAL COMMUNICATION & INFORMATION SYSTEMS

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9:00 am - 10:20 am  
Marriott North  
Manchester 2



### **Attitudes and Adoption for Advanced Communications/Technology**

#### *Chair*

Lisa J. Gebhardt, Arizona State U.

#### *Discussants*

Lisa J. Gebhardt, Arizona State U.

Pamela Specht, U. of Nebraska

Carol Stoak Saunders, Southern Illinois U., Carbondale

#### **Winner of OCIS Division Top Student Paper Award**

*Following the Crowd (or, Doing What I Think Others Think I Should Do): Social Influence and Distance Education Technology Usage*

Sharon L. Segrest, Florida State U.

Darla J. Domke-Damonte, Florida State U.

Angela K. Miles, Florida State U.

William P. Anthony, Florida State U.

*The Antecedents and Consequences of I.T. Acceptance: A Case of an Underdeveloped Country*

Murugan Anandarajan, Saint Joseph's U.

Magid Igbaria, Claremont Graduate U.

Uzoamaka P. Anakwe, Pace U.

Bay O. Arinze, Drexel U.

*Attitudes Toward Videoconference-Based Training: The Role of Expectations*

Derek Chapman, U. of Waterloo

Jane Webster, U. of Waterloo

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9:00 am - 10:20 am  
Marriott South  
Marina E

**Interactive Paper Session**

*Papers from BPS, MED, OCIS & OMT*

10:40 am - 12:00 pm  
Marriott North  
Manchester 2

**Group Decision and Negotiation Support Systems: Implementation, Constraints, After-Effects**

*Chair*

Edward W. Christensen, Monmouth U.

*Discussants*

Edward W. Christensen, Monmouth U.

Manju K. Ahuja, Florida State U.

George Widmeyer, U. of Michigan

**Conference Proceedings Paper**

*Participation Constraints on the Adoption of Fully Automated Negotiation*

Barry Blecherman, Polytechnic U.

**Conference Proceedings Paper**

*Alignment of System and Structure in the Implementation of Group-Decision Support Systems*

M. Scott Poole, Texas A&M U.

Michele Jackson, Florida State U.

Laurie Kirsch, U. of Pittsburgh

Gerardine DeSanctis, Duke U.

*Second-Order Effects of GSS Use and the Role of Change Management*

Katherine M. Chudoba, U. of Virginia

C. Suzanne Iacono, Boston U.

Susan J. Winter, Florida Atlantic U.

2:30 pm - 3:50 pm  
Marriott North  
Manchester 2

**What Have We Learned About (Organizational) Communication From our Studies of Information Systems?**

*Chair*

Joseph Walther, Rensselaer Polytechnic Institute

*Panel*

Ilze Zigurs, U. of Colorado, Boulder

M. Scott Poole, Texas A&M U.

Noshir Contractor, U. of Illinois,

Urbana-Champaign

Daniel Robey, Georgia State U.

4:10 pm - 6:00 pm  
Marriott North  
Manchester 2

**Collateral Processes in Information and Communication Exchange: Antecedent and Contextual Factors**

*Chair*

William Sharborough, Citadel

*Discussants*

William Sharborough, Citadel

Brian Butler, Carnegie Mellon U.

J. D. Eveland, California School of Professional Psychology

*Antecedents to the Acceptance of Peer Feedback*

Sonia Calado, Federal U. Pernambuco

Edward W. Miles, Georgia State U.

*Carpe Diem: The Role of Time and Timing in Organizational Communication*

Wanda J. Orlikowski, Massachusetts Institute of Technology

JoAnne Yates, Massachusetts Institute of Technology

*Provoking Thought: The Effect of Situational Factors in Information-Processing Activities*

John Stephan, State U. of New York, Buffalo

*Finding Out About What Matters Most: Perceived Environmental Uncertainty and Information Sourcing by Chief Executives in Pre-1997 Hong Kong*

Maris G. Martinsons, City U. of Hong Kong

4:10 pm - 5:30 pm  
Marriott North  
San Diego A

**Looking to the Future: How Advanced Technologies Are Reshaping Organizations**

*This symposium explores how advanced technologies are influencing business and educational organizations. Panelists will describe major trends related to advanced technologies and their current effects on organizations. In addition, the presenters will discuss their visions of anticipated advances in technology, and how they are likely to shape future organizations.*

*Sponsorship symposium sponsored by BPS, OCIS & TIM*

4:10 pm - 5:30 pm  
Westin  
Balboa

**Shared Interest Track on Impression Management**

*Papers from OB, OCIS & ODC*



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## ORGANIZATIONS & THE NATURAL ENVIRONMENT

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9:00 am - 10:20 am **Capitalist Pigs: A Staged Reading of a Play as an Attempt at Aesthetic Theorizing**  
Marriott South  
Marina D

*Joint symposium sponsored by ODC, ONE & SIM*

9:00 am - 10:20 am **Shared Interest Track on Firm Regulation and Adaptation**  
Marriott South  
Torrance

*Papers from ONE, PNS & SIM*

10:40 am - 12:00 pm **Environmental Performance and Competitiveness: Getting Inside the Causal Chain**  
Marriott South  
Leucadia

*Chair*  
Harrie Vredenburg, U. of Calgary

*Discussant*  
Michael V. Russo, U. of Oregon

*Effects of 'Best Practices' of Environmental Management on Firm Competitiveness: The Role of Firm Resources and Capabilities*  
Petra Christmann, U. of Virginia

*Small Manufacturer Innovation: Pollution Prevention, Competitive Scanning, and Quality*  
William McEvily, Carnegie Mellon U.  
Alfred Allen Marcus, U. of Minnesota

*Stock Market Reaction to Announcements of Firm Activities Involving the Natural Environment: The Role of Event Favorability and Prior Reputation*

Kimberly Michelle Ellis, Florida State U.

**Conference Proceedings Paper Winner of ONE Division Best Paper Award**

*Corporate Global Environmental Standards: Altruism or Value Added?*

Glen Dowell, U. of Michigan  
Stuart Hart, U. of North Carolina, Chapel Hill  
Bernard Yeung, U. of Michigan

10:40 am - 12:00 pm **Interactive Paper Session**  
Marriott South

Marina E  
*Papers from BPS, ENT, ONE & PNS*

2:30 pm - 3:50 pm  
Marriott South  
Leucadia

## Strategic Partnerships for Sustainability

*Chair*  
Iain Clelland, U. of Tennessee, Knoxville

*Discussant*  
Frances R. Westley, McGill U.

*Business-Government Partnership Models for Regulating Risky Systems: Theory Building That Matters for Ecological Sustainability*  
Diane L. Swanson, Kansas State U.

*Interfirm Cooperation in Life-Cycle Oriented Environmental Management: Examples and a Conceptual Framework*

Mark P. Sharfman, U. of Oklahoma  
Teresa M. Shaft, U. of Tulsa  
Rob Anex, U. of Oklahoma  
Rex T. Ellington, U. of Oklahoma  
Mark Meo, U. of Oklahoma  
Ralph Meima, International Institute for Industrial Environmental Economics  
Knud Sinding, Aarhus School of Business

*Corporate Strategies and the Environment*  
Alan M. Rugman, U. of Oxford / U. of Toronto

*A Rhetorical Balancing Act: Partnerships Between Business and Environmentalists*  
Sharon M. Livesey, Fordham U.

2:30 pm - 3:50 pm  
Convention Center  
17B

## Shared Interest Track on Organizational Learning

*Papers from BPS, OMT & ONE*

4:10 pm - 6:00 pm  
Marriott South  
Marina D

## Toward Eco-Humanism

*Joint symposium sponsored by GDO, ONE & SIM*

7:00 pm - 9:00 pm  
Marriott South  
Leucadia

## Social Hour

*Sponsored by U. of California, Santa Barbara, Bren School of Environmental Science and Management*

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**PUBLIC & NONPROFIT SECTOR**

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8:30 am - 10:20 am  
Marriott South  
Del Mar

**Human Resource Issues in Different Nations***Chair*

Norman B. Bryan, Georgia State U.

*Discussants*

Thomas J. Pavlak, Fairleigh Dickinson U.

Mary E. Taber, U. of Illinois,  
Urbana-Champaign

*An Exploratory Analysis of Retirement Plan Choice*

James Hamilton Dulebohn, U. of Texas,  
San Antonio

Brian Murray, U. of Texas, San Antonio

*Sectoral Differences in the Experience of Job Insecurity: The Case of Israel School Teachers*

Ayalla Ruvio, U. of Haifa

Zehava Rosenblatt, U. of Haifa

*The Impact of Sex-Role Prototypes in**Evaluating Presidential Candidates: Can We Call Bill Clinton a 'Good President'?*

D. Anthony Butterfield, U. of  
Massachusetts

James Paul Grinnell, U. of Massachusetts

**Conference Proceedings Paper***The Psychological Contract in the UK Public Sector: Employer and Employee Obligations and Contract Fulfillment*

Jacqueline A-M Coyle-Shapiro, London  
School of Economics and Political  
Science

Ian Kessler, U. of Oxford

9:00 am - 10:20 am  
Marriott South  
Marina F

**What Mattered Most at the Academy of Management: The Presidents Speak, 1951-1996**

*Five past presidents of the Academy of Management review key issues that mattered most during the time they were president. The panel, consisting of William Newman (1951), Paul Gordon (1969), John Miner (1978), Kathryn Bartol (1985), and Richard Mowday (1996), covers 45 years of the Academy's recent history.*

*Showcase symposium sponsored by MH, PNS & TIM*

9:00 am - 10:20 am  
Marriott South  
Torrance

**Shared Interest Track on Firm Regulation and Adaptation**

*Papers from ONE, PNS & SIM*

10:40 am - 12:00 pm  
Marriott South  
Torrance

**Shared Interest Track on HRM Practices in Different Countries**

*Papers from HR, IM & PNS*

10:40 am - 12:00 pm  
Marriott South  
Marina E

**Interactive Paper Session**

*Papers from BPS, ENT, ONE & PNS*

2:30 pm - 3:50 pm  
Marriott South  
Marina F

**Operating on The Institutional Cusp: Managing Symbolic and Cognitive Conflict**

*Joint symposium sponsored by MOC, OMT & PNS*

2:30 pm - 3:50 pm  
Marriott South  
Del Mar

**The Quest for Significance in Public Versus Private Management Research: What Are the Most Important Differences and Why Are They Important?**

Symposium

*Co-Chairs*

Ralph S. Brower, Florida State U.

Richard Chackerian, Florida State U.

*Beyond Rational Choice Models of Motivation: Toward a Theory of Public Service Motivation*

David Frederickson, Indiana U.,  
Bloomington

James L. Perry, Indiana U., Bloomington

*Modeling the Effects of Information Technology on Public Organizations: Extending the Structuration Model*

Jason Thatcher, Florida State U.

Ralph S. Brower, Florida State U.

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*The Public/Private Distinction in Structural Analysis: Do the Usual Legal Categories Make Sense?*

Richard Chackerian, Florida State U.  
Paul Mavima, Florida State U.  
Hal G. Rainey, U. of Georgia

*Strategic Planning Approaches in the Federal Government: Lacking a Good Fit With the Political Context*

Nancy Roberts, U. S. Naval Postgraduate School

2:30 pm - 3:50 pm  
Marriott South  
Torrance

**Shared Interest Track on Processes of Institutionalization**

*Papers from OM, OMT & PNS*

4:10 pm - 5:30 pm  
Marriott South  
Del Mar

**Organizational Action and Implementation**

*Chair*

Robert D. Hamilton III, Temple U.

*Discussants*

Lisa R. Berlinger, Yale U.  
Charles Booth, U. of West England

*Comprehensive Administrative Reform Implementation Success: The Role of Institutional Conditions, Synergy, and Tradeoff*  
Richard Chackerian, Florida State U.  
Paul Mavima, Florida State U.

*Intergovernmental Policy Implementation: Examining Interorganizational Networks and Measuring Network Performance*  
Mark T. Imperial, Indiana U.,  
Bloomington

*Reinvention Laboratories as Change Agents in the U.S. Department of Defense*  
Mark T. Green, Willamette U.  
Lawrence R. Jones, U. S. Naval  
Postgraduate School  
Fred Thompson, Willamette U.

**Conference Proceedings Paper**  
*The Impact of Macro-Organizational Variables on Leadership Effectiveness Models: An Examination of Leadership in Private and Public Organizations*  
Robert Hooijberg, Rutgers U.  
Jaepil Choi, Rutgers U., Newark

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**RESEARCH METHODS**

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8:30 am - 10:20 am  
Marriott North  
Torrey 3

**Theoretical Assumptions and Conceptual Underpinnings of Methods**

*Chair*

Karen D. Locke, College of William  
and Mary

*Discussants*

Mark B. Gavin, Oklahoma State U.  
K. Matthew Gilley, James Madison U.  
Mary Yoko Brannen, U. of Michigan  
Wilfred J. Zerbe, U. of Calgary

*Collective Constructs in the Organizational Sciences: An Essay on Their Structure and Function*

Frederick Phillip Morgeson, Texas  
A&M U.  
David A. Hofmann, Texas A&M U.

**Winner of Sage Publications/RM Division Best Student Paper Award**

*Dealing With Time in Social Inquiry: A Tension Between Method and Lived Experience*  
Michel Avital, Case Western Reserve U.

