JOINTLY SPONSORED ACTIVITIES

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


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 spr3@psu.edu. After June 30th, send a copy to 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

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 dougherty@management.mcgill.ca.

Sponsored by TIM & OCIS

Organizer
Deborah Dougherty, Rutgers U.

Facilitators
Raghu Garud, New York U.
Poppy Lauretta McLeod, Case Western Reserve U.
Peter Monge, U. of Southern California
Claudia B. Schoonhoven, Dartmouth College
Jean-Marc Xuereb, Groupe ESSEC
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.
Pre register 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, or with Gerald F. Davis, 415-321-2052, 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.

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. Pre register for this activity with Rhonda K. Reger at 301-405-2167, by fax at 301-314-8787 or email at 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

OB/OMT/ODC Ph.D. Consortium
Pre register with Mary Ann Glynn at 404-727-0798 or email at 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
**BUSINESS POLICY & STRATEGY**

**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 liebesk@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

**CAREERS**

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

Sponsored by ONE, CAR, MED, & GDO
For details see Jointly Sponsored Activities

**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.

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.

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

Sponsored by BPS, OMT, MOC
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

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, Darmouth College
Ian C. MacMillan, U. of Pennsylvania

Web-Based Education
Sponsored by ENT
Organizer
David A. Baucus, Utah State U.
Presenter
LeeAnn Strand, McGraw-Hill

European Entrepreneurship and Small Business Research: Methodological Openness and Contextual Differences
Sponsored by ENT & IM
For details see Jointly Sponsored Activities.

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

Facets of Entrepreneurship: A Structural Analysis of Entrepreneurial Behavior
Organizer
Dov Elizur, Bar Ilan U.

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

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.

Refreshment Break
Sponsored by Rutgers Center for Entrepreneurial Management
Organizer
Robert D. Hisrich, Case Western Reserve U.
**Gender & Diversity in Organizations**

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


*Sponsored by ONE, CAR, MED & GDO*

*For details see Jointly Sponsored Activities*

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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

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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

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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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5:00pm-6:00pm  
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.*

*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

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6:00pm-7:15pm  
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.*

*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
1998 GDO Doctoral Consortium: Creating a Supportive and Productive Research Environment
Preregister with Ellen Ernst Kossek by email at Kossek@pilot.msu.edu.
Organizer
Ellen Ernst Kossek, Michigan State U.
Panel
Kathleen L. Valley, Harvard Business School
Sharon A. Lobel, Seattle U.

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.
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.

HEALTH CARE MANAGEMENT

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 Chilingerian, Brandeis U.
Myron D. Fottler, U. of Alabama, Birmingham
Leonard H. Friedman, Oregon State U.
Reuben R. McDaniel, Jr., U. of Texas, Austin

INTERNATIONAL MANAGEMENT

European Entrepreneurship and Small Business Research:
Methodological Openness and Contextual Differences
 Sponsored by ENT & IM
For details see Jointly Sponsored Activities.
**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.

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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.*

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**MANAGERIAL CONSULTATION**

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.*

**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

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

*For details see Jointly Sponsored Activities.*

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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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**Saturday, August 8**

### All-Convention Activities

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

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

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

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

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

### Broad Appeal Activities

**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, fax 818-981-0116 or email 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

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

**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 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

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

New Doctoral Students Consortium
Preregistration is required. You can preregister online at the NDSC Web Site http://ux6.cso.uiuc.edu/~jhmoore/registration.html. Alternatively, preregister via email with Laquita Blockson, at 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.
Benyamin M. Lichtenstein, Boston College
John A. Miller, Bucknell U.
Mary J. Waller, U. of Wisconsin, Madison
11

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.

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.

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

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, Pontificia U. Catholica de Sao Paulo
Oded Shenkar, Ohio State U.

Jointly Sponsored Activities

Practitioner Series: Collaborative Research -- An Action Learning Workshop
The Series begins Saturday at 8:00am and finishes at 12:00am 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.

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
Three Conversations to Build Theory About Organizational Action

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

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.

Organizer
Paul Shrivastava, Bucknell U.

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

Social Network Research in Organizational Studies

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

Three Conversations to Build Theory About Organizational Action

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

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

OB/OMT/ODC Ph.D. Consortium

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

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

Sponsored by RM & IM

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

Coordinator
Nicholas Athanassiou, Northeastern U.
TIM/OCIS Doctoral Student Consortium
Interested students please contact Deborah Dougherty, coordinator, for application information.

doughert@management.mcgill.ca

Sponsored by TIM & OCIS

Organizer
Deborah Dougherty, Rutgers U.

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

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.

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

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 email at Blake.ashforth@asu.edu. Gerald F. Davis, at 415-321-2052, 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.

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. After June 30th send a copy to 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.

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

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

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.

OMT/BPS/OB/HR Preconference Social Hour

Sponsored by OMT, BPS, OB, & HR
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.champaign.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

Doctoral Consortium
Preregister for this activity with Julia Porter Liebeskind at 213-740-0749, by fax at 213-740-3382 or email at 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.

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

The Craft of Editing
Sponsored by OMT, BPS, RM, & OB
For details see Jointly Sponsored Activities

A Case Critique Colloquium
Sponsored by BPS & MC
For details see Jointly Sponsored Activities

Three Conversations to Build Theory About Organizational Action
Sponsored by BPS, OMT, MOC
For details see Jointly Sponsored Activities

OMT/BPS/OB/HR Preconference Social Hour
Sponsored by OMT, BPS, OB, & HR
For details see Jointly Sponsored Activities.
CAREERS

Practitioner Series: Collaborative Research -- An Action Learning Workshop

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

For details see Jointly Sponsored Activities.

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.

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.

CONFLICT MANAGEMENT

Conflict Management Division Doctoral Consortium

Preregister for this activity with Laurie R. Weingart at 412-268-7585 or by email at 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.

ENTREPRENEURSHIP

Coffee and Croissants

Sponsored by Harvard U.

Organizer
Robert D. Hisrich, Case Western Reserve U.

The 1998 Entrepreneurship Division Doctoral and New Faculty Consortium

Preregister with William B. Gartner at 213-740-0648 or at 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
**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

**Developing International Collaboration**

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

**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.

**Research Strategies for Studying Organizational Foundings**

*Sponsored by RM, OMT, & ENT*

*For details see Jointly Sponsored Activities.*


*Organizer*
Andrew Zacharakis, Babson College

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

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

*Organizer*
Neil Churchill, INSEAD

**Mini Cases in Entrepreneurship**

*Organizer*
Emeric Solymossy, Western Illinois U.

**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.

**The Expatriate/Immigrant Entrepreneur**

*Organizer*
Dennis Ray, U. of Auckland
**GENDER & DIVERSITY IN ORGANIZATIONS**

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.

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

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


Sponsored by ONE, CAR, MED, & GDO

For details see Jointly Sponsored Activities

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

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.

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

Organizer
Roy Jacques, U. of Otago

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

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.

1998 GDO Doctoral Consortium Reception
Sponsored by the U. of Otago & GDO

Organizer
Rosemary Booth, UNC Charlotte

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 zinn@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

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 zinn@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

Health Care Management

Continental Breakfast
By invitation only

Organizer
Jacqueline S. Zinn, Temple U.

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 zinn@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

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 zinn@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
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

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

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

Organizer
Jacqueline S. Zinn, Temple U.

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

Practitioner Series: Collaborative Research -- An Action Learning Workshop

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

For details see Jointly Sponsored Activities.

Doctoral Consortium
Preregister with Cheri Ostroff at 602-965-3402, by fax at 602-965-8314 or by email at 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.

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
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

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.

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 Breaugh, 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 Kosek, Michigan State U.
Teresa J. Rothhausen, 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

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 Rudd, Xerox Corporation
Greg L. Stewart, Vanderbilt U.
David Ulrich, U. of Michigan

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

Joint Session Junior Faculty and Doctoral Consortium

Organizer
Lynn M. Shore, Georgia State U.

OMT/BPS/OB/HR Preconference Social Hour

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

Joint Reception Junior Faculty and Doctoral Consortium

Organizer
Lynn M. Shore, Georgia State U.
INTERNATIONAL MANAGEMENT

8:30am-5:00pm  
Social Network Research in Organizational Studies  
Sponsored by RM & IM  
For details see Jointly Sponsored Activities  
2:00pm-5:00pm  
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  

9:00am-5:00pm  
Junior Faculty Consortium  
Preregister with Stephen E. Weiss at 416-736-2100 X 30250 or email at sweiss@bus.yorku.ca  
Sponsored by RM & IM  
For details see Jointly Sponsored Activities  
3:00pm-4:30pm  
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  
Doctoral Consortium  
Preregister for this activity with Joseph L. C. Cheng at 217-333-2963, by fax at 217-244-7969 or email at jcheng@uiuc.edu.  
Sponsored by IM & MED  
For details see Jointly Sponsored Activities  
5:30pm-7:30pm  
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 or with Joseph L. C. Cheng at 217-333-2963, by fax at 217-244-7969 or email at jcheng@uiuc.edu.  
Organizers  
Stephen E. Weiss, York U.  
Joseph L. C. Cheng, U. of Illinois, Urbana-Champaign  

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.  

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  

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

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.

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 Collaborative Management

A Case Critique Colloquium
Sponsored by BPS & MC
For details see Jointly Sponsored Activities

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

Codes of Ethics and Conduct in Consulting Firms
Organizer

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

M ANAGEMENT E DUCATION & D EVELOPMENT

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

Sponsored by ONE, CAR, MED, & GDO

For details see Jointly Sponsored Activities

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

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

Organizer
Abdelmagid M. Mazen, Suffolk U.

Presenter
Abdelmagid M. Mazen, Suffolk U.

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

Registration must occur prior to the academy meetings. Pre-register with Patricia M. Fandt at 253-692-5633, by fax at 253-692-4424, or email at 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

Integrating Group Systems Technology Into Management Development Programs

Organizer
John E. Park, Penn State U.

Presenter
Stephen B. King, Penn State U.

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

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

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

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

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

For details see Jointly Sponsored Activities.

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

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

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.

Three Conversations to Build Theory About Organizational Action

Sponsored by BPS, OMT, & MOC

For details see Jointly Sponsored Activities

Three Conversations to Build Theory About Organizational Action

Sponsored by BPS, OMT, & MOC

For details see Jointly Sponsored Activities
**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.

**The Craft of Editing**

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

For details see Jointly Sponsored Activities

**Faculty Forum: Well-Being in the 21st Century**

Preregistration is encouraged, but not required. Please contact Maureen Ambrose at 303-492-8966 or email at 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
J. Keith Murnighan, Northwestern U.

