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## **Organized by the AOM Chicago '99 Conference Committee:**

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Program Chair - Andrew H. Van de Ven, U. of Minnesota  
 Program Coordinator – Kelley D. Hinze, U. of Minnesota  
 Program Chair-Elect - Jean M. Bartunek, Boston College  
 Workshops Coordinator – Raul Necochea, Boston College  
 System Developer – Gove N. Allen, U. of Minnesota  
 All-Academy Program – Peter S. Ring, Loyola – Marymount U.  
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 Registration and Housing – Terese Loncar, AoM Headquarters  
 Internet Communications – Alan B. Eisner, Pace U.  
 ThemeSummit '99 – Thomas Brown, Management General  
 Past Program Chair – David A. Whetten, Brigham Young U.  
 44 Division Program Chairs and Professional Development Workshop Chairs

# THE ACADEMY OF MANAGEMENT CHICAGO '99 MEETING AGENDA

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

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

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

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

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

## **Theme: *Change and Development Journeys into a Pluralistic World***

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

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

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

- If pluralism contradicts our owner-centered theory of the firm, then perhaps a new theory is needed that heedfully accommodates the interests of multiple stakeholders.

- If pluralism represents an anathema to traditional management principles of consensus and alignment with a singular vision and approach to change, then we need new theories and ideas that allow for the management of divergent viewpoints and processes.
- If we assume that the expression of opposition is not welcomed, then we need new models and methods that encourage the existence and expression of divergent viewpoints.
- If pluralism implies varied ways of viewing an issue, then we need to develop creative ways to communicate and share this.

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

- go beyond theories of planned change, and include life cycle, dialectical, and evolutionary process models,
- transcend traditional linear views of change, by exploring complex, nonlinear, and dynamic processes of change,
- approach change and development as an ongoing stream of events instead of a discrete shift from one stable order to another, and
- view stability and change as produced by the same underlying mechanisms; e.g., they may reflect temporary periods of balance or imbalance between opposing cycles of divergent and convergent processes that ebb and flow over time.

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

### **Program Agenda**

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

1. **Professional development workshops.** A variety of workshops and consortia are offered for doctoral students, faculty, and other conference participants from Friday to Sunday. These workshops and consortia often require pre-registration. See the conference program for contact information. Organized by division PDW

chairs, these intensive workshops provide skill-building opportunities in teaching, research, and consulting on the theme and other professional development topics. A few examples are:

- A tour of McDonald's University. Bus leaves 11:15 Friday; for reservations call Liz Hill 630-829-6208
- On Friday afternoon and evening the ONE, ODC, and SIM Divisions are cosponsoring a Professional Development Workshop on *Business and sustainable development: A dialogue with environmental executives from McDonalds, Monsanto, BP-Amoco, John Deere, and IGA.*
- On Sunday morning, 8:30 - noon, the International Programs Committee is co-sponsoring a Professional Development Workshop on *Management research and participation during times of radical political change: Participant/observer experiences in new or contested regimes and countries.*

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

- At 12:30 p.m., Peter Senge (MIT) and executives from Flour, Ford, Harley Davidson, and Shell Oil Companies will discuss the development of distributed leadership and learning.
- At 2:45 p.m., Peter Ring (Loyola Marymount U.) will moderate a panel discussion by top executives from 3M, Xerox, Intel, and Motorola with scholars who have been studying these organizations on managing change, pluralism, and learning.
- At 5:00 p.m., Anne Huff (AOM President) will conduct the Academy Business Meeting featuring a discussion by John Reed (CEO, Citicorp) and James March (Stanford) on academic research on management and the practice of management.
- At 7:00 p.m., everyone is invited to the All Academy Reception, sponsored by the Kelley School of Business of Indiana U.
- At 9:00 p.m., the Ibero-Academy of Management and the Academy of Management are joining forces to bring us a great salsa party by Orquesta Isla, one of the best in the country. The 13-piece band expresses a new genre combining the native salsa

rhythms of the Spanish Caribbean Basin with American musical ensembles.

3. **Cases on the theme.** A novel conference feature is the presentation and distribution of cases developed by scholars and managers of notable companies that can be used for teaching, consulting and practicing the theme. They include:
  - *Processes of Technological Evolution at Intel*, by Dennis Carter (Intel Executive Vice President) with Robert Burgelman (Stanford U.) on Monday at 9:00 a.m.
  - *Leading Innovation at 3M*, by William Coyne (3M Sr. Vice President for Research & Development) with Raghu Garud (New York U.) on Monday at 10:40 a.m.
  - *The Multinational Ethics Journey of Motorola*, by Patrick Canavan (Motorola Vice President for Human Resources) with Kenneth Murrell (U. of West Florida) and Peter Sorenson (Benedictine College) on Monday at 1:00 p.m.
  - *Learning in Pluralistic Communities of Practice at Xerox Parc*, by John Seely Brown (Chief Scientist, Corporate VP, and Director of Xerox PARC) with Sim Sitkin (Duke U.) on Monday at 2:30 p.m.
  - *The Change and Development Journey of John Deere and Company*, by several John Deere managers with Therese Yaeger (Benedictine U.) on Monday at 4:10 p.m.
4. **Special journal issues on the theme.** Journals have issued calls for papers for special issues or forums on core aspects of the theme. The conference includes All Academy sessions that present and discuss selected papers for the special journal issues or forums.
  - The *Academy of Management Journal*, *Review*, and *Executive* issued a first-ever-joint Call for Papers related to the conference theme. Papers that passed the standard double blind review process of the journals will be presented and discussed in two sessions at 8:30 a.m. on Monday and Tuesday.
  - The *Administrative Science Quarterly* is presenting a special Forum of invited essays on the conference theme on Wednesday at 10:40 a.m.
5. **A Handbook on the theme.** Oxford University Press has commissioned Marshall Scott Poole (Texas A&M U.) to edit a handbook that reviews and assesses our scientific knowledge on processes of change and development in individuals, groups, organizations, industries, and institutions. Two All-Academy sessions will feature presentations and discussions of work-in-process by Handbook chapter authors 10:40 a.m. on Monday and 2 p.m. on Tuesday.
6. **Future NSF-sponsored research on the theme.** The long run impact of the conference may be the research that it stimulates and supports in future years on the theme. To encourage this to happen, we are delighted to announce that the *Innovation and Organizational Change Program* of the *National Science Foundation* has agreed to provide an annual amount of \$2.3 million for competitively-awarded research projects on the conference theme. An All Academy session on Monday at 10:30 a.m. announces the NSF IOC Requests for Research Proposals and ways to participate in the research. Learn from researchers of our theme cases (listed above) how to develop long-term learning relationships with managers to study organizational change.
7. **Symposia and speakers on the theme.** The conference includes several high-profile sessions that assess the preparedness of management education and practice to manage change and development journeys into a pluralistic world.
  - A panel at 3:40 p.m. on Tuesday organized by Sandra Waddock (Boston College) includes Milton Blood (AACSB), Karl Weick (U. of Michigan), Henry Mintzberg (McGill U.), Peter Senge (MIT), and James Post (Boston U.) in a discussion on transforming management education for the 21<sup>st</sup> century.
  - Rosabeth Kanter (Harvard U.) and Robert Shapiro (Monsanto) speak at 2:00 p.m. on Tuesday about how the change imperative is reshaping business strategy, organization process, career opportunities and life itself.
  - Marina Whitman (former member of President's Council of Economic Advisors) speaks on the

changing role of the American corporation at 10:40 a.m. on Wednesday.

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

8. **Division theme sessions.** Befitting the conference theme, at the GTE-sponsored October 1998 Theme Summit of division chairs and managers, we decided that each division program chair will organize a session that addresses the conference theme from the division's perspective. This decision has stimulated a wave of novel and pluralistic approaches to the theme. These division theme sessions are singled out in the conference program with a box.
9. **Interactive paper sessions and caucuses.** The pluralistic nature of the Academy itself emphasizes the importance of individuals to communicate and integrate their ideas. Interactive Paper Sessions and Caucuses provide opportunities for one-on-one and small group discussions. We encourage authors to review the conference index and invite five other individuals to come and discuss their papers.
10. **Artistic expressions of the theme.** To capture the soul of the theme, we round out the program with

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

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

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

several very creative artistic expressions:

- On Monday at 5:30 p.m. Mary Crossan (U. of Western Ontario) has arranged a performance by the world-renown *Second City Improvisation Company* whose home is Chicago. A panel discussion will reflect on improvisation from theatre to management.
- On Monday at 8 p.m. everyone is invited to a reception to welcome new and non-US members of the Academy being hosted by Anne Huff (AOM President) and sponsored by Cranfield U.
- Tuesday at 3:40 p.m. features a highly novel session organized by Tom Brown (Management General) to express change journeys from inside and out through photography and piano. Martin Dugard (photographer, journalist and adventurer) will share his personal work and teamwork experiences from traversing the jungles of Borneo, the ancient Zulu battlegrounds of Lesotho, and several other outback landscapes. Michael Jones (pianist, composer, and producer of ten popular CD's that sold two million units) will explore the unfinished journey of imagination and the aesthetics of leadership.

Jean M. Bartunek, Program Chair-Elect  
Boston College

***Thank You***  
**to the Academy's Division Program Chairs and Workshop Chairs**

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<b>Division</b>	<b>Division Program Chairs</b>	<b>Professional Develop. Workshop Chairs</b>
Business Policy & Strategy	Ming-Jer Chen, U. Of Pennsylvania	Albert A. Cannella Jr, Texas A&M U.
Careers	Jay Mahoney, Montclair State U.	Susan Adams, Bentley College
Conflict Management	Laurie R. Weingart, Carnegie Mellon U.	Judi McLean Parks, Washington U.
Entrepreneurship	Robert Hisrich, Case Western Reserve U.	Thomas Dean, U. of Colorado, Boulder
Gender and Diversity in Organizations	Audrey J. Murrell, U. of Pittsburgh	Laura Graves, Clark U.
Health Care Management	Jacqueline Zinn, Temple U.	Sharon Topping, U. of North Carolina
Human Resources	Lynn M. Shore, Georgia State U.	Lois Tetrick, U. of Houston
International Management	Farok Contractor, Rutgers U - Newark	Srilata Zaheer, U of Minnesota
Management Education & Development	James Stoner, Fordham U	Robert DeFillippi, Suffolk U.
Management History	Eileen P. Kelly, Ithaca College	Jane Whitney Gibson, Nova Southeastern U.
Managerial & Organizational Cognition	Kathleen M. Sutcliffe, U. Of Michigan	Theresa Lant, New York U.
Management Consulting	Anthony F. Buono, Bentley College	Bill Vroman, Strategic Planning, Inc.
Operations Management	Robert Klassen, U. of Western Ontario	Tom Choi, Arizona State University
Organization & Management Theory	Joseph Porac, U. of Illinois-Urbana Champaign	Eric Abrahamson, Columbia U.
Organization Development & Change	A.B. (Rami) Shani, Cal Poly State U.	Ronald E. Purser, San Francisco State U.
Organizational Behavior	Robert C. Liden, U. of Illinois, Chicago	Terry Mitchell, U. of Washington
Organizational Communication & Information Systems	JoAnne Yates, Massachusetts Institute of Technology	Mark Keil, Georgia State U.
Organizations & the Natural Environment	John M. Jermier, U. of South Florida	Gordon Rands, Western Illinois U.
Public & Nonprofit Division	Mary Tschirhart, Indiana U.	Ralph S. Brower, Florida State U.
Research Methods	Karen Golden-Biddle, U. of Alberta	Thomas Lee, U. of Washington
Social Issues in Management	Dawn Elm, U. of St. Thomas	Jeanne M. Logsdon, U. of New Mexico
Technology & Innovation Management	Deborah Dougherty, Rutgers U.	Philip Anderson, Dartmouth College

***Thank You***  
**to the Chicago '99 Local Arrangements Committee Members**

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<b>Committee Role</b>	<b>Committee Member</b>	<b>Affiliation</b>
Chair	Kenneth Thompson	DePaul University
Deputy Chair	Nick Mathys	DePaul University
5K run & external special events	Jasmine Tata	Loyola University
Logo 1999	Tracey Thompson	Carnegie Mellon U
Registration Packet Coord	Maryann Albrecht	University of Illinois. Chicago
Security	Margaret Posig	DePaul University
Shirts & special functions	Cynthia Sutton	Indiana University - South Bend
Signage	Jill Kickul and Lisa Gundry	DePaul University
Sites & rest guide	Judi Strauss	Benedictine University
	Owais Succari	DePaul University
Site coordination	S. Tim Keaveny	Marquette University
	Joseph P. Yaney	Northern Illinois University
	Harold Welsch	DePaul University
Temporary labor	Alice Stuhlmacher	DePaul University
Support staff	Peter Sorensen, Jr.	Benedictine University
LANetwork coord	Andrew Flostran,	Simon Fraser University
Sponsorships	McRae Banks	Worcester Polytechnic Institute
Exhibits	Philip Stone	GT Enterprises
Placement	Geralyn M. Frankin	University of Texas, San Antonio

# Placement Services

The Placement Service is available only to persons who register for and attend the meeting. An orientation on using the Academy's placement services will be held Saturday 8/7/99 from 6-7pm and Sunday 8/8/99 from 1-2pm.

Placement Service information was mailed to all current members of the Academy in May. Pre-registration may be done online at <http://www.aom.pace.edu/placement> until Saturday, July 31. Persons unable to pre-register should bring completed applicant or employer forms and enter the required information on computers at Placement Services during the meeting.

Cost to register as an applicant is \$50. The registration fee for positions is \$100. As in previous years, interview tables are provided for conducting interviews. They are assigned on a first-come, first-served basis. Cost to reserve a table for the meeting is \$50 for tables in Wacker Hall (exhibitor area) or \$125 for tables in smaller meeting rooms (considered "premium" rooms).

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## POSITION STATEMENT ON PLACEMENT ACTIVITIES

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The Academy expects that job candidates will not be treated differently on the basis of race, ethnicity, national origin, sex, religion, age, or disability. Questions related to those issues are inappropriate (i.e., questions on marital status, family commitments, etc.). Interviewers should also be respectful of various theoretical perspectives, teaching philosophies, and substantive domains of interest.

We believe the interview areas offered by the Placement Service are a very appropriate location for interviews. Additionally, interviews may be conducted in conversation areas available throughout the conference facilities. The conference hotels also offer a number of full and parlor suites that have sitting areas which might be used for interviews.

The Academy of Management is concerned about providing appropriate settings for conducting interviews—settings that will accommodate candidates with disabilities and that do not have the potential of creating an awkward interview environment. Hotel guest rooms are usually inappropriate settings for conducting recruiting interviews. If interviews must be conducted in hotel guest rooms, we offer the following suggestions: have multiple recruiters meet with each candidate; leave the guest room door ajar; ensure that the room is properly prepared to conduct interviews (i.e., beds are made, personal belongings are put away, etc.); maintain and encourage a professional demeanor by having all parties sit on chairs or sofas, wear shoes, and ask only appropriate questions; and above all, be sensitive to concerns of the other party by avoiding actions or comments that may make others uncomfortable.

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## EXCERPT FROM THE ACADEMY'S CODE OF ETHICAL CONDUCT

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The Academy of Management and its members are committed to providing academic environments that are free of sexual harassment and all forms of sexual intimidation and exploitation. Sexual harassment consists of unwelcome sexual advances, requests for sexual favors, and other visual, verbal, or physical conduct of a sexual nature when:

1. It is implicitly or explicitly suggested that submission to or rejection of the conduct will be a factor in academic employment, admission, evaluation, or participation in an academic activity; or
2. The conduct has the purpose of interfering with an individual's academic or work performance, by creating an intimidating, hostile, or otherwise unacceptable educational or work environment.

The determination of what constitutes sexual harassment depends upon the specific facts and the context in which the conduct occurs. Sexual harassment takes many forms: subtle and indirect, or blatant and overt. It can be conduct affecting an individual of the opposite sex or same sex, between peers or between individuals in a hierarchical relationship, or between teacher and student. Regardless of the intentions of the actor, the key question is always whether the conduct would be unwelcome to the individual to whom it is directed.

# Chicago '99 Exhibitors

in Wacker Hall of Hyatt Regency Hotel

<b>Exhibitor</b>	<b>Booth</b>	<b>Exhibitor</b>	<b>Booth</b>
American Management Assns.	103	ITP/Southwestern College Publishing	200
Belinda & Co.	607	<b>Sponsor of the Sunday afternoon coffee break</b>	
Bentley College	603	JAI	120
Berrett-Koehler Publishers, Inc.	122	John Wiley & Sons, Inc.	100
Blackwell Publishers	424	Jossey-Bass Publishers, Inc.	402
Business Week	504	Kluwer Academic	325
California Management Review	503	Kogan Page	311
Cambridge University Press	220	Lawrence Erlbaum Assocs	208
Cason-Hall	300	Nicolas Brealey	327
<b>Sponsor of the Monday afternoon coffee break</b>		Nova Southeastern University	201
Changing Nature of Work	101	Oxford University Press	315
CRM Films, Inc.	604	Penguin, USA	108
Dearborn	106	Perseus Books	205
Dow Jones/Wall St. Journal	501	Prentice-Hall	321
Dryden Press	408	<b>Sponsor of the Cyber Café</b>	
ECCH	304	Richard Ivey School of Business	303
Elsevier Science, Inc	118	Routledge	302
Fast Company	309	Sage Publications, Inc.	210
Greenwood/Quorum	500	Socrates	313
Harvard Business School Publishing	412	The Free Press	322
Houghton-Mifflin	203	<b>Sponsor of Tuesday afternoon Ice Cream Social</b>	
i-CASE series	605	University of Chicago Press	126
International Programs Committee	411	Walden University	502
Irwin/McGraw-Hill	505	Walter deGruyter	320

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

Phil Stone  
 GT Enterprises  
 P.O. Box 11503  
 Pleasanton, California 94588-1503

Phone: 925-426-1920  
 Fax: 510-490-4235  
 Email [philzbub@pacbell.net](mailto:philzbub@pacbell.net)

# Conference Notes

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## TYPES OF SESSIONS

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

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

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

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

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

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

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

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## AUDIO AND VIDEO TAPING

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

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## PROCEEDINGS

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

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## ABBREVIATIONS USED IN PROGRAM GUIDE

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AA	All Academy Theme session
AOM	Academy of Management
BPS	Business Policy & Strategy Division
CA	Caucus session
CAR	Careers Division
CM	Conflict Management Division
ENT	Entrepreneurship Division
GDO	Gender and Diversity in Organizations Division
HCM	Health Care Management Division
HR	Human Resources Division
IAOM	Ibero Academy of Management
IM	International Management Division
IP	Interactive Paper session
IPC	International Program Committee
JS	Jointly-sponsored symposium by several divisions
M	Meeting
MC	Management Consulting Division
MED	Management Education & Development Division
MH	Management History Division
MOC	Managerial & Organizational Cognition Division
OB	Organizational Behavior Division
OCIS	Organizational Communication & Information Systems Division
ODC	Organization Development & Change Division
OM	Operations Management Division
OMT	Organization & Management Theory Division
ONE	Organizations & the Natural Environment
OS	Off Site
P	Paper session
PDW	Professional Development Workshop
PNS	Public & Nonprofit Division
RM	Research Methods Division
S	Symposium (or panel) session
SC	Showcase symposium
SIM	Social Issues in Management Division
SIT	Shared Interest Track paper session
SPDW	Shared Professional Development Workshop
T	Theme session
TIM	Technology & Innovation Management Division
	Teaching Oriented Session
←	Session begins prior to the time indicated
→	Session extends beyond the time indicated

# Conference Program Guide

## Friday Morning, August 6, 1999

	8:00	8:30	9:00	9:30	10:00	10:30	11:00	11:30
Hyatt West: Sandburg	437. (ENT) Case Writing Project →							
Off Site: McDonald's U.								75. Tour to McDonald's →

## Friday Afternoon, August 6, 1999

	12:30	1:00	1:30	2:00	2:30	3:00	3:30	4:00	4:30
Swiss: Gball I	593. MED: Exploring Change					594. MED: Self-Managed Teams in Classroom			
Swiss: Gball 3	79. Practioner Series: Introduction to the Inquiry Process and Research Projects								
Hyatt West: Acapulco	1a. M: Board of Govenors Meeting								
Hyatt West: Goldcoast	78. International Research Collaborations →								
Hyatt West: Field	559. IM: Polar Winds to Tropical Paradises: Management Research in the Americas →								
Hyatt West: McCormick	439. ENT Workshop on Case Method				443. ENT in Franchising, Co-ops, MLMs				
Hyatt West: Burnham	692. OM Doctoral Consortium								
Hyatt West: Dusable	558. International Human Resource Management: Where Are We Now and Where Are We Going?								
Swiss: Gball 2	592. MED Workshop: Bringing life to management education								
Hyatt West: San Francisco	424. Conflict Management Division's Junior Faculty Research Incubator on Conflict & Diversity →								
Hyatt West: Addams	438. ENT Doctoral Consortium				440. ENT				
Hyatt West: Ogden	76. ENT, MED & MOC Workshop on Creative Classroom Action					441. ENT: How Learn to be Entrepreneurial?			
Hyatt West: Wright									442. ENT: Non-U.S. Scholar and the AOM
Hyatt West: Soldier Field	77. ODC, SIM, ONE: Business and Sustainable Development to Environmental Executives from McDonalds, Monsanto, BP-Amoco, Deere, and IGA →								
Off Site: McDonald's U.	← Tour to McDonald's University								
Off Site: Loyola U.	653. MC: The Successful Management Consultant Workshop: Processes, Skills and Tools →								

## Friday Evening, August 6, 1999

	5:00	5:30	6:00	6:30	7:00	7:30	8:00	8:30	9:00
Swiss: Gball I			85. Reception for the New Doctoral Student Consortium						
Hyatt West: Water Tower	84. OB/OMT Junior Faculty Consortium								
Swiss: Gball 3	503. HCM Welcome Reception & Introductions			505. HCM Break-Out sessions					
Hyatt West: Toronto	595. MED: Escape from Cluelessness								
Hyatt West: Wrigley	82. ODC & BPS: Org. Learning as Developmental Journey								
Hyatt West: Stetson F	83. TIM/OCIS Doctoral Consortium								
Hyatt West: Field	560. IM Workshop for Non-US Participants at the Academy of								
Hyatt West: Dusable	81. Critical Mgmt. Doctoral Workshop →								
Swiss: Gball 2									504. Junior Faculty Breakout Session: Forming
Hyatt West: Truffles	483. GDO: Finding a Job								
Hyatt West: Horner	80. BPS/OMT/RM/MOC: Conversations to Build Theory in Trans-disciplinary Research								
Hyatt West: Ogden	444. ENT New Faculty Consortium								
Hyatt West: Hong Kong	369. BPS Doctoral Consortium								
Off Site: Loyola U.	86. OB/ODC/OMT Doctoral Consortium								