*In Pursuit of 'Deep Equivalence': Notes on a Strategy for Cross-National Management Research*

John Kimberly, U. of Pennsylvania /  
INSEAD  
Hamid Bouchikhi, ESSEC  
Philip Rosenzweig, IMD

*Reconstructing Reflexive Inquiry*  
Ann L. Cunliffe, U. of New Hampshire

9:00 am - 10:20 am  
Marriott North  
San Diego C

**Measurement Challenges for Job Stress Researchers**

*Joint symposium sponsored by OB & RM*

10:40 am - 12:00 pm  
Marriott North  
San Diego B

**Using Realistic Stimulus Materials to Study Sexual Harassment Decisions: Some Expected and Unexpected Outcomes**

*Joint symposium sponsored by GDO, OB & RM*

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10:40 am - 12:00 pm  
Marriott North  
Columbia 2

**Shared Interest Track on Management Discourse**

*Papers from GDO, OMT & RM*

2:30 pm - 3:50 pm  
Marriott North  
San Diego B

**Organizational Storytelling II: Narrative and the Case of a High-Tech Organizational**

*Joint symposium sponsored by MC, ODC & RM*

2:30 pm - 3:50 pm  
Marriott North  
Columbia 2

**Shared Interest Track on Cognitive Processes in Decision Making**

*Papers from BPS, MOC & RM*

4:10 pm - 5:30 pm  
Marriott South  
Marina F

**Tapping the Artist in Us All: The Aesthetic and Poetic in Organizational Research**

*Innovative approaches to organizational research are being developed in response to the postmodern turn. This symposium is designed to critically explore artistic approaches to the study of organizations. Participants will present and then discuss a variety of creative research methods, including poetry, expressive writing, drawing, and photo montage.*

*Showcase symposium sponsored by ODC, OMT & RM*

9:00 am - 10:20 am  
Marriott South  
Marina D

**Capitalist Pigs: A Staged Reading of a Play as an Attempt at Aesthetic Theorizing**

*Joint symposium sponsored by ODC, ONE & SIM*

9:00 am - 10:20 am  
Westin  
California C

**An Eye for an Eye, or Turn the Other Cheek: Revenge and Forgiveness in Organizations**

*Joint symposium sponsored by CM, OB & SIM*

9:00 am - 10:20 am  
Marriott South  
Torrance

**Shared Interest Track on Firm Regulation and Adaptation**

*Papers from ONE, PNS & SIM*

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**SOCIAL ISSUES IN MANAGEMENT**

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8:30 am - 10:20 am  
Marriott South  
Santa Rosa

**Stakeholders, Shareholders, and Managers**

*Chair*  
Bradley R. Agle, U. of Pittsburgh

*Discussants*  
Kenneth E. Bass, East Carolina U.  
Philip L. Cochran, Pennsylvania State U.

*Social and Traditional Investment: Stakeholder and Performance Characteristics*  
Sandra Waddock, Boston College  
Samuel B. Graves, Boston College  
Renee Gorski, GE Capital

10:40 am - 12:00 pm  
Marriott South  
Santa Rosa

**The Stakeholder Model of the Firm**

*Chair*  
Diane L. Swanson, Kansas State U.

*Discussants*  
Ronald K. Mitchell, U. of Victoria  
Melissa Baucus, Utah State U.

**Conference Proceedings Paper**  
*Normative Stakeholder Theory: Toward a Conception of Stakeholder Legitimacy*  
Robert Phillips, Georgetown U.

*Stakeholder Relations and Shareholder Wealth Creation: Theory and Evidence*  
Amy J. Hillman, Michigan State U.  
Gerry Keim, Texas A&M U.

*Opening the Black Box of Shareholder Motivation: Implications for Corporate Governance and Management Theory*  
Lori Versteegen Ryan, U. of Georgia  
Ann K. Buchholtz, U. of Georgia

*Getting Real: Stakeholder Theory, Managerial Practice, and the General Irrelevance of Fiduciary Duties Owed to Shareholders*  
Richard S. Marens, U. of Washington  
Andrew C. Wicks, U. of Washington

*Who Matters: A Multidimensional Stakeholder Mapping Framework*

Jeffrey L. Cummings, George Washington U.

Michael D. Kull, George Washington U.  
Jonathan P. Doh, American U.

*A Logic of Stakeholder Reasoning*  
Duane Windsor, Rice U.

4:10 pm - 6:00 pm  
Marriott South  
Santa Rosa

**Business Meeting and Division Chair's Address**

*Co-Chairs*

James Weber, Duquesne U.  
Stephanie Lenway, U. of Minnesota

*The Social Issues in Management Division and the New Millenium: Three Scenarios for the Future*  
Stephanie Lenway, U. of Minnesota

*Discussant*

Sandra Waddock, Boston College

*Award Presentations*

**SIM Book Award**

Bradley R. Agle, U. of Pittsburgh

**Doctoral Dissertation Award**

Kathleen Getz, American U.

**Best Paper Award**

Gary R. Weaver, U. of Delaware

**Sumner Marcus Award**

Sandra Waddock, Boston College

**Toward Eco-Humanism**

*Joint symposium sponsored by GDO, ONE & SIM*

2:30 pm - 3:50 pm  
Marriott South  
Santa Rosa



**Reshaping the Management Education Paradigm: A New Focus on Ethics, Public Policy, and Society**

*Co-Chairs*

Lawrence J. Lad, Butler U.  
Kathryn S. Rogers, Pitzer College

2:30 pm - 3:50 pm  
Marriott North  
San Diego A

**What Matters Most: Religious Beliefs and the Workplace**

*From the days of the Puritans, religious beliefs played a significant role in the formation of American business values. This symposium examines the evolution and impact of Judeo-Christian religious beliefs on our search for what matters most in our daily working lives. Religious beliefs are looked at from historical, ethical, and legal perspectives.*

*Showcase symposium sponsored by HR, MH & SIM*

4:10 pm - 6:00 pm  
Marriott South  
Marina D

2:30 pm - 3:50 pm  
Marriott South  
Marina E

**Interactive Paper Session**

*Papers from BPS, GDO, IM & SIM*

4:10 pm - 5:30 pm  
Marriott South  
Marina E

**Interactive Paper Session**

*Papers from BPS, MH, OMT & SIM*

6:30 pm - 7:30 pm  
Marriott South  
Santa Rosa

**Social Hour**

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## TECHNOLOGY & INNOVATION MANAGEMENT

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8:30 am - 10:20 am  
Convention Center  
16A

### **Tacit Knowledge Across Borders and Cultures: What Is It? Can It Be Transferred? Can It Be Measured? Can It Be Managed?**

*Joint symposium sponsored by BPS, IM & TIM*

8:30 am - 10:20 am  
Marriott North  
Manchester 1

### **Global Technology Management**

*Chair*  
Mary Tripsas, U. of Pennsylvania

*Discussant*  
Nile W. Hatch, U. of Illinois,  
Urbana-Champaign

*A Survey of Chinese Technology and Innovation Management Literature, 1987-1997*

Steven White, Hong Kong U. of Science and Technology  
Xielin Liu, Chinese National Research Center for Science and Technology  
Wei Xie, Tsinghua U.

*Firms' Strategies in the Global Innovation System: Knowledge Sharing in the Flat Panel Display Industry*

Jennifer W. Spencer, U. of Houston

*Innovation in the MNE With Globally Dispersed R&D: Knowledge Utilization and Accumulation*

Prescott Colvin Ensign, U. of Western Ontario

### **Conference Proceedings Paper Winner of TIM Division Best Paper Runner-Up Award**

*Overcoming a Standard Bearer's Challenges to NEC's Personal Computer in Japan*

David T. Methe, Kobe U.  
Junichiro Miyabe, Nomura Research Institute  
Ryoko Toyama, U. of Michigan

9:00 am - 10:20 am  
Marriott South  
Marina F

### **What Mattered Most at the Academy of Management: The Presidents Speak, 1951-1996**

*Five past presidents of the Academy of Management review key issues that mattered most during the time they were president. The panel, consisting of William Newman (1951), Paul Gordon (1969), John Miner (1978), Kathryn Bartol (1985), and Richard Mowday (1996), covers 45 years of the Academy's recent history.*

*Showcase symposium sponsored by MH, PNS & TIM*

10:40 am - 12:00 pm  
Marriott North  
Manchester 1

### **Dynamics and Evolution of New Technologies**

*Chair*  
B. J. Zirger, U. of Cincinnati

*Discussant*  
Johannes M. Pennings, U. of Pennsylvania

### **Conference Proceedings Paper Winner of TIM Division Best Student Paper Award**

*Explaining the Source and Tempo of Technological Variation: Recombinant Learning and Exhaustion in Technological Evolution*

Lee Fleming, Stanford U.

*Increasing Returns and the Emergence of an Innovative Race: The Evolution of the U.S. Pharmaceutical Industry, 1920-1960*

Jeho Lee, U. of Texas, Dallas

*Understanding the Origins of Discontinuous Technological Change: An Evolutionary Model*  
Mary Tripsas, U. of Pennsylvania

10:40 am - 12:00 pm  
Convention Center  
16A

### **The Resource-Based View and Transnational Technology Management**

*Joint symposium sponsored by BPS, IM & TIM*

10:40 am - 12:00 pm  
Marriott North  
San Diego C

### **What Matters Most: Rethinking Formalization and Innovation**

*Joint symposium sponsored by OMT & TIM*

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2:30 pm - 3:50 pm  
Marriott North  
Manchester 1

### **Sharing Knowledge Across Boundaries and Borders**

*Chair*

Paul A. Fouts, Golden Gate U.

*Discussant*

Paul Almeida, Georgetown U.

*How Firms Can Benefit From Collaborating Within an R&D Consortium*

Caroline Mothe, Paris X Nanterre U.

Bertrand Vital Quelin, HEC, Montreal

*International Research Alliance in*

*Superconductivity: A Case of Access to Knowledge*

Sally Davenport, Victoria U., Wellington

Aaron Miller, Victoria U., Wellington

*Knowledge Flows in the Global Innovation*

*System: Do U.S. Firms Share More Scientific Knowledge Than Their Foreign Rivals?*

Jennifer W. Spencer, U. of Houston

*The Structure of Advice Sharing Among Software Companies*

Cathleen A. McGrath, Carnegie

Mellon U.

2:30 pm - 3:50 pm  
Convention Center  
16A

### **Advancements in Measuring Technological Change**

*Joint symposium sponsored by BPS & TIM*

4:10 pm - 6:00 pm  
Marriott North  
Manchester 1

### **Spanning Knowledge Boundaries in Managing Technology**

*Chair*

Urs E. Gattiker, U. of Aalborg,

*Discussant*

C. A. Rusinko, Villanova U.

#### **Conference Proceedings Paper**

*Champions of Product Innovations: Defining, Developing, and Validating a Measure of Champion Strength*

Jane M. Howell, U. of Western Ontario

Christine M. Shea, U. of New Hampshire

Christopher A. Higgins, U. of Western Ontario

4:10 pm - 5:30 pm  
Marriott North  
San Diego A

*Getting the Most Out of Technology: Towards a Theory of Technical Support*

Amit Das, Nanyang Technological U.

*Handling Uncertainty and Ambiguity During the Innovation Process: The Need to Better Understand the Design of Interaction Strategies in Innovative Settings*

Rene Bouwen, Katholieke U., Leuven

Bart Edgard Van Looy, Katholieke U., Leuven

Leuven

Koenraad Debackere, Katholieke U., Leuven

Leuven

*Tag Team Champions: An Integrative Analysis of Champions and the Process of Technological Innovation*

Jorge Carrillo, Concordia U.

Susan Elizabeth Reid, Concordia U.

### **Looking to the Future: How Advanced Technologies Are Reshaping Organizations**

*This symposium explores how advanced technologies are influencing business and educational organizations. Panelists will describe major trends related to advanced technologies and their current effects on organizations. In addition, the presenters will discuss their visions of anticipated advances in technology, and how they are likely to shape future organizations.*

*Showcase symposium sponsored by BPS, OCIS & TIM*

4:10 pm - 5:30 pm  
Convention Center  
16A

### **The Dynamics of Long-Term Competitive Advantage: A Comparison of the Chemical Industries in the U.S., Britain, Germany, and Japan since 1850**

*Joint symposium sponsored by BPS & TIM*

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## OTHER MEETINGS

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6:30 pm - 8:30 pm  
Marriott North  
Columbia 1&2

**Human Relations Reviewer  
Reception**

*Coordinator*  
Tamar Jeffers, Tavistock Institute

6:30 pm - 7:30 pm  
Offsite

**Academy Fellows Reception and  
Dinner**

*Presiding*  
Arthur G. Bedeian, Louisiana State U.

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# Wednesday, August 12

## ALL-CONVENTION ACTIVITIES

9:00 am - 12:00 pm  
Marriott North  
Marriott Hall

**Registration**  
*Executive Director*  
Nancy Urbanowicz, Academy of Management

9:00 am - 12:00 pm  
Marriott North  
Marriott Hall

**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, Georgia State U.

9:00 am - 12:00 pm  
Marriott North  
Marriott Hall

**Exhibits**  
*Director of Publisher Relations and Exhibits Coordinator*  
Philip B. Stone, GT Enterprises

**Refreshment break at 10:00 am sponsored by Prentice Hall**

9:00 am - 12:00 pm  
Marriott North  
Marriott Hall Foyer

**Placement**  
*Director of Placement*  
Charlotte Sutton, Auburn U.

## ALL-ACADEMY SYMPOSIA: "WHAT MATTERS MOST"

9:00 am - 10:20 am  
Marriott South  
Marina G

**Teaching Matters More: Ways to Revolutionize Management Education**  
*Research now matters most. Teaching has to matter more. It is time to engage in revolutionary redesign. Three unusual programs will be discussed: An M (Masters of Philosophy in Critical Management, in England), a B (highly specialized business degrees in France), and an A (the five county Masters of Practicing Management).*

*Chair*  
Henry Mintzberg, McGill U.