Greg R. Oldham, U. of Illinois, Urbana-Champaign
David Krackhardt, Carnegie Mellon U.
E. Allan Lind, Duke U.
Gregory B. Northcraft, U of Illinois, Urbana-Champaign
Karlene H. Roberts, U. of California, Berkeley

8:00am-5:00pm
Westin
Library

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

*Sponsored by OMT, OB, & ODC*

For details see Jointly Sponsored Activities.

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

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

*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.
**Mentorship**

*Sponsored by OB & SIM*

*For details see Jointly Sponsored Activities.*

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

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

*For details see Jointly Sponsored Activities.*

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**TIM/OCIS Doctoral Student Consortium**

*Sponsored by TIM & OCIS*

*For details see Jointly Sponsored Activities.*

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

*Sponsored by OCIS & TIM*

*For details see Jointly Sponsored Activities.*

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**OCIS Mid-Career Workshop**

*Preregister with Robert W. Zmud at 850-644-4713, by fax at 850-644-8225 or by email at bzmud@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.

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

*Sponsored by OMT, OB, ODC*

*For details see Jointly Sponsored Activities.*

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**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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**OCIS Professional Development Reception**

*Organizer*

JoAnne Yates, Massachusetts Institute of Technology
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.

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

10:00am-12:00pm
Westin Balboa
8:00am-5:00pm

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

The Craft of Editing
Sponsored by OMT, BPS, RM, & OB
For details see Jointly Sponsored Activities.
PUBLIC & NONPROFIT SECTOR

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.

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

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

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 nathan.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

Social Network Research in Organizational Studies

Sponsored by RM & IM
For details see Jointly Sponsored Activities.

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

Research Strategies for Studying Organizational Foundings

Sponsored by RM, OMT, & ENT
For details see Jointly Sponsored Activities.

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
Teaching Ethnography

Organizer
Robert P. Gephart, U. of Alberta

Presenter
John Van Maanen, Massachusetts Institute of Technology

Social Issues in Management

7:30am-5:00pm
Doctoral Consortium
By invitation only.

Coordinates
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

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.

Technology & Innovation Management

8:00am-5:00pm
TIM/OCIS Doctoral Student Consortium
Sponsored by TIM & OCIS
For details see Jointly Sponsored Activities.

OCIS/TIM Junior Faculty Consortium: Perspectives on Academe
Sponsored by OCIS & TIM
For details see Jointly Sponsored Activities.
Sunday, August 9

ALL-CONVENTION ACTIVITIES

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.

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

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.

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

All-Academy Dance

Barnard Society
Facilitator
Paul C. Godfrey, Brigham Young U.
ALL-Academy Symposia: “What Matters Most”

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

ACADEMY GOVERNANCE MEETINGS

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

Board of Governors Meeting
Presiding
William H. Starbuck, New York U.

International Programs Committee Meeting
Presiding
Betty Jane Punnett, U. of the West Indies / U. of Windsor

Current (1997-98) Chairpersons of Divisions and Interest Groups
Presiding
Anne Sigismund Huff, U. of Colorado / Cranfield U.

Current (1997-98) Program Chairpersons
Presiding
David A. Whetten, Brigham Young U.

People of Color Committee Meeting
Presiding
Stella Nkomo, U. of North Carolina, Charlotte

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

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

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

Newsletter Editors for Professional Divisions and Interest Groups

Presiding
JoAnn Duffy, Sam Houston State U.

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

Officers of Regional Academy of Management Associations

Presiding
Tim O. Peterson, TOPerformance

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

Officers of the Midwest Academy of Management

Presiding
Brian P. Niehoff, Kansas State U.

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

Officers of the Southern Academy of Management

Presiding
Chester A. Schriesheim, U. of Miami

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

Officers of the Southwest Academy of Management

Presiding
Tim O. Peterson, TOPerformance

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

Officers of the Western Academy of Management

Presiding
Joan Dahl, California State U., Northridge

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

Orientation for New Members

Presiding
Carolyn Wiley, Georgia State U.

EDITORIAL BOARD MEETINGS

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

Organization Science, Senior Editors

Presiding
Arie Y. Lewin, Duke U.

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

Journal of Management Inquiry

Presiding
Paul M. Hirsch, Northwestern U.

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

Group & Organization Management

Presiding
P. Christopher Earley, Indiana U., Bloomington

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

Management

Presiding
Bernard Forgues, IAE, Tours

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

Journal of Occupational Health Psychology

Presiding
James Campbell Quick, U. of Texas, Arlington

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.

BROAD APPEAL ACTIVITIES

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.

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

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. 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/emedia/

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.
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
Siwei Cheng, National Natural Science Foundation of China
Chung-Ming Lau, Chinese U. of Hong Kong
The Development of Management Theory and Practices in China
Co-Chair
Siwei Cheng, National Natural Science Foundation of China
The Transformation and Development of China’s Financial System
Fengming Song, Tsinghua U.
A Brief Review of Management Sciences in China
Siwei Cheng, National Natural Science Foundation of China
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
Rancho Las Palmas

- **International Programs Committee Members Lunch**
  - By invitation only.
  - Organizer
  - Betty Jane Punnett, U. of the West Indies / U. of Windsor

**JOINTLY SPONSORED ACTIVITIES**

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 dtwomey@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
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.

- **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

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
**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

_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.

**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, or Gerald F. Davis, 415-321-2052, 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
Hermia 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.

**The Soul of Great Teaching -- Espiritting 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

**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.

**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
**Business Policy & Strategy**

**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

**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.cha.uinc.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

**Doctoral Consortium**

Preregister for this activity with Julia Porter Liebeskind at 213-740-0749, by fax at 213-740-3382 or by email at 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.

**Translating Cases Into Academic Research**

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

*Organizer*
Anne Ilinitch, U. of North Carolina

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

**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

**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.
**The Craft of Reviewing**

_Sponsored by BPS & OMT_

_For details see Jointly Sponsored Activities._

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**1998 Entrepreneurship Division**

**Doctoral and New Faculty Consortium**

Preregister with William B. Gartner at 213-740-0648 or email at 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**

**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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**CONFLICT MANAGEMENT**

**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

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**ENTREPRENEURSHIP**

**Coffee and Croissants**

_Sponsored by Entrepreneurship Theory & Practice Journal_

_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

7:30am-8:00am
Westin

**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

*Organizer*
Jacqueline S. Zinn, Temple U.

8:00am-9:00am
Westin

**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

*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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**GENDER & DIVERSITY IN ORGANIZATIONS**

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

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, Nijenmegen Business School, Netherlands
Silvia Gherardi, Trento U, Italy

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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.

Organizer
Jacqueline S. Zinn, Temple U.

Chair
Pamela L. Pommerenke, Michigan State U.

Presenters
Jon Chilingerian, Brandeis U.
Michael D. Rosko, Widener U.

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

Organizer
Jacqueline S. Zinn, Temple U.

Chair
Jon Chilingerian, 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

Doctoral Consortium
Preregister with Cheri Ostroff at 602-965-3402, by fax at 602-965-8314 or by email at 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

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.

Organizer
Lynn M. Shore, Georgia State U.

Coordinator
Mark A. Huselid, SMLR Rutgers U.
Debra J. Cohen, George Washington U.
Pallrick 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.

Human Resources
Practitioner Series: Collaborative Research -- An Action Learning Workshop
Sponsored by MED, ODC, MC, HR, CAR, & MH
For details see Jointly Sponsored Activities

SUNDAY
SUNDAY

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

Doctoral Consortium (Continued from Saturday)

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

Preregister for this activity with Joseph L. C. Cheng at 217-333-2963, by fax at 217-244-7969 or email at jcheng@uiuc.edu

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

Junior Faculty Consortium

Organizer
Stephen E. Weiss, York U.

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.

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.

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.

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.
MANAGERIAL CONSULTATION

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
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

MANAGEMENT EDUCATION & DEVELOPMENT

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

Practitioner Series: Collaborative Research -- An Action Learning Workshop

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

*For details see Jointly Sponsored Activities*

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

*Sponsored by OCIS & MED*

*For details see Jointly Sponsored Activities.*

The Soul of Great Teaching -- Espiritu de Tu Career

*Sponsored by MED & ODC*

*For details see Jointly Sponsored Activities.*

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
MANAGEMENT HISTORY

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

MANAGERIAL & ORGANIZATIONAL COGNITION

9:00am-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.

Cognition in the Rough
Preregister with Cynthia Emrich at 765-494-5111, by fax at 765-494-9658 or by email at 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.
ORGANIZATIONAL BEHAVIOR

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.*

10:00am-12:00n
Westin
Point Loma

**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.*

ORGANIZATIONAL COMMUNICATION & INFORMATION SYSTEMS

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.*

ORGANIZATION DEVELOPMENT & CHANGE

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
OB/OMT/ODC Ph.D.
Consortium
Westin
Library

Sponsored by OMT, OB, ODC
For details see Jointly Sponsored Activities.

8:00am-12:00n
Practitioner Series: Collaborative Research -- An Action Learning Workshop
Convention Center
15A

Sponsored by MED, ODC, MC, HR, CAR, & MH
For details see Jointly Sponsored Activities

9:00am-11:00am
The Soul of Great Teaching -- Espiring Your Career
Marriott South
Leucadia

Sponsored by MED & ODC
For details see Jointly Sponsored Activities

OPERATIONS MANAGEMENT

9:00am-12:00n
Teaching Supply Chain Management
Westin
California B

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
Continuing Education Seminar:
Trends in Corporate Governance Research
Westin
Sierra

Organizers
James P. Walsh, U. of Michigan
Edward J. Zajac, Northwestern U.

Organization & Management Theory

8:00am-10:00am
Continuing Education Seminar:
Trends in Research on Institutional Change
Westin
Sierra

Organizers
Marc Ventresca, Northwestern U.
Matthew S. Kraatz, U. of Illinois

One Year After: A New Role of Hong Kong in the Emerging China Economy
Marriott South
Marina D

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

OB/OMT Junior Faculty Consortium
Westin
Santa Fe

Sponsored by OB & OMT
For details see Jointly Sponsored Activities.

Teaching Roundtable:
Electronic Technologies in Teaching Organizational Theory
Westin
California C

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.

10:00am-12:00n
Continuing Education Seminar:
Trends in Corporate Governance Research
Westin
Sierra

Organizers
James P. Walsh, U. of Michigan
Edward J. Zajac, Northwestern U.