## Saturday Morning, August 7, 1999

1.	Hyatt East: Gndball A	7:00	7:30	8:00	8:30	9:00	9:30	10:00	10:30	11:00	11:30
2.	Hyatt West: Regency Ball C(N)					529.	HR Junior Faculty Consortium				→
3.	Swiss: Gball I			95.	New Doctoral Student Consortiu						→
4.	Regency Ball D (N)										
5.	Hyatt West: Water Tower					106.	OB/OMT Junior Faculty Consortium				→
6.	Hyatt East: GndBall B					1b.	M: Board of Govenors Meeting				→
7.	GndBall F										
8.	Hyatt East: GndBall E					103.	International Research Collaborations				→
9.	Hyatt West: Comiskey	87.	Critical	93.	Critical Management Studies: Parallel Tracks						→
10.	Swiss: Gball 3					507.	Research, Teaching, & Service: A	508.	Strategies for Success		
11.	Hyatt East: GndBall D(N)			88.	ENT & ODC Workshop on Entrepreneurship						
12.	Hyatt East: GndBall C(N)			446.	Entrepreneurship	449.	Central Problems for				
13.	Hyatt East: Columbus E/F					102.	OB/ODC/OMT Doctoral Consortium				→
14.	Hyatt West: Regency Ball A(S)					98.	IM & RM: Workshop on Hierarchical Linear Modeling				→
15.	Hyatt West: Acapulco					778.	PNS Doctoral Consortium				
16.	Hyatt West: Toronto							530.	HR Editors' Round Table		
17.	Hyatt West: Goldcoast					105.	Teaching International Management: Change and Development				
18.	Hyatt West: Haymarket					561.	IMD Junior Faculty Consortium				→
19.	Hyatt West: Wrigley					104.	Organizational Learning as a Developmental Journey				→
20.	Hyatt West: Stetson F					99.	TIM/OCIS Doctoral Consortium				→
21.	Hyatt West: Columbian			91.	Critical Management Studies: Parallel Tracks						→
22.	Hyatt West Field										
23.	Hyatt West: McCormick							109.	SME Development Programs in		
24.	Hyatt East: Columbus C/D			89.	Practioner Series: Developing and Critiquing Action Research Projects						→
25.	Hyatt East: Columbus H			371.	BPS New Faculty Consortium						→
26.	Swiss: Alpine II					100.	IAOM: Managerial Effectiveness in Latin America	110.	IAOM: Competing in Latin America		
27.	Hyatt West: Burnham	693.	OM Doctoral Consortium								→
28.	Hyatt West: Picasso					562.	IMD Doctoral Consortium				→
29.	Hyatt West: Regency Ball B(S)			528.	HR Doctoral Consortium						→
30.	Hyatt West: New Orleans	484.	GDO Doctoral	485.	GDO Research Directions	486.	GDO Journal Review Process	487.	GDO: Dev. Research		→
31.	Hayatt West: Allanta										
32.	Hyatt East: Columbus G			370.	BPS Doctoral Consortium						→
33.	Hyatt East: Columbus K/L										
34.	Hyatt East: Columbus A							107.	Complexity & Management, Panels 1-2		→
35.	Hyatt West: Dusable										
36.	Swiss: Gball 2			506.	HCM						
37.	Hyatt West: Stetson E			94.	TIM/OCIS Junior Faculty Consortium						→
38.	Hyatt West: San Francisco					425.	Conflict Management Division's Junior Faculty Research Incubator on Conflict &				→
39.	Hyatt West: Addams			447.	Entrepreneurship Doctoral Consortium						→
40.	Hyatt West: Horner			90.	Three Conversations to Build Theory in Trans-disciplinary Research						→
41.	Hyatt West: Ogden			448.	ENT New Faculty Consortium	451.	ENT: Revise and Resubmit				
42.	Hyatt West: Wright					654.	Viewpoints on International Business Consulting				→
43.	Hyatt West: Buckingham			92.	Critical Management Studies: Parallel Tracks						→
44.	Hyatt West: Hong Kong										
45.	Hyatt West: Stetson C										
46.	Hyatt West: Stetson D							740.	ODC: Complexity Theory		→
47.	Hyatt West: Stetson G										
48.	Swiss: WmTell					416.	CAR: Careering Practice				→
49.	Hyatt East: Skyway 284			596.	MED: Experiential Learning	598.	MED: Work with Diverse Students				
50.	Hyatt East: Skyway 285			597.	MED: Contemplation Methods	599.	MED: Undergrad Bus Experience				
51.	Hyatt East: Skyway 261			96.	RM & IM Intro. to Network Analysis						→
52.	Hyatt East: Skyway 265										
53.	Hyatt East: Skyway 268					808.	SIM Faculty Workshop on Corporate Political Strategies: Antecedents,				
54.	Hyatt East: Skyway 269			97.	GDO/MED/ODC/CAR: Career Identities in Academia	108.	OD/IM/MED/GDO/CAR: Time Management				
55.	Hyatt East: Skyway 264							791.	RM Workshop on Research in Europe		
56.	Hyatt East: Skyway 272			807.	SIM Doctoral Consortium						→
57.	Off Site: De Paul U.					664.	OB: Take the Plunge! Developing Skills Using Electronic Technology in the Teaching of				→
58.	Off Site: Loyola U.					655.	MC: The Successful Management Consultant Workshop: Processes, Skills and				→
59.	Off Site: See Contact					101.	Service Learning Project: Restoring the Chicago Wilderness				→
60.	Hyatt East: Grandballroom Lobby			445.	ENT Coffee and	450.	Refreshmnt				

## Saturday Afternoon, August 7, 1999

12:00	12:30	1:00	1:30	2:00	2:30	3:00	3:30	4:00	4:30
1.				119.	MOC/OMT: Legitimacy & Identity				
2.	← HR Junior Faculty Consortium								
3.	← New Doctoral Student Consortiu								→
4.	754.	OCIS Mid-Career Faculty Workshop							
5.	← OB/OMT Junior Faculty Consortium								
6.	← M: Board of Govenors Meeting								
7.						373.	Economic Sociology		→
8.	← International Research Collaborations								→
9.	← Critical Management Studies: Parallel Tracks							125.	Critical Management Studies: →
10.	← HCM Lunch	510.	Grantwriting: What You Need to		512.	The Two Journeys of Academe: The		513.	Career Opportunities: Pluralism →
11.			453.	ENT: McGraw-Hill Irwin Innovation Award		456.	ENT: Teaching Entrepreneurship		
12.			116.	Resources and the Growth of Entrepreneurial		455.	Cognitive and Social Factors in Entrepreneurial Success		
13.	← OB/ODC/OMT Doctoral Consortium								
14.	← IM & RM: Workshop on Hierarchical Linear Modeling								→
15.				120.	CAR/CM/ONE/HCM/PNS Small Division Images and Member Identities				
16.						531.	HR: Strategic Research Agenda		→
17.				117.	IM & BPS: European and North American Research Diversity?			563.	IM: Korean Case of Restructuring →
18.	← IMD Junior Faculty Consortium								→
19.	← Organizational Learning as a Developmental Journey								
20.	← TIM/OCIS Doctoral Consortium								
21.	← Critical Management Studies: Parallel Tracks								
22.			112.	BPS & MC A Case Critique Colloquium					
23.			113.	IPC: SME Development Programs					
24.	← Practioner Series: Developing and Critiquing Action Research Projects								
25.	← BPS New Faculty Consortium								
26.				118.	IAOM: Challenges & Approaches to Quality			123.	Management of the Tenure Process for Hispanic Academics
27.									
28.	← IMD Doctoral Consortium								→
29.	← HR Doctoral Consortium								→
30.	← GDO: Dev.				488.	GDO Research Workshop: Exploring the Intersection of Race and Gender			→
31.			694.	Visions for the OM Field for the Next			695.	OM Teaching Approaches	
32.	← BPS Doctoral Consortium								
33.			665.	OB Not-So-Junior Faculty Mid-Career Forum					→
34.	← Complexity & Management, Panels 1-2					122.	Complexity & Management, Panels 3-4		→
35.			625.	MH New Member Workshop	626.	MH Ph.D./Faculty Workshop	627.	MH Doctoral Student Workshop	
36.						511.	HCM: The Two Journeys of Academe		
37.	← TIM/OCIS Junior Faculty Consortium								
38.	← Conflict Management Division's Junior Faculty Research Incubator on Conflict & Diversity								
39.	← Entrepreneurship Doctoral Consortium								
40.	← Three Conversations to Build Theory in Trans-disciplinary Research								
41.	← ENT New Faculty Consortium					454.	ENT Innovation in Education		
42.	← Viewpoints on International Business Consulting								
43.	← Critical Management Studies: Parallel Tracks								
44.			372.	BPS Cutting Edge Empirical Methods					
45.			114.	ODC & ONE: Educating Leaders for Environmental Change					
46.	← ODC: Complexity Theory								
47.			829.	TIM at the End of the Millenium: A Century of			830.	TIM at the End of the Millenium: Preparations	
48.	← CAR: Careering Practice								
49.			600.	MED: Pedagogy for Plurality			602.	MED: Employee Change	
50.			601.	MED: Contract Grading			603.	MED: Human Spirit	
51.	← RM & IM Intro. to Network Analysis								
52.			792.	RM Workshop on Interpretive Research Traditions					
53.						809.	SIM: Faculty Wkshop on Complexity Theory		
54.			115.	MED/ODC/GDO: Spirituality at Work			124.	ODC/MED/GDO: The Power of Music	
55.			793.	RM: Meta-Analysis Workshop			794.	RM: Quality Ethnography	
56.									
57.	← OB: Take the Plunge! Developing Skills Using Electronic Technology in the Teaching of Management								
58.	← MC: The Successful Management Consultant Workshop: Processes, Skills and Tools								→
59.	← ENT Endowed	111.	Organizational Collaboration for Chicago Wild	121.	OCIS & OMT: Working Collaboratively Across Intranets and Internet				

# Saturday Evening, August 7, 1999

5:00	5:30	6:00	6:30	7:00	7:30	8:00	8:30
Hyatt West: Regency Ball C(N)	532	HR Division Reception					
Hyatt West: Regency Ball D(N)		755	OCIS Professional Development Workshop Reception				
Hyatt West: Water Tower		126	OB/OMT/BPS Junior Faculty Consortium				
Hyatt West: Comiskey			130	Critical Management Studies: Reception, Poster Papers,			
Hyatt West: Regency Ball A(S)			564	IM PDW Reception			
Hyatt West: Toronto			604	MED & Jnl. of Management Ed. Reception			
Hyatt East: Columbus C/D			128	Reception for Practitioner Series and Academic-Practitioner Interest Group			
Hyatt East: Columbus H		2	Placement - How Tos				
Swiss: Alpine II		127	IAOM: Business Meeting & Dinner				
Hyatt West: New Orleans	489	GDO Reception					
Hyatt West: Wright			129	ONE, SIM Greening the U.			→
Hyatt West: Hong Kong	←	OM Cocktail Social					
Swiss: WmTell				811	SIM Keynote Address		
Off Site: See Contact	←	SIM Welcoming Reception			457	Entrepreneurship Division Pre-Conference Social Event	→

# Sunday Morning, August 8, 1999

7:30	8:00	8:30	9:00	9:30	10:00	10:30	11:00	11:30	
Hyatt East: GndBall A								708	OMT: Perspectives on the Knowledge Industry
Hyatt West: Regency Ball C(N)		534	Junior Faculty Consortium						
Hyatt West: Regency Ball D(N)		134	MED/OCIS: Mastering the Case Method of Teaching						
Hyatt West: Water Tower			144	OB/OMT Junior Faculty Consortium					
Hyatt East: GndBall B			707	OMT Teaching Workshop					
Hyatt East: GndBall E			140	International Research Collaborations					
Hyatt West: Comiskey	131	Critical Management Studies: Breakfast,	145	Critical Management Studies: Parallel Tracks					
Swiss: Gball 3		515	HCM: Faculty Forum on Emerging Topics			516	HCM: Editors on Research		
Hyatt East: GndBall D(N)			462	ENT: eSocrates Online		465	ENT: Univ. Incubators Linkages		
Hyatt East: GndBall C(N)			461	ENT Doctoral Ed. Study		464	ENT: National Startups Study		
Hyatt East: Columbus E/F			741	ODC Consortium for Alternative Doctoral Programs in Executive Management and					
Hyatt West: Regency Ball A(S)			146	OB/ODC/OMT Doctoral Consortium					
Hyatt West: Acapulco				10	M: 98-99 Div. Chairs	14	M: Incoming Division Prgm Chairs		
Hyatt West: Toronto		133	BPS & OMT: The Craft of Reviewing			147	How To Make Academy of Management Sessions		
Hyatt West: Goldcoast				8	M: Div. Newsletter Editors	150	Mentoring Workshop		
Hyatt West: Haymarket		565	IMD Junior Faculty Consortium						
Hyatt West: Wrigley						567	IM Barry Richman Awards		
Hyatt West: Stetson F		831	Research Issues in Technology and Innovation			833	Scholarly Outlets for Research in Technology and		
Hyatt West: Columbian			142	Critical Management Studies: Parallel Tracks					
Hyatt West: Field			376	BPS Workshop Consortium: Managing Your Dissertation					
Hyatt West: McCormick			377	BPS Discussion Learning: Using the Case Method in Your Classroom					
Hyatt East: Columbus C/D		132	Launching an Academic-Practitioner Interest Group						
Hyatt East: Columbus H		375	BPS New Faculty Consortium						
Swiss: Alpine II		136	ODC & MED: Spirituality in Management			609	MED: E-Media Journeys		
Hyatt West: Burnham			643	Cognition in the Rough - Doctoral Student Workshop					
Hyatt West: Picasso			566	IM Division Doctoral Consortium					
Swiss: Davos			535	HR Meeting of IR & HR Directors					
Hyatt West: Regency Ball B(S)			533	HR Doctoral Consortium					
Hyatt West: New Orleans			490	GDO Continental Breakfast and			13	M: Incoming PDW Chairs	
Hyatt West: Atlanta		697	How OM Fits in the Business School			698	Executives' Views of Key OM-Related Issues and Topics		
Swiss: Engleberg			137	MOC/OMT/ODC: Three Conversations about Concepts of Time in Organizations					
Hyatt East: Columbus G		374	BPS Doctoral Consortium						
Hyatt East: Columbus I/J						666	OB Incorporating New Research into OB Teaching		
Hyatt East: Columbus K/L			139	OB & HR: Senior Faculty Consortium: The Boundaryless Career					
Hyatt East: Columbus A				7	M: Regional AOM Officers				
Hyatt West: Dusable			628	MH Change Theme Workshop		629	MH: Getting	11	M: People of Color Committee Mtg
Swiss: Neuchatel			138	Management Research & Participation During Times of Radical Political Change: Participant/Observer					
Swiss: Vevey				812	SIM	813	SIM Research Workshop: Action Research		
Swiss: Alpine I		606	MED: Communication-Focused Curriculum			608	Breaking Up is Hard to Do		

## Sunday Morning (continued)

	7:30	8:00	8:30	9:00	9:30	10:00	10:30	11:00	11:30	
Swiss: Gball 2	514	Cntl Bkfst			4	Asia Academy of Management				
Hyatt West: Stetson E					832	TIM: Understanding Patent Data Analysis				
Hyatt East: GndBall Reg Area					6	Membership				
Hyatt West: San Francisco					426	Managing Conflict in the Pluralistic Classroom				
Hyatt West: Addams					459	ENT Doctoral Consortium				
Hyatt West: Horner					642	MOC: Cognition in the Rough - Faculty Workshop				
Hyatt West: Ogden					460	ENT New Faculty Consortium				
Hyatt West: Wright					141	SIM & ONE: Teaching Environmental Management				
Hyatt West: Buckingham					143	Critical Management Studies: Parallel Tracks				
Hyatt West: Hong Kong					9	M: 98-99 Div. Program		12	M: 99-00 Division Chairs	
Hyatt West: Stetson A					656	MC: Consulting as a Setting for Academic		657	MC: Tensions in Consultant-Client Relations	
Swiss: WmTell					135	Business & Volunteering Connections		148	CAR: Careering: A Musical Production	
Hyatt East: Skyway 279							15	M: Officers of the Eastern AOM		
Hyatt East: Skyway 280							16	M: Officers of the Midwest AOM		
Hyatt East: Skyway 281							17	M: Officers of the Southern AOM		
Hyatt East: Skyway 282							18	M: Officers of the SouthWest AOM		
Hyatt East: Skyway 283							19	M: Officers of the Western AOM		
Hyatt East: Skyway 261					795	RM: Ask the Quantitative Experts		797	RM: Ask the Qualitative Experts	
Hyatt East: Skyway 265					796	RM Workshop on Multi-Level Analysis				
Hyatt East: Skyway 268							149	ONE, MED, SIM & PNS: Reflection		
Hyatt East: Skyway 269					607	MED Doctoral Consortium. Change and Development: The Journey from Student to Teacher				
Hyatt East: Skyway 264					779	PNS: Teaching Using the Case Study Method				
Hyatt East: Skyway 272							536	Linking the HR Classroom to HR Practice: A Best		
Hyatt East: Group Office					5	Placement				
Hyatt East: Grandballroom Lobby					458	ENT Coffee		463	ENT	

## Sunday Afternoon, August 8, 1999

	12:00	12:30	1:00	1:30	2:00	2:30	3:00	3:30	4:00	4:30		
Hyatt West: Regency Ballroom					151	T: Senge - Distributed Leadership		152	T: Executive panel on theme			
Hyatt West: Goldcoast					21	M: International Programs Committ						
Hyatt West: Haymarket							34	M: Journal of Leadership Studies				
Hyatt West: Wrigley							37	M: AOM Review Outgoing Board		46	M: AOM Review Incoming Board	
Hyatt West: Columbian									45	M: Orientation for New Members		
Hyatt West: Field									44	M: Management Learning		
Hyatt West: McCormick							33	M: Journal of Organizational Chan				
Hyatt East: Columbus H					23b	Placement - How Tos		26	AMR Writer's Workshop		41	M: Management Science Board
Hyatt West: Burnham							31	M: Org Science, Senior Editors		42	M: Journal of Management	
Hyatt West: Picasso							35	M: Journal of Occupational Health				
Hyatt West: Atlanta									47	M: Organization Science Editorial		
Hyatt East: Columbus G							25	M: Journal of Management Inquiry				
Hyatt East: Columbus K/L							27	M: Administrative Science Quarter				
Hyatt East: Columbus A							24	M: AOM Journal Outgoing Board		40	M: AOM Journal Incoming Board	
Hyatt West: Dusable							32	M: Journal of Management Educatio		43	M: Journal of Mgmt Education	
Hyatt East: Wacker East					23a	Placement						
Hyatt West: San Francisco							38	M: Group & Organization Mgmt Jrnal				
Hyatt West: Addams							28	M: Organization				
Hyatt West: Horner							29	M: Leadership Quarterly				
Hyatt West: OgdenHyatt West: Soldier Field							36	M: Academy of Management Executiv				
Hyatt East: Skyway 272					22	AOM Governance Meeting		39	Global Networking Hospitality			

## Sunday Evening, August 8, 1999

	5:00	5:30	6:00	6:30	7:00	7:30	8:00	8:30
Hyatt West: Regency Ballroom	153. All AOM Speakers and Meeting							
Hyatt East: Grand Ballroom	48. All-Academy Reception - Salsa Dance Following (9:00 - 12:00)							

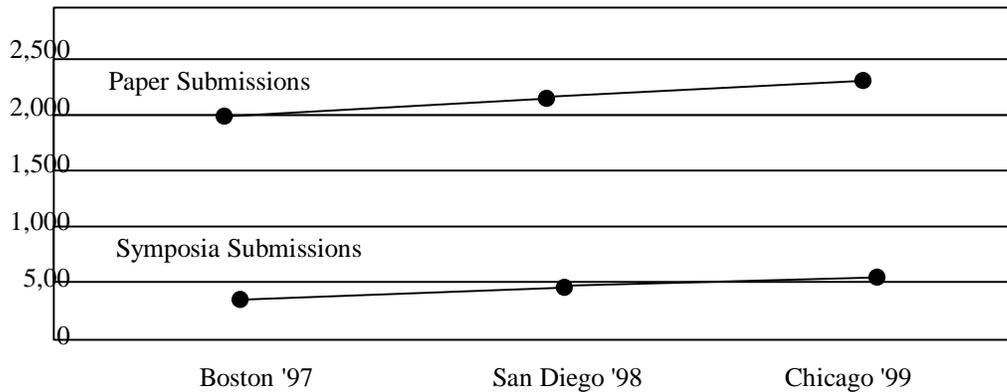




# Monday Evening, August 9, 1999

	5:30	6:00	6:30	7:00	7:30	8:00	8:30	9:00
AA Hyatt East: GndBall A	166. T: Second City Improv. Co							
SC Hyatt West: Water Tower			473. ENT Social					
IP Hyatt East: Wacker West (1)			325. IP: Caucuses Tables 1-3					
IP Hyatt East: Wacker West (2)			328. IP: Caucuses: Tables 4-6					
IP Hyatt East: Wacker West (3)			332. IP: Caucuses: Tables 7-9					
IP Hyatt East: Wacker West (4)			335. IP: Caucuses: Tables 10-12					
IP Hyatt East: Wacker West (5)			338. IP: Caucuses: Tables 13-16					
CAR Hyatt West: Goldcoast	546. Ice Cream Social							
CM Hyatt West: Haymarket	431. M: CM Business Meeting							
ENT Hyatt West: Wrigley	472. M: ENT Business Meeting		432. Conflict Management Social					
HCM Hyatt West: Columbian	522. M: Business		523. Social Hour					
MH Hyatt West: Burnham	636. M:		637. Social Hour					
MC Swiss: Davos	661. M: Business Meeting							
OB Hyatt West: Regency Ball B(S)	677. M: Business Meeting		678. Social Hour					
OM Swiss: Engleberg	703. M: Business meeting & Social hour							
OMT Hyatt East: Columbus K/L	722. M: OMT Business Meeting & Social							
ONE Swiss: Neuchatel	772. M: Division Business		773. Division Social					
PNS Swiss: Vevey	785. Social Hour							
RM Swiss: Alpine I	801. M: Business Meeting		802. Social Hour					
SIM Swiss: Gball 2	820. MBA Student Paper Award							
TIM Hyatt West: Stetson E	840. M: TIM Business		841. Social Hour					
Personal Appointments	5:30	6:00	6:30	7:00	7:30	8:00	8:30	9:00

## 1997-1999 Trends in Submissions to Academy of Management Conferences



### Chicago '99 Program Statistics

Number of papers submitted	2,214
Number of papers accepted	1,147
- accepted for Shared Interest Track	108
- accepted for Interactive Papers	262
- accepted for Division Paper session	777
- accepted for Best Paper Proceedings	122
Number of unique symposia submitted	279
Number of unique symposia accepted	192
- accepted for All Academy	26
- accepted for Showcase Symposia	26
- accepted for Jointly Sponsored Symposia	67
- accepted for Division symposia	73
Number of session in total conference	849
- # PDW sessions Fri-Sun	279
- # Regular sessions Sun-Wed	570
Number of people involved in submissions	4,072
# institutions involved in submissions	1,073
# countries represented in submissions	45
Number of people on the entire program	3,503
- # people on PDW program (Fri-Sun)	870
- # people on regular program (Sun-Wed)	3,080
# institutions represented in entire program	962
# countries represented in entire program	41

### Universities with the Most Participants in Chicago '99 Conference Sessions

1.	U. of Michigan	52
2.	U. of Pennsylvania	45
3.	Cornell U.	39
3.	Stanford U.	39
5.	U. of Minnesota	36
5.	Harvard U.	36
5.	New York U.	36
5.	Michigan State U.	36
9.	U. of Illinois, Urbana-Champaign	34
10.	Northwestern U.	33
10.	U. of Southern California	33