*Presenters*  
Jonathan Gosling, Lancaster U.  
Pierre Batteau, Institut d'Administration des Entreprises  
Nancy Badore, Executive Development

10:40 am - 12:00 pm  
Marriott North  
San Diego B

**Management Issues in Recently Opened Economies**  
*This symposium examines the extent to which existing management theory and research, most of which has been U.S. based, is applicable to the needs and problems of newly opened economies in much of Latin America, parts of Europe, and Asia. As organizations in those countries face privatization and deregulation they have to contend with a broad set of management issues for which our existing paradigms are ill-prepared to handle.*

*Co-Chairs*  
Julio O. De Castro, U. of Colorado, Boulder  
Luis R. Gomez-Mejia, Arizona State U.  
German Otalora-Bay, EGADE ITESM, Monterrey

*Presenters*  
John D. Daniels, U. of Richmond  
Michael A. Hitt, Texas A&M U.  
Robert E. Hoskisson, U. of Oklahoma  
Mauro Gillen, U. of Pennsylvania  
Ravi Ramamurti, Northeastern U.

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## SHOWCASE SYMPOSIA

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9:00 am - 10:20 am

Marriott South

Marina F

### **Research on Women at the Top: Theory Is What Matters Most**

*What explains the presence and experiences of women at the ownership/governance apex? How are they treated? What do they contribute? In this symposium, we address such questions through theory-driven research on the antecedents, dynamics, and consequences of the representation and status of women corporate directors and women entrepreneurs.*

*Showcase symposium sponsored by BPS, ENT & GDO*

#### *Chair*

Diana Bilimoria, Case Western Reserve U.

#### *Discussant*

Mary Mattis, Catalyst, Inc.

*The Gender of Trust and Director Recruitment to Corporate Boards*

Dafna Izraeli, Bar-Ilan U., Ramat-Gan  
Ilan Talmud, Bar-Ilan U., Ramat-Gan

*Women on Canadian Corporate Boards of Directors: Numbers, Process, and Impact*  
Ronald J. Burke, York U.

*The Business Case for Women Corporate Directors*

Diana Bilimoria, Case Western Reserve U.

*An Examination of Influences on Board Status for Nonexecutive and Executive Women*

Zena Burgess, Swinburne U. of Technology

Phyllis Tharenou, Monash U.

*How Women Directors Challenge Existing Theories of Boards of Directors*

Morten Huse, Scandinavian Institute for Research in Entrepreneurship / Centre for Church Research

*Women's Entrepreneurship: A Question of Gender?*

Carin Holmquist, Umea U.

Elisabeth Sundin, Liukrping U.

9:00 am - 10:20 am

Westin

California B

### **Leadership, Trust, and Effective Organizations**

*The pivotal role of the leader is highlighted in the promotion of trust in contemporary organizations. This is accomplished by focusing on the issue of trust building at several levels of analysis. These levels include interpersonal effectiveness, team effectiveness, organizational effectiveness, and interorganizational effectiveness.*

*Showcase symposium sponsored by HR, OB & OMT*

#### *Chair*

Richard J. Klimoski, George Mason U.

#### *Discussant*

Gary Yukl, State U. of New York

*Leadership and Interorganizational Trust*

Patricia M. Norman, Baylor U.

Kendall W. Artz, Baylor U.

*Follow the Leader: The Role of Multiple Leaders in Shaping Team Success*

Aneil K. Mishra, Wake Forest U.

Gretchen M. Spreitzer, U. of Southern California

William N. Cooke, Wayne State U.

Deborah S. Noble, Wayne State U.

*Leadership Facilitating Team Trust: A Theoretical Framework Applied to Cross-Functional Teams*

Sheila Simsarian Webber, George Mason U.

*Trust for Management: It's All in the Level*

Roger C. Mayer, Baylor U.

Mark B. Gavin, Oklahoma State U.

9:00 am - 10:20 am

Westin

Harbor A&B

### **Contingent Work and Changing Work Relationships: A Panel Discussion**

*This symposium is a panel discussion by four scholars actively involved in developing theory and conducting research on contingent work and changing work relationships. The objective of the session is to stimulate thought and discussion on the long term effects of contingent work on behavior at work.*

*Showcase symposium sponsored by HR & OB*

#### *Chair*

Linn Van Dyne, Michigan State U.

*Managing Without Commitment*

Peter Cappelli, U. of Pennsylvania

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*The 'New Employment Contract' and Organizational Performance: Some Dare to be Different*

Jeffrey Pfeffer, Stanford U.

*Wanted: A Construct With More Generality Than OCB*

Dennis W. Organ, Indiana U.,  
Bloomington

*A Study in Contrasts: Independent Contractors in Industrial Settings and Adjunct Faculty in Universities*

Denise M. Rousseau, Carnegie Mellon U.

10:40 am - 12:00 pm

Marriott South

Marina F



### **Management Courses Integrating Service-Learning Pedagogy: A Presentation of Four Models**

*The goal of this symposium is threefold: (1) to present four different courses with integrated service-learning components, (2) to debate the appropriate fit between course objectives and service-learning projects, and (3) to discuss the impact of service-learning projects on communities and host-institutions. Course syllabi and project descriptions will be distributed.*

*Showcase symposium sponsored by MED, PNS & SIM*

*Chair*

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

*Discussant*

Edward Zlotkowski, American Association for Higher Education

*Presenters*

Amy L. Kenworthy, U. of North Carolina, Chapel Hill  
Grace Ann Rosile, New Mexico State U.  
Tracey Honeycutt Sigler, Western Washington U.  
Mark B. Thesing, U. of North Carolina, Chapel Hill

9:00 am - 10:20 am

Marriott North

San Diego B

### **The Global Manager as a Corporate Diplomat**

*The existing literature explains the need for global managers and describes some features of global management. This symposium proposes to go broader and deeper. New concepts are presented, namely, role repertoire of global managers, hybrid cognitive-perceptual ability, and development of Corporate Diplomats.*

*Showcase symposium sponsored by BPS, IM & MED*

*Co-Chairs*

Geert Hofstede, U. of Maastricht / Tilburg U.

Raymond A. Saner, Centre for Socio-Eco-Nomic Development

*Discussant*

Rosalie L. Tung, Simon Fraser U.

*Role Repertoire of Global Managers Across Cultures*

Mikael Sondergaard, Odense U.

*Hybrid Cognitive-Perceptual Ability: Requisite for Global Managers*

Lichia Yiu, Organisational Consultants, Ltd.

*Corporate Diplomats: Lessons to Be Learnt From Diplomacy*

Raymond A. Saner, Centre for Socio-Eco-Nomic Development

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## JOINT SYMPOSIA

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9:00 am - 10:20 am  
Marriott South  
Marina D

### **Trust and Distrust of Government: A View From the Trenches**

*Joint symposium sponsored by PNS & SIM*

#### *Chair*

Catherine G. Burke, U. of Southern California

#### *Discussant*

Laurie N. DiPadova, U. of Utah

*Cynicism, Skepticism, and Legitimacy: Trust and Distrust in American Public Life*

Catherine G. Burke, U. of Southern California

*Distrust in Government: American as Apple Pie*

H. Edward Flentje, Wichita State U.

*Grassroots Government: Apathy, Distrust, or Something in Between?*

Charldean Newell, U. of North Texas

*Government and Business: Different Degrees of Public Trust*

Roger R. Stanton, California State U., Long Beach

9:00 am - 10:20 am  
Marriott North  
San Diego A

### **Organizational Innovation: Is Our Understanding of Innovation Progressing? Is It Contributing to Practice?**

*Joint symposium sponsored by ODC, OMT & TIM*

#### *Co-Chairs*

Gabriel F. Buntzman, Western Kentucky U.

Richard A. Wolfe, U. of British Columbia

#### *Discussants*

Richard L. Daft, Vanderbilt U.

Steven Kerr, GE Management Development Institute

*The State of Innovation Theorizing*

C. Marlene Fiol, U. of Colorado, Denver

*Innovation: The Challenge of Studying a Recursive and Coevolutionary Phenomenon*  
Claudia B. Schoonhoven, Dartmouth College

Philip Anderson, Dartmouth College

*Innovation and the Role of Organizational Learning*

M. Afzalur Rahim, Western Kentucky U.

Richard A. Wolfe, U. of British Columbia

Gabriel F. Buntzman, Western Kentucky U.

9:00 am - 10:20 am  
Marriott North  
San Diego C

### **Benefits of Communication Technology for Information Exchange and Decision Making in Groups: A Conspicuous Lack of Evidence**

*Joint symposium sponsored by OB & OCIS*

#### *Chair*

Poppy Laretta McLeod, Case Western Reserve U.

*Collective Information Sampling: A Brief Review*

Dennis D. Stewart, U. S. Military Academy

*Information Suppression in Computer-Mediated Group Decision Making*

Andrea B. Hollingshead, U. of Illinois, Urbana-Champaign

*The Roles of Information Access Time and Task Type*

Shailla Maria Miranda, Florida Atlantic U.

*Information Sharing and Minority Influence in Computer-Mediated Groups*

Poppy Laretta McLeod, Case Western Reserve U.

9:00 am - 10:20 am  
Westin  
California A

## **Causal Inferences and Absenteeism**

*Joint symposium sponsored by HR & OB*

### *Chair*

John E. Mathieu, Pennsylvania State U.

### *Discussant*

Gary Johns, Concordia U.

### *Causal Connections Between Health and Absence: A Time-Based Review*

Joseph J. Martocchio, U. of Illinois,  
Urbana-Champaign

David A. Harrison, U. of Texas,  
Arlington

### *Using Job Design as Absence Control Policy: Short- and Long-Term Pay-Offs*

Robert P. Steel, U. S. Air Force Institute  
of Technology

Joan R. Rentsch, Wright State U.

### *Decreasing Employee Absenteeism Through Feedback*

Alice P. Gaudine, Memorial U. of  
Newfoundland

Alan M. Saks, York U.

### *The Relative Effectiveness of Absence Interventions: A Meta-Analysis*

Amy L. Unkless, Pennsylvania State U.  
John E. Mathieu, Pennsylvania State U.

9:00 am - 10:20 am  
Westin  
California C

## **The Impact of Trust on Interpersonal Behaviors**

*Joint symposium sponsored by CM & OB*

### *Co-Chairs*

Steven M. Sommer, U. of Nebraska  
Joseph P. Daly, Appalachian State U.

### *Discussant*

Karen ETTY Jehn, U. of Pennsylvania

### *Trust and Distrust: A Critical Elaboration of Our Views of Trust*

Roy J. Lewicki, Ohio State U.  
Daniel J. McAllister, Georgetown U.

### *Is Trust a Cause or a Consequence: Empirical Evidence*

Gregory A. Bigley, U. of Cincinnati  
Jone L. Pearce, U. of California, Irvine

10:40 am - 12:00 pm  
Westin  
California C

### *When Rewards Determine Trust: Mediating Effects of Rewards on the Relationship Between Heterogeneity and Trust*

Rebecca Brown, U. of California,  
Berkeley / U. of Nebraska  
Melody Wollan, U. of Nebraska

### *Deciding to Play Fair: The Impact of Trust on Competitive Behavior*

Steven M. Sommer, U. of Nebraska  
Joseph P. Daly, Appalachian State U.

### *The Role of Trust in Negotiation Processes, Outcomes, and Negotiator Satisfaction*

Maura Stevenson, Hartford Companies

## **Advances in Organizational Justice Theories: The Motivation to Engage in Dysfunctional Behavior**

*Joint symposium sponsored by CM, HR & OB*

### *Co-Chairs*

Daniel P. Skarlicki, U. of Calgary  
Anne M. O'Leary-Kelly, U. of Arkansas,  
Fayetteville

### *Doing Injustice: The Motivational Dynamics of Revenge*

Robert J. Bies, Georgetown U.  
Thomas M. Tripp, Washington State U.,  
Vancouver

### *Organizational Justice as a Motivator of Retaliation Behavior*

Daniel P. Skarlicki, U. of Calgary  
Robert G. Folger, Tulane U.

### *Perceived Injustice as a Cause of, and Justification for, Workplace Aggression and Violence*

Joel H. Neuman, State U. of New York,  
New Paltz  
Robert A. Baron, Rensselaer Polytechnic  
Institute

### *Justice as a Motivator of Dysfunctional Behavior: An Organizational Change Perspective*

Anne M. O'Leary-Kelly, U. of Arkansas,  
Fayetteville  
Lynda M. Kilbourne, Xavier U.

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10:40 am - 12:00 pm  
Marriott South  
Marina D

**The Restructuring of the Canadian Health Care System: Implications for Hospital Administrators and Health Care Workers**

*Joint symposium sponsored by HCM & OB*

*Chair*

Marjorie A. Armstrong-Stassen, U. of Windsor

*Discussant*

Michael P. Leiter, Acadia U.

*Consequences of Cutbacks in Canadian Hospitals: Exploring the Impact of Workforce Reduction Practices*

Kent V. Rondeau, U. of Alberta  
Terry H. Wagar, Wilfrid Laurier U.

*Implementation Efforts During Hospital Downsizing and Restructuring*

Ronald J. Burke, York U.  
Esther R. Greenglass, York U.

*Restructuring: The Experience of the Shaughnessy Hospital Health Care Workers*  
France Bouthillette, Saint Paul's Hospital  
Stephen J. Havlovic, Simon Fraser U.  
Rena van der Wal, Vancouver Hospital

*Hospital Amalgamation: The Impact on the Job Attitudes of Health Care Workers*  
Marjorie A. Armstrong-Stassen, U. of Windsor  
Sheila J. Cameron, U. of Windsor

10:40 am - 12:00 pm  
Marriott North  
San Diego C

**What Matters Most in Transformation: Economic and Spiritual Arguments for Individual, Organizational, and Societal Change**

*Joint symposium sponsored by MED & ODC*

*Chair*

Judith A. Neal, U. of New Haven

*Research on Individual Spiritual Transformation and Work*

Judith A. Neal, U. of New Haven

*Research on Organizational Transformation: Exploring the Trans-Rational Logic of Transformative Change in the Workplace*  
Benyamin M. Lichtenstein, Boston College

*Research on Social Transformation and the Role of Business in Changing the World*  
David Banner, Renaissance Consulting Associates

10:40 am - 12:00 pm  
Marriott North  
San Diego C

**Knowledge Use and Propagation in Project/Development Teams**

*Joint symposium sponsored by OB & TIM*

*Chair*

Richard J. Klimoski, George Mason U.