One Year After: A New Role of Hong Kong in the Emerging China Economy
Marriott South
Marina D

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

OB/OMT/ODC Ph.D.
Consortium
Westin
Library

Sponsored by OMT, OB, & ODC
For details see Jointly Sponsored Activities.
Getting National Research Grants

Sponsored by RM, OMT, OB, & TIM
For details see Jointly Sponsored Activities.

The Craft of Reviewing

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

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 tgladwin@stern.nyu.edu or at 212-998-0426.

Organizer
Thomas Gladwin, New York U.

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 Kusher, Lafayette College

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

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

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 Easterby-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
Handling Missing Data

Organizers
Fred S. Switzer III, Clemson U.
Philip L. Roth, Clemson U.

Getting National Research Grants

Sponsored by RM, OMT, OB, & TIM
For details see Jointly Sponsored Activities.

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

Interpreting Qualitative Data: The ‘Who’ Matters

Sponsored by RM & OB
For details see Jointly Sponsored Activities.

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

Getting National Research Grants

Sponsored by RM, OMT, OB, & TIM
For details see Jointly Sponsored Activities.

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

**ALL-CONVENTION ACTIVITIES**

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

*Executive Director*
Nancy Urbanowicz, Academy of Management

**What Are the Benefits of Membership? Do You Need to Update Your Membership Information? Would You Like to Get Involved?**
9:00 am - 5:00 pm
Marriott North
Marriott Hall

*Director of Membership*
Carolyn Wiley, Georgia State U.

**Placement**
9:00 am - 5:00 pm
Marriott North
Marriott Hall Foyer

*Director of Placement*
Charlotte Sutton, Auburn U.

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

*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

**International Programs**
10:00 am - 4:00 pm
Marriott North
Marriott Hall

*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

**Global Networking Hospitality Suite: Connecting Across Borders**
10:00 am - 4:00 pm
Marriott South
Boardroom

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.

**Monday Evening Reception**
6:30 pm - 8:30 pm
Marriott North
Bayside Pavilion

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

**4th Annual No-Host Dinner**
7:00 pm - 9:00 pm
Marriott South
Point Loma

Pre-registration is required. Contact Teresa Joyce Covin (770) 423-6406, (770) 443-6606 fax, or tcovin@kscmail.kennesaw.edu

*Coordinators*
Teresa Joyce Covin, Kennesaw State U.
Jeffrey Kerr, U. of Miami

*Keynote Speaker*
Warren Bennis, U. of Southern California
ALL-ACADEMY SYMPOSIAS: “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

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
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 Booyens, U. of South Africa
Ping Ping Fu, State U. of New York, Albany
Martin Lindell, Swedish School of Economics, Finland

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

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.
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

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

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 review 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.
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.

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 causal ambiguity, uncertainty, and information assymetries 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
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
Marriott South
Marina F

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

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

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
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.

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.
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

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

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.

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

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-Profit and Governments in Entrepreneurship in Rural Saskatchewan
Mark A. Lee, Briercrest Graduate School, Saskatchewan
Institutional Development and Capacity Building for Entrepreneur Development in Russia: The ‘Morozov’ Project in Samara, Russia
Raymond A. Saner, Centre for Socio-Economic 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.

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
Jimmy Goldstein, Business Channel
Leveraging the Power of Learning
Edwin Boswell, Forum Corporation
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, Arizona State U.
Robert Cialdini, Stanford 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 Gittell, Harvard U.

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

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.

**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.

**Managing Corporate Citizenship: The Role of Transformed Corporate Community Relations**
Barbara W. Altman, Boston U.

**Assessing Stakeholder Relationships: Social Auditing, a Tool for Measuring Corporate Citizenship**
Kimberly S. Davenport, Fielding Institute

**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

**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

**Discussants**
Marc J. Epstein, INSEAD
Kirk O. Hanson, Stanford U.
Andrew R. McGill, U. of Michigan

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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.

12:20 pm - 2:10 pm
Marriott South
Marina D

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

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.

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.
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

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
M O N D A Y

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

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 Cornellissen 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 Langley, 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

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
Symbolism, Sensemaking, Sensegiving, and Strategic Change  
Dennis A. Gioia, Pennsylvania State U.  
Kevin G. Corley, Pennsylvania State U.

From Institutional Discourse to Organizational Action  
Jean-Louis Denis, U. of Montreal  
Ann Langley, U. du Québec à Montréal

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.

Early Liberationary 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
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.

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.

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
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

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

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.

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.
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

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

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

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.

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

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.

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.
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 Memeic View of Organizations
Patrick L. Schultz, Texas Tech U.

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

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.

Developing Knowledge Capital
Papers from ENT, IM, MOC & OMT
Facilitator
Theresa Lant, New York U.

Effects of Ethos 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.
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

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
Serghei Floricel, U. of Quebec, Montreal

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

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.

Escalating Into and Out of Jams
Papers from BPS, MC, MOC & OCIS
Facilitator
Barry M. Staw, U. of California, Berkeley

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.
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

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 Labatkin, 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

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.
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
Structure 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

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.

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
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

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 Gittell, Harvard U.

Structure as Structuring
Nitin Nohria, Harvard U.

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

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.
INTERACTIVE PAPER SESSIONS

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

Human Resources

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 Intraiindustry 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.

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-McClear, 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

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 Jiuhua 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
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

*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

*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.

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.

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

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

CAUCUSES

Coordinator
Timothy M. Stearns, California State U., Fresno
Contact: timothys@csufresno.edu

Table 1 - Person-Organization Fit: A Synonym for Cloning?
Jon Billsberry, Open U.
Contact: j.billsberry@open.ac.uk

Table 2 - Asian/Asian-American Caucus
Cliff Cheng, U. of Southern California
Contact: cliffc@almaak.usc.edu

Table 3 - Rediscovering Grounded Theory
Anne B. Duncan, London Business School
Contact: 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@mrm.com

Table 6 - 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
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Raymond A. Saner, Centre for Socio-Eco-Nomic Development
Contact: jeparker@mrm.com
Table 5 - Teaching in a Technology-Rich Environment
Raymond M. Guydosh, State U. of New York, Plattsburgh
Contact: 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

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

Table 8 - Managerial Communication and Organizational Context
E. Brooke Harrington, Harvard U.
Contact: brooke@wjh.harvard.edu

Table 9 - Environmental Entrepreneurship
Norris F. Krueger, Jr., Entrepreneurial Strategies
Michael Lounsbury, Northwestern U.
Astad Pastakia, Nirma Institute of Management
Contact: 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

Table 11 - Organizational Change and Middle Management Commitment
Shahnaz Naughton, Griffith U.
Contact: 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

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

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: tcox@umich.edu

Table 15 - Exploring Life-Giving Aspects of the Workplace
Dick Ottaway, Fairleigh Dickinson U.
Contact: 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

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

Table 18 - Surviving and Thriving at Smaller Institutions
Barbara A. Ribbens, St. Cloud State U.
Monica Forret, Saint Ambrose U.
Contact: br28@evansville.edu

Table 19 - Initiating a Cross-Disciplinary Dialog on the Ferengi 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
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.

Division Welcome
Program Chair
Diana L. Day, Rutgers U.

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

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.

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

Corporate Effects on Performance: Do They Matter and How Much?
Joint symposium sponsored by BPS, OMT & RM

What Matters Most in Corporate Governance: From Theory to Boardroom Practice
Joint symposium sponsored by BPS & OMT

Shared Interest Track on Strategic and Organizational Evolution
Papers from BPS, IM & OMT
Governance

Chair
Jeffrey L. Cummings, George Washington U.

Discussants
Eugenio Marchese, Cornell U.
Terrence C. Sebora, 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.

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. Foltz, 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

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
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

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 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

What Do Contracts Actually Say?

Joint symposium sponsored by BPS, ENT & OMT

Metaphors for Teaching Strategy: Art, Acting, and Adventure

Joint symposium sponsored by BPS & MED

Measuring Organizational Performance

Papers from BPS, OB & PNS

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

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. Sebora, 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

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

Understanding Risk
Chair
Jay J. Janney, U. of Kentucky

Discussants
Emmanuel Josserand, U. of Paris
P. Konstantina Kiousis, 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

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

Business Policy and Integration in a Strategic Management World: Reconceptualizing the Capstone Course in the Undergraduate Curriculum
Joint symposium sponsored by BPS & MED

Shared Interest Track on Escalating Into and Out of Jams
Papers from BPS, MC, MOC & OCIS

Shared Interest Track on Major Organizational Changes
Papers from BPS, HCM, OM & ONE

Shared Interest Track on International Joint Ventures
Papers from BPS, IM & OMT

Shared Interest Track on Supply Chain Integration
Papers from BPS, ONE & TIM

Shared Interest Track on Organizational Identity
Papers from BPS, MOC & OMT
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 Multi-faceted 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

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

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

Shared Interest Track on Executive Compensation
Papers from BPS, HR, OB & SIM

Shared Interest Track on Designing Organizations
Papers from BPS, ODC & OMT

Interactive Paper Session
Papers from BPS, IM, OCIS, OM & RM

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.

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.
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 Mascarenhas, Rutgers U., Camden

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

Reflections in the Funhouse Mirrors: The Interdependence of Reputation, Image, and Identity
Joint symposium sponsored by BPS, MOC & OMT

Why Alliance Trust Matters: Defining and Measuring Trust in Interorganizational Relationships
Joint symposium sponsored by BPS & OMT

Interactive Paper Session
Papers from BPS, IM & OMT
Shaping Management Education for the 21st Century: Perspectives of Five Division Chairs

Joint symposium sponsored by CAR & MED

10:40 am - 12:00 pm
Marriott North
San Diego C

Shared Interest Track on Teleworking and Telecommuters
Papers from CAR, IM & TIM

10:40 am - 12:00 pm
Marriott South
torrance

What Matters Most to Women in Entrepreneurial Careers
Joint symposium sponsored by CAR, ENT & GDO

12:20 pm - 2:10 pm
Marriott South
Marina F

What Matters Most in the Management of Expatriates
Joint symposium sponsored by CAR, HR & IM

12:20 pm - 2:10 pm
Westin
California C

Interactive Paper Session
Papers from CAR, HR & OB

12:20 pm - 2:10 pm
Westin
California A

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
Loïc Cadin, ESC, Paris
Anne-François Bailly, ESSEC
Veronique de Saint-Giniez, Group ESC, Tours

Hong Kong: Careers Across Borders
Bee Leng Chua, Chinese U. of Hong Kong

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
Westin
California B

The Triangle of Education, Research, and Practice: What Matters Most to Each of These Sides
Joint symposium sponsored by CAR & MED

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
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
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

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.