## Tuesday Afternoon, August 10, 1999

	12:00	12:30	1:00	1:30	2:00	2:30	3:00	3:30	4:00	4:30
1.								173	Change Via Piano & Photos	
2.					171	T: Kanter & Shapiro on Change		174	T: Transforming mgt. education	
3.					172	T: Tension & Change: What to do?		175	T: What's behind the Great Wall?	
4.					194	S: Institutional Change (I)		196	Authors on fostering change	
5.					193	Replicating Knowledge (K)		195	S: Emergent IT & Org. Change	
6.								247	JS: Mgmt and OD Across Borders	
7.								249	JS: Contingent Work Consequences	
8.								248	JS: Social Enterprise: Organizational	
9.					245	JS: Sweet Home Chicago		250	JS: NOFIA	
10.					246	JS: Re-thinking What We Think		251	JS: Management through Racial Lens	
11.								292	JP: Sensemaking and Change	
12.								291	JP: Knowledge Creation & Evolution	
13.					290	JP: Balancing Work and Family		293	JP: Supply Chain Management	
14.					349	IP: Org. Learning & Change		354	IP: Issues in Operations Mgmt	
15.					350	IP: Groups: Composition & Process		355	IP: Organizational Learning	
16.					351	IP: Change, Commitment & Culture		356	IP: Affective Reactions	
17.					352	IP: Career Choice & Management		357	IP: Public & Nonprofit Management	
18.					353	IP: Current Trends in OCIS		358	IP: Initiatives & Innovations	
19.					402	P: Competitive Advantage		405	Richard D. Irwin Award	
20.					400	P: Diversification		403	P: Strategic Groups and Barriers	
21.					401	P: Global Context		404	P: R&D Alliance	
22.					419	P: Impact of Job & Career Change		420	S: Business/education partnership	
23.					435	P: Culture and Conflict		436	S: Negotiation Teaching	
24.					476	P: International Entrepreneurship		477	P: International ENT Theory	
25.					497	P: Sexual Identity		498	Special Session: Feminist Talk	
26.					525	P: Workforce Reduction and Stress		526	P: Perspectives on Managed Care	
27.					551	P: Strategic Determinants of HR		553	HR Business Meeting	
28.					552	P: Flexible Work Arrangements				
29.					584	P: Knowledge Across Borders				
30.					583	P: Building a Global Strategy		585	Distinguished Scholar Forum	
31.					617	S: Carnegie Academy		618	MAD session - Learning Maps	
32.					640	P: Higher Education				
33.					649	P: Cognitive Systems and Change		650	The Complexity Advantage	
34.										
35.					684	S: Advances in team research:		687	S: Organizational Learning From	
36.					683	P: Power and politics		686	P: Social exchange and networks	
37.					682	P: Justice and performance		685	P: Transformational leadership	
38.					706	P: Operations strategy				
39.					729	P: Peripheral Workers		732	P: Market Dynamics	
40.					730	P: Interorganization Alliances(N)		733	S: Social Class and Strategy	
41.					731	P: Market Mediators		734	P: Structure and Environment	
42.					749	S: Social Learning for Change		750	Distinguished Speaker	
43.								763	Distinguished Speaker	
44.					775	S: The New Age of Biotech Systems		776	S: Emerging Enviro. Regulations	
45.					788	P: HRM Issues for Nonprofits				
46.					805	S: Narrating Org'l Knowledge		806	P: Simulations to Answer Method Q	
47.					823	P: Conceptual Stakeholder Models		824	M: Chair Address/Business Meeting	
48.					845	P: Interorganizational Technology		846	P: Leading for High Performance	
49.										
50.										
51.					844	S: Boundary Crossing, Knowledge				
52.										
53.	68	Presidential Luncheon								
54.										
	12:00	12:30	1:00	1:30	2:00	2:30	3:00	3:30	4:00	4:30

# Tuesday Evening, August 10, 1999

	5:00	5:30	6:00	6:30	7:00	7:30	8:00	8:30
SC Hyatt West: Water Tower		554	HR Social Hour					
SIT Hyatt East: GndBall D(N)				70	M: Human Relations Reviewers			
BPS Hyatt West: Regency Ball A(S)		406	M: Business Meeting	407	Social			
CAR Hyatt West: Goldcoast		421	M: Division Business Meeting		422	Social Hour		
END Hyatt West: Wrigley		478	USASBE Board Meeting					
GDO Hyatt West: Stetson F		499	M: Business Meeting	500	Social Hour			
IM Hyatt East: Columbus C/D		586	IM Business Meeting & Social					
MED Swiss: Alpine II		619	M: Business Meeting	620	Social			
MOC Hyatt West: Picasso			651	M: Business Mtng, Awards, Social				
ODC Hyatt East: Columbus A		751	M: Business Meeting & Social Hour					
OCIS Hyatt West: Dusable		764	M: Business Meeting	765	Social Hour			
SIM Swiss: Gball 2			825	Social Hour				
Off Site: See Contact			69	Academy Fellows Reception				→
Personal Appointments	5:00	5:30	6:00	6:30	7:00	7:30	8:00	8:30

## About the Academy of Management

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

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

### NATIONAL OFFICE / MEMBERSHIP

The national offices of the Academy of Management are located at Pace University. Questions and membership applications should be addressed to Nancy Urbanowicz, Executive Director, at

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

WWW.AOM.PACE.EDU

The Academy is now on the internet. Each division has their website linked to the Academy's home page. The Call for Papers, the Program, and the Proceedings can all be accessed here. Additionally, Placement is on-line; you can submit applications on-line and search the database for positions.

### PUBLICATIONS SENT TO ALL MEMBERS

*Academy of Management Journal* presents cutting-edge empirical research about new management ideas and

techniques. It currently ranks 8th in impact (citations per article) among 358 business-related journals. Published six times per year, it has a circulation of 12,500.

*Academy of Management Review* explores new management theories and presents high-quality conceptual work. It currently ranks 7th in impact among 358 business-related journals. Published quarterly, it has a circulation of 12,000.

*Academy of Management Executive* presents straightforward practical articles geared toward executives and business students. Published quarterly, it has a circulation of 11,000.

*Academy of Management News* is a quarterly newsletter covering society news and activities.

In addition, divisions, interest groups, and regional affiliates publish newsletters addressing their areas of specialization.

### ADVERTISING

The Academy of Management accepts advertising about professional resource materials in the annual meeting program and journals. Inquiries about advertising in these publications should be addressed to:

Patricia A. Pasquale  
Communications Administrator  
Academy of Management  
Pace University  
P. O. Box 3020  
Briarcliff Manor, NY 10510-8020  
(914) 923-2607 Fax: (914) 923-2615  
E-mail: patricia@academy.pace.edu

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 OTHER ACADEMY ACTIVITIES
 

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**Academy of Management News**


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*Editor*, JoAnn Duffy, Sam Houston State U.

**Placement**


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**Director:**

Geralyn McClure Franklin, U. of Texas at San Antonio

**Associate Director**

Nancy Leonard, Lewis Clark State College

**Assistant Director**

Mary Jo Vaughan, Mercer U.

**Members:**

Donde Ashmos, U. of Texas at San Antonio

Gayle Baugh, U. of West Florida

Janice Black, New Mexico State U.

Linda L. Brennan, Mercer U.

R. Craig Bullis, Center for Army Leadership

Madeline Crocitto, State U. of New York at Old Westbury

Darla Domke-Damonte, Coastal Carolina U.

Robert S. Dooley, Oklahoma State U.

Mary Ellen Dorsett, George Washington U.

Scott C. Douglas, Florida State U.

Dennis Duchon, U. of Texas at San Antonio

Jeanie Forray, Eastern Connecticut State U.

C. Gopinath, Suffolk U.

Robert Hooijberg, Rutgers U.

C. Douglas Johnson U. of Georgia

Foard F. Jones, U. of Central Florida

Delaney J. Kirk, Drake U.

Robert W. Kolodinsky, Florida State U.

Pamela Lewis, Drexel U.

Franz Lohrke, U. of South Florida

Nick Maddox, Stetson U.

Lou Marino, U. of Alabama

Darlene Gambill Motley, U. of Pittsburgh

Brian Peach, U. of West Florida

Diana Reed, Drake U.

Jamal Shamsie, U. of California at Los Angeles

Janice Smith, North Carolina A&T State U.

Filiz Tabak, Towson U.

Jon Werner, U. of Wisconsin--Whitewater

Steve Werner, U. of Houston

**Membership**


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*Director*, Carolyn Wiley, CARWIL Management Consulting

**Academy Historian and Archivist**


---

Charles D. Wrege, Cornell U.

**Sigma Iota Epsilon, Academy Student Division**


---

*President*, Paul L. Wilkens, Florida State U.

**People of Color Committee**


---

*Chair*

Stella Nkomo, U. of North Carolina, Charlotte

**Mentoring Committee**


---

*Chair*

Stacy Blake, Harvard U.

Jerome Katz, Saint Louis U.

Thomas G. Cummings, U. of Southern California

Kenneth K Eastman, Oklahoma State U.

Charles R Greer, Texas Christian U.

Anne Huff, U. of Colorado

Kathy E. Kram, Boston U.

Thomas W. Lee, U. of Washington

Raymond E Miles, U. of California

Janet P. Near, Indiana U.

Sandra A. Waddock, Boston College

Robert W. Zmud, U. of Oklahoma

**Members of International Programs Committee**


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Morten Huse, Centre for Church Research, Norway

BJ Punnett, U. of Windsor

Michel Berry, Ecole De Paris Du Management France

Dail Fields, George Washington U. USA

Ann Gregory Memorial U. Of Newfoundland Canada

Tarek Hatem American U. of Cairo Egypt

David Kent Golden Gate U. USA

Naresh Khatri Nanyang Tech Univ.

Richard Mowday, U. of Oregon, USA

Eleanor O'Higgins U. College Dublin Ireland

Andrew Pettigrew, Warwick U. United Kingdom

Neusa Santos Pontificia Universidade Brazil

Heidi Vernon Northeastern U. USA

Celeste Wilderom U. of Tilburg The Netherlands

Diana Wong China (USA)





# Conference Activities and Meetings

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

**Local Arrangements Chair: Kenneth R. Thompson, DePaul University**

**Program Coordinator: Kelley D. Hinze, University of Minnesota**

	Start	Regular Program	
<b>Sat</b>	1:00 pm	1a.M: Board of Governors Meeting ♦ HW: Acapulco	
	9:00 am	1b.M: Board of Governors Meeting ♦ HE: GndBall B	
<b>Sunday</b>	6:00 pm	2.Placement How Tos ♦ HE: Columbus H	
	9:00 am	3.Registration ♦ HE: GndBall Reg Area 4.Asia Academy of Management ♦ S: Gball 2 5.Placement ♦ HE: Group Office 6.Membership ♦ HE: GndBall Reg Area	
	9:30 am	7.M: Regional AOM Officers ♦ HE: Columbus A 8.M: Div. Newsletter Editors ♦ HW: Goldcoast 9.M: 98-99 Div. Program Chairs ♦ HW: Hong Kong 10.M: 98-99 Div. Chairs ♦ HW: Acapulco	
	10:30 am	11.M: People of Color Committee Mtg ♦ HW: Dusable 12.M: 99-00 Division Chairs ♦ HW: Hong Kong 13.M: Incoming PDW Chairs ♦ HW: New Orleans 14.M: Incoming Division Prgm Chairs ♦ HW: Acapulco 15.M: Officers of the Eastern AOM ♦ HE: Skyway 279 16.M: Officers of the Midwest AOM ♦ HE: Skyway 280 17.M: Officers of the Southern AOM ♦ HE: Skyway 281 18.M: Officers of the SouthWest AOM ♦ HE: Skyway 282 19.M: Officers of the Western AOM ♦ HE: Skyway 283	
	12:00 pm	20.Exhibits ♦ HE: Wacker East 21.M: International Programs Committ ♦ HW: Goldcoast 22.AOM Governance Meeting ♦ HE: Skyway 272 23a.Placement ♦ HE: Wacker East	
	1:00 pm	23b.Placement How Tos ♦ HE: Columbus H	
	2:00 pm	24.M: AOM Journal Outgoing Board ♦ HE: Columbus A 25.M: Journal of Management Inquiry ♦ HE: Columbus G 26.AMR Writer's Workshop ♦ HE: Columbus H 27.M: Administrative Science Quarter ♦ HE: Columbus K/L 28.M: Organization ♦ HW: Addams 29.M: Leadership Quarterly ♦ HW: Horner 30.M: ♦ HW: Ogden 31.M: Org Science, Senior Editors ♦ HW: Burnham 32.M: Journal of Management Educatio ♦ HW: Dusable 33.M: Journal of Organizational Chan ♦ HW: McCormick 34.M: Journal of Leadership Studies ♦ HW: Haymarket 35.M: Journal of Occupational Health ♦ HW: Picasso 36.M: Academy of Management Executiv ♦ HW: Soldier Field 37.M: AOM Review Outgoing Board ♦ HW: Wrigley 38.M: Group & Organization Mgmt Jrnl ♦ HW: San Francisco 39.Global Networking Hospitality ♦ HE: Skyway 272	
	3:30 pm	40.M: AOM Journal Incoming Board ♦ HE: Columbus A 41.M: Management Science Board ♦ HE: Columbus H 42.M: Journal of Management ♦ HW: Burnham 43.M: Journal of Mgmt Education ♦ HW: Dusable 44.M: Management Learning ♦ HW: Field 45.M: Orientation for New Members ♦ HW: Columbian 46.M: AOM Review Incoming Board ♦ HW: Wrigley 47.M: Organization Science Editorial ♦ HW: Atlanta	
	7:00 pm	48.All-Academy Reception ♦ HE: Grand Ballroom	
	9:00 pm	49.Barnard Society ♦ HE: Columbus G 50.All-Academy Dance ♦ HE: Grand Ballroom	
	<b>Monday</b>	9:00 am	51.Membership ♦ HE: GndBall Reg Area 52.Exhibits ♦ HE: Wacker East 53.Registration ♦ HE: GndBall Reg Area 54.Placement ♦ HE: Wacker East 55.IPC Information Booth ♦ HE: Wacker East
		10:00 am	56.Global Networking Hospitality ♦ HE: Skyway 272
		12:00 pm	57.M: Journal of Org Behavior ♦ HW: Wright
		12:10 pm	58.Journal of Org. Behavior ♦ HW: Wright
		3:30 pm	59.M: Executive Committee Meetings ♦ HE: Skyway 280
		5:00 pm	60.M: PDW Program Meeting ♦ HW: Burnham
	8:00 pm	61.Reception of new & non-US mbrs ♦ HE: GndBall F	

<b>Tuesday</b>	9:00 am	62.Membership ♦ HE: GndBall Reg Area 63.Exhibits ♦ HE: Wacker East 64.Registration ♦ HE: GndBall Reg Area 65.Placement ♦ HE: Wacker East 66.IPC Information Booth ♦ HE: Wacker East
	10:00 am	67.Global Networking Hospitality ♦ HE: Skyway 272
	12:00 pm	68.Presidential Luncheon ♦ HE: Grand Ballroom
	6:00 pm	69.Academy Fellows Reception ♦ OS: See Contact
	6:30 pm	70.Human Relations Reviewers ♦ HE: GndBall D(N)
<b>Wed-</b>	9:00 am	71.Membership ♦ HE: GndBall Reg Area 72.Exhibits ♦ HE: Wacker East 73.Registration ♦ HE: GndBall Reg Area 74.Placement ♦ HE: Wacker East

### Friday 1:00 pm

#### 1a. Meeting: **Board of Governors Meeting**

- ♦ 1:00-5:00 Hyatt West: Acapulco

*Presiding:* Anne S. Huff, U. of Colorado / Cranfield School of Management

### Saturday 9:00 am

#### 1b. Meeting: **Board of Governors Meeting**

- ♦ 9:00-5:00 Hyatt East: GndBall B

*Presiding:* Anne S. Huff, U. of Colorado / Cranfield School of Management

#### 2. **The "How Tos" of the Academy of Management Placement Services**

- ♦ 1:00-2:00 Hyatt East Columbus H

*Presenters:* GERALYN M. FRANKLIN, U. of Texas, San Antonio; Nancy Leonard, Lewis Clark State College; Mary Jo Vaughan, Mercer U

### Sunday 9:00 am

#### 3. **Registration**

- ♦ 9:00-5:00 Hyatt East: GndBall Reg Area

*Executive Director:* Nancy Urbanowicz, Academy of Management

#### 4. **Asia Academy of Management**

- ♦ 9:00-12:00 Swiss: Gball 2

*Organizer:* Chung-Ming Lau, Chinese U. of Hong Kong

#### 5. **Placement**

- ♦ 9:00-12:00 Hyatt East: Group Office

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

*Director of Placement:* GERALYN M. FRANKLIN, U. of Texas, San Antonio

#### 6. **Membership**

- ♦ 9:00-5:00 Hyatt East: GndBall Reg Area

*What Are the Benefits of Membership? Do You Need to Update Your Membership Information? Would You Like to Get Involved?*

*Director of Membership:* Carolyn Wiley, CARWIL Management Consulting

### Sunday 9:30 am

#### 7. Meeting: **Officers of Regional Academy of Management Associations**

- ♦ 9:30-10:30 Hyatt East: Columbus A

*Presiding:* Tim O. Peterson, The Stalwart Group

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

- ♦ 9:30-10:30 Hyatt West: Goldcoast

*Presiding:* Jo Ann Duffy, Sam Houston State U.

#### 9. Meeting: **Current (1998-99) Program Chairs**

- ♦ 9:30-10:30 Hyatt West: Hong Kong

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

#### 10. Meeting: **Current (1998-99) Chairs of Divisions and Interest Groups**

- ♦ 9:30-10:30 Hyatt West: Acapulco

*Presiding:* David Whetten, Brigham Young U.

### Sunday 10:30 am

#### 11. Meeting: **People of Color Committee Meeting**

- ♦ 10:30-12:00 Hyatt West: Dusable

*Presiding:* Stella Nkomo, U. of North Carolina, Charlotte

#### 12. Meeting: **Incoming (1999-2000) Chairs of Divisions and Interest Groups**

- ♦ 10:30-12:00 Hyatt West: Hong Kong

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

#### 13. Meeting: **Incoming (1999-2000) Professional Development Workshop Chairs**

*Presiding:* Jone Pearce, U. of California, Irvine

- ♦ 10:30-12:00 Hyatt West: New Orleans

#### 14. Meeting: **Incoming (1999-2000) Division Program Chairs**

- ♦ 10:30-12:00 Hyatt West: Acapulco

*Presiding:* Jean M. Bartunek, Boston College

#### 15. Meeting: **Officers of the Eastern Academy of Management**

- ♦ 10:30-12:00 Hyatt East: Skyway 279

*Presiding:* Bonita Better-Reid, Simmons GSM

#### 16. Meeting: **Officers of the Midwest Academy of Management**

- ♦ 10:30-12:00 Hyatt East: Skyway 280

*Presiding:* Marilyn Fox, Mankato State U

#### 17. Meeting: **Officers of the Southern Academy of Management**

- ♦ 10:30-12:00 Hyatt East: Skyway 281

*Presiding:* C. A. Schriesheim, U. of Miami

#### 18. Meeting: **Officers of the SouthWest Academy of Management**

- ♦ 10:30-12:00 Hyatt East: Skyway 282

*Presiding:* Tim O. Peterson, The Stalwart Group

#### 19. Meeting: **Officers of the Western Academy of Management**

- ♦ 10:30-12:00 Hyatt East: Skyway 283

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

### Sunday 12:00 pm

#### 20. Exhibits

- ♦ 12:00-5:00 Hyatt East: Wacker East

*Refreshment Break at 2:00pm Sponsored by ITP/Southwestern College Publishing*

*Director of Publisher Relations and Exhibits Coordinator:*

Philip B. Stone, GT Enterprises

#### 21. Meeting: **International Programs Committee Meeting**

- ♦ 12:00-1:30 Hyatt West: Goldcoast

*Presiding:* Morten Huse, Scandinavian Institute for Research in Entrepreneurship / Centre for Church Research

#### 22. Academy of Management Council Meeting

- ♦ 12:00-2:00 Hyatt East: Skyway 272

*Presiding:* Anne S. Huff, U. of Colorado / Cranfield School of Management

#### 23a. Placement

- ♦ 12:00-5:00 Hyatt East: Wacker East

*Director of Placement:* GERALYN M. FRANKLIN, U. of Texas, San Antonio

#### 23b. The "How Tos" of the Academy of Management Placement Services

- ♦ 1:00-2:00 Hyatt East Columbus H

*Presenters:* GERALYN M. FRANKLIN, U. of Texas, San Antonio; Nancy Leonard, Lewis Clark State College; Mary Jo Vaughan, Mercer U

### Sunday 2:00 pm

#### 24. Meeting: **Academy of Management Journal Outgoing Board**

- ♦ 2:00-3:30 Hyatt East: Columbus A

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

#### 25. Meeting: **Journal of Management Inquiry**

- ♦ 2:00-5:00 Hyatt East: Columbus G

*Presiding:* Paul M. Hirsch, Northwestern U.

#### 26. AMR Writer's Workshop

- ♦ 2:00-3:30 Hyatt East: Columbus H

*Pregistration required please contact Linn Van Dyne.*

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

#### 27. Meeting: **Administrative Science Quarterly**

- ♦ 2:00-5:00 Hyatt East: Columbus K/L

*Professional Development Workshop Chair:* Christine Oliver, York U.

#### 28. Meeting: **Organization**

- ♦ 2:00-3:30 Hyatt West: Addams

*Presiding:* Rosemary Nixon, SAGE Publications, Inc.; Linda Smircich, U. of Massachusetts, Amherst; Marta B. Calas, U. of Massachusetts, Amherst

#### 29. Meeting: **Leadership Quarterly**

- ♦ 2:00-3:30 Hyatt West: Horner

*Presiding:* Jerry Hunt, Texas Tech U.

#### 30. Meeting: **M@n@gement**

- ♦ 2:00-3:30 Hyatt West: Ogden

*Presiding:* Bernard Forgues, IAE, Tours

#### 31. Meeting: **Organization Science, Senior Editors**

- ♦ 2:00-5:00 Hyatt West: Burnham

*Presiding:* Claudia B. Schoonhoven, U. of California, Irvine

#### 32. Meeting: **Journal of Management Education**

- ♦ 2:00-3:30 Hyatt West: Dusable

*Presiding:* Diana Billimoria, Case Western Reserve U.

#### 33. Meeting: **Journal of Organizational Change Management**

- ♦ 2:00-3:30 Hyatt West: McCormick

*Presiding:* David M. Boje, New Mexico State U.; Nancy E. Landrum, New Mexico State U.

#### 34. Meeting: **Journal of Leadership Studies Board**

- ♦ 2:00-3:30 Hyatt West: Haymarket

*Presiding:* Richard M. Hodgetts, Florida International U.

#### 35. Meeting: **Journal of Occupational Health Psychology**

- ♦ 2:00-3:30 Hyatt West: Picasso

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

#### 36. Meeting: **Academy of Management Executive**

- ♦ 2:00-3:30 Hyatt West: Soldier Field

*Presiding:* Sheila Puffer, Editor, Academy of Management Executive

#### 37. Meeting: **Academy of Management Review Outgoing Board**

- ♦ 2:00-3:30 Hyatt West: Wrigley

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

#### 38. Meeting: **Group and Organization Management Journal**

- ♦ 2:00-3:30 Hyatt West: San Francisco

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

#### 39. **Global Networking Hospitality Suite: Connecting Across Borders**

- ♦ 2:00-4:00 Hyatt East: Skyway 272

*Drop by for refreshments, discuss international teaching, research, funding, and other issues of interest in the international arena. Also meet board members, and IPC members. Courtesy of Queensland U. of Technology.*

*Hosts:* Betty Jane Punnett, U. of the West Indies / U. of

Windsor; Annabella Davila, Instituto Tecnológico y de

Estudios Superiores de Monterrey; Morten Huse,

Scandinavian Institute for Research in Entrepreneurship /

Centre for Church Research; Neusa Santos, Universidad

Pontificia Católica, Brazil; Diana Wong, Marquette U.