*Discussant*

Ralph Katz, Northeastern U.

*Organizational Knowledge Architectures and Their Effects on Product Development Team Performance*

Deborah Dougherty, Rutgers U.

*Structural Features That Facilitate Project Teams' Learning and Contributions to Organizational Knowledge*

George P. Huber, U. of Texas, Austin

*Leadership Competencies Related to the Development of Learning Environments for Project Teams*

Lisa M. Donahue, George Mason U.

*Mechanisms for Transferring Knowledge in Teams*

Janis A. Cannon-Bowers, U. S. Naval Air Warfare Center

Elizabeth Blickensderfer, U. S. Naval Air Warfare Center

Kimberly Smith Jentsch, U. S. Naval Air Warfare Center

*Geographical Dispersion and Knowledge Management in Project-Based Organizations*

Catherine Durnell Cramton, George Mason U.

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10:40 am - 12:00 pm  
Westin  
California A

**The Personal Becomes Professional  
(and Vice Versa): Managing  
Work-Family Relationships**

*Joint symposium sponsored by CAR, GDO &  
HR*

*Co-Chairs*

Pamela S. Tolbert, Cornell U.  
Wesley D. Sine, Cornell U.

*Discussant*

Rosalind Barnett, Harvard U.

*Work and Marital Satisfaction: Does the  
Spill-Over Effect Really Exist?*

Wesley D. Sine, Cornell U.  
Pamela S. Tolbert, Cornell U.

*Too Much, Not Enough: Husbands' and  
Wives' Time at Work Over the Life Course*

Marin Clarkberg, Cornell U.  
Phyllis E. Moen, Cornell U.

*Scaling Back: Work-Family Strategies of  
Dual-Career Couples*

Penny Becker, Cornell U.  
Phyllis E. Moen, Cornell U.

*Effects of Work-Family Supportive Practices on  
Employee Performance and Work-Family*

*Balance: A Mutual Gains Perspective*  
Rosemary Batt, Cornell U.

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SHARED INTEREST TRACK

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9:00 am - 10:20 am  
Marriott South  
Torrance

**Work and Personal Life**

*Papers from GDO, IM, OB & RM*

*Facilitator*

Barbara S. Lawrence, U. of California,  
Los Angeles

*Role Stressors, Work-Family Conflict, and  
Well-Being*

Samuel Aryee, Hong Kong Baptist U.  
Vivienne W. M. Luk, Hong Kong  
Baptist U.

Alicia Leung, Hong Kong Baptist U.  
Susanna Lo, Hong Kong Baptist U.

*The Effect of Work/Personal Life Conflict and  
Organizational Support on Expatriates'  
Vitality and Depression*

Elisa J. Grant-Vallone, Claremont  
Graduate U.

Ellen A. Ensher, Loyola Marymount U.

*Enriching or Depleting? The Dynamics of  
Work and Family Engagement*

Nancy P. Rothbard, U. of Michigan

**Conference Proceedings Paper**

*The Development and Validation of a  
Multidimensional Measure of Work-Family  
Conflict*

Dawn S. Carlson, U. of Utah  
K. Michele Kacmar, Florida State U.  
Larry J. Williams, Virginia  
Commonwealth U.

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10:40 am - 12:00 pm  
Marriott South  
Torrance

## Sexual Harassment and Homophobia

*Papers from GDO, HR & OB*

### Facilitator

Janice M. Beyer, U. of Texas, Austin

*Women and Sexual Harassment in the United States, Hong Kong, and People's Republic of China: Antecedents and Moderating Effects of Nation*

Margaret A. Shaffer, Hong Kong  
Polytechnic U.

Janice R. W. Joplin, Southern Illinois U.,  
Edwardsville

Myrtle P. Bell, U. of Texas, Arlington

Ceyda A. Oguz, Hong Kong  
Polytechnic U.

Theresa B. Lau, Hong Kong  
Polytechnic U.

*Heterosexism in the Workplace: An Agenda for Research*

Manuel J. Tejada, U. of Miami

*A Multivariate Integrated Model of Sexual Harassment: A Preliminary Test of Antecedents, Consequences, and Moderating Effects on Work Outcomes*

William Douglas Murry, State U. of New  
York, Binghamton

Nagaraj Sivasubramaniam, State U. of  
New York, Binghamton

Paul Jacques, State U. of New York,  
Binghamton

*Effects of a Dissolved Workplace Romance and Rater Characteristics on Judgments and Responses to a Sexual Harassment Accusation*

Charles A. Pierce, Montana State U.

Herman Aguinis, U. of Colorado,  
Denver

Susan K. R. Adams, Career Service  
Authority, Denver City and County

Stacie M. Taylor, Montana State U.

Laura A. Schneider, Montana State U.

10:40 am - 12:00 pm  
Westin  
Balboa

## High Performance Work Teams

*Papers from HR, OB & TIM*

### Facilitator

M. Scott Poole, Texas A&M U.

*Worker Attitudes and Team-Based Work Systems: Toward an Understanding of the Unionized Context*

Patrick P. McHugh, George  
Washington U.

*The Antecedents and Consequences of Work Team Design*

Jane K. Giacobbe-Miller, U. of  
Massachusetts, Amherst

Melissa W. Barringer, U. of  
Massachusetts, Amherst

Daniel J. Miller, Central Connecticut  
State U.

*The Antecedents and Consequences of Group Potency: A Longitudinal Investigation*

Scott W. Lester, U. of Wisconsin, Eau  
Claire

Bruce M. Meglino, U. of South Carolina

Mary Audrey Korsgaard, U. of South  
Carolina

*Teamwork Quality and the Success of Innovations: An Empirical Investigation of Software Development Teams in Germany*

Martin M. M. Hoegl, U. of Karlsruhe

Hans Georg Gemuenden, U. of  
Karlsruhe

10:40 am - 12:00 pm  
Westin  
Harbor A&B

## Outsourcing and Insourcing

*Papers from HR, MC & OMT*

### Facilitator

Gordon Walker, Southern Methodist U.

### Conference Proceedings Paper

*HR Outsourcing: A Transaction Cost Perspective*

Brian S. Klaas, U. of South Carolina

John McClendon, Temple U.

Thomas W. Gainey, U. of South Carolina

*Flying in the Face of Fashion: Why Businesses Bring Outsourced Activities Back In-House*

Richard Wallace Dunford, Macquarie U.

Nathan Sutcliffe, Victoria U., Wellington

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*The Push Toward Outsourcing: Professional Employment Organizations--Bane or Benefit*  
Alexandra L. Readdy, U. S. Air Force Academy  
Martin J. Hornyak, U. S. Air Force Academy

*Risk, Uncertainty, and Transaction Organization: Determinants of Information Technology Outsourcing Among Health Maintenance Organizations*  
Douglas R. Wholey, Carnegie Mellon U.  
Rema Padman, Carnegie Mellon U.  
Richard Hamer, InterStudy  
Shawn Schwartz, InterStudy  
Randi Stillman, InterStudy

*Information Planning Process and Strategic Orientation: The Importance of Fit in High-Performing Organizations*  
Patrick R. Rogers, North Carolina A&T State U.  
Charles E. Bamford, Texas Christian U.

### **Management Education Development**

*Reducing Sexist Language in Management Student Writing: The Influence of Instruction and Modeling*

Randi L. Sims, Nova Southeastern U.

*What Matters Most is What Matters Most to the Learner: Leadership Development by Igniting the Creation and Expression of Personal Meaning Through the Learning Leader Journal*

John Nirenberg, U. of Phoenix

*Perfecting What Matters Most: Student Feedback Memos for Improving Teaching*  
Dale E. Rude, U. of Houston

### **Technology & Innovation Management**

*Public Policy and Information Technology Transfer: A Comparative Analysis of Project Management Structures*  
Ann C. Séror, Laval U.

*Dark Shadows From "The Bridges of Madison County": The Conservation of Archaic Technologies Within Economic Organizations*  
Blaine McCormick, Pepperdine U.

*You Want to Do What With Our Boards? On the Technization of Sales Work in Non-Standard Markets*  
Asaf Darr, U. of Haifa

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## INTERACTIVE PAPER SESSIONS

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9:00 am - 10:20 am  
Marriott South  
Marina E



### **Business Policy & Strategy**

*A Case for Price-Quality Segmentation: A General Framework*  
Y. Datta, Northern Kentucky U.

*Multimarket Contact, Portfolio Interrelationships, and Firm Performance*  
Javier Gimeno, Texas A&M U.  
Carolyn Y. Woo, U. of Notre Dame

*Professional Organizations: Information, Agency, and Governance*  
Heather Elms, U. of Florida

*Absorptive Capacity Under the Perennial Gale of Creative Destruction*  
Jeho Lee, U. of Texas, Dallas  
Young U. Ryu, U. of Texas, Dallas

*Strategy and Technology Policy Interaction and Its Impact on Organizational Performance*  
Abdul Rauf Parker, Qatar Public Telecommunications Corporation (Q-Tel)

*Do Size and Strategy Matter? An Examination of Post-Bankruptcy Outcomes*  
David D. Dawley, Florida State U.  
James J. Hoffman, Florida State U.  
Scott W. Geiger, Florida State U.

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10:40 am - 12:00 pm  
Marriott South  
Marina E

## **Business Policy & Strategy**

*Just When We Thought It Was Resolved:  
More Conflicting Evidence on the Link Between  
Strategic Heterogeneity and Industry  
Performance*

Jan Hansen, U. of Nebraska /  
Bellevue U.

*Litigation as Competitive Strategy in the  
Telecommunications Industry*

John Manuel de Figueiredo,  
Massachusetts Institute of Technology

*A Resource-Based Approach to New Market  
Entry: An Empirical Study*

Sarah J. Marsh, Northern Illinois U.  
Carl P. Zeithaml, U. of Virginia

*Examining the Effect of Complexity in  
Managerial Cognitive Strategic Groups on Firm  
Performance*

Gerry M. McNamara, Michigan State U.  
Rebecca A. Luce, Michigan State U.  
George H. Tompson, U. of Waikato

## **Entrepreneurship**

*The Entrepreneurial Process Cycle*

Patrick L. Schultz, Texas Tech U.

*Toward a Unified Theory of Entrepreneurship:  
Intellectual Clutter of Distinctions With a  
Difference?*

James O. Fiet, U. of the Pacific

*Internationalization in Small Firms: Which  
Resources Matter?*

Linda F. Edelman, Boston U.  
Candida G. Brush, Boston U.  
Tatiana S. Manolova, Boston U.

## **Health Care Management**

*Attitudes of Organized Labor Toward Health  
Care Issues: An Exploratory Survey of  
Alabama Labor Officials*

Myron D. Fottler, U. of Alabama,  
Birmingham

Ralph A. Johnson, U. of Alabama,  
Birmingham

K. Joanne McGlown, U. of Alabama,  
Birmingham

*Making Static Models Dynamic: The Case of  
the National Health Service*

Ann van Ackere, London Business  
School  
Peter C. Smith, U. of York

*Employee Reactions to Managed Care: The  
Moderating Effects of Organization-Based  
Self-Esteem and Role Conditions*

E. Jose Proenca, Widener U.

## **Organization & Management Theory**

*Stakeholder Relations, Work Place Adjustment,  
and Organizational Performance*

Gil Amitai Preuss, Case Western  
Reserve U.

*Does Organizational Culture Have an Impact  
on Quality? A Study of Culture and Quality in  
92 Manufacturing Organizations*

Daniel R. Denison, U. of Michigan  
Anil K. Mishra, Wake Forest U.

*Dignity in the Balance*

Joshua D. Margolis, U. of Michigan

*Installing Nonunion Employee Voice  
Mechanisms: Confronting Theoretical  
Predictions*

Hitoshi Mitsuhashi, Cornell U.  
Robert N. Stern, Cornell U.

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## **BUSINESS POLICY & STRATEGY**

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8:30 am - 10:20 am  
Marriott South  
Green Room

## **Innovation**

*Chair*

Mary Crossan, U. of Western Ontario

*Discussants*

Jay B. Barney, Ohio State U.  
John Michel, U. of Notre Dame

*The Impact of Product Market Diversification  
and Technological Diversification on Firm  
Technological Innovation: An Empirical Test of  
Alternate Theories*

Alice C. Stewart, Ohio State U.  
Aya S. Chacar, London Business School

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*Technological Acquisitions and the Innovation Performance of Acquiring Firms: A Longitudinal Study of the Chemicals Industry*  
Gautam Ahuja, U. of Texas, Austin  
Riitta H. Katila, U. of Texas, Austin

*A Processual Account of Innovative Capabilities*  
Peter W. Roberts, U. of New South Wales

*A Comparison of Ownership Structures, R&D Investments, and Innovations of U.S. and Japanese Firms*  
Peggy M. Lee, Emory U.

9:00 am - 10:20 am  
Marriott South  
Del Mar

### **Sustaining Competitive Advantage**

*Chair*  
Mariko Sakakibara, U. of California, Los Angeles

*Discussants*  
William C. Bogner, Georgia State U.  
Mason A. Carpenter, U. of Wisconsin, Madison

*Projecting Competitive Advantage Sustainability Through Profiling Activity-Based Resources*  
Yuwei Shi, Nanyang Technological U.

*Competitive Advantage: What Causes It and What Destroys It*  
Hao Ma, Bryant College

*Building a Sustainable Competitive Advantage: An Empirical Investigation*  
Rodolphe Durand, Emory U.  
Bertrand Vital Quelin, HEC, Montreal

*Exploration and Exploitation of Knowledge in Acquisitions: Developing a Source of Competitive Advantage*  
Cheryl A. Van Deusen, U. of North Florida  
Carolyn B. Mueller, Ball State U.