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

Interactive Paper Session
Papers from CM, HR & OB

Positive Conflict in East Asia: Emerging Paradigms
Joint symposium sponsored by CM, IM & OB

Shared Interest Track on Procedural Justice in the Workplace
Papers from CM, OB, ODC & PNS

Business Meeting
Division Chair
Robin L. Pinkley, Southern Methodist U.

Social Hour
ENTREPRENEURSHIP

8:30 am - 9:00 am
Marriott South
Point Loma

Division Welcome
Chair
Nancy Upton, Baylor U.

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
Point Loma

Promoting Entrepreneurship in Economically Depressed Regions: Have We Made a Difference?
Joint symposium sponsored by ENT, MC & PNS

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

9:00 am - 10:20 am
Marriott South
Marina F

10:40 am - 12:00 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

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

Business Meeting

Division Chair
McRae C. Banks II, Worcester Polytechnic Institute

Social Hour
Gender & Diversity in Organizations

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
Dorthy 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
Marina D
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.

12:20 pm - 2:10 pm
Marriott South
Marina F
Communal Models of Organizations: An Alternative to Traditional Hierarchical Models
Joint symposium sponsored by CM, GDO & OMT

What Matters Most to Women in Entrepreneurial Careers
Joint symposium sponsored by CAR, ENT & GDO
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

“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

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

The Changing Epistemological Assumptions of Group Theory
Mary J. Fambrough, Case Western Reserve U. Susan Ann Comerford, Case Western Reserve 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

Dessert Extravaganza and Dialogue About the Evolution of the Division
Division Chair
Lisa A. Mainiero, Fairfield U.

Business Meeting
Division Chair
Lisa A. Mainiero, Fairfield U.

Social Hour
A special celebration of past and future: The WIM Division becomes Gender & Diversity in Organizations

Health Care Management

Division Welcome
Program Chair
Barbara Bigelow, Clark U.
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

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

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 Negotiating Conflicts Constructively

Papers from CM, HCM & IM

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

2:30 pm - 3:50 pm  
Marriott South  
Green Room

4:10 pm - 5:30 pm  
Marriott South  
Marina F

**Shared Interest Track on Major Organizational Changes**

*Papers from BPS, HCM, OM & ONE*

**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

**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**

**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

**Supervision Versus Empowerment? New Perspectives on an Old Debate**

Joint symposium sponsored by HR & OB

**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
California A

**Interactive Paper Session**

*Papers from HR, IM & MOC*

10:40 am - 12:00 pm
Westin
Presidio

**New Insights Into Service Management: What Employee Attitudes, Perceptions, and Behaviors Matter Most to Customers? 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.

10:40 am - 12:00 pm
Westin
California C

**Understanding Human Resource Management From a Global Perspective**

*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
Westin
Balboa

**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
Westin
Balboa

**Shared Interest Track on Illegal and Unethical Behaviors**

*Papers from HR, OMT & SIM*
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

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

Toward a Broader View of Age Discrimination in Selection: A Joint Consideration of Organizational Factors and Cognitive Processes
Elissa L. Perry, U. of Illinois, Urbana-Champaign
Lisa M. Finkelstein, Northern Illinois U.

What Explains the Adoption of High Involvement Human Resource Practices in Service Industries?
Joint symposium sponsored by HR & OMT

What Matters Most in the Management of Expatriates
Joint symposium sponsored by CAR, HR & IM

Interactive Paper Session
Papers from CAR, HR & OB

Recent Advances and Continuing Challenges in Criterion Development and Measurement
Joint symposium sponsored by HR & RM

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.
Estimation of a Causal Model of Absenteeism
James L. Price, U. of Iowa

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 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

Barry A. Gerhart, Vanderbilt U.
Patrick M. Wright, Cornell U.
Gary C. McMahan, U. of Texas, Arlington
Scott A. Snell, Pennsylvania State U.

Conference Proceedings Paper
SHRM Configurations and Perceived Organizational Performance
Michael Anthony Sheppeck, U. of St. Thomas

Shay S. Tzafrir, Technion Institute of Technology
Gedaliahu H. Harel, Technion Institute of Technology

Which Resources Matter in Initial Public Offering Firms? A Longitudinal Comparison of Five Resources’ Contributions to Firm Performance
Theresa M. Welbourne, Cornell U.

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

Shared Interest Track on Executive Compensation
Papers from BPS, HR, OB & SIM

Interactive Paper Session
Papers from CM, HR & OB

Training and Human Capital: Assessment and Measurement
Chair
Jon C. Carr, Mississippi State U.

Discussant
David B. Balkin, U. of Colorado, Boulder

A Longitudinal Investigation of the Determinants of Transfer of Training
Alice P. Gaudine, Memorial U. of Newfoundland
Alan M. Saks, York U.

Fun and Games: The Influence of a Playful Pretraining Intervention and Microcomputer Playfulness on Computer Related Performance
Kevi P. Pauli, U. of Nebraska
Douglas R. May, U. of Nebraska
Richard L. Gilson, U. of Nebraska

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.

2:30 pm - 3:50 pm
Westin Balboa

4:10 pm - 5:30 pm
Westin Plaza A

A Longitudinal Investigation of the Determinants of Transfer of Training
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Training Activities and the Transfer of Training
Alan M. Saks, York U.
Monica Belcourt, York U.
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
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

Mitigating Organizational Dysfunction: A Role of Accountability Systems
Joint symposium sponsored by HR, OB & SIM

Interactive Paper Session
Papers from HR, MOC & ODC

Ice Cream Social and Meeting With Division Officers
Division Chair
Jeanette Cleveland, Colorado State U.

Look for the Sessions on Culture

Division Welcome
Division Chair
J. Michael Geringer, California Polytechnic State U.

Program Chair
Douglas Nigh, U. of South Carolina

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

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

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 / 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
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
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
Carlos J. Sanchez-Runde, IESE, U. of Navarra, Barcelona
Richard C. Whittington, Oxford U.
Javier Quintanilla, IESE, U. of Navarra, Barcelona
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
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
Shared Interest Track on International Joint Ventures
Papers from BPS, IM & OMT
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
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

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

Chun-Chung Chen, U. of Texas, Dallas
Chadwick C. Nehrt, Quinnipiace 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

Shared Interest Track on Leadership Development

Papers from IM, MED, OB & PNS

Interactive Paper Session

Papers from BPS, IM, OCIS, OM & RM

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

Wanted: Effective Global Managers!
Three Corporate Perspectives on Growing and Developing Global Managers

Joint symposium sponsored by IM & ODC
M O N D A Y

Positive Conflict in East Asia: Emerging Paradigms

Joint symposium sponsored by CM, IM & OB

Interactive Paper Session

Papers from BPS, IM & OMT

8:00 am - 9:00 am
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

9:00 am - 10:20 am
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
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

9:00 am - 10:20 am
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

8:30 am - 10:20 am
Innovative Alliances in Management Education and Training

Joint symposium sponsored by CAR & MED

10:40 am - 12:00 pm
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

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

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
San Diego C

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

10:40 am - 12:00 pm
Marriott North
Torrey 1&2

Metaphors for Teaching Strategy: Art, Acting, and Adventure

Joint symposium sponsored by BPS & MED

10:40 am - 12:00 pm
Convention Center 16A

Theology and Business: An Imperative for Collaboration

Joint symposium sponsored by MED & ODC

10:40 am - 12:00 pm
Marriott North
San Diego A

Shaping Management Education for the 21st Century: Perspectives of Five Division Chairs

Joint symposium sponsored by CAR & MED

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.

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.

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
Marriott North
San Diego C
**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*
Debora 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.

**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.

**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

**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*

**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.

**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.

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

Virtual Management Education: An Exploration Into Unknown Spaces
Joint symposium sponsored by MED, OCIS & TIM

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

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.
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
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

Promoting Entrepreneurship in Economically Depressed Regions: Have We Made a Difference?
Joint symposium sponsored by ENT, MC & PNS

Shared Interest Track on Management Succession
Papers from ENT, MC & OB

New Frontiers in Corporate Citizenship Research: The Theory/Practice Link?
Joint symposium sponsored by MC & SIM

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

Business Meeting and Social Hour
Division Chair
Teresa Joyce Covin, Kennesaw State U.

9:00 am - 10:20 am
Westin
Sierra

Division Welcome
Program Chair
Theresa Lant, New York U.

Image Creation and Impression Management
Chair
Margaret D. Gorman, George Washington U.
Discussant
Mary Ann Glynn, Emory 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

Interactive Paper Session
Papers from HR, IM & MOC

Shared Interest Track on Developing Knowledge Capital
Papers from ENT, IM, MOC & OMT
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

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. Mezias, 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

Language, Legitimacy, and Organizational Action

Joint symposium sponsored by MOC, OCIS & OMT

Shared Interest Track on Escalating Into and Out of Jams

Papers from BPS, MC, MOC & OCIS

Shared Interest Track on Organizational Identity

Papers from BPS, MOC & OMT

Discourse and Change in Organizations

Joint symposium sponsored by BPS, MOC & OMT

Reflections in the Funhouse Mirrors: The Interdependence of Reputation, Image, and Identity

Joint symposium sponsored by BPS, MOC & OMT

Interactive Paper Session

Papers from HR, MOC & ODC

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

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.

Developing Products and Capabilities in Manufacturing
Chair
Rebecca Duray, U. of Colorado, Colorado Springs

Discussants
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
Organization & Management Theory

Monday

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.

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.

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, rivals, 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

Corporate Effects on Performance: Do They Matter and How Much?

Joint symposium sponsored by BPS, OMT & RM

What Matters Most in Corporate Governance: From Theory to Boardroom Practice

Joint symposium sponsored by BPS & OMT

Shared Interest Track on Learning in Networks

Papers from OB & OMT

Shared Interest Track on Strategic and Organizational Evolution

Papers from BPS, IM & OMT

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.

9:00 am - 10:20 am
Consortium Center 10

9:00 am - 10:20 am
Marriott South
Marina F

9:00 am - 10:20 am
10:40 am - 12:00 pm
Convention Center 16B

9:00 am - 10:20 am
Convention Center 15A

9:00 am - 10:20 am
Convention Center 16A

9:00 am - 10:20 am
Convention Center 17B

9:00 am - 10:20 am
Convention Center 7A

10:40 am - 12:00 pm
Convention Center 9
**Square Pegs Into Round Holes? The Pitfalls of Applying Manufacturing-Based Theory to Service Organizations**
Bonalyn 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

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**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

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**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

**What Do Contracts Actually Say?**
Joint symposium sponsored by BPS, ENT & OMT

**Communal Models of Organizations: An Alternative to Traditional Hierarchical Models**
Joint symposium sponsored by CM, GDO & OMT

**Shared Interest Track on Illegal and Unethical Behaviors**
Papers from HR, OMT & SIM

**Shared Interest Track on Developing Knowledge Capital**
Papers from ENT, IM, MOC & OMT

**Shared Interest Track on Technological Development**
Papers from HCM, OMT & TIM
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

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.