### Sunday 3:30 pm

#### 40. Meeting: **Academy of Management Journal Incoming Board**

- ♦ 3:30-5:00 Hyatt East: Columbus A

*Presiding:* Gregory B. Northcraft, U. of Illinois, Urbana-Champaign

#### 41. Meeting: **Management Science Board Meeting**

- ♦ 3:30-5:00 Hyatt East: Columbus H

*Presiding:* Linda Argote, Carnegie Mellon U.

#### 42. Meeting: **Journal of Management**

- ♦ 3:30-5:00 Hyatt West: Burnham

*Presiding:* Robert P. Vecchio, U. of Notre Dame

#### 43. Meeting: **Journal of Management Education Reception**

- ♦ 3:30-5:00 Hyatt West: Dusable

*Presiding:* Diana Billimoria, Case Western Reserve U.

**44. Meeting: Management Learning**

- ♦ 3:30-5:00 Hyatt West: Field

*Presiding:* Rosemary Nixon, SAGE Publications, Inc.; David Sims, Brunel U.; Joseph A. Raelin, Boston College

**45. Meeting: Orientation for New Members**

- ♦ 3:30-5:00 Hyatt West: Columbian

*Presiding:* Carolyn Wiley, CARWIL Management Consulting

**46. Meeting: Academy of Management Review Incoming Board**

- ♦ 3:30-5:00 Hyatt West: Wrigley

*Presiding:* Ed Conlon, U. of Notre Dame

**47. Meeting: Organization Science Editorial Review Board Meeting & Reception**

- ♦ 3:30-5:00 Hyatt West: Atlanta

*Presiding:* Claudia B. Schoonhoven, U. of California, Irvine

**Sunday 7:00 pm**

**48. All-Academy Reception**

- ♦ 7:00-9:00 Hyatt East: Grand Ballroom

*Courtesy of Indiana U., Kelley School of Business. EVERYONE IS WELCOME!!! Hosted by Members of Chicago Conference Committee.*

*Hosts:* Gove N. Allen, U. of Minnesota; Jean M. Bartunek, Boston College; Tom Brown, Management General; Janet M. Dukerich, U. of Texas, Austin; Alan B. Eisner, Pace U.; Geralyn M. Franklin, U. of Texas, San Antonio; Stephen J. Havlovic, Simon Fraser U.; Kelley D. Hinze, U. of Minnesota; Terese Loncar, Academy of Management; Raul Necochea, Boston College; Peter Smith Ring, Loyola Marymount U.; William B. Snavey, Miami U., Oxford; Timothy M. Stearns, California State U., Fresno; Philip B. Stone, GT Enterprises; Kenneth R. Thompson, DePaul U.; Nancy Urbanowicz, Academy of Management; Andrew H. Van de Ven, U. of Minnesota; David Whetten, Brigham Young U.

**Sunday 9:00 pm**

**49. Barnard Society**

- ♦ 9:00-11:00 Hyatt East: Columbus G

*Ambassador:* Paul C. Godfrey, Brigham Young U.

**50. All-Academy Dance**

- ♦ 9:00-12:00 Hyatt East: Grand Ballroom

*Sponsored by the IberoAmerican Academy of Mananagement*

*Coordinator:* Luis R. Gomez-Mejia, Arizona State U., Main

**Monday 9:00 am**

**51. Membership**

- ♦ 9:00-5:00 Hyatt East: GndBall Reg Area

*What Are the Benefits of Membership? Do You Need to Update Your Membership Information? Would You Like to Get Involved?*

*Director of Membership:* Carolyn Wiley, CARWIL Management Consulting

**52. Exhibits**

- ♦ 9:00-5:00 Hyatt East: Wacker East

*Director of Publisher Relations and Exhibits Coordinator:*

Philip B. Stone, GT Enterprises

Monday Afternoon Coffee break Sponsored by Cason-Hall

**53. Registration**

- ♦ 9:00-5:00 Hyatt East: GndBall Reg Area

*Executive Director:* Nancy Urbanowicz, Academy of Management

**54. Placement**

- ♦ 9:00-5:00 Hyatt East: Wacker East

*Director of Placement:* Geralyn M. Franklin, U. of Texas, San Antonio

**55. International Programs Committee Information Booth**

- ♦ 10:00-4:00 Hyatt East: Wacker East

*Drop by the booth to share your knowledge about international activities and find out what's happening around the global academic world. The IPC Booth is this year dedicated to the memory of Dr. Carolyn R. Dexter, one of the founders of the IPC.*

*Coordinators:* Morten Huse, Scandinavian Institute for Research in Entrepreneurship / Centre for Church Research; Betty Jane Punnett, U. of the West Indies / U. of Windsor

**Monday 10:00 am**

**56. Global Networking Hospitality Suite: Connecting across borders**

- ♦ 10:00-4:00 Hyatt East: Skyway 272

*Drop by for refreshments, discuss international teaching, research, funding, and other issues of interest in the international arena. Also meet board members, and IPC members. Courtesy of Queensland U. of Technology.*

*Hosts:* Betty Jane Punnett, U. of the West Indies / U. of Windsor; Annabella Davila, Instituto Tecnologico y de Estudios Superiores de Monterrey; Morten Huse, Scandinavian Institute for Research in Entrepreneurship / Centre for Church Research; Neusa Santos, Universidad Pontificia Catolica, Brazil; Diana Wong, Marquette U.

**Monday 12:00 pm**

**57. Meeting: Editorial Board of the Journal of Organizational Behavior**

- ♦ 12:00-4:00 Hyatt West: Wright

*Presiding:* Cary L. Cooper, U. of Manchester Institute of Science and Technology

**Monday 12:10 pm**

**58. The Editorial Board of the Journal of Organizational Behavior**

- ♦ 12:10-2:10 Hyatt West: Wright

*Presiding:* Denise M. Rousseau, Carnegie Mellon U.

**Monday 3:30 pm**

**59. Meeting: Executive Committees of the Divisions and Interest Groups**

- ♦ 3:30-5:00 Hyatt East: Skyway 280

Business Policy & Strategy	Hyatt East Skyway 272
Careers	Hyatt East Skyway 279
Conflict Management	Hyatt East Skyway 280
Entrepreneurship	Hyatt East Skyway 281
Gender Diversity in Organizations	Hyatt West Stetson D
Health Care Management	Hyatt East Skyway 282
Human Resource	Hyatt West Stetson E
International Management	Hyatt West Burnham
Management Education & Development	Hyatt West Stetson G
Management History	Hyatt East Skyway 264
Managerial & Organizational Cognition	Hyatt East Skyway 273
Managerial Consultation	Hyatt East Skyway 269

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

### Monday 5:00 pm

#### 60. Meeting: Toronto 2000 Organizing Committee Meeting

- 5:00-6:00 Hyatt West: Burnham

*Chair:* Jean M. Bartunek, Boston College

*Coordinator:* Raul Necochea, Boston College

### Monday 8:00 pm

#### 61. Monday Evening Reception Welcoming New Members and Non-U.S. Members

- 8:00-10:00 Hyatt East: GndBall F

*Sponsored By Cranfield University. Everyone is invited to attend this reception welcoming new and non-U.S. members of the Academy of Management.*

*Hosts:* Anne S. Huff, U. of Colorado / Cranfield School of Management

### Tuesday 9:00 am

#### 62. Membership

- 9:00-5:00 Hyatt East: GndBall Reg Area

*What Are the Benefits of Membership? Do You Need to Update Your Membership Information? Would You Like to Get Involved?*

*Director of Membership:* Carolyn Wiley, CARWIL Management Consulting

#### 63. Exhibits

- 9:00-5:00 Hyatt East: Wacker East

*Director of Publisher Relations and Exhibits Coordinator:*

Philip B. Stone, GT Enterprises

Tuesday Afternoon Ice Cream Social Sponsored by The Free Press

#### 64. Registration

- 9:00-5:00 Hyatt East: GndBall Reg Area

*Executive Director:* Nancy Urbanowicz, Academy of Management

#### 65. Placement

- 9:00-5:00 Hyatt East: Wacker East

*Director of Placement:* GERALYN M. FRANKLIN, U. of Texas, San Antonio

#### 66. International Programs Committee Information Booth

- 10:00-12:00 and 2:00-4:00 Hyatt East: Wacker East

*Drop by the booth to share your knowledge about international activities and find out what's happening around the global academic world. The IPC Booth is this year dedicated to the memory of Dr. Carolyn R. Dexter, one of the founders of the IPC.*

*Chair:* Morten Huse, Scandinavian Institute for Research in Entrepreneurship / Centre for Church Research

*Organizers:* Ann Gregory, Memorial U. of Newfoundland; Betty Jane Punnett, U. of the West Indies / U. of Windsor

### Tuesday 10:00 am

#### 67. Global Networking Hospitality Suite: Connecting across borders

- 10:00-12:00 and 2:00 to 4:00 Hyatt East: Skyway 272

*Drop by for refreshments, discuss international teaching, research, funding, and other issues of interest in the international arena. Also meet board members, and IPC members. Courtesy of Queensland U. of Technology.*

*Hosts:* Betty Jane Punnett, U. of the West Indies / U. of Windsor; Annabella Davila, Instituto Tecnológico y de Estudios Superiores de Monterrey; Morten Huse, Scandinavian Institute for Research in Entrepreneurship / Centre for Church Research; Neusa Santos, Universidad Pontificia Católica, Brazil; Diana Wong, Marquette U.

### Tuesday 12:00 pm

#### 68. Presidential Luncheon

- 12:00-2:00 Hyatt East: Grand Ballroom

*President Anne Huff will give an address at this all-conference session. Winners of the Distinguished Service, Scholar and Educator Awards, the TerryBook Award and the various best paper awards will be announced by President-Elect David Whetten.*

*Presiding:* Anne S. Huff, U. of Colorado / Cranfield School of Management

*Speaker:* David Whetten, Brigham Young U.

### Tuesday 6:00 pm

#### 69. Academy Fellows Reception and Dinner

- 6:00-10:00 Off Site: See Contact

*By invitation only.*

*Presiding:* Arthur G. Bedeian, Louisiana State U.

### Tuesday 6:30 pm

#### 70. Human Relations Reviewers Reception

- 6:30-8:30 Hyatt East: GndBall D(N)

*Coordinator:* Tamar Jeffers, Tavistock Institute

### Wednesday 9:00 am

#### 71. Membership

- 9:00-12:00 Hyatt East: GndBall Reg Area

*What Are the Benefits of Membership? Do You Need to Update Your Membership Information? Would You Like to Get Involved?*

*Director of Membership:* Carolyn Wiley, CARWIL Management Consulting

#### 72. Exhibits

- 9:00-12:00 Hyatt East: Wacker East

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

#### 73. Registration

- 9:00-12:00 Hyatt East: GndBall Reg Area

*Executive Director:* Nancy Urbanowicz, Academy of Management

#### 74. Placement

- 9:00-12:00 Hyatt East: Wacker East

*Actor:* GERALYN M. FRANKLIN, U. of Texas, San Antonio

# Shared Professional Development Workshops

Program Chair: Jean M. Bartunek, Boston College

Program Coordinator: Raul Necochea, Boston College

	Start	Shared Program
<b>Friday</b>	11:15 am	75. Tour to McDonald's University ♦ OS: McDonald's U.
	1:00 pm	76. ENT, MED & MOC Workshop on Creative Classroom Action ♦ HW: Ogden
		77. ODC, SIM, ONE: Business and Su ♦ HW: Soldier Field
		78. International Research Collabo ♦ HW: Goldcoast
		79. Practitioner Series: Introduction to the Inquiry Process and Research Projects ♦ S: Gball 3
	5:00 pm	80. BPS/OMT/RM/MOC: Conversations to Build Theory in Trans-disciplinary Research ♦ HW: Horner
81. Critical Mgmt. Doctoral Workshop ♦ HW: Dusable		
82. ODC & BPS: Org. Learning as Developmental Journey ♦ HW: Wrigley		
6:00 pm	83. TIM/OCIS Doctoral Consortium ♦ HW: Stetson F	
	84. OB/OMT Junior Faculty Consorti ♦ HW: Water Tower	
	85. Reception for the New Doctoral ♦ S: Gball I	
		86. OB/ODC/OMT Doctoral Consortium ♦ OS: Loyola U.
<b>Saturday</b>	7:30 am	87. Critical Management Studies: B ♦ HW: Comiskey
	8:00 am	88. ENT & ODC Workshop on Entrepreneurship Portfolios ♦ HE: GndBall D(N)
		89. Practitioner Series: Developing and Critiquing Action Research Projects ♦ HE: Columbus C/D
		90. Three Conversations to Build T ♦ HW: Horner
		91. Critical Management Studies: P ♦ HW: Columbian
		92. Critical Management Studies: ♦ HW: Buckingham
		93. Critical Management Studies: P ♦ HW: Comiskey
		94. TIM/OCIS Junior Faculty Consortium ♦ HW: Stetson E
	8:30 am	95. New Doctoral Student Consortiu ♦ S: Gball I
		96. RM & IM Intro. to Network Analysis ♦ HE: Skyway 261
		97. GDO/MED/ODC/CAR: Career Identities in Academia ♦ HE: Skyway 269
	9:00 am	98. IM & RM: Workshop on Hierarchi ♦ HW: Regency Ball A(S)
		99. TIM/OCIS Doctoral Consortium ♦ HW: Stetson F
		100. IAOM: Managerial Effectiveness in Latin America ♦ S: Alpine II
	10:00 am	101. Service Learning Project: Restoring the Chicago Wilderness ♦ OS: See Contact
		102. OB/ODC/OMT Doctoral Consortium ♦ HE: Columbus E/F
		103. International Research Collabo ♦ HE: GndBall E
		104. Organizational Learning as a D ♦ HW: Wrigley
		105. Teaching International Managem ♦ HW: Goldcoast
	10:30 am	106. OB/OMT Junior Faculty Consorti ♦ HW: Water Tower
		107. Complexity & Management, Panels 1-2 ♦ HE: Columbus A
		108. OD/IM/MED/GDO/CAR: Time Management ♦ HE: Skyway 269
	12:30 pm	109. SME Development Programs in Ec ♦ HW: McCormick
		110. IAOM: Competing in Latin America ♦ S: Alpine II
		111. Organizational Collaboration f ♦ OS: See Contact
		112. BPS & MC A Case Critique Collo ♦ HW: Field
		113. IPC: SME Development Programs ♦ HW: McCormick
1:00 pm	114. ODC & ONE: Educating Leaders for Environmental Change ♦ HW: Stetson C	
	115. MED/ODC/GDO: Spirituality at Work ♦ HE: Skyway 269	
	116. Resources and the Growth of En ♦ HE: GndBall C(N)	
	117. IM & BPS: European and North A ♦ HW: Goldcoast	
1:30 pm	118. IAOM: Challenges & Approaches to Quality ♦ S: Alpine II	
	119. MOC/OMT: Legitimacy & Identity ♦ HE: GndBall A	
	120. CAR/CM/ONE/HCM/PNS Small Division Images and Member Identities ♦ HW: Acapulco	
2:00 pm	121. OCIS & OMT: Working Collaboratively Across Intranets and Internet ♦ OS: See Contact	
	122. Complexity & Management, Panels 3-4 ♦ HE: Columbus A	
	123. Management of the Tenure Proce ♦ S: Alpine II	
2:30 pm	124. ODC/MED/GDO: The Power of Music ♦ HE: Skyway 269	
	125. Critical Management Studies: P ♦ HW: Comiskey	
3:00 pm	126. OB/OMT/BPS Junior Faculty Cons ♦ HW: Water Tower	
	127. IAOM: Business Meeting & Dinner ♦ S: Alpine II	
3:30 pm	128. Reception for Practitioner Ser ♦ HE: Columbus C/D	
	129. ONE, SIM Greening the U. ♦ HW: Wright	
	130. Critical Management Studies: ♦ HW: Comiskey	
4:00 pm	131. Critical Management Studies: B ♦ HW: Comiskey	
	132. Launching an Academic-Practiti ♦ HE: Columbus C/D	
	133. BPS & OMT: The Craft of Review ♦ HW: Toronto	
	134. MED/OCIS: Mastering the Case Method of Teaching ♦ HW: Regency Ball D(N)	
	135. Business & Volunteering Connec ♦ S: WmTell	
	136. ODC & MED: Spirituality in Management ♦ S: Alpine II	
6:00 pm	137. MOC/OMT/ODC: Three Conversations about Concepts of Time in Organizations ♦ S: Engleberg	
	138. Management Research & Particip ♦ S: Neuchatel	
<b>Sunday</b>	7:30 am	131. Critical Management Studies: B ♦ HW: Comiskey
	8:00 am	132. Launching an Academic-Practiti ♦ HE: Columbus C/D
		133. BPS & OMT: The Craft of Review ♦ HW: Toronto
		134. MED/OCIS: Mastering the Case Method of Teaching ♦ HW: Regency Ball D(N)
		135. Business & Volunteering Connec ♦ S: WmTell
8:30 am	136. ODC & MED: Spirituality in Management ♦ S: Alpine II	
	137. MOC/OMT/ODC: Three Conversations about Concepts of Time in Organizations ♦ S: Engleberg	
		138. Management Research & Particip ♦ S: Neuchatel

<b>Sunday</b>	9:00 am	139. OB & HR: Senior Faculty Consor ♦ HE: Columbus K/L 140. International Research Collabo ♦ HE: GndBall E 141. SIM & ONE: Teaching Environmental Management ♦ HW: Wright 142. Critical Management Studies: ♦ HW: Columbian 143. Critical Management Studies: P ♦ HW: Buckingham 144. OB/OMT Junior Faculty Consorti ♦ HW: Water Tower 145. Critical Management Studies: P ♦ HW: Comiskey 146. OB/ODC/OMT Doctoral Consortium ♦ HW: Regency Ball A(S)
	10:00 am	147. How To Make Academy of Managem ♦ HW: Toronto 148. CAR: Careering: A Musical Production ♦ S: WmTell 149. ONE, MED, SIM & PNS: Reflection ♦ HE: Skyway 268
	10:30 am	150. Mentoring Workshop ♦ HW: Goldcoast

### Friday 11:15 am

#### 75. (CAR, HR, MC, MED, ODC) Tour to McDonald's University

- ♦ 11:15-4:00 Off Site: McDonald's U.

For reservations, call Liz Hill 630-829-6208; \$5.00 bus fee. Tour Arranged by the Local Arrangements Committee.

Coordinators: Judi Strauss, Benedictine U.; Sally Benson, Benedictine U.; Kathryn Farley-Agee, Benedictine U.; Therese Yaeger, Benedictine U.

Presenter: Rafik Mankarious, McDonald's Corporation

### Friday 1:00 pm

#### 76. (ENT, MED, MOC) Creative Action in the Classroom: Discovery and Application of Business Opportunities

- ♦ 1:00-3:00 Hyatt West: Ogden

Organizer: Lisa K. Gundry, DePaul U.

Presenters: William P. Ferris, Western New England College; Jill R. Kickul, Northern Illinois U.; Norris F. Krueger, Entrepreneurial Strategies; Lisa K. Gundry, DePaul U.

#### 77. (ONE, SIM, ODC) ODC, SIM, ONE: Business and Sustainable Development to Environmental Executives from McDonalds, Monsanto, BP-Amoco, Deere, and IGA

- ♦ 1:00-9:00 Hyatt West: Soldier Field

To pre-register, contact Jim Ludema at [jludema@ben.edu](mailto:jludema@ben.edu) or at 630-829-6229

Co-Chairs: James D. Ludema, Benedictine U.; Mark Starik, George Washington U.

Panel: Robert B. Horsch, Monsanto; Robert Langert, McDonald's Corporation; Walter R. Quanstrom, AMOCO; Ralph Groteluschen, Deere & Company; Paulo Goelzer, IGA

Facilitators: Cheryl Richardson, McDonald's Corporation; Gina Hinrichs, Deere & Company; Mike Mantel, World Vision; Marilyn J. Carter, AMOCO

#### 78. (IM, RM) International Research Collaborations

- ♦ 1:00-7:30 Hyatt West: Goldcoast

Organizers: Arie Y. Lewin, Duke U.; Andrew Pettigrew, U. of Warwick

#### 79. (BPS, CAR, HR, MC, MED, MH, MOC, OB, ODC, TIM) Introduction to the Inquiry Process and Research Projects

- ♦ 1:00-5:00 Swiss: Gball 3

There is a \$50.00 refreshment fee for the two-day program. To preregister for the Practitioner Series, contact Dan Twomey at [dtwomey@mailbox.fdu.edu](mailto:dtwomey@mailbox.fdu.edu)

Chair: Peter Roche, London Perret Roche Group

Leaders: Jeana Wirtenberg, PSE&G; Monica McGrath, U. of Pennsylvania; Gwen Jones, Fairleigh Dickinson U.; Daniel R. Kowalski, U.S. Department of Veteran's Affairs; Max

Elden, U. of Houston, Clear Lake; Rupert F. Chisholm, Pennsylvania State U., Harrisburg; Thoralf Ovale, Work Research Institute, Oslo, Norway

### Friday 5:00 pm

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

- ♦ 5:00-9:00 Hyatt West: Horner

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

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

#### 81. (BPS, CAR, GDO, HR, IM, MC, MED, MH, OB, ODC, OM, OMT, ONE, PNS, RM, SIM, TIM) Critical Management Studies: Doctoral Workshop

- ♦ 5:00-10:30 Hyatt West: Dusable

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

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

#### 82. (ODC, BPS) Organizational Learning as a Developmental Journey

- ♦ 5:00-8:30 Hyatt West: Wrigley

Pre-registration required, \$50.00 fee; please call or e-mail Angela Lipinsky, 617-491-0262, [alipinsk@sol-ne.org](mailto:alipinsk@sol-ne.org)

Organizers: Peter M. Senge, MIT/Society for Organizational Learning; Richard Karash, Karash Associates; Karen Ayas, Erasmus U., Rotterdam

Presenters: Victor Leo, Ford Automotive Operations; Lynn Elsenhans, Shell Chemicals

Discussants: George L. Roth, Massachusetts Institute of Technology; John S. Carroll, MIT Sloan School/Harvard Business School

#### 83. (TIM, OCIS) TIM/OCIS Doctoral Consortium

- ♦ 5:00-7:30 Hyatt West: Stetson F

Organizers: Philip Anderson, Dartmouth College; Mark Keil, Georgia State U.

### Friday 6:00 pm

#### 84. (OB, OMT) OB/OMT Junior Faculty Consortium

- ♦ 6:00-9:00 Hyatt West: Water Tower

Pre-registration required

Organizers: M. Tina Dacin, Texas A&M U.; Steven J. Mezas, New York U.; Anne M. O'Leary-Kelly, U. of Arkansas, Fayetteville; Sandra L. Robinson, U. of British Columbia

Panel: Jennifer M. George, Texas A&M U., College Station; Mary Ann Glynn, Emory U.; Ranjay Gulati, Northwestern

U.; Paul Ingram, Columbia U.; Roderick M. Kramer, Stanford U.; Frances J. Milliken, New York U.; Susan Taylor, U. of Maryland; James P. Walsh, U. of Michigan; Batia M. Wiesenfeld, New York U.; Edward J. Zajac, Northwestern U.