*Roadblocks to Competitive Advantage: How Organizational Constraints and Individual Decision Biases Hinder Investments in Strategic Assets*  
Russell W. Coff, Washington U.  
Kevin J. Lavery, U. of Washington, Bothell

9:00 am - 10:20 am  
Marriott South  
Boardroom

### **Joint Ventures**

*Chair*  
David A. Baucus, Utah State U.

*Discussants*  
James G. Combs, U. of Mississippi  
Mikolaj Jan Piskorski, Harvard U.

**Conference Proceedings Paper**  
*Knowledge Acquisition and Performance in Transitional Economy International Joint Ventures*

Peter J. Lane, Arizona State U.  
Jane E. Salk, ESSEC  
Marjorie A. Lyles, Indiana U., Indianapolis

*Divided Loyalties in International Joint Ventures: The Impact of Perceived Fairness and Decision Control*

James P. Johnson, Old Dominion U.  
Mary Audrey Korsgaard, U. of South Carolina  
Harry J. Sapienza, London Business School / U. of South Carolina

*Consequences of Parental Subgroups Within the Joint Venture's Top Management Team*  
Robert J. Pearce, State U. of West Georgia

*The Role of Internal Management in Joint Venture Outcomes: An Upper Echelons Perspective*  
Jorge A. Gonzalez, Texas A&M U.

*Easy Pickings: The Susceptibility of Knowledge Loss Through Opportunism in Joint Ventures*  
Jeffrey Baer Kaufmann, U. of Illinois, Urbana-Champaign

9:00 am - 10:20 am  
Marriott South  
Marina F

### **Research on Women at the Top: Theory Is What Matters Most**

*What explains the presence and experiences of women at the ownership/governance apex? How are they treated? What do they contribute? In this symposium, we address such questions through theory-driven research on the antecedents, dynamics, and consequences of the representation and status of women corporate directors and women entrepreneurs.*

*Showcase symposium sponsored by BPS, ENT & GDO*

9:00 am - 10:20 am  
Marriott North  
San Diego B

### **The Global Manager as a Corporate Diplomat**

*The existing literature explains the need for global managers and describes some features of global management. This symposium proposes to go broader and deeper. New concepts are presented, namely, role repertoire of global managers, hybrid cognitive-perceptual ability, and development of Corporate Diplomats.*

*Showcase symposium sponsored by BPS, IM & MED*

9:00 am - 10:20 am  
Marriott South  
Marina E

### **Interactive Paper Session**

*Papers from BPS, MED & TIM*

10:40 am - 12:00 pm  
Marriott South  
Boardroom

### **Protective Mechanisms**

*Chair*

Michael B. Heeley, Georgia Institute of Technology

*Discussants*

Bruce T. Lamont, Florida State U.  
Gary Ross, Baratt College

*Reputational Sanctions and Appropriability: The Effects of Dense Interfirm Linkages and Geographic Clustering*

Gerda Gemser, Erasmus U., Rotterdam  
Nachoem M. Wijnberg, Erasmus U., Rotterdam

*Protecting Your Firm From Your Alliance Partners: Contracts and the Case of Project Based Strategic Alliances*  
Conor Vibert, Acadia U.

*Company Strategies and Institutional Development for the Protection of Intellectual Property: The Case of Software*  
Martha A. García-Murillo, U. of Minnesota / U. of Southern California

10:40 am - 12:00 pm  
Marriott South  
Del Mar

### **Boards of Directors**

*Chair*

John Z. Yang, Fordham U.

*Discussants*

Bongjin Kim, U. of Pittsburgh  
Chamu Sundaramurthy, U. of Kentucky

10:40 am - 12:30 pm  
Marriott South  
Green Room

### **The Role of Strategic Planning**

*Chair*

Eugenio Marchese, Cornell U.

*Discussants*

Michael Levenhagen, California Polytechnic State U.  
Richard J. Martinez, Baylor U.

*Planning and Preparedness: A Contingency Framework of Strategy Development*  
William H. A. Johnson, York U.

*Is Generative Planning Possible? Connecting Strategic Planning With New Views of Competitive Advantage*  
Jeanne M. Liedtka, U. of Virginia

*Good Strategic Planning--One Reason for Company Survival*  
Ingrid Bonn, U. of New England, Australia

10:40 am - 12:00 pm  
Marriott South  
Marina E

### **Interactive Paper Session**

*Papers from BPS, ENT, HCM & OMT*

*Too Busy To Serve?: An Examination of the Influence of Overboarded Directors*  
Ira C. Harris, Texas A&M U.  
Katsuhiko Shimizu, Texas A&M U.

*Diversity on the Board: An Examination of the Relationship Between Director Diversity and Firm Performance*  
Amy J. Hillman, Michigan State U.  
Ira C. Harris, Texas A&M U.  
Albert A. Cannella, Jr., Texas A&M U.  
Lawrence Bellinger, Michigan State U.

*The Interactive Effects of Board Attributes on Strategic Behavior and Organizational Performance*  
Bongjin Kim, U. of Pittsburgh  
John E. Prescott, U. of Pittsburgh

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**CAREERS**

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9:00 am - 10:20 am  
Westin  
Library

**Structure and Success in Careers***Chair*

Yoav Vardi, Tel Aviv U.

*Discussants*

Ethlyn A. Williams, U. of Miami  
Stephen Schappe, Pennsylvania State U.,  
Harrisburg

*Determinants of Desired Career Path Among  
Canadian Engineers*

Michel Tremblay, HEC, Montreal  
Thierry Wils, U. of Québec, Hull  
Caroline Proulx, HEC, Montreal

*Proactive Personality and Objective and  
Subjective Career Success*

Scott E. Seibert, U. of Notre Dame  
J. Michael Crant, U. of Notre Dame  
Maria L. Kraimer, U. of Illinois, Chicago

*The Structure of Academic Careers in  
Organization Science: Accumulative Advantage,  
Uncertainty, and Homogenization Perspectives*

Lynda M. Kilbourne, Xavier U.  
C. Chet Miller, Cornell U.  
Laura B. Cardinal, U. of North Carolina,  
Chapel Hill  
William H. Glick, Arizona State U.  
Yau-De Wang, National Chiaotung U.,  
Hsing-Chu

10:40 am - 12:00 pm  
Westin  
California A

**The Personal Becomes Professional  
(and Vice Versa): Managing  
Work-Family Relationships**

*Joint symposium sponsored by CAR, GDO &  
HR*

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**CONFLICT MANAGEMENT**

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9:00 am - 10:20 am  
Westin  
Imperial

**Examining Relations Between  
Negotiators***Chair*

Maurice E. Schweitzer, U. of  
Pennsylvania

*Interpersonal Trust in Dyadic Negotiations: A  
Dynamic Analysis*

Dora C. Lau, U. of British Columbia

*Compatible Cultural Values and Schemas in  
U.S./Israeli Negotiations: Implications for  
Joint Gains*

Wendi Adair, Northwestern U.  
James J. Gillespie, Northwestern U.  
Shirli Koppelman, Northwestern U.  
Jeanne M. Brett, Northwestern U.

*Effects of Aspiration and Self-Primacy  
Orientation in Dyadic Negotiation Context:  
Evidence From the United States, the People's  
Republic of China, and Japan*

Ya-Ru Chen, New York U.  
Elizabeth Mannix, Columbia U.  
Tetsushi Okumura, Shiga U.

9:00 am - 10:20 am  
Westin  
California C

**The Impact of Trust on Interpersonal  
Behaviors**

*Joint symposium sponsored by CM & OB*

10:40 am - 12:00 pm  
Westin  
California C

**Advances in Organizational Justice  
Theories: The Motivation to Engage  
in Dysfunctional Behavior**

*Joint symposium sponsored by CM, HR & OB*

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8:30 am - 10:20 am  
Marriott South  
Point Loma

**Strategy and Performance of Entrepreneurial Ventures**

*Chair*

Duane Ireland, Baylor U.

*Discussants*

Byron L. David, City U. of New York  
Eileen Fischer, York U.

*Competitive Conformity and the Limits to Entrepreneurship*

Richard J. Martinez, Baylor U.

*Defining and Measuring Innovation as Newness: What Is New, How New, and New to Whom?*

Jon-Arild Johannessen, Bodo Graduate School of Business / Agder Research Foundation

Bjoern Olsen, Bodo Graduate School of Business / Nordland Research Institute  
G. T. Lumpkin, U. of Illinois, Chicago

*Do Linkages With Universities Really Matter? Alliance Profiles of Biotech Ventures and Their Performance Effects*

Gerard George, U. of Richmond  
D. Robley Wood, Jr., Virginia Commonwealth U.

*The Locus of Strategic Decisions: Temporal Stability and Importance in New Ventures*

Charles E. Bamford, Texas Christian U.  
Thomas J. Dean, U. of Tennessee, Knoxville  
Thomas J. Douglas, U. of Evansville

*The Relationship of Human Resource Policies and Practices With Performance in High-Technology Entrepreneurial Firms*

Jacqueline N. Hood, U. of New Mexico

9:00 am - 10:20 am  
Marriott South  
Marina F

**Research on Women at the Top: Theory Is What Matters Most**

*What explains the presence and experiences of women at the ownership/governance apex? How are they treated? What do they contribute? In this symposium, we address such questions through theory-driven research on the antecedents, dynamics, and consequences of the representation and status of women corporate directors and women entrepreneurs.*

*Showcase symposium sponsored by BPS, ENT & GDO*

10:40 am - 12:00 pm  
Marriott South  
Point Loma

**Capital Sources and Relationships**

*Chair*

Wayne Grossman, Kansas State U.

*Discussants*

Roger Hutt, Arizona State U., West  
Ralph Kidder, Boston U.

*A Rivalry Model of Venture Capitalists and Business Angels and Competitive Advantages*

Joo-Heon Lee, Rensselaer Polytechnic Institute  
Sankaran Venkataraman, Rensselaer Polytechnic Institute

*Certification Reciprocity: An Explanation of Added Value in the Venture Capitalist-IPO Firm Relationship*

Heidi M. Neck, U. of Colorado, Boulder  
G. Dale Meyer, U. of Colorado, Boulder

*Determinants of Required Return in the Venture Capital Context*

Sophie Manigart, U. of Ghent  
Koen De Waele, U. of Ghent  
Mike Wright, U. of Nottingham  
K. Robbie, U. of Nottingham  
Philippe Desbrières, U. de Bourgogne  
Amy Beekman, U. of South Carolina

*International Strategic Alliances as Sources of Capital: Evidence From the Biotechnology Industry*

Joseph E. Coombs, Rutgers U.  
David L. Deeds, Temple U.

*U.S., European, and Asian Venture Capitalists' Governance: A Test of Institutional Theory*

Garry D. Bruton, Texas Christian U.  
Vance Fried, Oklahoma State U.  
Sophie Manigart, U. of Ghent

10:40 am - 12:00 pm **Interactive Paper Session**  
Marriott South  
Marina E *Papers from BPS, ENT, HCM & OMT*

10:40 am - 12:00 pm **The Personal Becomes Professional  
(and Vice Versa): Managing  
Work-Family Relationships**  
Westin  
California A

*Joint symposium sponsored by CAR, GDO & HR*

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## GENDER & DIVERSITY IN ORGANIZATIONS

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9:00 am - 10:20 am **Employee Reactions to Diversity and  
Affirmative Action**  
Marriott South  
Solana

*Chair*

Maura A. Belliveau, Duke U.

*Discussant*

Constance Counts, Lesley College

*An Exploratory Analysis of Employees'  
Perceptions of Diversity-Related Incidents*  
Quinetta M. Roberson, U. of Maryland  
Cynthia Kay Stevens, U. of Maryland  
Dana McDonald-Mann, Center for  
Creative Leadership

*Behind Smiling Faces: Women and  
Racial/Ethnic Minorities' Experiences of  
Institutional and Social Isolation*  
Janice Witt Smith, North Carolina A&T  
State U.

Toni Calasanti, Virginia Polytechnic  
Institute and State U.

*Self-Interested Ideologies and Attitudes Toward  
Affirmative Action in Academe*  
Alison M. Konrad, Temple U.  
Frank Linnehan, Drexel U.

9:00 am - 10:20 am **Research on Women at the Top:  
Theory Is What Matters Most**  
Marriott South  
Marina F  
*What explains the presence and experiences of women  
at the ownership/governance apex? How are they  
treated? What do they contribute? In this  
symposium, we address such questions through  
theory-driven research on the antecedents, dynamics,  
and consequences of the representation and status of  
women corporate directors and women entrepreneurs.*

*Showcase symposium sponsored by BPS, ENT  
& GDO*

9:00 am - 10:20 am **Shared Interest Track on Work  
and Personal Life**  
Marriott South  
Torrance

*Papers from GDO, IM, OB & RM*

10:40 am - 12:00 pm **Shared Interest Track on Sexual  
Harassment and Homophobia**  
Marriott South  
Torrance

*Papers from GDO, HR & OB*

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## HEALTH CARE MANAGEMENT

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9:00 am - 10:20 am **Underlying Factors and Outcomes of  
Decision Making**  
Marriott South  
Cardiff

*Chair*

Kathleen Montgomery, U. of California,  
Riverside

*Discussants*

John Hyde, U. of Mississippi Medical  
Center  
Grant T. Savage, Texas Tech U.

*An Examination of the Boundary Conditions  
Circumscribing the Relationship Between  
Participative Decision Making and  
Organizational Effectiveness*  
Hettie A. Richardson, U. of Georgia  
Robert J. Vandenberg, U. of Georgia  
Terry C. Blum, Georgia Institute of  
Technology  
Paul M. Roman, U. of Georgia

*Network and Top Management Effects on the  
Adoption of Innovative Management Practices:  
A Study of TQM in a Public Hospital System*  
Gary Jeffrey Young, Boston U.  
Kamal R. Desai, Boston U.  
Martin P. Charns, Boston U.  
Maria Fonseca, U. S. Dept. of Veterans  
Affairs  
Stephen M. Shortell, Northwestern U.