Walking the Talk, and Talking the Walk

Joint symposium sponsored by OB, OMT & SIM

Nothin’ but Net: Testing Organizational Theories Using Sports-Related Data
Joint symposium sponsored by BPS, OB & OMT

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
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 Effect of Environment and Alliance Characteristics on the Choice of Alliance Forms
Chungjen Chen, Rensselaer Polytechnic Institute
Daniel Berg, Rensselaer Polytechnic Institute

Discourse and Change in Organizations
Joint symposium sponsored by BPS, MOC & OMT

2:30 pm - 3:50 pm
Emotion Regulation: Factors Shaping the Experience and Expression of Emotion in Organizations
Joint symposium sponsored by OB & OMT

Early Liberationary Impulses in the American Workplace: A Historical Examination of Empowerment
Joint symposium sponsored by MH, ODC & OMT
Shared Interest Track on Privatization in Eastern European Economies

Papers from MH, OMT, PNS & TIM

Shared Interest Track on Designing Organizations

Papers from BPS, ODC & OMT

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

Complexity and Firm Decision Making

Chair
Bernard Forgues, IAE, Tours

Discussant
Brian T. Pentland, Michigan State U.

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.

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

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

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
<table>
<thead>
<tr>
<th>Time</th>
<th>Event</th>
<th>Location</th>
</tr>
</thead>
<tbody>
<tr>
<td>4:10 pm - 6:00 pm</td>
<td><strong>Reflections in the Funhouse Mirrors:</strong> The Interdependence of Reputation, Image, and Identity</td>
<td>Convention Center 15B</td>
</tr>
<tr>
<td>4:10 pm - 5:30 pm</td>
<td><strong>Why Alliance Trust Matters:</strong> Defining and Measuring Trust in Interorganizational Relationships</td>
<td>Convention Center 16A</td>
</tr>
<tr>
<td>4:10 pm - 5:30 pm</td>
<td><strong>Shared Interest Track on Rise and Decline of Organizational Forms</strong></td>
<td>Convention Center 17B</td>
</tr>
<tr>
<td>4:10 pm - 5:30 pm</td>
<td><strong>Interactive Paper Session</strong></td>
<td>Marriott South Marina E</td>
</tr>
<tr>
<td>5:30 pm - 6:30 pm</td>
<td><strong>Business Meeting and Social Hour</strong></td>
<td>Convention Center 9</td>
</tr>
<tr>
<td>9:00 am - 10:20 am</td>
<td><strong>Celebration of Best Papers</strong></td>
<td>Westin Plaza B&amp;C</td>
</tr>
</tbody>
</table>

**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.

**Theology and Business: An Imperative for Collaboration**

**Creating a Transformational Science: Dissertations That Both Inform and Transform**
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 Cognition 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.

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.

Early Liberationary Impulses in the American Workplace: A Historical Examination of Empowerment

Joint symposium sponsored by MH, ODC & OMT

Shared Interest Track on Designing Organizations

Papers from BPS, ODC & OMT

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

Wanted: Effective Global Managers
Three Corporate Perspectives on Growing and Developing Global Managers

Joint symposium sponsored by IM & ODC

Shared Interest Track on Procedural Justice in the Workplace

Papers from CM, OB, ODC & PNS
Interactive Paper Session

Papers from HR, MOC & ODC

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

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.

Supervision Versus Empowerment?
New Perspectives on an Old Debate

Joint symposium sponsored by HR & OB

Developing a Cross-National and Cross-Occupational Perspective on Contingent Work

Joint symposium sponsored by HR & OB

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.

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

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  

**Creating a Transformational Science: Dissertations That Both Inform and Transform**  
Joint symposium sponsored by OB, ODC & RM  

**Breaking Barriers in Team Research: New Methodologies and Applications for Team Research and Practice**  
Joint symposium sponsored by HR, OB & RM  

**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  

**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  

**Walking the Talk, and Talking the Walk**  
Joint symposium sponsored by OB, OMT & SIM  

12:20 pm - 2:10 pm  
Marriott South  
Marina D
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

Nothin’ but Net: Testing Organizational Theories Using Sports-Related Data
Joint symposium sponsored by BPS, OB & OMT

Interactive Paper Session
Papers from CAR, HR & OB

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

Emotion Regulation: Factors Shaping the Experience and Expression of Emotion in Organizations
Joint symposium sponsored by OB & OMT

Contextual Performance of Temporary, Part-Time, and Virtual Employees: When Does Work Status Make a Difference?
Joint symposium sponsored by HR & OB
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

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
Fatoum Mohammed Moussa, State U. of New York, Plattsburgh

Insight Into Participation Effects: The Role of Learning Goals and Justice Perceptions
Neta A. Moye, U. of Maryland
Quinetta M. Roberson, U. of Maryland

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.

Shared Interest Track on Leadership Development
Papers from IM, MED, OB & PNS

Shared Interest Track on Executive Compensation
Papers from BPS, HR, OB & SIM

Interactive Paper Session
Papers from CM, HR & OB

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

Positive Conflict in East Asia: Emerging Paradigms

Joint symposium sponsored by CM, IM & OB
Mitigating Organizational Dysfunction: A Role of Accountability Systems

Joint symposium sponsored by HR, OB & SIM

Shared Interest Track on Procedural Justice in the Workplace

Papers from CM, OB, ODC & PNS

Business Meeting

Division Chair
Marilyn E. Gist, U. of Washington

Social Hour

Organizer
Charlotte Sutton, Auburn U.

Organizational Communication & Information Systems

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 Lauretta 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
Sirkka L. Jarvenpaa, U. of Texas, Austin
Thomas R. Shaw, U. of Texas, Austin

10:40 am - 12:00 pm
Marriott North Manchester 2

Impression Formation and Impression Management With Electronic Media

Chair
William B. Snavely, Miami U., Oxford

Discussants
Robert W. Zmud, U. of Oklahoma
William B. Snavely, Miami U., Oxford
Betty Vandenbosch, 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.
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

Shared Interest Track on Escalating Into and Out of Jams

Papers from BPS, MC, MOC & OCIS

Interactive Paper Session

Papers from BPS, IM, OCIS, OM & RM
**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

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**Organizations & the Natural Environment**

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*

12:20 pm - 2:10 pm
Marriott South
Torrance

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*

2:30 pm - 3:50 pm
Marriott South
Marina G

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 Friderger, Holy Names College

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**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

**Shared Interest Track on Major Organizational Changes**

*Papers from BPS, HCM, OM & ONE*

12:20 pm - 2:10 pm
Marriott South
Torrance

**Shared Interest Track on Supply Chain Integration**

*Papers from BPS, ONE & TIM*

12:20 pm - 2:10 pm
Marriott North
Columbia 2

**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
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
Convention Center 17B

Institutions and Institutional Theory

Chair
Mohamed Chariri, Ecole Nationale D'Administration Publique

Discussants
Judith L. Miller, State U. of New York, Albany
Sonia Ospina, New York U.

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

10:40 am - 12:00 pm
Marriott North
Columbia 2

2:30 pm - 3:50 pm
Marriott South
Coronado

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

Shared Interest Track on Measuring Organizational Performance

Papers from BPS, OB & PNS

Shared Interest Track on Leadership Development

Papers from IM, MED, OB & PNS

Shared Interest Track on Privatization in Eastern European Economies

Papers from MH, OMT, PNS & TIM

2:30 pm - 3:50 pm
Marriott South
Torrance
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

9:00 am - 10:00 am
Convention Center
Torrance

9:00 am - 10:00 am
Westin
Balboa

Social Hour

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

5:30 pm – 6:30 pm
Marriott South
Torrance

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

RESEARCH METHODS

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.

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
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

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

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.

Recent Advances and Continuing Challenges in Criterion Development and Measurement

Joint symposium sponsored by HR & RM

Interactive Paper Session
Papers from BPS, IM, OCIS, OM & RM

Business Meeting

Division Chair
Jeffrey R. Edwards, U. of North Carolina, Chapel Hill

Social Hour
**Social Issues in Management**

**Division Welcome**
Program Chair  
Jeffrey Lenn, George Washington U.

**Private Processes and Public Faces of Environmental Collaborations:**
**Voices From Theory and Practice**
Joint symposium sponsored by CM, ONE & SIM

**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. Gallan, 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

**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.

**New Frontiers in Corporate Citizenship Research: The Theory/Practice Link?**
Joint symposium sponsored by MC & SIM

**Shared Interest Track on Illegal and Unethical Behaviors**
Papers from HR, OMT & SIM

**Walking the Talk, and Talking the Walk**
Joint symposium sponsored by OB, OMT & SIM
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

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

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

Shared Interest Track on Executive Compensation

Papers from BPS, HR, OB & SIM

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.
**Technology & Innovation Management**

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. Haffield, 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.

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 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.

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

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

Other Meetings

12:00 pm - 2:00 pm
Marriott South
Pacific

Editorial Board of the Journal of Organizational Behavior

Presiding
Cary L. Cooper, U. of Manchester
Tuesday, August 11

**ALL-CONVENTION ACTIVITIES**

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<th>Time</th>
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<td>9:00 am - 12:00 pm</td>
<td>Registration</td>
<td>Marriott North</td>
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<td>Executive Director</td>
<td>Nancy Urbanowicz, Academy of Management</td>
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<td>9:00 am - 11:00 am</td>
<td>Placement</td>
<td>Marriott North</td>
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<td>Director of Placement</td>
<td>Charlotte Sutton, Auburn U.</td>
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<td>9:00 am - 12:00 pm</td>
<td>Exhibits</td>
<td>Marriott North</td>
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<td>Director of Publisher Relations &amp; Exhibits Coordinator</td>
<td>Philip B. Stone, GT Enterprises</td>
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<td>Refreshment break at 10:00 am sponsored by Prentice Hall</td>
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<td>Refreshment break at 4:00 pm sponsored by Pepperdine U.</td>
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<tr>
<td>9:00 am - 12:00 pm</td>
<td>International Programs Committee Information Booth</td>
<td>Marriott Hall</td>
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<td>Drop by the booth to share your information on international activities and find out what’s happening around the academic world.</td>
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<tr>
<td></td>
<td>Coordinators</td>
<td>Carolyn R. Dexter, Pennsylvania State U., Harrisburg; Anne Davis, U. of St. Thomas; Eleanor O’Higgins, U. College, Dublin</td>
</tr>
</tbody>
</table>

**ALL-ACADEMY SYMPOSIA: “WHAT MATTERS MOST”**

**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

**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
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.

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.
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. Autónoma Metropolitana

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
SHOWCASE SYMPOSIA

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

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? And Will They Stay if We Do?
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.
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.