**85.** (CAR, CM, ENT, GDO, HR, IM, OB, OCIS, ODC, OMT, ONE, PNS, SIM, TIM)

**Reception for the New Doctoral Student Consortium**

- ♦ 6:00-9:00 Swiss: Gball I

*Co-organized by the 1999 NDSC Organizing Committee. Preregistration required.*

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

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

- ♦ 6:00-9:00 Off Site: Loyola U.

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

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

### Saturday 7:30 am

**87.** (BPS, CAR, GDO, HR, IM, MC, MED, MH, OB, ODC, OM, OMT, ONE, PNS, RM, SIM, TIM) **Critical Management Studies: Breakfast and Opening Remarks**

- ♦ 7:30-8:00 Hyatt West: Comiskey

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

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

### Saturday 8:00 am

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

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

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

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

**89.** (BPS, CAR, HR, MC, MED, MH, MOC, OB, ODC, TIM) **Developing and Critiquing Action Research Projects**

- ♦ 8:00-5:00 Hyatt East: Columbus C/D

*Chairs:* Jeana Wirtenberg, PSE&G; Daniel F. Twomey, Fairleigh Dickinson U., Madison

*Keynote Speaker:* Michael Beer, Harvard U.

*Leaders:* Max Elden, U. of Houston, Clear Lake; Rupert F. Chisholm, Pennsylvania State U., Harrisburg; Thoralf Ovale, Work Research Institute, Oslo, Norway; Susan Case, Case Western Reserve U.; Joel I. Harmon, Fairleigh Dickinson U., Madison; Gwen Jones, Fairleigh Dickinson U.; Andrew Simon, Rutgers U.; Marlow Christensen, Fairleigh Dickinson U.; Monica McGrath, U. of Pennsylvania; Victoria Marsick, Columbia U.; Judy O'Neil; David Coghlan, Trinity U.

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

- ♦ 8:00-5:00 Hyatt West: Horner

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

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

**91.** (BPS, CAR, GDO, HR, IM, MC, MED, MH, OB, ODC, OM, OMT, ONE, RM, SIM, TIM) **Critical Management Studies: Parallel Tracks**

- ♦ 8:00-4:00 Hyatt West: Columbian

**92.** (BPS, CAR, GDO, HR, IM, MC, MED, MH, OB, ODC, OM, OMT, ONE, RM, SIM, TIM) **Critical Management Studies: Parallel Tracks**

- ♦ 8:00-4:00 Hyatt West: Buckingham

**93.** (BPS, CAR, GDO, HR, IM, MC, MED, MH, OB, ODC, OM, OMT, ONE, PNS, RM, SIM, TIM) **Critical Management Studies: Parallel Tracks**

- ♦ 8:00-4:00 Hyatt West: Comiskey

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

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

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

- ♦ 8:00-5:00 Hyatt West: Stetson E

*Organizer:* Joe Walther, Rensselaer Polytechnic Institute

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

- ♦ 8:00-6:00 Swiss: Gball I

*Co-organized by the 1999 NDSC Organizing Committee. Preregistration required.*

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

*Speakers:* Pamela L. Perrewew, Florida State U.; Peter J. Lane, Arizona State U.; Jean M. Bartunek, Boston College; Jerome A. Katz, St. Louis U.; Allen Bluedorn, U. of Missouri, Columbia; Diana Billimoria, Case Western Reserve U.; Martha L. Maznevski, U. of Virginia; John R. Hollenbeck, Michigan State U.; Darla J. Domke-Damonte, Coastal Carolina U.; Thomas W. Lee, U. of Washington

**96.** (RM, IM) **Introduction to Network Analysis**

- ♦ 8:00-5:00 Hyatt East: Skyway 261

*Organizers:* Stephen P. Borgatti, Boston College; David Krackhardt, Carnegie Mellon U.; Daniel J. Brass, Pennsylvania State U.; Nickolas Athanassiou, Northeastern U.

**97.** (CAR, GDO, MED, ODC) **Career Identities in Academia**

- ♦ 8:00-10:00 Hyatt East: Skyway 269

*Panel:* Ronald J. Burke, York U.; Martin M. Greller, U. of Wyoming; Douglas T. Hall, Boston U.; Barbara A. Ribbens, U. of Evansville; Monica Forret, Saint Ambrose U.; Priscilla Glidden, Abt Associates

*Facilitator:* Susan M. Adams, Bentley College

### Saturday 8:30 am

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

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

*Pre-registration required*

*Organizer:* Tatiana Kostova, U. of South Carolina

*Presenters:* Katherine J. Klein, U. of Maryland; Mathilda DuToit, Scientific Software International

**99. (TIM, OCIS) TIM/OCIS Doctoral Consortium**

- 8:30-5:00 Hyatt West: Stetson F

*Organizers:* Philip Anderson, Dartmouth College; Mark Keil, Georgia State U.

**100. (BPS, CAR, CM, ENT, GDO, HCM, HR, IM, MC, MED, MH, MOC, OB, OCIS, ODC, OM, OMT, ONE, PNS, RM, SIM, TIAOM) Situational and Cultural Factors Affecting Managerial Effectiveness in Latin America**

- 8:30-10:30 Swiss: Alpine II

*Sponsored by the IberoAmerican Academy of Management*

*Coordinator:* Carlos Alcerreca, ITAM, Mexico

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

**101. (ONE, PNS, SIM, MED, OB) Restoring the Chicago Wilderness: A Service-Learning Activity**

- 8:30-12:30 Off Site: See Contact

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

*Facilitator:* Laurie N. DiPadova, U. of Utah

**Saturday 9:00 am****102. (OB, ODC, OMT) OB/ODC/OMT Doctoral Consortium**

- 9:00-5:00 Hyatt East: Columbus E/F

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

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

**103. (IM, RM) International Research Collaborations**

- 9:00-9:00 Hyatt East: GndBall E

*Organizers:* Arie Y. Lewin, Duke U.; Andrew Pettigrew, U. of Warwick

**104. (ODC, BPS) Organizational Learning as a Developmental Journey**

- 9:00-5:00 Hyatt West: Wrigley

*Pre-registration required, \$50.00 fee; please call or e-mail Angela Lipinsky, 617-491-0262, alipinsk@sol-ne.org*

*Organizers:* Peter M. Senge, MIT/Society for Organizational Learning; Richard Karash, Karash Associates; Karen Ayas, Erasmus U., Rotterdam

*Presenters:* Victor Leo, Ford Automotive Operations; Lynn Elsenhans, Shell Chemicals

*Discussants:* George L. Roth, Massachusetts Institute of Technology; John S. Carroll, MIT Sloan School/Harvard Business School

**105. (IM, MED) Teaching International Management: Change and Development**

- 9:00-12:00 Hyatt West: Goldcoast

*Pre-registration required*

*Organizer:* Jeanne McNett, Assumption College

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

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

- 9:00-5:00 Hyatt West: Water Tower

*Pre-registration required*

*Organizers:* M. Tina Dacin, Texas A&M U.; Steven J. Mezias, New York U.; Anne M. O'Leary-Kelly, U. of Arkansas, Fayetteville; Sandra L. Robinson, U. of British Columbia

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

**Saturday 10:00 am****107. (MOC, BPS, MC, SIM, TIM) Complexity and Management - Two Interacting Sciences, Panels 1-2**

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

*Organizers:* Michael Lissack, New England Complex Systems Institute; Jan W. Rivkin, Harvard U.

*Panel:* Howard Sherman, Santa Fe Institute; Roger Lewin, New England Complex Systems Institute; Birute Regine, New England Complex Systems Institute; Steven E. Phelan, U. of Texas, Dallas; Michael Lissack, New England Complex Systems Institute; Kevin . Dooley, Arizona State U., Main; Max Boisot, U. of Pennsylvania; Jan W. Rivkin, Harvard U.; Peter Karnoe, Copenhagen Business School; Raghu Garud, New York U.

*Discussant:* Irene Sanders, U. of Colorado

**108. (CAR, GDO, IM, MED, ODC) How to Win Admiration and Lose Friends: The Art of Time Management**

- 10:00-12:00 Hyatt East: Skyway 269

*Chair:* Hemant Merchant, Simon Fraser U.

*Facilitators:* Ann Frost, U. of Western Ontario; David Shaw, U. of Macau

**Saturday 10:30 am****109. (ENT, IM, ODC IPC) SME Development Programs in Economically Depressed Regions: A Discussion of Goals and Outcomes**

- 10:30-12:00 Hyatt West: McCormick

*Co-sponsored by the International Programs Committee*

*Organizers:* Benson L. Honig, Haifa University; Norris F. Krueger, Entrepreneurial Strategies

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

**110. (BPS, CAR, CM, ENT, GDO, HCM, HR, IM, MC, MED, MH, MOC, OB, OCIS, ODC, OM, OMT, ONE, PNS, RM, SIM, TIAOM) Learning to Compete in Latin American Countries**

- ♦ 10:30-12:00 Swiss: Alpine II

*Sponsored by the IberoAmerican Academy of Management*

*Coordinator:* Fernando Suarez, Universidad Adolpho Ibanez

*Presenters:* Mauro Gillen, U. of Pennsylvania; Donald R.

Lessard, Massachusetts Institute of Technology; Rogelio

Oliva, Harvard U.; Arturo Condo, INCAE (Costa Rica)

### Saturday 12:30 pm

#### **111.** (ONE, PNS, SIM) **Organizational Collaboration for Chicago Wilderness: A Site Visit and Panel Discussion**

- ♦ 12:30-5:00 Off Site: See Contact

*Co-Chairs:* Gordon P. Rands, Western Illinois U.; Woods Bowman, DePaul U.

### Saturday 1:00 pm

#### **112.** (BPS, MC) **BPS & MC A Case Critique Colloquium**

- ♦ 1:00-5:00 Hyatt West: Field

*Organizers:* Timothy W. Edlund, Morgan State U.; Anne T. Lawrence, San Jose State U.

*Panel:* Margaret J. Naumes, U. of New Hampshire; John A.

Seeger, Bentley College; Timothy M. Singleton, Georgia

College and State U.; Linda E. Swayne, U. of North

Carolina, Charlotte; Joan Winn, U. of Denver

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

- ♦ 1:00-3:00 Hyatt West: McCormick

*Co-sponsored by the International Programs Committee*

*Organizers:* Benson L. Honig, Haifa University; Norris F. Krueger, Entrepreneurial Strategies

*Presenters:* Norris F. Krueger, Entrepreneurial Strategies;

Benson L. Honig, Haifa University; Raymond Saner,

Center for Socio-Economic Development; Thomas A.

Bryant, Rutgers U.; Mark Lee, Briercrest Graduate School

#### **114.** (ODC, ONE) **Educating & Developing Leaders for Environmental Change and Transformation: The Role of Business School Programs**

- ♦ 1:00-4:30 Hyatt West: Stetson C

*Chair:* Thomas N. Gladwin, U. of Michigan

*Panel:* Raymond Benton, Jr., Loyola U., Chicago; Verie

Sandborg, Baxter International; George Nassos, Illinois

Institute of Technology; Ellen Jurczak, Amtrak Intercity

#### **115.** (CAR, GDO, MED, ODC) **Spirituality at Work**

- ♦ 1:00-3:00 Hyatt East: Skyway 269

*Chairs:* Judith A. Neal, U. of New Haven; Michael London, U. of Pennsylvania

### Saturday 1:30 pm

#### **116.** (ENT, BPS) **Resources and the Growth of Entrepreneurial Firms**

- ♦ 1:30-3:00 Hyatt East: GndBall C(N)

*Organizer:* Shaker A. Zahra, Georgia State U.

*Presenters:* Candida G. Brush, Boston U.; Per Davidsson,

Jonkoping International Business School; Rita Gunther

McGrath, Columbia U.; Johan Wiklund, Jonkoping

International Business School; Shaker A. Zahra, Georgia

State U.

#### **117.** (IM, BPS) **IM & BPS: European and North American Research Diversity?**

- ♦ 1:30-3:30 Hyatt West: Goldcoast

*Organizer:* Jane E. Salk, ESSEC

*Panel:* Carlos Garcia-Pont, IESE; Alfred Kieser, U. of

Mannheim; Majken Schultz, Copenhagen Business School;

Raymond-Alain Thietart, U. of Paris, Dauphine / ESSEC;

Richard Whittington, Said Business School, U. of Oxford

#### **118.** (BPS, CAR, CM, ENT, GDO, HCM, HR, IM, MC, MED, MH, MOC, OB, OCIS, ODC, OM, OMT, ONE, PNS, RM, SIM, TIAOM) **Challenges and Approaches to Quality Management in Latin American Countries**

- ♦ 1:30-3:00 Swiss: Alpine II

*Sponsored by the IberoAmerican Academy of Management*

*Coordinator:* Maria Jose Alvarez, Universidad Carlos III, Madrid

*Presenters:* Gustavo Vargas, Instituto de Empresa; Jaime Reynoso, Instituto Tecnológico y de Estudios Superiores de Monterrey; Angel Martinez, Universidad de Murcia;

Merbil Gonzalez, Universidad de Puerto Rico en

Mayaguez; Benito Flores, Texas A&M U.

### Saturday 2:00 pm

#### **119.** (OMT, MOC) **Legitimacy, Reputation, and Identity: Examining A Convergence of Theory and Practice**

- ♦ 2:00-4:00 Hyatt East: GndBall A

*Organizer:* Charles J. Fombrun, New York U.

*Panel:* Majken Schultz, Copenhagen Business School; Mary

Jo Hatch, Cranfield U.; Paul Argenti, Dartmouth College;

Scott Meyer, Shandwick International

#### **120.** (CAR, CM, HCM, ONE, PNS) **Small Division Images and Member Identities: A Facilitated Discussion**

- ♦ 2:00-5:00 Hyatt West: Acapulco

*Organizer:* Ralph S. Brower, Florida State U.

*Facilitators:* C. V. Harquail, U. of Virginia; John M. Bryson,

U. of Minnesota; Jon Chilingirian, Brandeis U.; Sue R.

Faerman, State U. of New York, Albany

#### **121.** (OCIS, OMT) **Working Collaboratively Across Intranets and Internet: Comparing Technologies for Sensemaking and Interpretation of Knowledge**

- ♦ 2:00-5:00 Off Site: See Contact

*Organizers:* Thekla . Rura-Polley, U. of Technology, Sydney;

Ellen . Baker, U. of Technology, Sydney

*Presenters:* Ram Tenkasi, Benedictine U.; Richard J. Boland,

Jr., Case Western Reserve U.; Igor Hawryskiewicz, U. of

Technology, Sydney; Gerd Woetzel, Ex. U. of St. Gallen/

Warburg Dillon Read; Tojo Joseph Thatchenkery, George

Mason U.; Ravi Behara, Florida Atlantic U.; Ann

Majchrzak, U. of Southern California; Les Gasser, U. of

Illinois, Urbana-Champaign; Thekla . Rura-Polley, U. of

Technology, Sydney; Ellen . Baker, U. of Technology,

Sydney

### Saturday 2:30 pm

#### **122.** (MOC, BPS, MC, SIM, TIM) **Complexity and Management - Two Interacting Sciences, Panels 3-4**

- ♦ 2:30-6:00 Hyatt East: Columbus A

*Organizers:* Michael Lissack, New England Complex Systems Institute; Jan W. Rivkin, Harvard U.

*Panel:* Helen Harte, Northwest Hospital; Curt Lindberg,

Voluntary Hospitals of America; Bill Fulkerson, Deere &

Company; Ken Prokuski, Applied Bio-Systems; Larry

Prusak, IBM; Bruce Hansen, CASA, Inc.; John Seely

Brown, Xerox, Palo Alto Research Center; Bill McKelvey, U. of California, Los Angeles; Steve Maguire, McGill U.; Tom Petzinger, New England Complex Systems Institute; Eric Abrahamson, Columbia U.; Jeff Goldstein, Adelphi U.; William C. Frederick, U. of Pittsburgh

### Saturday 3:00 pm

**123.** (BPS, CAR, CM, ENT, GDO, HCM, HR, IM, MC, MED, MH, MOC, OB, OCIS, ODC, OM, OMT, ONE, PNS, RM, SIM, T) **Management of the Tenure Process for Hispanic Academics**

- 3:00-5:00 Swiss: Alpine II

Sponsored by the IberoAmerican Academy of Management

Coordinator: Herman Aguinis, U. of Colorado, Denver

Presenters: Regina F. Bento, U. of Baltimore; Jose M.

Cortina, George Mason U.; Javier Gimeno, Texas A&M

U.; Margaret A. Lucero, U. of Wyoming; Miguel A.

Quinones, Rice U.

**124.** (CAR, GDO, MED, ODC) **The Power of Music**

- 3:00-5:00 Hyatt East: Skyway 269

Chair: Alfonso Montuori, California Institute of Integral Studies

### Saturday 4:00 pm

**125.** (BPS, CAR, GDO, HR, IM, MC, MED, MH, OB, ODC, OM, OMT, ONE, PNS, RM, SIM, TIM) **Critical Management Studies: Plenary Speaker**

- 4:00-6:30 Hyatt West: Comiskey

Information on CMS and a detailed program at

<http://aom.pace.edu/cms/>

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

### Saturday 6:00 pm

**126.** (BPS, OB, OMT) **OB/OMT/BPS Junior Faculty Consortium Reception**

- 6:00-7:30 Hyatt West: Water Tower

By invitation only

Organizers: M. Tina Dacin, Texas A&M U.; Steven J.

Mezias, New York U.; Anne M. O'Leary-Kelly, U. of

Arkansas, Fayetteville; Margaret A. Peteraf, U. of

Minnesota; Sandra L. Robinson, U. of British Columbia; S.

Akbar Zaheer, U. of Minnesota

**127.** (BPS, CAR, CM, ENT, GDO, HCM, HR, IM, MC, MED, MH, MOC, OB, OCIS, ODC, OM, OMT, ONE, PNS, RM, SIM, T) **Business Meeting Followed by Dinner**

- 6:00-8:00 Swiss: Alpine II

Sponsored by the IberoAmerican Academy of Management

Organizer: Luis R. Gomez-Mejia, Arizona State U., Main

### Saturday 6:30 pm

**128.** (BPS, CAR, HR, MC, MED, MH, MOC, OB, ODC, TIM) **Reception for Practitioner Series and Academic-Practitioner Interest Group**

- 6:30-9:00 Hyatt East: Columbus C/D

Chair: Jeana Wirtenberg, PSE&G

**129.** (ONE, SIM) **Greening the University**

- 6:30-9:30 Hyatt West: Wright

Chair: Mark Starik, George Washington U.

Presenters: Polly Berman, George Washington U.; W.

Edward Stead, East Tennessee State U.; Jean Stead, East

Tennessee State U.; Mary Ellen Miller, East Tennessee

State U.; Barbara Brown, East Tennessee State U.

**130.** (BPS, CAR, GDO, HR, IM, MC, MED, MH, OB, ODC, OM, OMT, ONE, PNS, RM, SIM, TIM) **Critical Management Studies: Reception, Poster Papers, Caucuses**

- 6:30-8:30 Hyatt West: Comiskey
- Information on CMS and a detailed program at  
<http://aom.pace.edu/cms/>

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

### Sunday 7:30 am

**131.** (BPS, CAR, GDO, HR, IM, MC, MED, MH, OB, ODC, OM, OMT, ONE, PNS, RM, SIM, TIM) **Critical Management Studies: Breakfast, Poster Papers, Caucuses**

- 7:30-9:00 Hyatt West: Comiskey
- Information on CMS and a detailed program at  
<http://aom.pace.edu/cms/>

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

### Sunday 8:00 am

**132.** (BPS, CAR, HR, MC, MED, MH, MOC, OB, ODC, TIM) **Launching an Academic-Practitioner Interest Group**

- 8:00-12:00 Hyatt East: Columbus C/D

Chair: Daniel F. Twomey, Fairleigh Dickinson U., Madison

Panel: Jeana Wirtenberg, PSE&G; Peter M. Senge,

MIT/Society for Organizational Learning; Sheila Puffer,

Editor, Academy of Management Executive; James

Frasier, Motorola U.; Michael Beer, Harvard U.

Facilitators: Monica McGrath, U. of Pennsylvania;

Rosemary Feuerbach Twomey, Fairleigh Dickinson U.

**133.** (BPS, OMT) **BPS & OMT: The Craft of Reviewing**

- 8:00-10:00 Hyatt West: Toronto

Organizers: Peter J. Lane, Arizona State U.; Barbara A.

Ribbens, U. of Evansville

Panel: Charles E. Bamford, Texas Christian U.; Marlene C.

Fiol, U. of Colorado, Denver; Sarah Freeman, U. of

Wisconsin, Milwaukee; Angelo J. Kinicki, Arizona State

U.

**134.** (OCIS, MED) **Mastering the Case Method of Teaching**

- 8:00-12:00 Hyatt West: Regency Ball D(N)

Organizer: Mark Keil, Georgia State U.

Facilitators: Donna B. Stoddard, Babson College; H. Jeff

Smith, Wake Forest U.; Robert DeFillippi, Suffolk U.;

Ramiro Montealegre, U. of Colorado, Boulder

**135.** (CAR, GDO, MED, ODC) **Business & Volunteering Connections**

- 8:00-10:00 Swiss: WmTell

Panel: Gregory K. Stephens, Texas Christian U.; Ronald J.

Burke, York U.; Alan Hoffman, Bentley College

Facilitator: Susan M. Adams, Bentley College

**136.** (MED, ODC) **Understanding, Designing and Implementing Spirituality in Management Courses and Practice**

- 8:00-10:00 Swiss: Alpine II

Organizer: Sandra West King, Frostburg State U.

Presenters: Michael Whitty, U. of Detroit Mercy; Jerry

Biberman, U. of Scranton; Lee Robbins, Golden Gate U.

### Sunday 8:30 am

**137.** (MOC, ODC, OMT) **Theories and Research about Concepts of Time in Organizations: Three Conversations**

- 8:30-12:00 Swiss: Engleberg

*Organizers:* Mark P. Kriger, Norwegian School of Management; Allen Bluedorn, U. of Missouri, Columbia  
*Facilitators:* Deborah Ancona, Massachusetts Institute of Technology; Robert W. Backoff, Ohio State U.; Allen Bluedorn, U. of Missouri, Columbia; Kathleen M. Eisenhardt, Stanford U.; Mark P. Kriger, Norwegian School of Management; Mary J. Waller, U. of Illinois, Urbana-Champaign

**138.** (IM, RM) **Management Research & Participation During Times of Radical Political Change: Participant/Observer Experiences in New or Contested Regimes & Countries**

- ◆ 8:30-12:00 Swiss: Neuchatel

*Co-sponsored by the AOM International Programs Committee and IM Division.*

*Chair:* Ann Gregory, Memorial U. of Newfoundland

*Panel:* James Manan, Institute for Management Development (Jakarta); Jana Matesova, World Bank; Beth Kuttab, United National Refugee Relief Association; Judith White, California State U., Monterey Bay; Gilles Carbonnier, United Nations Research Institute for Social Development; Karen L. Newman, McDonough School of Business, Georgetown U.; Benson L. Honig, Haifa University

Stanford U.; Frances J. Milliken, New York U.; Susan Taylor, U. of Maryland; James P. Walsh, U. of Michigan; Batia M. Wiesenfeld, New York U.; Edward J. Zajac, Northwestern U.