*The Timing of Medical Technology Acquisition:  
Strategic Decision Making in Turbulent  
Environments*  
Leonard H. Friedman, Oregon State U.  
James B. Goes, U. of Alaska, Southeast

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10:40 am - 12:00 pm  
Marriott South  
Marina D

**The Restructuring of the Canadian Health Care System: Implications for Hospital Administrators and Health Care Workers**

*Joint symposium sponsored by HCM & OB*

10:40 am - 12:00 pm  
Marriott South  
Marina E

**Interactive Paper Session**

*Papers from BPS, ENT, HCM & OMT*

9:00 am - 10:20 am  
Westin  
California B

**Leadership, Trust, and Effective Organizations**

*The pivotal role of the leader is highlighted in the promotion of trust in contemporary organizations. This is accomplished by focusing on the issue of trust building at several levels of analysis. These levels include interpersonal effectiveness, team effectiveness, organizational effectiveness, and interorganizational effectiveness.*

*Showcase symposium sponsored by HR, OB & OMT*

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**HUMAN RESOURCES**

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9:00 am - 10:20 am  
Westin  
Presidio

**Do Rewards Make a Difference? Examining the Consequences of Reward Systems**

*Chair*

Susan M. Burroughs, U. of Tennessee, Knoxville

*Discussant*

Steve Werner, U. of Houston

*Profit Sharing and Firm Performance: A Comparative and Longitudinal Analysis*

Michel Magnan, HEC, Montreal

Sylvie St-Onge, HEC, Montreal

*Promoting a Healthy Balance Between Individual Achievement and Team Success: The Impact of Hybrid Reward Systems*

Nancy R. Katz, Harvard U.

*The Use of Decision Making Criteria in Initial Salary Offers: Implications for Organizations*

Patricia Lynch, California State U., Long Beach

*Wage Dispersion and Organizational Effectiveness: Legitimate or Political Effects?*

Jason D. Shaw, Drexel U.

Nina Gupta, U. of Arkansas

John E. Delery, U. of Arkansas

9:00 am - 10:20 am  
Westin  
Harbor A&B

**Contingent Work and Changing Work Relationships: A Panel Discussion**

*This symposium is a panel discussion by four scholars actively involved in developing theory and conducting research on contingent work and changing work relationships. The objective of the session is to stimulate thought and discussion on the long term effects of contingent work on behavior at work.*

*Showcase symposium sponsored by HR & OB*

9:00 am - 10:20 am  
Westin  
California A

**Causal Inferences and Absenteeism**

*Joint symposium sponsored by HR & OB*

10:40 am - 12:30 pm  
Westin  
Presidio

**Job Design: Setting an Agenda for Research and Practice in the 21st Century Symposium**

*Co-Chairs*

David John Holman, U. of Sheffield

Chris Clegg, U. of Sheffield

*Discussant*

Edward E. Lawler III, U. of Southern California

*Functionalist Approaches to Job Design*

Chris Clegg, U. of Sheffield

*Interpretivist Perspectives on Job Design*

David John Holman, U. of Sheffield

*Taylorism in Job Design: A Critique of the 'Standard View'*

Paul S. Adler, U. of Southern California

*Critical Perspectives on Job Design/Redesign*

David Knights, U. of Nottingham

Darren McCabe, UMIST

*Postmodernism and Job Design*

Frank Blackler, U. of Lancaster



10:40 am - 12:00 pm **Contemporary Social Issues Impacting HR Practice**  
Westin Plaza A

*Chair*  
Lillian T. Eby, U. of Georgia

*Discussant*  
Lucy L. Gilson, Georgia Institute of Technology

*Networks and Social Structure in Recruiting Decisions*  
Sheila Taylor Goins, U. of Chicago

*Testing a Model of Work/Family Fit*  
Christine Leiz Murray, New School for Social Research

Ronald Jay Karren, U. of Massachusetts, Amherst

*The Effects of Affirmative Action Policy on Potential Applicants' Perceptions of Organizational Attractiveness*  
Ian O. Williamson, U. of North Carolina, Chapel Hill

Debra L. Shapiro, U. of North Carolina, Chapel Hill

*Value-Added Human Resource Management: An Examination of the Impact of High Performance Work Practices in the Electric Utility Industry*  
Kyle Luthans, Bloomsburg U. of Pennsylvania

Steven M. Sommer, U. of Nebraska

10:40 am - 12:00 pm **Advances in Organizational Justice Theories: The Motivation to Engage in Dysfunctional Behavior**  
Westin California C

*Joint symposium sponsored by CM, HR & OB*

10:40 am - 12:00 pm **The Personal Becomes Professional (and Vice Versa): Managing Work-Family Relationships**  
Westin California A

*Joint symposium sponsored by CAR, GDO & HR*

10:40 am - 12:00 pm **Shared Interest Track on Sexual Harassment and Homophobia**  
Marriott South Torrance

*Papers from GDO, HR & OB*

10:40 am - 12:00 pm **Shared Interest Track on High Performance Work Teams**  
Westin Balboa

*Papers from HR, OB & TIM*

10:40 am - 12:00 pm **Shared Interest Track on Outsourcing and Insourcing**  
Westin Harbor A&B

*Papers from HR, MC & OMT*

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## INTERNATIONAL MANAGEMENT

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8:30 am - 10:20 am **Cross Cultural Studies of Managers and Organizations**  
Marriott North Columbia 1

*Chair*  
Hans Hansen, U. of Kansas

*Discussant*  
Susan Key, U. of Alabama, Birmingham

*The Mexican Entrepreneur: An Ethnographic Study of the Mexican Empresario*  
Sandra M. Martinez, New Mexico State U.

Peter W. Dorfman, New Mexico State U.

*Relational Demography and Relationship Quality: A Study of Supervisor-Subordinate Pairs in the United States and Mexico*  
Lisa Hope Pelled, U. of Southern California

*A Test of Assumed Cluster Homogeneity for Performance Appraisal: An Examination of Four Southeast Asian Countries*  
Yongsun Paik, Loyola Marymount U.

Charles M. Vance, Loyola Marymount U.

H. Daniel Stage, Loyola Marymount U.

*Task Interdependence and Wage Dispersion: An Empirical Study of U.S. and Japanese Manufacturing Plants*  
Peggy K. Takahashi, U. of San Francisco

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8:30 am - 10:20 am  
Marriott North  
Columbia 2

## **Subsidiary Roles and Performance**

### *Chair*

Refik Culpan, Pennsylvania State U.,  
Harrisburg

### *Discussant*

John William Clarry, Montclair State U.

### *Roles of Foreign Subsidiaries in Industry Clusters*

Julian Mark Birkinshaw, Stockholm  
School of Economics  
Neil Hood, U. of Strathclyde

### *Do World Product Mandates Really Matter?*

Susan E. Feinberg, U. of Maryland

### *Operating in Foreign Lands: A Longitudinal Study of the Factors Affecting Survival Rates of U.S. Multinationals Overseas*

Steven R. Lovett, San Diego State U.,  
Imperial Valley  
Leonard G. Love, U. of Texas, Arlington  
Gary D. Gregory, U. of Wollongong

### *Autonomy and Performance in U.S.*

#### *Subsidiaries in Mexico City*

Steven R. Lovett, San Diego State U.,  
Imperial Valley

8:30 am - 10:20 am  
Marriott North  
Columbia 3

## **Foreign Entry Mode**

### *Chair*

Sumit Kumar Kundu, Saint Louis U.

### *Discussant*

Lois M. Shelton, U. of Illinois, Chicago

### *Foreign Market Entry Strategies: Integrative Framework, Critical Review, and Future Directions*

Deepak K. Datta, U. of Kansas  
Pol Herrmann, U. of Kansas

### *A Choice Between Joint Ventures and Wholly-Owned Subsidiaries: A Test of Transaction Cost Theory and Institutional Perspective*

Daphne W. Yiu, U. of Oklahoma  
Shige Makino, Chinese U. of Hong Kong

9:00 am - 10:20 am  
Marriott North  
San Diego B

### *Formation and Survival of Equity and Non-Equity Based Cross-Border Linkages: Japanese Activities in the U.S.*

Sabine B. Reddy, Wayne State U.  
Richard N. Osborn, Wayne State U.  
Jean-Francois Hennart, U. of Illinois,  
Urbana-Champaign

### *Nature and Ownership Structure of Foreign Direct Investments: An Integrative Model Based on Transaction Cost Economics*

Cristina López-Duarte, U. of Oviedo  
Esteban Garcia-Canal, U. of Oviedo

## **The Global Manager as a Corporate Diplomat**

*The existing literature explains the need for global managers and describes some features of global management. This symposium proposes to go broader and deeper. New concepts are presented, namely, role repertoire of global managers, hybrid cognitive-perceptual ability, and development of Corporate Diplomats.*

*Showcase symposium sponsored by BPS, IM & MED*

9:00 am - 10:20 am  
Marriott South  
Torrance

## **Shared Interest Track on Work and Personal Life**

*Papers from GDO, IM, OB & RM*

10:40 am - 12:30 pm  
Marriott North  
Columbia 1

## **The Expatriate Experience and the Manager's Career: New Research Directions Symposium**

### *Chair*

David C. Thomas, U. of Auckland

### *Discussant*

Gregory K. Stephens, Texas Christian U.

### *The Expatriate Experience: A Critical Review of the Literature*

David C. Thomas, U. of Auckland

### *Expatriation and the Career*

Meredith Downes, Illinois State U.

*The Effect of Overseas Experience on  
Individuals' Careers*

Sean H. Barry, U. of Auckland

*Impact of Organizational Support on  
Expatriate Success: The Moderating Effect of  
Career*

Holly B. Tompson, U. of Waikato

10:40 am - 12:00 pm  
Marriott North  
Columbia 2

**International Joint Ventures:  
Learning and Meaning**

*Chair*

Tailan Chi, U. of Wisconsin, Milwaukee

*Discussant*

Iris Tiemessen, Bentley College

*A Conceptual Model for Organizational  
Learning in Knowledge-Based International Joint  
Ventures*

Refik Culpan, Pennsylvania State U.,  
Harrisburg

Robert D. Russell, Pennsylvania State U.,  
Harrisburg

*Strategic Planning Routines as Meta-Routines:  
Interpartner Learning in an International Joint  
Venture*

Daniel S. Fogel, U. of Pittsburgh  
Ravindranath Madhavan, U. of Illinois,  
Urbana-Champaign

*Interfirm Diversity and the Management of  
Meaning in International Strategic Alliances*

Rajesh Kumar, Aarhus School of  
Business

Poul Andersen, Aarhus School of  
Business

10:40 am - 12:30 pm  
Marriott North  
Columbia 3

**The IM Division Reflects**

*Division Chair*

J. Michael Geringer, California  
Polytechnic State U.

*Program Chair*

Douglas Nigh, U. of South Carolina

*Once Around the Culture Track*

*Facilitators*

Nakiye A. Boyacigiller, San Jose State U.

Hans Hansen, U. of Kansas

Tatiana Kostova, U. of South Carolina

*Brainstorming for the 1999 IM Program*

*Facilitators*

Farok J. Contractor, Rutgers U., Newark  
Stephen B. Tallman, Cranfield U. / U.  
of Utah

Nakiye A. Boyacigiller, San Jose State U.

J. Michael Geringer, California  
Polytechnic State U.

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MANAGEMENT EDUCATION & DEVELOPMENT

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9:00 am - 10:20 am  
Marriott North  
Torrey 1&2



**Video, Hypermedia, Multimedia, and  
Paper Cases, Cooperative Learning**

*Chair*

William H. A. Johnson, York U.

*Discussants*

Amy Hietapelto, Michigan  
Technological U.

Janet Romaine, McMaster U.

*Cooperative Learning in the Principles of  
Management Course: How to Structure  
Cooperation Among Students*

Julie I. Siciliano, Western New England  
College

*Student Reactions to Three Versions of a  
Strategic Management Case: Paper,  
Hypermedia, and Multimedia*

Charles W. Boyd, Southwest Missouri  
State U.

Mary K. Coulter, Southwest Missouri  
State U.

*What Matters Most? Enhancing Instructional  
Effectiveness via Video Case Studies: An  
Example Using Value Chains*

Michael Levenhagen, California  
Polytechnic State U.

J. Michael Geringer, California  
Polytechnic State U.

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9:00 am - 10:20 am  
Marriott North  
San Diego B

### **The Global Manager as a Corporate Diplomat**

*The existing literature explains the need for global managers and describes some features of global management. This symposium proposes to go broader and deeper. New concepts are presented, namely, role repertoire of global managers, hybrid cognitive-perceptual ability, and development of Corporate Diplomats.*

*Showcase symposium sponsored by BPS, IM & MED*

9:00 am - 10:20 am  
Marriott South  
Marina E

### **Interactive Paper Session**

*Papers from BPS, MED & TIM*

10:40 am - 12:00 pm  
Marriott North  
Torrey 1&2



### **Site Visits, Action Projects, Presenting Problem Solving**

*Chair*

Terrell Manyak, Nova Southeastern U.

*Discussant*

John Hendry, U. of Cambridge

*Expert Strategies for Poor-Performing Students in Technical Courses*

Daniel A. Sankowsky, Suffolk U.

*Maximizing the Value of Site Visits in Management Education*

André M. Everett, U. of Otago

Yim Yu Wong, San Francisco State U.

*The Design of the Action Project in Work-Based Learning*

Joseph A. Raelin, Boston College

10:40 am - 12:00 pm  
Marriott North  
Torrey 3



### **A Discussion of Revolutionizing Management Education and Development**

*Chair*

James A.F. Stoner, Fordham U.

*Discussant*

Steven Papamarcos, St. John's U., New York

*Revolutionizing Management Education and Development: The Worldwide Masters of Practicing Management*

Henry Mintzberg, McGill U.

Jonathan Gosling, Lancaster U.