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

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
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.

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

4:10 pm - 5:30 pm
Marriott South
San Diego A
**JOINT SYMPOSIA**

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. Miliken, 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.

**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.
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.

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

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

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.
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
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.

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
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 Kuenmerle, 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

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.

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.

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.

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.

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

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

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
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.

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.

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.

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.

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.

Sensemaking in Complex Cultures
Joint symposium sponsored by IM & OB
Chair
Mark E. Mendenhall, U. of Tennessee, Chattanooga
Discusants
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.

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.

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 Institutionalist Perspective
L. Kacie LaChapelle, Family Business Dynamics
Louis B. Barnes, Harvard U.
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. TwoTrees, 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.

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.

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. Anmeter, 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.

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
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 16A

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 15B

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.
Tsutom 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.

TUESDAY
**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.

**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.

**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

**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.
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.

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

Managing Crisis Situations
9:00 am - 10:20 am
Convention Center 17B
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 Crisis
Sarah Kovoor-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.
**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

**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 Structurational 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.

**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
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.

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

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.

Corporate Downsizing: Effects of Implementation Strategies on Firm Performance
Robert D. Nixon, Tulane U.

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
Benyamin M. Lichtenstein, Boston College
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

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

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

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.
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

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

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
**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.

**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

**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.
INTERACTIVE PAPER SESSIONS

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. Burlingane, 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.
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 Fhionnlaoich, 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-Deterring Levels’ of Intangible Assets
Anne Marie Knott, U. of Pennsylvania
David J. Bryce, U. of Pennsylvania
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.

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. Fritzche, Pennsylvania State U., Great Valley

Institutional Shareholder Activism and Portfolio Performance: Are Traditional and Relationship Mechanisms Effective?
Michael J. Rubach, U. of Central Arkansas
Terence C. Sebora, 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.
**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**

*Table 1 – Cross-Cultural Issues in Marriott North Management*

San Diego B

Susan Yuthas, U. of New Mexico
Contact: skyuthas@umn.edu

*Table 2 - Can Workplace Design Enhance Individual and Organizational Performance?*

Jon W. Beard, U. of Tulsa
Contact: jon-beard@utulsa.edu

*Table 3 - Technological Discontinuities, Competition, and Performance*

Frank Rothaermel, U. of Washington
Contact: frr@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

*Table 5 - The Asia Academy of Management*

Chung-Ming Lau, Chinese U. of Hong Kong
David K. Tse, City U. of Hong Kong
Contact: emlau@cuhk.edu.hk

*Table 6 - Developing and Teaching On-Line Courses*

James Weber, U. of Houston, Victoria
Contact: weberj@cobalt.vic.uh.edu

*Table 7 - International Public Management Caucus*

Mark T. Green, Willamette U.
Contact: mgreen@willamette.edu
Table 8 - Relationships in Organizations
Markus Vodosek, U. of Michigan
Contact: markvodo@umich.edu

Table 9 - Spirituality and Work
Robert Silvers, Central Washington U.
Contact: 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

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

Table 12 – Complexity Theory and Management
E. Andres Garcia, New York U.
Contact: 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

Table 14 - Strategic Decision Making in a Context of Institutional Upheaval
Jabril Bensedrine, U. of California, Berkeley
Contact: bensedri@haas.berkeley.edu

Table 15 - Economic and Community Development
Norris F. Krueger, Jr., Entrepreneurial Strategies
Benson Lewis Honig, St. Andrews U.
Harry Domicone, California Lutheran U.
Contact: nkrueger@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

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

Table 18 - Contingent Workforce
Donna Blancero, Arizona State U.
Glen E. Kreiner, Arizona State U.
Contact: aadxb@asuvm.inre.asu.edu

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**BUSINESS POLICY & STRATEGY**

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
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  
14B

**Creating Competitive Advantage and Sustaining Abnormal Profits**

*Chair*  
Monika I. Winn, U. of Victoria

*Discussants*  
Thomas J. Douglas, U. of Evansville  
Anne Il Norton, 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.

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

9:00 am - 10:20 am  
Convention Center  
15A

**Creating Competitive Advantage and Sustaining Abnormal Profits**

9:00 am - 10:20 am  
Convention Center  
15A

**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.

**Interactive Paper Session**

Papers from BPS, MED, OCIS & OMT
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

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.

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 Aear, 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.

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

The Resource-Based View and Transnational Technology Management

Joint symposium sponsored by BPS, IM & TIM
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 Hair 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

**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.

Prior Acquisition Experience: How Does It Bear on Current Transactions?
Ira C. Harris, Texas A&M U.
Timothy W. Ruefl, 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

**Modeling Competitive Dynamics**

Joint symposium sponsored by BPS & OMT

**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

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.

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
Marriott North
San Diego A

Alliances and Networks
Joint symposium sponsored by BPS & OMT

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

Shared Interest Track on
Effects of Interpersonal Trust
Papers from BPS, CM, OB & OMT

Shared Interest Track on
Cooperation in Competition and Vice Versa
Papers from BPS, CM, HCM & OMT

Interactive Paper Session
Papers from BPS, MH, OMT & SIM
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

**CAREERS**

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 Introrganizational 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
Harbor A&B

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
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
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

New Directions in Work-Family Research: Advances and Paradoxes
Joint symposium sponsored by CAR, GDO & OB

Kissing the Company Man Good Bye: Research Into the Changing Nature of the Employer-Employee Relationship
Joint symposium sponsored by CAR, CM & OB

Business Meeting
Division Chair
Sherry E. Sullivan, Bowling Green State U.

Social Hour

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. Cutcher-Gershenfeld, Babson College / Massachusetts Institute of Technology
Thomas A. Kochan, Massachusetts Institute of Technology
John Calhoon 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

An Eye for an Eye, or Turn the Other Cheek: Revenge and Forgiveness in Organizations
Joint symposium sponsored by CM, OB & SIM

Shared Interest Track on Prejudice in the Workplace
Papers from CM, GDO, HR & OB
What Matters Most About Employee Privacy Rights: A Dialogue on Surveillance, Technology, and Organizational Control Symposium

Chair
Cliff Cheng, U. of Southern California

Discusants
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

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

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

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

Conference Proceedings Paper
Resources, Strategy, and Performance of Growth-Oriented SMEs
James G. Almeida, London Business School
Harry J. Sapienza, London Business School / U. of South Carolina
Michael Hay, London Business School

The Temporal Dynamics of Entrepreneurial Growth: An Event Structure Analysis in an Entrepreneurial Firm
Eric A. Morse, U. of Victoria
Alex Stewart, Texas Tech U.
Kevin Learned, Boise State U.

HRM Issues in Entrepreneurial Firms: Toward a New Research Agenda
Joint symposium sponsored by ENT & HR

Interactive Paper Session
Papers from BPS, ENT, ONE & PNS

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.
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

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.

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

Opening the Black Box of Organizational Demography: Current Research Advances
Joint symposium sponsored by GDO, HR & ODC

9:00 am - 10:20 am
Westin California A

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

10:40 am - 12:00 pm
Marriott South
Solana

Gender & Diversity in Organizations
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.

Using Realistic Stimulus Materials to Study Sexual Harassment Decisions: Some Expected and Unexpected Outcomes
Joint symposium sponsored by GDO, OB & RM

Shared Interest Track on Management Discourse
Papers from GDO, OMT & RM

Shared Interest Track on Prejudice in the Workplace
Papers from CM, GDO, HR & OB

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.

Interactive Paper Session
Papers from BPS, GDO, IM & SIM

Toward Eco-Humanism
Joint symposium sponsored by GDO, ONE & SIM

New Directions in Work-Family Research: Advances and Paradoxes
Joint symposium sponsored by CAR, GDO & OB
**HEALTH CARE MANAGEMENT**

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. Perrew, 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. Perrew, 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**
HUMAN RESOURCES

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

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.
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

Opening the Black Box of Organizational Demography: Current Research Advances
Joint symposium sponsored by GDO, HR & ODC

Shared Interest Track on Jobs and Careers in Virtual Organizations
Papers from CAR, HR & OMT

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 Ernest 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

Institutional and Labor Market Considerations in Shaping HR Policies
Chair
Donna Blancero, 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.
Quintessa 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

HRM Issues in Entrepreneurial Firms: Toward a New Research Agenda
Joint symposium sponsored by ENT & HR

Organizational Justice: Rethinking, Reconstructing, and Revitalizing a Construct at the Crossroads
Joint symposium sponsored by HR & OB

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, IM & 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

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

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

GLOBE -- A 60 Nation Study of Culture and Leadership: Multiple Methodologies and Initial Findings
Joint symposium sponsored by IM, OB & OMT

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 pm
Westin
California B
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.

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

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.

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

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

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

The Resource-Based View and Transnational Technology Management
Joint symposium sponsored by BPS, IM & TIM

The Influence of Cross-Cultural Factors on Information Seeking Activities
Joint symposium sponsored by IM & OB

Shared Interest Track on HRM Practices in Different Countries
Papers from HR, IM & PNS
Joint symposium sponsored by IM & OB

Sensemaking in Complex Cultures
Joint symposium sponsored by IM & OB

Shared Interest Track on Learning to Do Mergers and Acquisitions
Papers from BPS, IM, MOC & OB

Interactive Paper Session
Papers from BPS, GDO, IM & SIM
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

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

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

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

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.

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

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

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

Management Education & Development

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

Interactive Paper Session

Papers from BPS, MED, OCIS & OMT

9:00 am - 10:20 am
Marriott South
Marina E
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

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

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

What’s Important in Knowledge Management

Chair
James A.F. Stoner, Fordham U.

Distinguished Speaker
Ikujiro Nonaka, Hitotsubashi U. / U. of California, Berkeley

Appreciative Inquiry: Capturing What Matters Most—A Review and Assessment

Joint symposium sponsored by MC, MED & ODC
**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.

**5:30 pm - 6:15 pm**
Business Meeting

*Division Chair*
David J. Lemak, Washington State U., Tri-Cities

**6:30 pm - 7:30 pm**
Social Hour in Honor of Ikujiro Nonaka

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**MANAGEMENT HISTORY**

**What Mattered Most at the Academy of Management: The Presidents 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**
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.