**145.** (BPS, CAR, GDO, HR, IM, MC, MED, MH, OB, ODC, OM, OMT, ONE, PNS, RM, SIM, TIM) **Critical Management Studies: Parallel Tracks**

- ◆ 9:00-12:00 Hyatt West: Comiskey

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

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

**146.** (OB, ODC, OMT) **OB/ODC/OMT Doctoral Consortium**

- ◆ 9:00-12:00 Hyatt West: Regency Ball A(S)

*Organizers:* Pamela Haunschild, Stanford U.; Carrie R.

Leana, U. of Pittsburgh; Caren Siehl, Thunderbird

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

**Sunday 9:00 am**

**139.** (OB, HR) **OB & HR: Senior Faculty Consortium: The Boundaryless Career**

- ◆ 9:00-12:00 Hyatt East: Columbus K/L

*Coordinator:* Ray Aldag, U. of Wisconsin

*Panel:* Ray Aldag, U. of Wisconsin; Kay Bartol, U. of Maryland; Arthur G. Bedeian, Louisiana State U.; Andre L. Delbecq, Santa Clara U.; Joanne Martin, Stanford U.

**140.** (IM, RM) **International Research Collaborations**

- ◆ 9:00-12:00 Hyatt East: GndBall E

*Organizers:* Arie Y. Lewin, Duke U.; Andrew Pettigrew, U. of Warwick

**141.** (ONE, SIM) **Critical Issues for Teaching Environmental Management: An Analysis of Four Years of Experience**

- ◆ 9:00-12:00 Hyatt West: Wright

*Coordinator:* Mark Cordano, Wright State U.

*Panel:* Andrew Hoffman, Boston U.; Andrew King, New York U.; Anne T. Lawrence, San Jose State U.; Michael V. Russo, U. of Oregon

**142.** (BPS, CAR, GDO, HR, IM, MC, MED, MH, OB, ODC, OM, OMT, ONE, RM, SIM, TIM) **Critical Management Studies: Parallel Tracks**

- ◆ 9:00-12:00 Hyatt West: Columbian

**143.** (BPS, CAR, GDO, HR, IM, MC, MED, MH, ODC, OM, OMT, ONE, RM, SIM, TIM) **Critical Management Studies: Parallel Tracks**

- ◆ 9:00-12:00 Hyatt West: Buckingham

**144.** (OB, OMT) **OB/OMT Junior Faculty Consortium**

- ◆ 9:00-12:00 Hyatt West: Water Tower

*Pre-registration required*

*Organizers:* M. Tina Dacin, Texas A&M U.; Steven J.

Mezias, New York U.; Anne M. O'Leary-Kelly, U. of Arkansas, Fayetteville; Sandra L. Robinson, U. of British Columbia

*Panel:* Jennifer M. George, Texas A&M U., College Station; Mary Ann Glynn, Emory U.; Ranjay Gulati, Northwestern U.; Paul Ingram, Columbia U.; Roderick M. Kramer,

**Sunday 10:00 am**

**147.** (BPS, OB) **How To Make Academy of Management Sessions Exciting!**

- ◆ 10:00-12:00 Hyatt West: Toronto

*Organizers:* Russell W. Coff, Washington U.; Jing Zhou, Texas A&M U., College Station

*Panel:* Sally Blount-Lyon, U. of Chicago; Michael H. Lubatkin, U. of Connecticut; Karl E. Weick, U. of Michigan; Edward J. Zajac, Northwestern U.

**148.** (CAR, GDO, HCM, MED, ODC) **Careering: A Musical Production**

- ◆ 10:00-12:00 Swiss: WmTell

*Organizer:* Kerr Inkson, U. of Auckland

*Actors:* Michael B. Arthur, Suffolk U.; Gayle Baugh, U. of West Florida; Allan Bird, California Polytechnic U.; Shawn M. Carraher, Indiana State U.; Jay Mahoney, Montclair State U.; Mary Mallon, U. of Otago; Joy Schnee, Rider U.

**149.** (PNS, ONE, SIM, MED) **Reflection: The Critical Link Between Service and Learning: Issues, Methods, and Pedagogy**

- ◆ 10:00-12:00 Hyatt East: Skyway 268

*Organizer:* Laurie N. DiPadova, U. of Utah

*Presenters:* Edward Zlotkowski, American Association for Higher Education; Amy L. Kenworthy, U. of North Carolina, Chapel Hill; David W. Hart, Mary Washington College; Sue R. Faerman, State U. of New York, Albany; Harvey E. Griggs, U. of Tasmania; Larry E. Pate, U. of Wisconsin, Madison

**Sunday 10:30 am**

**150.** (CAR, HR, MED) **Mentoring in the New Millenium: Advances in Research and Practice**

- ◆ 10:30-12:00 Hyatt West: Goldcoast

*Sponsored by the Academy of Management Mentoring Committee*  
*Chairs:* Stacy Blake-Beard, Harvard U.; Regina M. O'Neill, Suffolk U.

Helping Behaviors: An Integrative Approach to Mentoring and Social Support, Regina M. O'Neill, Suffolk U.

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

Considering Constellations of Developmental Relationships: A Social Networks Perspective, Monica C. Higgins, Harvard U.

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

*Discussants:* Kathy E. Kram, Boston U.; David A. Thomas, Harvard U.

# All Academy Theme Sessions

*Change and Development Journeys into a Pluralistic World*

Program Chair: Peter Smith Ring, Loyola Marymount University

	Start	Regular Program
<b>Sun</b>	12:30 pm	151. T: Senge - Distributed Leadership ♦ HW: Regency Ballroom
	2:45 pm	152. T: Executive panel on theme ♦ HW: Regency Ballroom
	5:00 pm	153. All AOM Speakers and Meeting ♦ HW: Regency Ballroom
<b>Monday</b>	8:30 am	154. T: What is behind door Number 1? ♦ HW: Regency Ball C(N)
	9:00 am	155. T: Intel Case: Strategy Evolution ♦ HE: GndBall A
	10:40 am	156. T: 3M Case: Leading Innovation ♦ HE: GndBall A
		157. T: Macro Takes on Org Change & OD ♦ HW: Regency Ball C(N)
		158. T: Sick of Change? Not likely!! ♦ S: Gball I
	12:20 pm	159. T: Pluralistic publishing norms ♦ S: Gball I
	1:00 pm	160. T: Motorola Case: Int'l Ethics ♦ HE: GndBall A
		161. T: SMEs in Depressed Regions ♦ HW: Regency Ball C(N)
	2:30 pm	162. T: The Xerox Case: Day 2 ♦ HE: GndBall A
		163. T: Arie and Andrew on Forms ♦ HW: Regency Ball C(N)
<b>Tuesday</b>	4:10 pm	164. T: John Deere case: Transforming ♦ HE: GndBall A
		165. T: Flat Panels? Not this one!!! ♦ HW: Regency Ball C(N)
	5:30 pm	166. T: Second City Improv. Co ♦ HE: GndBall A
	8:30 am	167. T: Tuesday's Surprise Wake-up ♦ HE: GndBall A
		168. T: Unilever Targets the Bottom ♦ HW: Regency Ball C(N)
	9:00 am	169. T: Is Making Change Complex? ♦ S: Gball I
	10:30 am	170. T: NSF Call for Research on Theme ♦ HW: Regency Ball C(N)
	2:00 pm	171. T: Kanter & Shapiro on Change ♦ HW: Regency Ball C(N)
		172. T: Tension & Change: What to do? ♦ S: Gball I
	3:40 pm	173. Change Via Piano & Photos ♦ HE: GndBall A
<b>Wed</b>		174. T: Transforming mgt. education ♦ HW: Regency Ball C(N)
		175. T: What's behind the Great Wall? ♦ S: Gball I
	9:00 am	176. T: Radicals in the classroom ♦ HW: Regency Ball C(N)
	10:40 am	177. T: ASQ: What is change about? ♦ HE: GndBall A
	178. T: Marina Whitman on Change ♦ HW: Regency Ball C(N)	

## Sunday 12:30 pm

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

- 12:30-2:30 Hyatt West: Regency Ballroom

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

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

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

## Sunday 2:45 pm

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

- 2:45-4:45 Hyatt West: Regency Ballroom

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

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

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

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

## Sunday 5:00 pm

**153. Symposium: All-Academy Speakers and Meeting**

- 5:00-7:00 Hyatt West: Regency Ballroom

*Academic research on management and the practice of management are clearly connected, but it is an uneasy linkage. Managers often doubt the relevance or meaningfulness of research on management; and academics often wander too close to managerial consulting.*

**Presiding:** Anne S. Huff, U. of Colorado / Cranfield U.

**Distinguished Executive:** John Reed, Citycorp

**Distinguished Scholar:** James G. March, Stanford U.

## Monday 8:30 am

**154. Theme: AMJ, AMR & AME Showcase Papers: Change and Developmental Journeys in a Pluralistic World**

- 8:30-10:20 Hyatt West: Regency Ball C(N)

*The price is right. The cost of admission is free. Only Bruce Kogut knows what is behind door number 1. He has promised us it is creative, different. So come on down!!!*

**Chair & Co-Organizer:** Bruce Kogut, U. of Pennsylvania

## Monday 9:00 am

**155. Theme: Intel Corporation: The Evolution of an Adaptive Organization**

- 9:00-10:20 Hyatt East: GndBall A

*We all know about Intel Inside. Robert Burgelman and Dennis Carter take us inside Intel. They have a compelling story to tell. Although Andrew Grove is a hard act to top, from last year, we promise you that you will not want to miss the sequel.*

**Organizer:** Robert A. Burgelman, Stanford U.

**Presenter:** Dennis L. Carter, Intel Corporation

### Monday 10:40 am

#### 156. Theme: 3M Innovation: A Process of Mindful Replication

- ♦ 10:40-12:00 Hyatt East: GndBall A

*Another critical link in our efforts to make change and development journeys relevant to our research and our classrooms. On innovation, does 3M need any introduction? This program session deserves a king sized Post-it Note! (Co-sponsored with TIM Divis Organizer: Raghu Garud, New York U.*

*Presenter: Several 3M executives, 3M*

#### 157. Theme: Macro-Level Perspectives on Organizational Change and Development

- ♦ 10:40-12:00 Hyatt West: Regency Ball C(N)

*This dynamic panel spotlights change and development via a series of lenses representing macro level approaches in the context of populations, collectives and industries.*

*Organizer: Marshall Scott Poole, Texas A&M U., College Station*

*Panelists: Joel A. C. Baum, U. of Toronto; Arie Y. Lewin, Duke U.; Peter R. Monge, U. of Southern California*

#### 158. Theme: Change and Development in Health Care : a Multi-level, Multi-stakeholder Analysis

- ♦ 10:40-12:00 Swiss: Gball I

*Nowhere is change more dramatic than in health care. An international panel provides new insights into efforts to ward off one of the two great absolutes: and we are not talking about taxes here!!! (Co-sponsored with HCM Division)*

*Chair: Louise F. Fitzgerald, City U., UK*

*Presenters: Ewan Ferlie, Imperial College of Science, Technology and Medicine; Michael Powell, U. of Auckland; Ann Casebeer, U. of Calgary; Stephen M. Shortell, U. of California, Berkeley; Ann Langley, U. of Quebec, Montreal*

*Discussants: Pauline Barnett, U. of Otago; Jean-Louis Denis, U. de Montréal; Chris Hawkins, U. of Warwick; Gibbins Roger, U. of Calgary; Carey Hill, Canada West Foundation; Lise Lamothe, U. Laval; Rod Perkins, U. of Auckland; Annick Valette, U. of Grenoble*

### Monday 12:20 pm

#### 159. Theme: Pluralistic Norms for Publishing Management Theory and Research: Reconciling North American vs. European Perspectives

- ♦ 12:20-2:10 Swiss: Gball I

*Who among us has not taken part in the debates that flow around the way research is done in the states and the way it is done across the pond. Over there, they puzzle over the same questions. Like fresh insights into the issue? This is your session.*

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

*Panelists: Robin Wensley, Warwick Business School, University of Warwick; Harry Barkema, U. of Tilburg; Ardnt Sorge, Tilburg U.; Chris Earley, Indiana U.; Ken G. Smith, U. of Maryland*

*Who is Publishing Where, Yehuda Baruch, U. of East Anglia, UK*

*What is Publishing Where, Kyle Lewis, U. of Texas, Austin*

### Monday 1:00 pm

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

- ♦ 1:00-2:10 Hyatt East: GndBall A

*A challenge of doing business in a pluralistic world is that value systems are constantly tested. A Sunday sequel finds Murrell and his colleagues back inside Motorola exploring ethical development.*

*Organizer: Kenneth Murrell, U. of West Florida*

*Presenters: Brian Peach, U. of West Florida; B. J. Chakiris, B. J. Chakiris; R. S. Moorthy, Motorola; Peter F. Sorensen, Benedictine U.; Susan Stekely-Stevens, Benedictine U.; Therese Yaeger, Benedictine U.; Tracy Elazier, Motorola U.*

#### 161. Theme: SME Development in Economically Depressed Regions: A World-wide Comparative Evaluation of Organizational Goals, Vitality, and Outcomes

- ♦ 1:00-2:10 Hyatt West: Regency Ball C(N)

*Not all development journeys take us through eye-pleasing landscapes. This session reminds us that as we enter the next century, divides are becoming more pronounced. (IM Division co-sponsor)*

*Chairs & Co-Organizers: Benson L. Honig, Haifa University; Raymond Saner, Center for Socio-Economic Development*

*The Impact of Policy and Role of Donor Agencies on SME Assistance Projects in Russia, Raymond Saner, Center for Socio-Economic Development*

*Analysis and Evaluation of SME Promotion Worldwide, Benson L. Honig, Haifa U.*

*Transformation from a Neighborhood to an International Development Bank, Ronald Grzywinski, Shorebank Corp.*

*The ILO and SMEs: Global Networks and Perspectives, Goran Hultin, International Labor Organization*

*Improving the Impact of SME Intervention in a World Characterized by Hetrogeneity and Change, Benson L. Honig, Haifa U.; Raymond Saner, Center for Socio-Economic Development*

### Monday 2:30 pm

#### 162. Theme: Fostering the coupling of generative differences: Creating space for pluralism

- ♦ 2:30-3:50 Hyatt East: GndBall A

*Another of our innovations in the 1999 AA Program finds Sim Sitkin and John Seely Brown taking our Sunday afternoon discussion of the Xerox experiences with change and development to new depths.*

*Organizer: Sim B. Sitkin, Duke U.*

*Presenter: John Seely Brown, Xerox, Palo Alto Research Center*

#### 163. Theme: The Evolution of New Organization Forms for a Pluralistic World: Findings from Two Large Scale International Research Programs

- ♦ 2:30-3:50 Hyatt West: Regency Ball C(N)

*Two colleagues, capable of bridging the pond that separates them, talk about what can be learned from large scale research initiatives that explore the evolution of organizational forms. (Co-sponsored with RM Division.)*

*Chair: Paul S. Adler, U. of Southern California*

*Presenters: Andrew Pettigrew, U. of Warwick; Arie Y. Lewin, Duke U.*

*Discussants: Henk Volberda, Erasmus U., Rotterdam; Arie Y. Lewin, Duke U.*

### Monday 4:10 pm

**164. Theme: The Change and Development Journey in the Pluralistic World of John Deere and Company**

- ♦ 4:10-5:30 Hyatt East: GndBall A

*Did you know that John Deere is the 2nd oldest U.S. Corporation? This collaboration of academics and practitioners takes you along as Deere prepares to enter its 3rd century. Find out what has kept this Deere from freezing in the headlights of progress.*

*Organizer:* Therese Yaeger, Benedictine U.

*Presenters:* Marshal C. Chesmore, John Deere; Gina Hinrichs, Deere & Company; Mary Lou Koteki, John Deere; Peter F. Sorensen, Benedictine U.

**165. Theme: Change and Development Journeys Across the Computer Industry Supply Chain: Lessons in Knowledge Creation from the Sloan Foundation Industry Centers**

- ♦ 4:10-5:30 Hyatt West: Regency Ball C(N)

*Now there is an idea. A panel on panels. Find out all about the value added in value chains. And PC is not politically correct. Sound intriguing? You betcha!*

*Chair:* Kathleen M. Eisenhardt, Stanford U.

*Presenters:* Stefanie Lenway, U. of Minnesota; Tom Murtha, U. of Minnesota; Robert Leachman, U. of California, Berkeley

*Panelists:* Jeff Hart, Indiana U., Bloomington; Chien Hwa Leachman, U. of California, Berkeley; Roger Bohn, U. of California; David McKendrick, U. of California; Martin Kenney, U. of California, Davis; James Curry

*Discussants:* Steven Depp, Yorktown Lab, IBM; Frank Mayadas, Alfred P. Sloan Foundation

**Monday 5:30 pm****166. Theme: From Theatre to Management: Reflections on Second City Improvisation Company**

- ♦ 5:30-8:30 Hyatt East: GndBall A

*A visit to Chicago without a visit to Second City! Do not even think about it. But, here is a chance to write it off as a legitimate business expense. Not that it will cost you anything. This is a session not to be missed.*

*Organizer:* Nancy Marino, The Second City

*Chair:* Mary M. Crossan, U. of Western Ontario, Ivey School of Business

*Presenter:* Dvora Yanow, California State U., Hayward

*Discussants:* Mary Jo Hatch, Cranfield U.; Anne Miner, U. of Wisconsin, Madison; Karl E. Weick, U. of Michigan

**Tuesday 8:30 am****167. Theme: AMJ, AMR & AME Showcase Papers: Change and Developmental Journeys in a Pluralistic World**

- ♦ 8:30-10:10 Hyatt East: GndBall A

*Remember when you turned sixteen. At much too early an hour you were rudely awakened. Hustled out to a car & off you went on a journey of ... Dick Woodman has some excellent theme papers to surprise you.*

*Chair & Co-Organizer:* Richard W. Woodman, Texas A&M U., College Station

**168. Theme: Creating Sustainable Development: Strategies for the Bottom of the Pyramid**

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

*The story told by this panel runs counter to much of our wisdom about where one should look for new markets. Three fundamental paradoxes that must be addressed by MNCs in the next century are outlined and explored.*

*Chairs:* Hilary Bradbury, Case Western Reserve U.; Monika I. Winn, U. of Victoria

*Presenters:* Stuart L. Hart, U. of North Carolina, Chapel Hill; C. K. Prahalad, U. of Michigan; John Ripley, Unilever

*Discussants:* John Bellamy Foster, U. of Oregon; Paul Shrivastava, Bucknell U.

**Tuesday 9:00 am****169. Theme: Organization Science Forum on Complexity Theories of Organizational Change**

- ♦ 9:00-10:10 Swiss: Gball I

*My young nephew, Michael Daniel, always wonders why adults think making change is complex. Give him a quarter, he will give you five nickles, two dimes & a nickle..well, you get the point. This panel takes on the making change challenge.*

*Organizers:* Philip Anderson, Dartmouth College; Alan Meyer, U. of Oregon

Organizations as Adaptive Systems in Complex

Environments: The Case of China, John Child, U. of Cambridge; Max Boisot, U. of Pennsylvania

Landscape Design: Designing for Local Action in Complex

Worlds, Massimo Warglien, U. of Pennsylvania; Daniel A. Levinthal, U. of Pennsylvania

View from the Santa Fe Institue, the Cradle of Complexity

Theory, Michael Cohen, U. of Michigan

Complexity Theory and Contemporary Managerial

Applications, Chris Meyer, Ernst & Young LLP

**Tuesday 10:30 am****170. Theme: NSF IOC Call for Research on Change and Development Journeys into a Pluralistic World With Illustrations from Researchers of Theme Cases**

- ♦ 10:30-11:50 Hyatt West: Regency Ball C(N)

*NSF will announce a \$2.3 million annual RFP on our theme. Wonderful! But how can I develop long-term relationships to study organization change? Learn from those doing it in the cases presented yesterday, and of plans for a Fall NSF research conference.*

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

*Panelists:* Susan Walsh Sanderson, National Science

Foundation/Rensselaer Polytechnic Institute; Robert A.

Burgelman, Stanford U.; Sim B. Sitkin, Duke U.; Kenneth

Murrell, U. of West Florida; Raghu Garud, New York U.

*Discussant:* Andrew H. Van de Ven, U. of Minnesota

**Tuesday 2:00 pm****171. Theme: Change or Else! : How the Change Imperative is Reshaping Business Strategy, Organization Process, Career Opportunities and Life Itself**

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

*Rosabeth Kanter and Monsanto CEO Robert Shapiro address the Change Imperative. These two well known masters of change are bound to capture your attention and to provoke some changes in your perspective on change.*

*Organizer:* Rosabeth Moss Kanter, Harvard Business School

*Participant:* Robert Shapiro, Monsanto

**172. Theme: Tensions Between Planned and Unplanned Change in Organizations**

- ♦ 2:00-3:20 Swiss: Gball I

*This discussion considers the tensions between research on natural process of change and development and research on planned change and development. The discussion will center on consistencies and clashes between the two.*

*Organizer:* Marshall Scott Poole, Texas A&M U., College Station

*Panelists:* Philip Anderson, Dartmouth College; Jean M. Bartunek, Boston College; Mary Jo Hatch, Cranfield U.

### Tuesday 3:40 pm

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

- ♦ 3:40-5:30 Hyatt East: GndBall A

*We promise you something VERY artistic here. Creative people practice their art forms and inform us about journeys of change and development in pluralistic worlds. There are at least 88 reasons why you should not miss this session.*

*Organizer:* Tom Brown, Management General

*Presenters:* Michael Jones; Martin Dugard

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

- ♦ 3:40-5:30 Hyatt West: Regency Ball C(N)

*An outstanding, make that exceptional, panel takes up the challenge of what will make academe relevant to managers. Weick, Mintzberg, Senge... Need we say more.*

*Chair:* Sandra Waddock, Boston College

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



Educating for the Unknowable: The Infamous Real World, Karl E. Weick, U. of Michigan



Developing Managers not MBAs, Henry Mintzberg, McGill U.