Nancy Badore, Executive Development

10:40 am - 12:00 pm  
Marriott South  
Marina F

### **Management Courses Integrating Service-Learning Pedagogy: A Presentation of Four Models**

*The goal of this symposium is threefold: (1) to present four different courses with integrated service-learning components, (2) to debate the appropriate fit between course objectives and service-learning projects, and (3) to discuss the impact of service-learning projects on communities and host-institutions. Course syllabi and project descriptions will be distributed.*

*Showcase symposium sponsored by MED, PNS & SIM*

10:40 am - 12:00 pm  
Marriott North  
San Diego A

### **What Matters Most in Transformation: Economic and Spiritual Arguments for Individual, Organizational, and Societal Change**

*Joint symposium sponsored by MED & ODC*

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## MANAGEMENT HISTORY

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10:40 am - 12:00 pm  
Marriott South  
Carlsbad

### **Strategy and Structure: The Evolution of Strategy and the Impact of Technology**

*Chair*

Richard H. Franke, Loyola College

*Discussants*

Sharon Topping, Sheps Center, U. of North Carolina

Chester S. Spell, U. of Waikato

John C. Hannon, Florida Institute of Technology

*Historical Development of Strategic Management Through Technological Discontinuities and Dominant Designs*  
Pol Herrmann, U. of Kansas

*Tracing the Evolution of Strategic Management: A Loglinear Cross-Citation Analysis*  
Maris G. Martinsons, City U. of Hong Kong

James E. Everett, U. of Western Australia

*A Retrospective of Information Technology's Impact on Organizational Structure: An Information Processing Perspective*

Clay Dibrell, U. of Memphis

Thomas R. Miller, U. of Memphis

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## MANAGERIAL CONSULTATION

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8:30 am - 10:20 am  
Marriott South  
Carlsbad

### Consulting Case Studies

#### *Chair*

Walter J. Wheatley, U. of West Florida

#### *Discussant*

Terry Armstrong, U. of West Florida

*Getting 'Fragged' by the Client: A Descriptive Study of the Subversion of Change Agents*  
Cliff Cheng, U. of Southern California

*The Role of Cognitive Type in the Data Feedback Process or 'What Do You Mean I'm Unprofessional and You Never Want to See Me Again?'*

Charles S. Mathews, Florida Gulf Coast U.

10:40 am - 12:00 pm  
Westin  
Harbor A&B

### Shared Interest Track on Outsourcing and Insourcing

*Papers from HR, MC & OMT*

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## MANAGERIAL & ORGANIZATIONAL COGNITION

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10:40 am - 12:00 pm  
Westin  
Sierra

### Organizing Cognitive Communities: Farmers' Markets, Medical Sects, and the U.S. Intelligence

Symposium

#### *Co-Chairs*

Margaret Brindle, Carnegie Mellon U.  
Elizabeth Goodrick, State U. of New York, Buffalo

#### *Discussant*

Joseph F. Porac, U. of Illinois, Urbana-Champaign

*Using the Market to Create Cognitive Community: The Development of South Louisiana Farmers' Markets*

David L. Deephouse, Louisiana State U.

*The Strategic Management of Loosely Coupled Systems: Findings From the Reorganization of U.S. Intelligence*

James Douglas Orton, HEC, Paris

*The Rise and Fall of Medical Sectarianism: Maverick Groups That Changed the Organization and Practice of Medicine*  
Margaret Brindle, Carnegie Mellon U.  
Elizabeth Goodrick, State U. of New York, Buffalo

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## OPERATIONS MANAGEMENT

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10:40 am - 12:00 pm  
Marriott North  
Manchester 2

### Strategic Consensus in Operations: Who Cares?

#### *Chair*

David M. Dilts, U. of Waterloo

*Strategic Consensus in the Plant: Marching to the Beat of a Different Drummer?*

Christopher M. McDermott, Rensselaer Polytechnic Institute  
Kenneth K. Boyer, DePaul U.

*What Matters Most? How About the Alignment Between Manufacturing Priorities of General Managers and Manufacturing Managers*

Maheshkumar P. Joshi, Saint Joseph's U.  
Ravi Kathuria, Saint Joseph's U.  
Stephen J. Porth, Saint Joseph's U.

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## ORGANIZATION & MANAGEMENT THEORY

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9:00 am - 10:20 am  
Marriott South  
Warner Center

### **New Directions in Organizational Ecology**

#### *Chair*

David Grazman, U. of Southern California

#### *Discussant*

James B. Wade, U. of Illinois, Urbana-Champaign

*Age Dependence in Organizational Mortality Rates: Computational Models and Empirical Comparisons*

Alessandro Lomi, U. of Bologna  
Erik Reimer Larsen, U. of Bologna

*Foundings of American Medical Schools, 1765-1930: Ecological and Neoinstitutional Predictions*

Richard Mark Weiss, U. of Delaware  
Lynn E. Miller, La Salle U.

*When David Meets Goliath: An Empirical Investigation of the U.S. Optoelectronics Manufacturing Industry, 1987-1996*  
Michael E. Dobbs, U. of Texas, Dallas

9:00 am - 10:20 am  
Marriott South  
Coronado

### **Organizational and Individual Trust**

#### *Chair*

Jacqueline R. Meszaros, U. of Washington, Bothell

#### *Discussant*

Tina M. Dacin, Texas A&M U.

*Behavioral Integrity: The Fit Between Words and Deeds as a Research Focus*  
Tony L. Simons, Cornell U.

*The Nature, Antecedents, and Consequences of Joint Venture Trust*

Andrew C. Inkpen, Thunderbird  
Steven C. Currall, Rice U.

*The Risk of Trust: A Conceptual Analysis*

T. K. Das, City U. of New York  
Bing-Sheng Teng, City U. of New York

9:00 am - 10:20 am  
Westin  
California B

### **Leadership, Trust, and Effective Organizations**

*The pivotal role of the leader is highlighted in the promotion of trust in contemporary organizations. This is accomplished by focusing on the issue of trust building at several levels of analysis. These levels include interpersonal effectiveness, team effectiveness, organizational effectiveness, and interorganizational effectiveness.*

*Showcase symposium sponsored by HR, OB & OMT*

9:00 am - 10:20 am  
Marriott North  
San Diego A

### **Organizational Innovation: Is Our Understanding of Innovation Progressing? Is It Contributing to Practice?**

*Joint symposium sponsored by ODC, OMT & TIM*

10:40 am - 12:00 pm  
Marriott South  
Warner Center

### **Groups, Culture, and Inclusion**

#### *Chair*

Karen L. Newman, Georgetown U.

#### *Discussant*

Marta M. Elvira, U. of California, Irvine

#### **Conference Proceedings Paper**

*A Test of the Leadership-Culture-Performance Model Within a Large Dutch Financial Organization*

Celeste P. M. Wilderom, Tilburg U.  
Peter T. van den Berg, Tilburg U.

#### **Conference Proceedings Paper**

*Individual Demographic Dissimilarity and Organizational Inclusion: A Field Investigation*  
Lisa Hope Pelled, U. of Southern California

Gerald E. Ledford, U. of Southern California

Susan Albers Mohrman, U. of Southern California

*Male and Female Behavioral Patterns in Small Groups: An Evolutionary Perspective and Review of the Literature*

Stephen M. Colarelli, Central Michigan U.  
Douglas Haaland, Central Michigan U.  
Ryan Muir, Central Michigan U.

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10:40 am - 12:00 pm  
Marriott South  
Coronado

## **Institutions in an International Framework**

### *Chair*

Barbara Simpson, U. of Auckland

### *Discussant*

Christina Linn Ahmadjian, Columbia U.

*Economics, Politics, and Nations: The Multidivisional Structure in France, Germany, and the U.K., 1983-1993*

Richard C. Whittington, Oxford U.

Michael Mayer, U. of Glasgow

Francesco Curto, U. of Warwick

*Headquarters Control of Foreign Subsidiaries: The Role of International Interdependence in an Agency Theory Framework*

Sharon O'Donnell, U. of Delaware

*The Hidden Hand and the License Raj: Examining the Relationship Between Age and the Growth of Firms in India*

Sumit Kumar Majumdar, U. of Michigan

Pradeep Kumar Chhibber, U. of Michigan

*Top Management Teams Within the Context of Institutional and Economic Restructuring: The Turkish Case*

Sibel Yamak, Galatasaray U.

Behlul Usdiken, Bogazici U.

10:40 am - 12:00 pm  
Westin  
Harbor A&B

## **Shared Interest Track on Outsourcing and Insourcing**

*Papers from HR, MC & OMT*

10:40 am - 12:00 pm  
Marriott South  
Marina E

## **Interactive Paper Session**

*Papers from BPS, ENT, HCM & OMT*

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## ORGANIZATION DEVELOPMENT & CHANGE

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9:00 am - 10:20 am

Westin

Plaza B&C

## **Grounding Theory: Ordinal and Impactful Change, Looking to Cases Around the World**

### *Chair*

Kurt Motamedi, Pepperdine U.

### *Discussants*

Andrea T. Goeglein, ConServ

International

S. Gayle Baugh, U. of West Florida

*First- and Second-Order Change: Strengthening Our Understanding and Definition Through an Empirical Investigation*

Karen S. Whelan, Samford U.

Judith R. Gordon, Boston College

*Why Training Has Limited Contribution to Individuals' Adaptability to Change: Some New Evidence*

Elena P. Antonacopoulou, U. of Warwick

*Predictors of Organizational Change: A Study of the Adoption of Innovative Human Resource Practices in the Steel Industry*

Linda Christie, George Mason U.

*TQM and Organizational Change: A Longitudinal Study of the Impact of a TQM Intervention on Work Attitudes*

Jacqueline A-M Coyle-Shapiro, London School of Economics and Political Science

*Organizational Development in Rural Egypt: A Comparison of Three Processes of Change*

Wesley D. Sine, Cornell U.

9:00 am - 10:20 am

Marriott North

San Diego A

## **Organizational Innovation: Is Our Understanding of Innovation Progressing? Is It Contributing to Practice?**

*Joint symposium sponsored by ODC, OMT & TIM*

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10:40 am - 12:30 pm  
Westin  
Plaza B&C

**What Matters Most: A Spiritual  
'Re-Vision' of Organization and  
Leadership**  
Symposium

*Chair*  
Andre' L. Delbecq, Santa Clara U.

*Discussant*  
Lee Robbins, Golden Gate U.

*The Emergence of 'Secular Corporate  
Spirituality' and Its Visions for Organization  
and Leadership*

James J. McGee, Graduate Theological  
Union / U. of California, Berkeley

*What Matters Most: Senior Leadership  
Re-Visioning--A Christian Spiritual Perspective*  
Andre' L. Delbecq, Santa Clara U.

*A Restoration of Spirit Through the Shaman's  
Path*  
Kathleen Kane, U. of San Francisco

*An It Harm None, Do What Ye Will: A  
Neo-Pagan Re-Vision of Organization*  
Robert Silvers, Central Washington U.

*How Buddhist Principles and Values Might Be  
Embodied in Organizations*  
Judith White, California State U.,  
Monterey Bay

10:40 am - 12:00 pm  
Marriott North  
San Diego A

**What Matters Most in  
Transformation: Economic and  
Spiritual Arguments for Individual,  
Organizational, and Societal Change**

*Joint symposium sponsored by MED & ODC*

9:00 am - 10:20 am  
Westin  
Coronado

*Coworkers Who Care: The Implications of  
Empathy for Interpersonal Trust*  
Michele Williams, U. of Michigan

*Trust and the Emergence of Role Behaviors in  
an Increasingly Complex and Ambiguous Work  
Place: A Resource-Exchange Perspective*  
Ernest Stark, Bellevue U.  
Linda Thomas, Bellevue U.

**Conference Proceedings Paper**  
*Reassessing the Role of Interpersonal Trust in  
Organizational Settings*  
Kurt T. Dirks, U. of Illinois,  
Urbana-Champaign  
Donald L. Ferrin, U. of Minnesota

**The Role of Emotion in  
Organizational Behavior**

*Chair*  
Joan F. Brett, Tulane U.

*Discussant*  
Jon Hartwick, McGill U.

*A Proposed Taxonomy for Conducting Future  
Research Into the Role of Emotions in Work  
Life*  
Courtney Shelton Hunt, U. of Delaware

*Exploring the Dimensions of Emotion Labor:  
The Heart of Hochschild's Work*  
Susan M. Kruml, Briar-Cliff College  
Deanna Geddes, Temple U.

*Mood and Emotions While Working: Missing  
Pieces of Job Satisfaction?*  
Cynthia D. Fisher, Bond U.

9:00 am - 10:20 am  
Westin  
California B

**Leadership, Trust, and Effective  
Organizations**

*The pivotal role of the leader is highlighted in the  
promotion of trust in contemporary organizations.  
This is accomplished by focusing on the issue of trust  
building at several levels of analysis. These levels  
include interpersonal effectiveness, team effectiveness,  
organizational effectiveness, and interorganizational  
effectiveness.*

*Showcase symposium sponsored by HR, OB &  
OMT*

8:30 am - 10:20 am  
Westin  
Santa Fe

**Friendship and Trust in  
Organizational Settings**

*Chair*  
Maria Rotundo, U. of Minnesota

*Discussant*  
Stephan Motowidlo, U. of Florida

*Friendship in Organizations: The Case for a  
Multidimensional Construct*  
Markus Vodosek, U. of Michigan

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9:00 am - 10:20 am  
Westin  
Harbor A&B

**Contingent Work and Changing Work Relationships: A Panel Discussion**

*This symposium is a panel discussion by four scholars actively involved in developing theory and conducting research on contingent work and changing work relationships. The objective of the session is to stimulate thought and discussion on the long term effects of contingent work on behavior at work.*

*Showcase symposium sponsored by HR & OB*

9:00 am - 10:20 am  
Marriott North  
San Diego C

**Benefits of Communication Technology for Information Exchange and Decision Making in Groups: A Conspicuous Lack of Evidence**

*Joint symposium sponsored by OB & OCIS*

9:00 am - 10:20 am  
Westin  
California A

**Causal Inferences and Absenteeism**

*Joint symposium sponsored by HR & OB*

9:00 am - 10:20 am  
Westin  
California C

**The Impact of Trust on Interpersonal Behaviors**

*Joint symposium sponsored by CM & OB*

9:00 am - 10:20 am  
Marriott South  
Torrance

**Shared Interest Track on Work and Personal Life**

*Papers from GDO, IM, OB & RM*

10:40 am - 12:00 pm  
Westin  
Santa Fe

**Power, Influence, and Getting Things Done: The Critical Role of Trust**

Symposium

*Co-Chairs*  
Roy J. Lewicki, Ohio State U.  
Roger C. Mayer, Baylor U.