**11:00 am - 2:00 pm**
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**
Interactive Paper Session

*Papers from BPS, MH, OMT & SIM*
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 McAlevey, U. of Otago

The Relation Between Systematic and Scientific Management: Two Cases From the Financial Services
Nachoa 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
Thom C. Head, Tennessee State U.
Joanne C. Preston, Pepperdine U.
Peter F. Sorensen, Jr., Benedictine U.

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
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

Organizational Storytelling II: Narrative and the Case of a High-Tech Organizational
Joint symposium sponsored by MC, ODC & RM

8:30 am - 10:20 am
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

What Matters Most About Boards?: A Discussion With Researchers and Directors
Joint symposium sponsored by BPS & MOC

4:10 pm - 5:30 pm
Shared Interest Track on Workplace Violence, Fear, and Revenge
Papers from MC & OB

8:30 am - 10:20 am
What Matters Most About Boards?: A Discussion With Researchers and Directors

9:00 am - 10:20 am
Shared Interest Track on Managing Crisis Situations
Papers from MOC & OMT

TUESDAY
Occupational Identity, Identification, and Culture: Are We Destined to be Divided?

Chair
Amy Hietapelto, Michigan Technological U.

Discussant
Mariani 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 Subordinance 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

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

2:30 pm - 3:50 pm
Westin California A

Cognitive Processes in Groups: Diversity, Efficacy, and Issue Interpretation

Chair
Lynn A. Isabella, U. of Virginia

Discussant
C. Marlene Fiol, U. of Colorado, Denver

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

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

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**

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.  

Kent S. Faught, 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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TUESDAY

Organization & Management Theory

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

Interactive Paper Session

Papers from BPS, MED, OCIS & OMT

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.

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.

9:00 am - 10:20 am

Shared Interest Track on Managing Crisis Situations

Papers from MOC & OMT

9:00 am - 10:20 am

Shared Interest Track on Jobs and Careers in Virtual Organizations

Papers from CAR, HR & OMT

Interactive Paper Session

Papers from BPS, MED, OCIS & OMT

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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.

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

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

Bridging Levels of Analysis: The Importance of Individuals in International Strategic Alliances
Joint symposium sponsored by IM, OB & OMT

What Matters Most: Rethinking Formalization and Innovation
Joint symposium sponsored by OMT & TIM

Shared Interest Track on Management Discourse
Papers from GDO, OMT & RM

Shared Interest Track on Organizational Downsizing
Papers from OB, ODC & OMT

Shared Interest Track on Complex Self-Organizing Systems
Papers from BPS, MH & OMT
2:30 pm - 3:50 pm

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

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

Modeling Competitive Dynamics

Social Capital and Social Behavior
185

4:10 pm - 5:30 pm
Convention Center 9

**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
Convention Center 15B

4:10 pm - 5:30 pm
Westin California A

4:10 pm - 5:30 pm
Westin Harbor A&B

4:10 pm - 5:30 pm
Marriott South Marina E

4:10 pm - 5:30 pm
Marriott South Marina F

**Alliances and Networks**

*Joint symposium sponsored by BPS & OMT*

**Friendship in Organizations: How and Why It Matters**

*Joint symposium sponsored by OB, ODC & OMT*

**Shared Interest Track on Effects of Interpersonal Trust**

*Papers from BPS, CM, OB & OMT*

**Shared Interest Track on Cooperation in Competition and Vice Versa**

*Papers from BPS, CM, HCM & OMT*

**Interactive Paper Session**

*Papers from BPS, MH, OMT & SIM*

**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*
TUESDAY

8:30 am - 10:20 am
Westin
Plaza B&C

Transformation, Tradition, and the Issues of Justice
Chairs
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

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

The Transformation of Health Care Systems: Emergent Organizational Forms and Processes
Joint symposium sponsored by HCM & ODC
**ORGANIZATIONAL BEHAVIOR**

**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
Westin California B

**GLOBE -- A 60 Nation Study of Culture and Leadership: Multiple Methodologies and Initial Findings**

Joint symposium sponsored by IM, OB & OMT

8:30 am - 10:20 am
Convention Center 16B

**Organizational Downsizing**

Papers from OB, ODC & OMT

10:40 am - 12:00 pm
Westin Harbor A&B

**Organizing as if Creativity Really Mattered**

Joint symposium sponsored by ODC & OMT

2:30 pm - 3:50 pm
Marriott South Marina D

**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 B

**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
Marriott North San Diego C

**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 B

**Invited Address**

Distinguished Speaker
Jerry Porras, Stanford U.

4:10 pm - 5:30 pm
Westin Plaza B&C

**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 South Marina F

**Appreciative Inquiry: Capturing What Matters Most--A Review and Assessment**

Joint symposium sponsored by MC, MED & ODC

4:10 pm - 5:30 pm
Marriott North San Diego C

**Friendship in Organizations: How and Why It Matters**

Joint symposium sponsored by OB, ODC & OMT

2:30 pm - 3:50 pm
Westin California A

**Shared Interest Track on Impression Management**

Papers from OB, OCIS & ODC

4:10 pm - 5:30 pm
Westin Balboa

**Business Meeting**

Division Chair
Caren Siehl, Thunderbird

6:30 pm - 8:30 pm
Social Hour
Westin Presidio
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.

New Approaches to the Role of Leadership in Team Environments: Exploring What Matters Most for Work Team Effectiveness

*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
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*

10:40 am - 12:00 pm
Convention Center 16B

**Sensemaking in Complex Cultures**

*Joint symposium sponsored by IM & OB*

2:30 pm - 3:50 pm
Convention Center 16B

**Assessing the Impact of Trust: Divergent Approaches, Converging Understandings**

*Joint symposium sponsored by MOC & OB*

2:30 pm - 3:50 pm
Westin California A

**How Much Diversity Can a Team Take? A Cognitive Approach**

*Joint symposium sponsored by MOC, OB & ODC*
2:30 pm - 3:50 pm
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

**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
Lorrima J. Eastman, Holiday Inn Worldwide

2:30 pm - 3:50 pm
Balboa

**Bringing the ‘Social’ Back in: Network Perspectives on Organizational Cognition**

*Joint symposium sponsored by MOC, OB & OMT*

**Shared Interest Track on Openness to Intellectual Diversity**

**Shared Interest Track on Learning to Do Mergers and Acquisitions**

4:10 pm - 5:30 pm
Santa Fe

**Group Processes**

*Chair*
Monica L. North, U. of New Mexico

*Discussant*
Laurie R. Weingart, Carnegie Mellon U.

**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
**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.

**Friendship in Organizations: How and Why It Matters**
Joint symposium sponsored by OB, ODC & OMT

**New Directions in Work-Family Research: Advances and Paradoxes**
Joint symposium sponsored by CAR, GDO & OB

**Kissing the Company Man Good Bye: Research Into the Changing Nature of the Employer-Employee Relationship**
Joint symposium sponsored by CAR, CM & OB

**Shared Interest Track on Workplace Violence, Fear, and Revenge**
*Papers from MC & OB*

**Shared Interest Track on Effects of Interpersonal Trust**
*Papers from BPS, CM, OB & OMT*

**Shared Interest Track on Impression Management**
*Papers from OB, OCIS & ODC*

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**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
Interactive Paper Session
Papers from BPS, MED, OCIS & OMT

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.

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.

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

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

Shared Interest Track on Impression Management
Papers from OB, OCIS & ODC
ORGANIZATIONS & THE NATURAL ENVIRONMENT

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
Marriott South
Torrance

Shared Interest Track on Firm Regulation and Adaptation
Papers from ONE, PNS & SIM

10:40 am - 12:00 pm
Marriott South
Leucadia

Environmental Performance and Competitiveness: Getting Inside the Causal Chain
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

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.

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.

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

10:40 am - 12:00 pm
Marriott South
Marina E

Interactive Paper Session
Papers from BPS, ENT, ONE & PNS
### PUBLIC & NONPROFIT SECTOR

<table>
<thead>
<tr>
<th>Time</th>
<th>Event</th>
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<tbody>
<tr>
<td>8:30 am - 10:20 am</td>
<td><strong>Human Resource Issues in Different Nations</strong></td>
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<td></td>
<td><em>Chair</em> Norman B. Bryan, Georgia State U.</td>
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<td><em>Discussants</em> Thomas J. Pavlak, Fairleigh Dickinson U. Mary E. Taber, U. of Illinois, Urbana-Champaign</td>
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<tr>
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<td>An Exploratory Analysis of Retirement Plan Choice</td>
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<td>James Hamilton Dulebohn, U. of Texas, San Antonio</td>
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<td>Brian Murray, U. of Texas, San Antonio</td>
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<td>Sectoral Differences in the Experience of Job Insecurity: The Case of Israel School Teachers</td>
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<td>Ayalla Ruvio, U. of Haifa</td>
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<td>Zehava Rosenblatt, U. of Haifa</td>
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<td>The Impact of Sex-Role Prototypes in Evaluating Presidential Candidates: Can We Call Bill Clinton a ‘Good President’?</td>
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<td>D. Anthony Butterfield, U. of Massachusetts</td>
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<td>James Paul Grinnell, U. of Massachusetts</td>
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<td>Conference Proceedings Paper</td>
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<td>The Psychological Contract in the UK Public Sector: Employer and Employee Obligations and Contract Fulfillment</td>
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<td>Jacqueline A-M Coyle-Shapiro, London School of Economics and Political Science</td>
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<td>Ian Kessler, U. of Oxford</td>
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<td>9:00 am - 10:20 am</td>
<td><strong>What Mattered Most at the Academy of Management: The Presidents Speak, 1951-1996</strong></td>
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<td>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.</td>
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### TUESDAY

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<th>Time</th>
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<tr>
<td>9:00 am - 10:20 am</td>
<td><strong>Shared Interest Track on Firm Regulation and Adaptation</strong></td>
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<td><em>Papers from ONE, PNS &amp; SIM</em></td>
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<td>10:40 am - 12:00 pm</td>
<td><strong>Shared Interest Track on HRM Practices in Different Countries</strong></td>
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<td><em>Papers from HR, IM &amp; PNS</em></td>
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<td>2:30 pm - 3:50 pm</td>
<td><strong>Interactive Paper Session</strong></td>
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<td><em>Papers from BPS, ENT, ONE &amp; PNS</em></td>
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<td>2:30 pm - 3:50 pm</td>
<td><strong>Operating on The Institutional Cusp: Managing Symbolic and Cognitive Conflict</strong></td>
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<td><em>Joint symposium sponsored by MOC, OMT &amp; PNS</em></td>
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<td><strong>The Quest for Significance in Public Versus Private Management Research: What Are the Most Important Differences and Why Are They Important?</strong></td>
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<td><em>Co-Chairs</em> Ralph S. Brower, Florida State U. Richard Chackerian, Florida State U.</td>
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<td>Beyond Rational Choice Models of Motivation: Toward a Theory of Public Service Motivation</td>
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<td>David Frederickson, Indiana U., Bloomington</td>
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<td>James L. Perry, Indiana U., Bloomington</td>
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<td>Modeling the Effects of Information Technology on Public Organizations: Extending the Structuration Model</td>
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<td>Jason Thatcher, Florida State U. Ralph S. Brower, Florida State U.</td>
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**Showcase symposium sponsored by MH, PNS & TIM**

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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

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

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.