From Teaching to Learning: Practice, Practice, Practice, Peter M. Senge, MIT/Society for Organizational Learning



Provocative Comments and Discussion, J. Wil Foppen, Erasmus U., Rotterdam; James E. Post, Boston U.; Joseph A. Raelin, Boston College; Milton Blood, AACSB

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

- ♦ 3:40-5:30 Swiss: Gball I

*East meets West...2 Billion Feet..A Race.. What is best? Is a Market this big fairly called emerging? This panel of Sino experts promises to take us into China on anything but a slow boat!*

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

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

### Wednesday 9:00 am

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

- ♦ 9:00-10:20 Hyatt West: Regency Ball C(N)

*This is 1999, not 1968. These are not the Chiacgo Seven. But their message is clear: There is more than one way to teach. Come and find out how.*

*Organizer:* Janet Gillespie, Elmhurst College

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

### Wednesday 10:40 am

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

- ♦ 10:40-12:00 Hyatt East: GndBall A

*Sneak preview into the ASQ take on change. An international group take on each other & the conference theme. Will sparks fly? No instant reply... it is the baseball season. You need to be there to see who hits the homers in this one.*

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

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

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

- ♦ 10:40-12:00 Hyatt West: Regency Ball C(N)

*One of the pathfinders of her gender, Marina Witman has seen change in the Board Room and in the White House -- from the inside!!! Our University of Michigan colleague shares her views on what is need to keep American corporations viable and vibrant.*

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

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

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

# Showcase Symposia

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

	Start	Shared Program	
Monday	8:30 am	179. Identity Markers ♦ HW: Water Tower 180. Cultural Complexity ♦ HW: Regency Ball D(N)	
	10:40 am	181. Affective Trust ♦ HW: Water Tower 182. Stigmatized Groups ♦ HW: Regency Ball D(N)	
	12:20 pm	183. Constructing Markets ♦ HW: Water Tower	
	1:00 pm	184. Weick & Waterman on Change ♦ HW: Regency Ball D(N)	
	2:30 pm	185. Genetic Testing and Privacy ♦ HW: Goldcoast 186. S: Cross-border Knowledge Tran ♦ HW: Water Tower 187. Organizational Discourse ♦ HW: Regency Ball D(N)	
	4:10 pm	188. Knowledge Transfer ♦ HW: Water Tower 189. Corp. Govern. in Plural World ♦ HW: Regency Ball D(N)	
	Tuesday	8:30 am	190. Cognition's Evolution (K) ♦ HW: Water Tower 191. Agreeing to Disagree ♦ HW: Regency Ball D(N)
		10:30 am	192. OD: Past, Present, Future ♦ HW: Water Tower
		2:00 pm	193. Replicating Knowledge (K) ♦ HW: Water Tower 194. S: Institutional Change (I) ♦ HW: Regency Ball D(N)
3:40 pm		195. S: Emergent IT & Org. Change ♦ HW: Water Tower 196. Authors on fostering change ♦ HW: Regency Ball D(N)	
Wednesday		8:30 am	197. Moral Center in Pluralism ♦ HW: Water Tower 198. Framing Intractable Disputes ♦ HW: Regency Ball D(N)
	10:40 am	199. S: Academic-Pract. Sensemaking ♦ HW: Water Tower 200. Participation in Diverse Grps. ♦ HW: Regency Ball D(N)	
	12:20 pm	201. Work transition journeys (SC) ♦ HE: GndBall A 202. HRM lessons from 13 countries ♦ HW: Water Tower 203. Path Dependence and Creation ♦ HW: Regency Ball D(N)	
	1:00 pm	204. Developmental Entrepreneurship ♦ HW: Regency Ball C(N)	

## Monday 8:30 am

### 179. (MOC, OB, OMT) From Titles to Tattoos: Physical Identity Markers and Social Identity

- ♦ 8:30-10:20 Hyatt West: Water Tower

*Co-Chairs:* Kimberly D. Elsbach, U. of California, Davis; Judi McLean-Parks, Washington U.; Melissa C. Thomas-Hunt, Washington U.

*Presenters:* Michael G. Pratt, U. of Illinois, Urbana-Champaign; Janet M. Dukerich, U. of Texas, Austin; Anat Rafaelli, U. of Haifa; Mary Ann Glynn, Emory U.; Jessica L. Simmons, U. of Texas, Austin; Kevin E. Dickson, U. of Texas, Austin

### 180. (GDO, IM) Cultural Complexity in the Workplace: Asian and Hispanic Dialogues on the Journey Toward Pluralism

- ♦ 8:30-10:20 Hyatt West: Regency Ball D(N)

*Organizers:* Ana Maria Reyes, U. of Pennsylvania; Elaine Yakura, Michigan State U.

*Presenters:* Tojo Joseph Thatchenkery, George Mason U.; Evangelina Holvino, Chaos Management Ltd.; Bernardo M. Ferdman, California School of Professional Psychology; Mary Teagarden, Thunderbird; Mary Yoko Brannen, San Jose State U.; Elena Yang, Independent Consultant/Educator; Katherine R. Xin, U. of Southern California

## Monday 10:40 am

### 181. (CM, OB, SIM) From Ardor to Malice: The Role of Affective Processes in Trust and Trust Violations

- ♦ 10:40-12:00 Hyatt West: Water Tower

*Co-Chairs:* Michele Williams, U. of Michigan; Darryl J. Stickel, Duke University

*Affective Reactions to Trust Violations: A Social Identity Theory Perspective*, Roderick M. Kramer, Stanford U.  
*The Paradoxical Effects of Prior Trust on Reactions to Broken Promises*, Sandra L. Robinson, U. of British Columbia

*The Influence of Trust and Empowerment on Emotional, Cognitive, and Behavioral Responses to Downsizing*, Anil K. Mishra, Wake Forest U.

*Building Trust in the Face of Hostility*, Darryl J. Stickel, Duke University

*Provocateur:* Roy J. Lewicki, Ohio State U.

### 182. (HR, OB, SIM) Understanding Stigmatized Groups: The Journey to Acceptance in a Pluralistic World of Work

- ♦ 10:40-12:00 Hyatt West: Regency Ball D(N)

*Chairs:* Carolyn Marie Wiethoff, Ohio State U., Columbus; Jerald Greenberg, Ohio State U., Columbus

*Presenters:* Belle Rose Ragins, U. of Wisconsin, Milwaukee; Dianna Stone, U. of Central Florida; Audrey J. Murrell, U. of Pittsburgh; Faye Crosby, U. of California, Santa Cruz

*Discussants:* Jerald Greenberg, Ohio State U., Columbus; Peter R. Bulmer, Jackson, Lewis, Schnitzler & Krupman

## Monday 12:20 pm

### 183. (BPS, OMT) Constructing Markets: The Economic Sociology of Organizations and Strategy

- ♦ 12:20-2:10 Hyatt West: Water Tower

*Chair:* M. Tina Dacin, Texas A&M U.

*Cartel Stability and Administered Prices*, Wayne E. Baker, U. of Michigan; Eric Cheney, U. of Massachusetts, Amherst; Robert R. Faulkner, U. of Massachusetts, Amherst; Gene A. Fisher, U. of Massachusetts, Amherst

Constructing Markets of Affiliation: The Embeddedness ofAlliance Dynamics, M. Tina Dacin, Texas A&M U.Re-Inventing Coffee: The Construction of the SpecialtyCoffee Market, Violina P. Rindova, U. of WashingtonThe Social Construction of Venture Capital Finance inSilicon Valley, Mark C. Suchman, U. of Wisconsin, MadisonNotes on the Sociology of Market Making: The Case of theAvailability and Cost of Financial Capital in Mid-Market Banking, Brian Uzzi, Northwestern U.*Discussant:* Hayagreeva Rao, Emory U.**Monday 1:00 pm****184.** (ODC, OMT) **Making Sense of Change: Essential Stabilities in Breathless Journeys**

- 1:00-2:10 Hyatt West: Regency Ball D(N)

*Chair:* Ian Colville, U. of Bath*Presenters:* Robert W. Waterman, The Waterman Group; Karl E. Weick, U. of Michigan**Monday 2:30 pm****185.** (GDO, HR, SIM) **Genetic Testing, Privacy, and Employment Discrimination**

- 2:30-3:50 Hyatt West: Goldcoast

*Chair:* Cliff Cheng, U. of Southern CaliforniaGenetic Testing, Employment Discrimination, andManagerial Decision Making, Elaine Draper, U. of California, BerkeleyGenetic Testing and Occupational Disease.. No Causal Link:A Technology for Asymptomatic ADA Discrimination?, Cliff Cheng, U. of Southern CaliforniaGenetic Screening and Privacy, Eugene F. Stone-Romero, U. of Central Florida*Discussants:* David E. Hyatt, DeCotiis Erhard Strategic Consultants; Amitai Etzioni, George Washington U.; Dianna Stone, U. of Central Florida**186.** (IM, MC, ODC) **Cross-Border Transfer of Management Knowledge for Large System Change**

- 2:30-3:50 Hyatt West: Water Tower

*Chair:* Kenneth Murrell, U. of West Florida*Organizer:* Raymond Saner, Center for Socio-Economic Development The Marshall Plan and Early Transfers of Managerial, Marie-Laure Djelic, ESSEC Intercultural Problems in East-West Management: The Collective Culture Shock in Hungary and Czech Republic, Gerhard Fink, U. of Vienna; Sylvia Meierewert, U. of Vienna The Change of Japan's Financial Management System after World War II: Similarities and Dissimilarities with Eastern Europe after the Cold War, Nobuko Inagawa, Hamamatsu University From Import to Export: Can Western Economies Benefit from the Transfer of Management Ideas from Malaysia and Singapore?, Guy Callender, U. of Technology, Sydney; Judy Johnston, U. of Technology, Sydney (UTS) Matsushita Electric: Can the Circle be Squared?, Nigel Holden, Copenhagen Business School**187.** (OMT, RM) **Understanding the Pluralistic World: The Role of Theory and Research in Organizational Discourse**

- 2:30-3:50 Hyatt West: Regency Ball D(N)

Organizational Discourse: Contributions and Challenges,

Cliff Oswick, King's College; David Grant, King's College, London

Dialogical Approaches to Organizational Discourse: AProgram of Research, Cynthia Hardy, U. of Melbourne, AustraliaLevels of Discursive Struggle, Nelson W. Phillips, McGill U.The Discursive Construction of Identities, Steve Maguire, McGill U.Conversations and Narrative in InterorganizationalCollaboration, Thomas B. Lawrence, U. of Victoria*Discussant:* Linda L. Putnam, Texas A&M U.**Monday 4:10 pm****188.** (BPS, IM) **Creating and Mobilizing Knowledge within Organizations and Beyond: Evidence from the Field**

- 4:10-5:30 Hyatt West: Water Tower

*Chair:* Pablo Martin de Holan, INCAE (Costa Rica)*Presenters:* Jean-Jacques Degroof, Massachusetts Institute of TechnologyAn Actor Perspective to Organizational Learning : MiddleManagers as Enablers of Knowledge in Radical Change, Quy Huy, INSEADMemory Systems In Organizations, Fernando Olivera, U. of Western OntarioThe Intra-firm Transfer of Contextual Knowledge AcrossBorders: Barriers and Solutions to Adoption, Diffusion and Institutionalization of the U.S. Practices into the Japaneseand European Environments in Pharmaceutical Companies, Kazuhiro Asakawa, Keio Business SchoolKnowledge creation, circulation and maintenance in international strategic alliances., Pablo Martin de Holan, INCAE (Costa Rica)*Discussant:* Martin Schulz, U. of Washington**189.** (BPS, IM, OMT) **Pluralistic World, One Model? Corporate Governance Change In and Between Continental European Union and Anglo-Saxon Countries**

- 4:10-6:00 Hyatt West: Regency Ball D(N)

*Chair and Organizer:* Eugenio Marchese, Cornell U.Change in Anglo-Saxon Corporate Governance: Structures,Effects, and Transferability of Director Professionalism, Eugenio Marchese, Cornell U.

: Mauro F. Guillen, Princeton/U. of Pennsylvania

: Michel Goyer, Massachusetts Institute of Technology/Harvard U.

Corporate Governance Convergence in a Globalizing EquityMarket, Michael Useem, U. of PennsylvaniaConvergence of Corporate Governance Models? Maybe Not,

Mauro F. Guillen, Princeton/U. of Pennsylvania

The Anglo-Saxon and the Continental CorporateGovernance Models: Where do Italy and Spain Fit?, Ruth V. Aguilera, Harvard U.

Privitization and Corporate Governance Transformation: The Case of France, Michel Goyer, Massachusetts Institute of Technology/Harvard U.  
*Discussants:* Gerald F. Davis, U. of Michigan; Edward J. Zajac, Northwestern U.

### Tuesday 8:30 am

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

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

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

Individual and Collective Change and Development Journeys in the Study of Cognition in Organizations, Marlene C. Fiol, U. of Colorado, Denver; Dennis A. Gioia, Pennsylvania State U.

Pluralistic Cognition: Building Bridges Across Disciplines and Cultures, Anne S. Huff, U. of Colorado / Cranfield School of Management; William H. Starbuck, New York U.

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

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

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

*Chair:* Claudia C. Coglisser, Oregon State U.

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

### Tuesday 10:30 am

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

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

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

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

### Tuesday 2:00 pm

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

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

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

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

Hurdles in Replicating Knowledge Across Organization

Subunits: A Search-Transfer Perspective, Morten T. Hansen, Harvard U.

Interorganizational Learning, Barriers to Intra-firm

Knowledge Transfers, and Competitive Advantage, Jeffrey H. Dyer, U. of Pennsylvania

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

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

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

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

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

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

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

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

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

### Tuesday 3:40 pm

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

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

*Chair:* Ram Tenkasi, Benedictine U.

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

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

Facilitating Electronic Collaboration in Cross-Functional Teams: The Role of Sensemaking, Thekla . Rura-Polley, U. of Technology, Sydney; Ellen . Baker, U. of Technology, Sydney; Igor Hawryskiewicz, U. of Technology, Sydney

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

*Discussant:* Robert P. Gephart, U. of Alberta

**196.** (MC, ODC) **Approaches to Fostering Organizational Change in a Pluralistic World: Conversations with the Authors**

- 3:40-5:00 Hyatt West: Regency Ball D(N)

*Chairs:* Rupert F. Chisholm, Pennsylvania State U., Harrisburg; Robert E. Quinn, U. of Michigan  
Network Development, Rupert F. Chisholm, Pennsylvania State U., Harrisburg  
Organizational Culture, Robert E. Quinn, U. of Michigan  
Developing Self-Managing Organizations, Ronald E. Purser, San Francisco State U.  
Public Organizations, Ronald R. Sims, College of William and Mary  
*Discussant:* Edgar H. Schein, Massachusetts Institute of Technology

### Wednesday 8:30 am

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

- 8:30-10:20 Hyatt West: Water Tower

*Organizer:* Thomas A. Wright, U. of Nevada, Reno  
*Presenters:* David Whetten, Brigham Young U.; Jerald Greenberg, Ohio State U., Columbus; Laurie Larwood, U. of Nevada; Steven M. Sommer, U. of Nebraska; Thomas A. Wright, U. of Nevada, Reno  
*Discussant:* Andre L. Delbecq, Santa Clara U.

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

- 8:30-10:20 Hyatt West: Regency Ball D(N)

*Chair:* Roy J. Lewicki, Ohio State U.  
The Framing of Identity, Rights and Values in Environmental Disputes, Barbara Gray, Pennsylvania State U.; Jennifer Jones Corley, Pennsylvania State U.; Ralph Hanke, Pennsylvania State U.  
Framing the Politics of Water, Roy J. Lewicki, Ohio State U.; Carolyn Marie Wiethoff, Ohio State U., Columbus  
Stakeholder Framing of the Edwards Aquifer Case, Linda L. Putnam, Texas A&M U.; Charles Samuelson, Texas A&M U.  
Evolving Stakeholder Frames and the Transition Between Intractability and Resolvability in an Environmental Conflict: Lessons From the Quincy Library Group Case, Julia M. Wondolleck, U. of Michigan; Todd Bryan, U. of Michigan  
*Discussant:* Max M. Bazerman, Northwestern U.

### Wednesday 10:40 am

#### **199.** (ODC, RM) **Joint Sensemaking and Sensegiving: The Reflective Practitioner and the Practicing Academic**

- 10:40-12:00 Hyatt West: Water Tower

*Chair:* Karen Ayas, Erasmus U., Rotterdam  
Organizing for Joint Sensemaking and Knowledge Creation, Peter M. Senge, MIT/Society for Organizational Learning  
Insider/Outsider Team Research: An Outsider Researcher's Proposals and An Insider Organizational Member's Responses, Jean M. Bartunek, Boston College; J. Kimball Kehoe, Profitlink Inc.  
On the Co-generation of Theory and Linking Research to Practice, Michael Tushman, Harvard U.  
Exploring New Models for Management Research: A Case of Academic-Practitioner Collaboration, Teresa M. Amabile, Harvard U.  
*Discussant:* Edgar H. Schein, Massachusetts Institute of Technology

#### **200.** (CM, OB) **Promoting Participation in Pluralistic Environments: Managing Contributions within Diverse Groups**

- 10:40-12:00 Hyatt West: Regency Ball D(N)

*Chair:* Melissa C. Thomas-Hunt, Washington U.  
When Differences Make a Difference: Categorization and Social Identification Based on Demographic Diversity in Formal Organizations, Sandra E. Spataro, U. of California, Berkeley  
Begging, Fighting, or Demanding to be Heard: Group Status Dynamics in the Organizational Context, David A. Owens, Vanderbilt U.  
Maybe I Should Say Something: The Effect of Organizational Culture and Expert Status on Group Member Contributions, Melissa C. Thomas-Hunt, Washington U.; Tonya Y. Ogden, Washington U.; Margaret A. Neale, Stanford U.  
Getting to Know You: The Influence of Personality on the Alignment of Self-Other Evaluations of Demographically Different People, Jennifer A. Chatman, U. of California, Berkeley; Francis J. Flynn, U. of California, Berkeley; Sandra E. Spataro, U. of California, Berkeley  
*Discussant:* Gregory B. Northcraft, U. of Illinois, Urbana-Champaign

### Wednesday 12:20 pm

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

- 12:20-2:10 Hyatt East: GndBall A

*Chair:* Hugh Gunz, U. of Toronto  
Individual Adaptation Strategies in Work Role Transitions, Michael D. Higgs, Australian Graduate School of Management; Robert Wood, Australian Graduate School of Management  
How Employee Job Transitions Affect Employment Outcomes for Accompanying Spouses, Lillian T. Eby, U. of Georgia  
Protean Behaviors and Proactive Repatriates: Keys to Successful Repatriation Transitions?, Sharon Leiba-O'Sullivan, Concordia U.  
The Career Kiss of Death? The Effect of Downward Work Transitions on Subjective Career Success and Identification, Leisa D. Sargent, Queensland U. of Technology  
*Ambassador:* Veronica Reiter-Palmon, U. of Nebraska, Omaha  
*Discussant:* Gregory K. Stephens, Texas Christian U.

#### **202.** (HR, IM, MED) **Lessons Learned From a 13-Country, Regional Analysis of International Human Resource Management**

- 12:20-2:10 Hyatt West: Water Tower

*Chairs:* Mary Ann Von Glinow, Florida International U.; Ellen A. Drost, San Diego State U.  
Overview, Mary Ann Von Glinow, Florida International U.; Ellen A. Drost, San Diego State U.  
The Best Practice in International HRM Project: Methods, Kevin B. Lowe, U. of North Carolina, Greensboro; Mary Teagarden, Thunderbird; John Michael Geringer, California Polytechnic U.

Strategic Human Resource Management: A Cross-CulturalPractice?, David E. Bowen, Thunderbird; Pillai

Rajnandini, California State U., San Marcos

The Best Practice Intenational HRM Project: Compensation,

Peter J. Dowling, U. of Tasmania

An Exploratory Study of the Purpose of PerfomanceAppraisal in Asia, Latin America, and North America,

Cherrie Jihua Zhu, Monash U.; Stephen Nason, Hong

Kong U. of Science and Technology; John F. Milliman, U.

of Colorado, Colorado Springs

**203.** (OMT, TIM) **Path Dependence and Creation**

- ♦ 12:20-2:10 Hyatt West: Regency Ball D(N)

*Chairs:* Raghu Garud, New York U.; Peter Karnoe,

Copenhagen Business School

Unpacking Path Dependence: Differential ValuationsAccorded History Across Disciplines, Paul M. Hirsch,

Northwestern U.; James J. Gillespie, Northwestern U.

Complexity, Attractors, and Path Dependence and Creation inTechnological Evolution, Joel A. C. Baum, U. of TorontoTechnologies of Managing and the Mobilization of Paths, Jan

Mouritsen, Copenhagen Business School; Niels Dechow,

Copenhagen Business School

Innovation as a Community-Spanning Process: Looking forinteraction strategies to handle path dependency, Bart Van

Looy, K.U. Leuven; Koenraad Debackere, K.U. Leuven;

Rene Bouwen, K.U. Leuven

Path Creation as a Process of Mindful Deviation, Raghu

Garud, New York U.; Peter Karnoe, Copenhagen Business

School

**Wednesday 1:00 pm****204.** (ENT, GDO, PNS) **Developmental Entrepreneurship**

- ♦ 1:00-2:10 Hyatt West: Regency Ball C(N)

*Chair:* Craig Galbraith, U. of North Carolina, Wilmington*Presenters:* Julia S. Rubin, Harvard U.; Jacqueline Benitez,

Spanish Marketing, Inc.; Curt H. Stiles, California State

U., Bakersfield

*Discussant:* Steve Robinson, U. of North Carolina,

Wilmington

# Jointly Sponsored Symposia

Coordinator: Kelley D. Hinze, University of Minnesota

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

**205. (OB, OMT) Broadening the Boundaries of Organizational Culture Research: Multiple Perspectives on Analyses and Consequences**

- ♦ 9:00-10:20 Hyatt East: GndBall B

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

Demography and Communication Networks in Enculturation Processes in Organizations, J. Richard Harrison, U. of Texas, Dallas; Glenn R. Carroll, U. of California, Berkeley  
Economics and Corporate Culture, Benjamin E. Hermalin, Cornell U.

The Strength of Corporate Culture and the Reliability of Firm Performance, Jesper B. Sorensen, U. of Chicago

Strong Cultures and Innovation: Oxymoron or Opportunity?, Francis J. Flynn, U. of California, Berkeley; Jennifer A. Chatman, U. of California, Berkeley

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

*Discussant:* David F. Caldwell, Santa Clara U.

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

- ♦ 9:00-10:20 Hyatt East: GndBall E

*Chair:* Paul S. Goodman, Carnegie Mellon U.

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

Studying Variations in Errors: The Concept of Organizational Vulnerability, Rangaraj Ramanujam, Carnegie Mellon U.; Paul S. Goodman, Carnegie Mellon U.

Medical Professional Culture, Medical Collegiality and Medical Mistakes, Marilynn M. Rosenthal, U. of Michigan  
A Mindful Infrastructure For Organizational Reliability, Kathleen M. Sutcliffe, U. of Michigan

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

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

- ♦ 9:00-10:20 Hyatt East: GndBall F

*Co-Chairs:* Harry Korine, London Business School; Brittany C. Jones, London Business School

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

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

Survival and Adaptation of Multi-Unit and Single-Unit Organizations: Evidence from the US Footwear Industry, 1940-1989, Giuseppe Audia, London Business School; Jerald Hage, U. of Maryland

Cultural Transmission in Self-Replicating Organizations, Narasimhan Anand, London Business School; Brittany C. Jones, London Business School

*Discussants:* Charles C. Snow, Pennsylvania State U.; John A. Mathews, Macquarie U.

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

- ♦ 9:00-10:20 Hyatt West: Comiskey

*Chair:* Ravindranath Madhavan, U. of Illinois, Urbana-Champaign

Understanding Expertise in Strategic Thinking, Ravindranath Madhavan, U. of Illinois, Urbana-Champaign  
Business Strategy And Business Improvement Methodologies, Francis D. Tuggle, American U.  
Measuring Cognition Is Not Exotic, Livia Markoczy, Cranfield U.; Jeffrey Goldberg, Cranfield U.  
Strategic Thinking and Diversity of Cognition, John L. Naman, U. of Pittsburgh

*Discussant:* John L. Naman, U. of Pittsburgh

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

- ♦ 9:00-10:20 Swiss: Alpine II

*Chair:* Judith A. Neal, U. of New Haven

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

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

*Participant:* Frank Barrett, Naval Postgraduate School

**210. (HR, RM) Measurement Issues in Strategic Human Resource Management Research**

- ♦ 9:00-10:20 Swiss: Gball 3

*Chair:* Patrick M. Wright, Cornell U.