*Discussant*  
Gretchen Spreitzer, U. of Southern California

*The Effects of Supervisory Power and Influence on Employee Trust: A Longitudinal Field Study*  
Roger C. Mayer, Baylor U.  
James H. Davis, U. of Notre Dame

*Trust, Influence, and Leadership*  
Roy J. Lewicki, Ohio State U.

*Reinterpreting Dyadic Leadership From a Trust Perspective: Leader-Member Exchange as a Domain Specific Model of Trusting Behavior*  
Holly H. Brower, Purdue U.  
F. David Schoorman, Purdue U.  
Hwee Hoon Tan, National U. of Singapore

*Collective Paranoia and Self-Defeating Group Behavior: Effects of Distrust and Suspicion on Dysfunctional Influence Behavior Within Organizational Groups*  
Roderick M. Kramer, Stanford U.  
Benjamin Hanna, Stanford U.

10:40 am - 12:00 pm  
Westin  
Coronado

**Determinants of Team Outcomes**

*Chair*  
Susan E. Brodt, Duke U.

*Discussant*  
Miguel A. Quinones, Rice U.

*Climate for Creativity in Virtual Teams*  
Jill Nemiro, Claremont Graduate U. / California School of Professional Psychology

*Effects of Task and Pay Interdependence and Their Mediators on Performance*  
Cathy C. Durham, Pepperdine U.  
Edwin A. Locke, U. of Maryland

*Time Matters in Group Task Performance: A Longitudinal Comparison of Natural, Coacted, and Quasi Groups*  
David A. Harrison, U. of Texas, Arlington

Anna T. Florey, U. of Texas, Arlington  
Joseph E. McGrath, U. of Illinois, Urbana-Champaign  
Scott W. VanderStoep, Hope College

*Person-Team Fit: Exploring the Nature of Congruence in Work Teams*  
David J. Glew, Texas A&M U.

10:40 am - 12:00 pm  
Westin  
California C

**Advances in Organizational Justice Theories: The Motivation to Engage in Dysfunctional Behavior**

*Joint symposium sponsored by CM, HR & OB*

10:40 am - 12:00 pm  
Marriott South  
Marina D

**The Restructuring of the Canadian Health Care System: Implications for Hospital Administrators and Health Care Workers**

*Joint symposium sponsored by HCM & OB*

10:40 am - 12:00 pm  
Marriott North  
San Diego C

**Knowledge Use and Propagation in Project/Development Teams**

*Joint symposium sponsored by OB & TIM*

10:40 am - 12:00 pm  
Marriott South  
Torrance

**Shared Interest Track on Sexual Harassment and Homophobia**

*Papers from GDO, HR & OB*

10:40 am - 12:00 pm  
Westin  
Balboa

**Shared Interest Track on High Performance Work Teams**

*Papers from HR, OB & TIM*

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## ORGANIZATIONAL COMMUNICATION & INFORMATION SYSTEMS

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8:30 am - 10:20 am  
Marriott North  
Manchester 2

**New Approaches to Technological Effects**

*Chair*

John Lundin, U. of North Carolina,  
Greensboro

*Discussants*

Daniel Robey, Georgia State U.

John Carlson, U. of Utah

John Lundin, U. of North Carolina,  
Greensboro

*Software Development Teams: The Impact of Distribution and Process Coordination Mechanisms on Subjective Understanding*

Pamela E. Carter, Florida State U.

John E. Galvin, Florida State U.

*Computer Efficacy: Determinants, Consequences, and Malleability*

William L. Gardner, U. of Mississippi

Elizabeth J. Rozell, Missouri Southern  
State College

*Software Maintenance Process Flexibility: Conceptualization, Measurement, and Validation*

Kay Marie Nelson, U. of Kansas

Keri E. Pearlson, U. of Texas, Austin

Sucheta Subhash Nadkarni, U. of Kansas

9:00 am - 10:20 am  
Marriott North  
San Diego C

**Benefits of Communication Technology for Information Exchange and Decision Making in Groups: A Conspicuous Lack of Evidence**

*Joint symposium sponsored by OB & OCIS*

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## ORGANIZATIONS & THE NATURAL ENVIRONMENT

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8:30 am - 10:20 am  
Marriott South  
Leucadia

**When Does the Environment Matter? Values, Leadership, and Managerial Interpretation**

*Chair*

Mark Starik, George Washington U.

*Discussant*

Pratima Bansal, Georgia State U.

*Corporate Greening and Environmental Protection Performance: Static and Dynamic Analysis*

Ilan B. Vertinsky, U. of British Columbia

Charlene E. Zietsma, U. of British  
Columbia

**Conference Proceedings Paper**

*Framing Green Issues as Greenbacks: How Sponsors of Environmental Issues Get Heard*  
Lynne M. Andersson, Saint Joseph's U.

*The Biotechnology Industry and Strategies of Biodiversity Conservation: The Influence of Managerial Interpretations and Risk Propensity*  
Sanjay Sharma, Saint Mary's U., Halifax  
Oliver Nguan, Saint Mary's U., Halifax

*Leadership in the Environmental Sector: An Examination of Values, Leadership Styles, and Organizational Contexts*

Carolyn P. Egri, Simon Fraser U.

Susan Herman, Keene State College

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**PUBLIC & NONPROFIT SECTOR**

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9:00 am - 10:20 am **Trust and Distrust of Government: A View From the Trenches**  
Marriott South  
Marina D

*Joint symposium sponsored by PNS & SIM*

10:40 am - 12:30 pm **Contracting, Governance, and Investment**  
Marriott South  
Cardiff

*Chair*  
Robert Rodgers, U. of Kentucky

*Discussants*  
Peter Frumkin, Harvard U.  
Samir M. Youssef, American U., Cairo

*Board Performance and Organizational Effectiveness of Local Units of a National Nonprofit Organization*  
Jack C. Green, Pepperdine U.  
Thomas J. Dudley, Pepperdine U.

*Privatization of Social Services: A Systems Model for Effective Contracting*  
Barbara Peat, Indiana U., South Bend  
Dan L. Costley, New Mexico State U.

*Venture Capital Characteristics: The Basis for Distinction Between the Foundation's Roles as Investor and Donor*  
Laquita C. Blockson, U. of Pittsburgh

10:40 am - 12:00 pm **Management Courses Integrating Service-Learning Pedagogy: A Presentation of Four Models**  
Marriott South  
Marina F

*The goal of this symposium is threefold: (1) to present four different courses with integrated service-learning components, (2) to debate the appropriate fit between course objectives and service-learning projects, and (3) to discuss the impact of service-learning projects on communities and host-institutions. Course syllabi and project descriptions will be distributed.*

*Showcase symposium sponsored by MED, PNS & SIM*

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**RESEARCH METHODS**

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8:30 am - 10:20 am **Method Matters: Writing Our Way In**  
Marriott North  
Torrey 3  
Symposium

*Chair*  
Christa Walck, Michigan  
Technological U.

*Bringing Mind Back Into Research Methods: Is Multiple Inquiry Possible?*  
David M. Boje, New Mexico State U.

*Writing as a Research Method for Exploring Organization*  
Christa Walck, Michigan  
Technological U.

*Highlighting Variation in the Composition of Journal Articles: Writing the Relationship Between Theory and Observation*  
Karen D. Locke, College of William and  
Mary

*What Could an Interpretive Method Be?*  
Gib Akin, U. of Virginia

9:00 am - 10:20 am **Shared Interest Track on Work and Personal Life**  
Marriott South  
Torrance

*Papers from GDO, IM, OB & RM*

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## SOCIAL ISSUES IN MANAGEMENT

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8:30 am - 10:20 am  
Marriott South  
Santa Rosa

### **Corporate Reputation, Performance, and Philanthropy**

#### *Chair*

John Steiner, California State U., Los Angeles

#### *Discussants*

Ray Jones, U. of Pittsburgh  
Todd Saxton, Indiana U., Bloomington

#### *The Social Performance Component of Corporate Reputation Ratings*

Eugene Walter Szwajkowski, U. of Illinois, Chicago  
Raymond E. Figlewicz, U. of Michigan, Dearborn

#### *Corporate Philanthropy as a Tool to Manage Corporate Reputation Among Stakeholder Groups*

James D. Werbel, Iowa State U.  
Max S. Wortman, Iowa State U.

#### *The Importance of Being Earnest: Antecedents of In-Kind Giving by Medium-Sized Firms*

Ann K. Buchholtz, U. of Georgia  
Allen C. Amason, U. of Georgia  
Matthew A. Rutherford, U. of Georgia

#### *The Effect of Corporate Social Performance on Extra-Role Behavior: A Cross-Level Approach*

Rebecca A. Luce, Michigan State U.

9:00 am - 10:20 am  
Marriott South  
Marina D

### **Trust and Distrust of Government: A View From the Trenches**

*Joint symposium sponsored by PNS & SIM*

10:40 am - 12:00 pm  
Marriott South  
Santa Rosa

### **Diversity in the Workplace**

#### *Chair*

Kathryn S. Rogers, Pitzer College

#### *Discussants*

Craig P. Dunn, San Diego State U.  
Lynn Bowes-Sperry, James Madison U.

#### *Workforce Diversity and Organizational Effectiveness: An Industry-Level Investigation of the Effects of Female and Ethnoracial Participation*

Hubert S. Morrisette, Forrester Research  
Dwight D. Frink, U. of Mississippi  
Robert K. Robinson, U. of Mississippi  
Brian Reithel, U. of Mississippi

#### **Conference Proceedings Paper**

#### *Understanding Psychological Contracts of Racioethnic Groups in Culturally Diverse Organizations*

Bella L. Galperin, Concordia U.  
Gary Johns, Concordia U.

#### *Affirmative Action and Human Resource Strategies in the Public and Private Sectors: A Pilot Study of the Interaction of Anti-Affirmative Action Policies and Events*

Gwendolyn Marizett Combs, U. of Nebraska

10:40 am - 12:00 pm  
Marriott South  
Marina F

### **Management Courses Integrating Service-Learning Pedagogy: A Presentation of Four Models**

*The goal of this symposium is threefold: (1) to present four different courses with integrated service-learning components, (2) to debate the appropriate fit between course objectives and service-learning projects, and (3) to discuss the impact of service-learning projects on communities and host-institutions. Course syllabi and project descriptions will be distributed.*

*Showcase symposium sponsored by MED, PNS & SIM*

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## TECHNOLOGY & INNOVATION MANAGEMENT

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8:30 am - 10:20 am  
Marriott North  
Manchester 1

### **Dynamics of I.T. Firms**

#### *Chair*

Michael D. Lord, Wake Forest U.

#### *Discussant*

Ramon J. Aldag, U. of Wisconsin

#### *Complementary Products and Modular Innovation in the Computer Industry*

Annabelle Gawer, Massachusetts Institute of Technology

#### *Does Cyber David Have Paper Goliath on the Run? An Examination of Newcomer and Incumbent Entrants Into a Subfield of the Magazine and Newspaper Publishing Industry*

Alan B. Eisner, Pace U.

Quintus Jett, Rice U.

Helaine J. Korn, City U. of New York

#### *Growth and Evolution of Packaged Software Firms: A Theoretical Framework and Some Implications*

Satish Nambisan, National U. of Singapore

#### *Transmutational Change: Exploration and Exploitation in the Web Browser Market*

Raghu Garud, New York U.

Sanjay Jain, New York U.

Corey Phelps, New York U.

9:00 am - 10:20 am  
Marriott North  
San Diego A

### **Organizational Innovation: Is Our Understanding of Innovation Progressing? Is It Contributing to Practice?**

*Joint symposium sponsored by ODC, OMT & TIM*

9:00 am - 10:20 am  
Marriott South  
Marina E

### **Interactive Paper Session**

*Papers from BPS, MED & TIM*

10:40 am - 12:30 pm  
Marriott North  
Manchester 1

### **Technology Strategy for Competitive Advantage**

#### *Chair*

Kristen Bell DeTienne, Brigham Young U.

#### *Discussant*

Neil Jones, U. of Western Ontario

#### *A Reexamination of Product and Process Innovations Using a Knowledge Based View*

Shanthi Gopalakrishnan, Fairleigh Dickinson U.

Paul E. Bierly, James Madison U.

Eric H. Kessler, Pace U.

#### *Innovative Productivity of U.S.*

#### *Biopharmaceutical Start-Ups: Insights From Industrial Organization and Strategic Management*

Bart Clarysse, U. of Ghent

Koenraad Debackere, Katholieke U., Leuven

Peter Temin, Massachusetts Institute of Technology

#### *Technological Predictors of the Propensity to Acquire*

Kulwant Singh, National U. of Singapore

#### *What Kinds of Knowledge Matter Most in the Race to Market: A Comparison of Product and Process Driven Market Windows*

Russell Wayne Wright, U. of Illinois, Urbana-Champaign

10:40 am - 12:00 pm  
Marriott North  
San Diego C

### **Knowledge Use and Propagation in Project/Development Teams**

*Joint symposium sponsored by OB & TIM*

10:40 am - 12:00 pm  
Westin  
Balboa

### **Shared Interest Track on High Performance Work Teams**

*Papers from HR, OB & TIM*

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