John Kimberly, U. of Pennsylvania / INSEAD
Hamid Bouchikhi, ESSEC
Philip Rosenzweig, IMD

Reconstructing Reflective 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

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
San Diego B

TUESDAY
Social Issues in Management

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

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 Verstegen 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. Mares, U. of Washington
Andrew C. Wicks, U. of Washington

9:00 am - 10:20 am
Capitalist Pigs: A Staged Reading of a Play as an Attempt at Aesthetic Theorizing
Joint symposium sponsored by ODC, ONE & SIM

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
Shared Interest Track on Firm Regulation and Adaptation
Papers from ONE, PNS & SIM

10:40 am - 12:00 pm
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.
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.

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

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

Interactive Paper Session
Papers from BPS, GDO, IM & SIM

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 Millennium: 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

Interactive Paper Session
Papers from BPS, MH, OMT & SIM

Social Hour
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

Global Technology Management

Chair
Mary Tripsas, U. of Pennsylvania

Discussant
Nile W. Hatch, U. of Illinois, Urbana-Champaign

Steven White, Hong Kong U. of Science and Technology
Xiulin 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

Jeho Lee, U. of Texas, Dallas

Understanding the Origins of Discontinuous Technological Change: An Evolutionary Model
Mary Tripsas, U. of Pennsylvania

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

Dynamics and Evolution of New Technologies

Chair
B. J. Zirger, U. of Cincinnati

Discussant
Johannes M. Pennings, U. of Pennsylvania

Explaining the Source and Tempo of Technological Variation: Recombinant Learning and Exhaustion in Technological Evolution
Lee Fleming, Stanford U.

Jeho Lee, U. of Texas, Dallas

Understanding the Origins of Discontinuous Technological Change: An Evolutionary Model
Mary Tripsas, U. of Pennsylvania

The Resource-Based View and Transnational Technology Management

Joint symposium sponsored by BPS, IM & TIM

What Matters Most: Rethinking Formalization and Innovation

Joint symposium sponsored by OMT & TIM
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 Consortia
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.

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
Koenraad Debackere, Katholieke U., 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.

The Dynamics of Long-Term Competitive Advantage: A Comparison of the Chemical Industries in the U.S., Britain, Germany, and Japan since 1850

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

Advancements in Measuring Technological Change
Joint symposium sponsored by BPS & TIM

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

TUESDAY

Showcase symposium sponsored by BPS, OCIS & TIM

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
OTHER MEETINGS

6:30 pm - 8:30 pm  Human Relations Reviewer Reception
Marriott North
Columbia 1&2

Coordinator
Tamar Jeffers, Tavistock Institute

6:30 pm - 7:30 pm  Academy Fellows Reception and Dinner
Offsite

Presiding
Arthur G. Bedeian, Louisiana State U.
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.
**Showcase Symposia**

**9:00 am - 10:20 am**

**Westin**

**9:00 am - 10:20 am**

**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.
Grethchen 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.

**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

**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 Izaeli, 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.
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.

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
JOINT SYMPOSIA

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 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 Lauretta 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
Shaila Maria Miranda, Florida Atlantic U.
Information Sharing and Minority Influence in Computer-Mediated Groups
Poppy Lauretta McLeod, Case Western Reserve U.

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
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

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

10:40 am - 12:00 pm
Westin
California B

**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.
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

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

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.
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.

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.
<table>
<thead>
<tr>
<th>Time</th>
<th>Session Title</th>
<th>Location</th>
<th>Facilitators/Authors</th>
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</table>
| 10:40 am - 12:00 pm | Sexual Harassment and Homophobia                  | Marriott South Torrance | 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. Tejeda, 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 | High Performance Work Teams                       | Westin Balboa   | 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 Wisconsin, Eau Claire  
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 | Outsourcing and Insourcing                          | Westin Harbor A&B | 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 |
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

INTERACTIVE PAPER SESSIONS

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.

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
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
Aneil 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.

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
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.

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

Projected 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. Laverty, U. of Washington, Bothell

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

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
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

Interactive Paper Session
Papers from BPS, MED & TIM

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

Boards of Directors
Chair
John Z. Yang, Fordham U.

Discussants
Bongjin Kim, U. of Pittsburgh
Chamu Sundaramurthy, U. of Kentucky

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

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

Interactive Paper Session
Papers from BPS, ENT, HCM & OMT
**CAREERS**

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 Chiao Tung U., Hsing-Chu

**ConFLICT MANAGEMENT**

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.

10:40 am - 12:00 pm  
Westin California C

*The Impact of Trust on Interpersonal Behaviors*

**Joint symposium sponsored by CM & OB**

**ADVANCES IN ORGANIZATIONAL JUSTICE THEORIES: THE MOTIVATION TO ENGAGE IN DYSFUNCTIONAL BEHAVIOR**

**Joint symposium sponsored by CM, HR & OB**
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.

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

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

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 Waeye, 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
**INTERACTIVE PAPER SESSION**

Papers from BPS, ENT, HCM & OMT

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**GENDER & DIVERSITY IN ORGANIZATIONS**

**EMPLOYEE REACTIONS TO DIVERSITY AND AFFIRMATIVE ACTION**

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.

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**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

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**SHARED INTEREST TRACK ON WORK AND PERSONAL LIFE**

Papers from GDO, IM, OB & RM

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**HEALTH CARE MANAGEMENT**

**UNDERLYING FACTORS AND OUTCOMES OF DECISION MAKING**

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
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

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
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
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

HUMAN RESOURCES

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
Contemporary Social Issues
Impacting HR Practice

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

Kyle Luthans, Bloomsburg U. of Pennsylvania
Steven M. Sommer, U. of Nebraska

Advances in Organizational Justice Theories: The Motivation to Engage in Dysfunctional Behavior

Joint symposium sponsored by CM, HR & OB

The Personal Becomes Professional (and Vice Versa): Managing Work-Family Relationships

Joint symposium sponsored by CAR, GDO & HR

Shared Interest Track on Sexual Harassment and Homophobia

Papers from GDO, HR & OB

Shared Interest Track on High Performance Work Teams

Papers from HR, OB & TIM

Shared Interest Track on Outsourcing and Insourcing

Papers from HR, MC & OMT

INTERNATIONAL MANAGEMENT

Cross Cultural Studies of Managers and Organizations

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
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

9:00 am - 10:20 am
Marriott North
San Diego B

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

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 García-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

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.
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Interactive Paper Session

Papers from BPS, MED & TIM

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

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

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

What Matters Most in Transformation: Economic and Spiritual Arguments for Individual, Organizational, and Societal Change

Joint symposium sponsored by MED & ODC

Management History

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

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
MANAGERIAL CONSULTATION

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.

OPERATIONS MANAGEMENT

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.

MANAGERIAL & ORGANIZATIONAL COGNITION

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
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.

Michael E. Dobbs, U. of Texas, Dallas

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

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

Organizational Innovation: Is Our Understanding of Innovation Progressing? Is It Contributing to Practice?

Joint symposium sponsored by ODC, OMT & TIM

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.
Institutions in an International Framework

Chair
Barbara Simpson, U. of Auckland

Discussant
Christina Linn Ahmadjian, Columbia U.

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.

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.

Organizational Innovation: Is Our Understanding of Innovation Progressing? Is It Contributing to Practice?

Joint symposium sponsored by ODC, OMT & TIM
**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

**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

**Organizational Behavior**

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*
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

Benefits of Communication Technology for Information Exchange and Decision Making in Groups: A Conspicuous Lack of Evidence

Joint symposium sponsored by OB & OCIS

Causal Inferences and Absenteeism

Joint symposium sponsored by HR & OB

The Impact of Trust on Interpersonal Behaviors

Joint symposium sponsored by CM & OB

Shared Interest Track on Work and Personal Life

Papers from GDO, IM, OB & RM

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 G. 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.

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, Concocted, 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.

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 Propogation 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

10:40 am - 12:00 pm
Marriott South
Leucadia

Software Maintenance Process Flexibility: Conceptualization, Measurement, and Validation
Kai 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

ORGANIZATIONAL COMMUNICATION & INFORMATION SYSTEMS

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

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

ORGANIZATIONS & THE NATURAL ENVIRONMENT

8:30 am - 10:20 am
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
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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
PUBLIC & NONPROFIT SECTOR

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

Contracting, Governance, and Investment
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 - 12:30 pm
Marriott South
Cardiff

RESEARCH METHODS

8:30 am - 10:20 am
Marriott North
Torrey 3

Method Matters: Writing Our Way In
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
Marriott South
Torrance

Shared Interest Track on Work and Personal Life
Papers from GDO, IM, OB & RM

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
SOCIAL ISSUES IN MANAGEMENT

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 E. 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.

Trust and Distrust of Government: A View From the Trenches

Joint symposium sponsored by PNS & SIM

9:00 am - 10:20 am
Marriott South
Marina D

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. Mortisette, 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.

Gwendolyn Marizett Combs, U. of Nebraska

10:40 am - 12:00 pm
Diversity in the Workplace
Marriott South
Santa Rosa

Management Courses Integrating Service-Learning Pedagogy: A Presentation of Four Models

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Showcase symposium sponsored by MED, PNS & SIM

10:40 am - 12:00 pm
Marriott South
Marina F
Dynamics of I.T. Firms

Chair
Michael D. Lord, Wake Forest U.

Discusant
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.

Organizational Innovation: Is Our Understanding of Innovation Progressing? Is It Contributing to Practice?

Joint symposium sponsored by ODC, OMT & TIM

Interactive Paper Session
Papers from BPS, MED & TIM

Technology Strategy for Competitive Advantage

Chair
Kristen Bell DeTienne, Brigham Young U.

Discusant
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

Russell Wayne Wright, U. of Illinois, Urbana-Champaign

Knowledge Use and Propogation in Project/Development Teams

Joint symposium sponsored by OB & TIM

Shared Interest Track on High Performance Work Teams
Papers from HR, OB & TIM
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