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

Measurement Error in Assessing HR Practices: Systematic or Random?, Patrick M. Wright, Cornell U.; Barry A. Gerhart, Vanderbilt U.; Timothy M. Gardner, Cornell U.

Measurement Issues Associated with Alternative Measures of Human Resource Management Systems, John E. Delery, U. of Arkansas, Fayetteville

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

*Discussant:* Barry A. Gerhart, Vanderbilt U.

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

- ♦ 9:00-10:20 Swiss: Gball I

*Co-Organizer:* Charlene E. Zietsma, U. of British Columbia  
The Present Through the Eyes of the Past: A Play, Benjamin M. Lichtenstein, U. of Hartford; Jean L. Kahwajy, Stanford U.; Julia S. Rubin, Harvard U.; Charlene E. Zietsma, U. of British Columbia

*Chair & Co-Organizer:* Peter J. Frost, U. of British Columbia  
Looking Back, Looking Outside, Looking Forward, Cynthia Hardy, U. of Melbourne, Australia

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

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

Winner of OMT Division Best Symposium Proposal Award

**Monday 10:40 am**

**212. (BPS, CAR) The Duality of Careers and Organizations: Transitions and Organizational Dynamics**

- 10:40-12:00 Hyatt East: GndBall B

*Co-Chairs:* Jesper B. Sorensen, U. of Chicago; Rakesh Khurana, Massachusetts Institute of Technology  
Integration in Multinational Corporations: The Case of International Manager Transfers Revisited, Martine R. Haas, Harvard U.

Entrepreneurial Start-ups and the Influence of New Top Managers: the Dynamics of Careers and Influence, Warren Boeker, U. of Washington

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

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

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

**213. (MC, ODC) Change and Development in ODC: Journeys in Theory and Practice**

- 10:40-12:00 Hyatt East: GndBall E

*Chair:* Dale E. Zand, New York U.

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

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

**214. (OB, OCIS, OMT) Organization Life Through a Temporal Lens: Advancing a Research Agenda**

- 10:40-12:00 Hyatt East: GndBall F

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

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

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

Managerial, Expertise and Team-Centered Forms of Organizing: A Cross-Cultural Explanation of Temporal Norms, Leslie A. Perlow, U. of Michigan

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

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

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

- 10:40-12:00 Hyatt West: Comiskey

*Chair:* Kenneth R. Thompson, DePaul U.

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

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

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

**216. (CAR, MED) Mentoring in a Pluralistic Environment: Issues, Challenges and New Directions**

- 10:40-12:00 Swiss: Gball 3

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

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

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

 On-line Mentoring: Today's Response to Tomorrow's Pluralistic Business Environment, Vicki R. Whiting, Westminster College

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

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

**Monday 12:20 pm****217. (HR, OB) New takes on the Organizational Entry Journey**

- 12:20-2:10 Hyatt East: GndBall B

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

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

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

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

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

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

**218. (GDO, MOC) Feminism/Otherness: Celebrating Journeys of Change and Discovery on the 50th Anniversary of Beauvoir's The Second Sex and the Verge of a New Millenni**

- 12:20-2:10 Hyatt East: GndBall E

*Chair:* Linda A. Krefting, Texas Tech U.

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

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

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

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

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

*Discussant:* Judi Marshall, U. of Bath

**219. (HR, ODC) Upward and Onward: Advances in Feedback Based Interventions For Assessment and Change**

- 12:20-2:10 Hyatt East: GndBall F

*Chairs:* Allan H. Church, Warner Burke Associates Inc;

Michael M. Harris, U. of Missouri, St. Louis  
A Feedback-Based Model of Executive Coaching, Janine Waclawski, Warner Burke Associates Inc; Allan H. Church, Warner Burke Associates Inc

The Antecedent and Consequent Effects of Organizational Cynicism on Upward Feedback Success, Leanne E. Atwater, Arizona State U., West; David A. Waldman, Arizona State U., West

The Relationship Between Multi-Source Performance Ratings and Development Goals, Stephane Brutus, Concordia U., Montreal; Manuel London, State U. of New York, Stony Brook; Jennifer Martineau, Center for Creative Leadership

Participant Reactions to Feedback From a Developmental Assessment Center: An Organizational Justice Theory Approach, Michael M. Harris, U. of Missouri, St. Louis; Matthew Paese, DDI; Leslie Greising, U. of Missouri, St. Louis

*Discussant:* H John Bernardin, Florida Atlantic U.

**220.** (OCIS, OMT) Exploring Virtuality in Practice: Issues, Experiences, and Implications

- 12:20-2:10 Hyatt West: Comiskey

*Chair:* Wanda J. Orlikowski, Massachusetts Institute of Technology

Exploring Virtuality in Practice, Gerardine DeSanctis, Duke U.

Overlap and Interplay: Cultural Patterns of Work and Communication in One Virtual Work Group, Julie Rennecker, Massachusetts Institute of Technology

Situated Learning in Virtual Teams, Daniel Robey, Georgia State U.

Image, Impression, and Identity: Shaping the Reality of Virtuality, Wanda J. Orlikowski, Massachusetts Institute of Technology

*Discussant:* Stephen R. Barley, Stanford U.

**221.** (GDO, MED, OCIS) The Gendered Classroom: Implications for Pluralistic Management Education

- 12:20-2:10 Swiss: Gball 3

*Chairs:* John A. Ballard, College of Mount St. Joseph; Sharon M. Livesey, Fordham U.

 Travails on the Road to the MBA: Are They the Same for Women and Men?, Janet R. Marks, Fordham U.

 Extemporaneous Speaking and Self Presentation in an Elite MBA Classroom; Shooting from the Lip: Help or Hindrance for Women?, Sharon M. Livesey, Fordham U.

 Men, Gender Culture, and Management: Implications for Management Education and the Classroom, John A. Ballard, College of Mount St. Joseph

*Discussant:* Joyce K. Fletcher, Simmons GSM

### Monday 2:30 pm

**222.** (MOC, OB) Individual Differences In Perceiving, Building And Using Networks Effectively

- 2:30-3:50 Hyatt East: GndBall B

*Co-Chairs:* Herminia Ibarra, Harvard Business School; Allan Filipowicz, Harvard Business School

Depression, Positive Affect, and Accuracy in Social Network Perception, Tiziana Casciaro, Carnegie Mellon U.; Kathleen M. Carley, Carnegie Mellon U.; David Krackhardt, Carnegie Mellon U.

Building Effective Networks: A Psychological Perspective, Allan Filipowicz, Harvard Business School

Who Gets Ahead? Self-Monitoring, Social Networks and Success in Organizations, Ajay Mehra, U. of Cincinnati; Martin Kilduff, Pennsylvania State U.

*Discussants:* Ron Burt, U. of Chicago; Mark Snyder, U. of Minnesota

**223.** (BPS, IM, TIM) Knowledge and the Meaning of Boundaries

- 2:30-3:50 Hyatt East: GndBall E

*Chair:* Paul C. Almeida, Georgetown U.

Beyond Local Search: Boundary Spanning Exploration in the Optical Disc Industry, Lori Rosenkopf, U. of Pennsylvania; Atul A. Nerkar, Columbia U.

Learning and Leakage: Implications for Alliance Organization, Joanne Oxley, U. of Michigan

The International Mobility of Experts and Cross-border Knowledge Building, Jaeyong Song, Columbia U.; Paul C. Almeida, Georgetown U.

The Local Geography of Organizational Foundings and Entries, Elaine Romanelli, Georgetown U.

*Discussant:* David C. Mowery, U. of California, Berkeley

**224.** (BPS, MOC, OMT) The Cognitive Strategic Groups Construct: On the Right Track, at a Crossroads, or Just a Dead End? (Knowledge)

- 2:30-3:50 Hyatt East: GndBall F

*Co-Chairs:* Gerry McNamara, Michigan State U.; Gerard P. Hodgkinson, U. of Exeter; Becky Luce, Michigan State U.

If Red and Love are Real, Then So are Strategic Groups, Rhonda K. Reger, U. of Maryland

Cognitive Groups Along the Vertical Chain, Margaret A. Peteraf, U. of Minnesota; Mark Shanley, Northwestern U.

The Myth of Cognitive Strategic Groups, Gerry Johnson, Cranfield U.; Phyllis Johnson, Cranfield U.

The Cognitive Strategic Groups Construct: What Have We Learned so Far and Where Do We Go from Here?, Gerard P. Hodgkinson, U. of Exeter; Gerry McNamara, Michigan State U.; Becky Luce, Michigan State U.

**225.** (GDO, ODC) Beyond Armchair Feminism III: Moving from Gender to a Broader Diversity Lens in Organizational Diagnosis and Intervention

- 2:30-3:50 Hyatt West: Comiskey

*Co-Chairs:* Robin J. Ely, Columbia U.; Debra Ellen Meyerson, Center for Gender in Organizations, Simmons GSM/Stanford U.

*Presenters:* Avangelina Holvino, Center for Gender in Organizations, Simmons/Chaos Management; Judith Katz, Kaleel Jamieson Company; David A. Thomas, Harvard U.

**226.** (MED, ODC) Emerging Trends in Doctoral Education: Educating Scholar-Practitioners for Change and Development in a Pluralistic World

- 2:30-3:50 Swiss: Gball 3

*Chairs:* Peter F. Sorensen, Benedictine U.; Kurt Motamedi, Pepperdine U.

*Discussants:* Frank Friedlander, Fielding Institute; Henrik H. Larsen, Copenhagen Business School; Sven Kylen, Stockholm School of Economics; Jyotsna (Jo) Sanzgiri, California School of Professional Psychology; Richard J. Boland, Jr., Case Western Reserve U.

### Monday 4:10 pm

**227.** (HR, OB) **Safety as a core management goal: Integrated approaches to improving work safety**

- 4:10-5:30 Hyatt East: GndBall B

*Chairs:* Sharon K. Parker, U. of Sheffield; Mark A. Griffin, Queensland U. of Technology

High Performance Safety Systems: Management Practices for Achieving Optimal Safety Performance, Julian Barling, Queen's U.; Anthea Zacharatos, Queen's U.

Defining and Predicting Generic Safety Performance: An Examination of Performance Dimensionality and the Role of Training Histories., Michael J. Burke, Tulane U.; Sue Ann Sarpy, Tulane U.; Paul E. Tesluk, Tulane U.

A Commitment Oriented Approach to Promoting Safe

Working: Evidence from a Longitudinal Study, Sharon K. Parker, U. of Sheffield; Carolyn M. Axtell, U. of Sheffield; Nick Turner, U. of Sheffield

Safety Climate, Safety Behavior, and Work Place Accidents., Mark A. Griffin, Queensland U. of Technology; Andrew Neal, U. of Queensland; Peter M. Hart, U. of Melbourne, Australia

*Discussant:* David A. Hofmann, Texas A&M U.

**228.** (BPS, OMT) **Contexts and Antecedents in Managing Knowledge (Knowledge)**

- 4:10-5:30 Hyatt East: GndBall E

*Co-Chairs:* Henry W. Chesbrough, Harvard Business School; Leigh M. Weiss, Harvard U.

*Presenter:* Melissa A. Schilling, Boston U.

*Discussant:* Larry Prusak, IBM

**229.** (MOC, SIM) **Spirituality at Work: Another Management Fad or a Mechanism for Real Change?**

- 4:10-5:30 Hyatt East: GndBall F

*Co-Chairs:* Donde P. Ashmos, U. of Texas, San Antonio; Dennis Duchon, U. of Texas, San Antonio

 Culture Meaning and Belonging at Work, Janice M. Beyer, U. of Texas, Austin

 Spirituality at Work: A Conceptualization and Measure, Donde P. Ashmos, U. of Texas, San Antonio; Dennis Duchon, U. of Texas, San Antonio

 Spirituality for Business Leadership: An Experimental Course for CEOs and MBAs, Andre L. Delbecq, Santa Clara U.

 Replacing Material Pursuits with Spiritual Pursuits, Dorothy A. Marcic, Vanderbilt U.

*Discussant:* Jay A. Conger, U. of Southern California

**230.** (MED, MOC) **From Key Factors to Influence Diagramming to Causal Mapping: An Introductory Tutorial to C.S.M.**

- 4:10-5:30 Hyatt West: Picasso

*This "Theme Session", jointly sponsored by MOC and MED, will provide a hands on causal mapping learning experience.*

*Chair:* William Acar, Kent State U.

Key Factors in Problem Framing, Kenneth E. Aupperle, U. of Akron

Influence Diagramming in Problem Framing, Nancy B. Duncan, Kent State U.

An Introduction to Causal Mapping with CSM, William Acar, Kent State U.

The CSM Approach to Problem Framing, Paul F. DuMont, Walsh U.

**231.** (CAR, HR) **The Good, The Bad, and The Ugly: Diverse Perspectives on Mentoring in Organizations**

- 4:10-5:30 Hyatt West: Comiskey

*Chairs:* Stacy E. McManus, U. of Tennessee, Knoxville;

Joyce E. A. Russell, U. of Tennessee, Knoxville

An Examination of Mentoring Outcomes and Functions as Reported by Mentors, Tammy D. Allen, U. of South Florida

Stormy Weather: Dysfunctional Mentoring Experiences from the Mentor's Perspective, Stacy E. McManus, U. of Tennessee, Knoxville; Joyce E. A. Russell, U. of Tennessee, Knoxville

Proteges' Negative Mentoring Experiences: Frequency of Occurrence, Perceived Impact, and Effects on Psychological and Career-related Outcomes, Lillian T. Eby, U. of Georgia; Tammy D. Allen, U. of South Florida

Looking More Closely at the "Dark Side" of Mentoring: Definitional, Construct Validity and Measurement Issues,

Terri A. Scandura, U. of Miami; Ethlyn A. Williams, U. of Miami; Betti A. Hamilton, U. of Miami

*Discussants:* Kathy E. Kram, Boston U.; Belle Rose Ragins, U. of Wisconsin, Milwaukee

**232.** (OB, ODC) **Organizational Creativity: Developing a Research Agenda**

- 4:10-5:30 Swiss: Gball 3

*Chair:* Richard W. Woodman, Texas A&M U., College Station

Impeding Creativity? A Conceptual Look at Limits in Employee Work Contexts,

Anne Cummings, U. of Pennsylvania; Danielle E. Warren, U. of Pennsylvania

The Development of Innovative Social Relationships in Organizations: A Research Agenda on the Social Context of Creativity, John E. Sawyer, U. of Delaware; Christina Shalley, Georgia Institute of Technology

Managers' Recognition of Employees' Creative Ideas: A Social-Cognitive Model, Jing Zhou, Texas A&M U., College Station; Richard W. Woodman, Texas A&M U., College Station

**233.** (HR, OB) **New Developments regarding Vertical and Horizontal Individualism-Collectivism: Applications to the Workplace - A Panel Discussion**

- 4:10-5:30 Swiss: Gball I

*Chairs:* Linn Van Dyne, Michigan State U.; Soon Ang, Nanyang Technological U.

Vertical and Horizontal Individualism and Collectivism,

Harry C. Triandis, U. of Illinois, Urbana-Champaign

Differentiating and Integrating Individualism and Collectivism, Chao C. Chen, Rutgers U.

Ontological Individualism-Collectivism: A Suggested Direction for Future Research, John A. Wagner III, Michigan State U.

Integrating Sociological and Psychological Perspectives on Individualism-Collectivism, P. Christopher Earley, Indiana U.

*Discussant:* Miriam Erez, Technion, Israel Institute of Technology

**234. (CAR, GDO) Careers in Transition--A Gliding Path for the New Millennium--A Sequence of Steps**

- ♦ 8:30-10:10 Hyatt East: GndBall B

*Organizer:* Dorothy Perrin Moore, Citadel

*Chair:* Gary N. Powell, U. of Connecticut

*Organizers:* Linda K. Stroh, Loyola U.; Anne H Reilly, Loyola U.; Belle Rose Ragins, U. of Wisconsin, Milwaukee; Joan Anderson, James H. Anderson, Inc.

*Discussant:* Gary N. Powell, U. of Connecticut

**235. (BPS, TIM) Corporate Performance, Diversification, and Innovation**

- ♦ 8:30-10:10 Hyatt East: GndBall E

*Chair:* Anita M. McGahan, Harvard U.

*Product Sequencing: Vertical Integration, Diversification, and Innovation,* Constance E. Helfat, Dartmouth College; Ruth S. Raubitschek, U.S. Department of Justice

*Balancing Incentives: The Tension Between Basic and Applied Research,* Scott Stern, Massachusetts Institute of Technology

*Goliath vs. Goliath: The Emergence of Digital Imaging,* Mary Tripsas, U. of Pennsylvania

*Corporate Diversification, Patent Activity, and Market Value: Scale, Scope and Spillovers in Appropriating Returns to Innovation,* Brian S. Silverman, Harvard U.; Anita M. McGahan, Harvard U.

*Discussant:* David C. Mowery, U. of California, Berkeley

**236. (MC, MED, ODC) Project-Based Learning: Using Reflective Practices to Enhance Learning Outcomes**

- ♦ 8:30-10:10 Hyatt East: GndBall F

*Chair:* Robert DeFillippi, Suffolk U.

*Ambassador:* W. Jack Skaggs, Oklahoma Christian U.

*Reflection as a Basis for Learning in the Project Environment*, Joseph A. Raelin, Boston College

*Action Learning and Reflective Practice,* Peter Smith, Canadian School of Management

*Project-Based Learning: The Challenge of Managing Organizational Learning Through Projects,* Karen Ayas, Erasmus U., Rotterdam

*Project-Based Learning: Stories from the Field,* Nick Zeniuk, Interactive Learning Laboratories Inc.

*Linking Project-Based Learning To Career, Community and Company Learning Outcomes,* Robert DeFillippi, Suffolk U.; Michael B. Arthur, Suffolk U.

*Discussants:* Peter Smith, Canadian School of Management; Karen Ayas, Erasmus U., Rotterdam; Nick Zeniuk, Interactive Learning Laboratories Inc.; Michael B. Arthur, Suffolk U.; Joseph A. Raelin, Boston College

**237. (OB, OCIS) Journeys into Virtual Worlds: Trust in Distributed Teams**

- ♦ 8:30-10:10 Hyatt West: Comiskey

*Chair:* Susan G. Straus, Carnegie Mellon U.

*Trust and Monitoring: Predicting Successful Outcomes in Distant Teams,* Suzanne P. Weisband, U. of Arizona; Suzanne Iacono, National Science Foundation; Ashley Gilliam, Andersen Consulting LLP

*A Comparison of the Impact of Employee-Manager Trust on Employees in a Remote-Management and Local-Management Environment,* D. Sandy Staples, Queen's U.

*Schmooze or Lose: The Effects of Rapport and Gender in Email Negotiations,* Leigh Thompson, Northwestern U.;

Janice Nadler, American Bar Foundation; Michael W. Morris, Stanford U.

*All in Due Time: The Development of Trust in Electronic and Face-to-Face Groups,* Susan G. Straus, Carnegie Mellon U.; Jeanne M. Wilson, Carnegie Mellon U.; William J. McEvily, Carnegie Mellon U.

*Discussant:* Denise M. Rousseau, Carnegie Mellon U.

**238. (MED, ONE) Reclaiming Past Knowledge for Pluralistic Management Studies**

- ♦ 8:30-10:10 Swiss: Neuchatel

*Organizer:* John T. Luhman, New Mexico State U.

*Celtic Wisdom: Wardens for Pluralistic Organizations,*

Robert F. Dennehy, Pace U.

*Hoki ki te Whakaaro Nui: Reclaiming Maori Knowledge,*

Parehau Richards, U. of Waikato; Riri Ellis, U. of Waikato

*Vedic Education as the Fulfillment of Postmodern Education:*

*Consciousness, Meditation, and "Heaven on Earth",* David

S. Steingard, Maharishi University of Management; Dale Fitzgibbons, Illinois State U.

*The Knight Errant's Ideology of Adventure,* David M. Boje,

New Mexico State U.; John T. Luhman, New Mexico State U.

*Discussant:* Grace Ann Rosile, New Mexico State U.

**239. (GDO, HR, SIM) Multiple Perspectives of Sexual Harassment**

- ♦ 8:30-10:10 Swiss: Gball 3

*Organizer:* Caren Goldberg, George Washington U.

*The Impact of Training on Perceptions of and Reactions to Sexual Harassment,* Caren Goldberg, George Washington U.; Patrick McHugh, George Washington U.

*Individual Differences in Definition of Sexual Harassment:*

*the Influence of Attitudes and Traits,* Robert Done, U. of Arizona; Maureen O'Connor, City U. of New York;

Barbara A. Gutek, U. of Arizona

*Out of Control: Sexually Opportunistic Behavior and Self-*

*Control,* Robert Done, U. of Arizona

*Outcomes of Requests for Summary Judgements in Federal*

*Sexual Harassment Cases: Policy-Capturing Revisited,*

Deborah E. Knapp, Cleveland State U. ; Brian Heshizer, Cleveland State U.

*Discussant:* Jeanette N. Cleveland, Colorado State U.

**Tuesday 10:30 am****240. (CM, OB) Individualism-Collectivism: Where Should We Go From Here?**

- ♦ 10:30-11:50 Hyatt West: Columbian

*Chairs:* Ya-Ru Chen, New York U.; Joel Brockner, Columbia U.

*The Moderating Influence of Cultural Differences in Self-construal on the Interactive Relationship Between Outcome Favorability and Procedural Fairness,* Joel Brockner, Columbia U.; Ya-Ru Chen, New York U.; Elizabeth A. Mannix, Columbia U.

*Toward an Explanation of Cultural Differences in Attribution*

*Processes for Success and Failure: Evidence from An*

*American Multinational Bank in Thirteen Cultures,* Ya-Ru

Chen, New York U.; Steven J. Meziyas, New York U.;

Patrice Murphy, New York U.

*Managing Cultural Collectivism in Working Groups: Three New Perspectives,* Christopher McCusker, Yale U.

**A New Twist on an Old Theme: Alternative Views**

Concerning People in Relation to Others, P. Christopher Earley, Indiana U.; Miriam Erez, Technion, Israel Institute of Technology

*Discussant:* Harry C. Triandis, U. of Illinois, Urbana-Champaign

**241. (GDO, HR, OB) Ties that Bind and Ties that Chafe: The Nature and Impact of Relational Experiences at Work**

- ♦ 10:30-11:50 Hyatt West: Comiskey

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

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

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

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

*Discussion*, Ralph Stablein, U. of Otago

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

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

*Chair:* Barry Z. Posner, Santa Clara U.

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

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

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

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

Global Leaders: Women of influence, Nancy J. Adler, McGill U.

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

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

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

- ♦ 10:30-11:50 Swiss: Gball 3

*Organizer:* Sandra Waddock, Boston College

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

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

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

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

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

**244. (GDO, MED, ODC) Changing Views and Viewing Changes: Conversations on the Interplay Between the****Academy and the Media - Discussion with Tom Petzinger, Wall Street Journal**

- ♦ 10:30-11:50 Swiss: Gball 1

*Chair:* Ronald E. Purser, San Francisco State U.

*Panelists:* Tom Petzinger, New England Complex Systems Institute; Debra Ellen Meyerson, Center for Gender in Organizations, Simmons GSM/Stanford U.; William Torbert, Boston College; Jane Galloway Seiling, Business Performance Group

**Tuesday 2:00 pm****245. (MC, ODC) Sweet Home Chicago: Using OD to Create Journeys of Hope and Transformation in the City**

- ♦ 2:00-3:20 Hyatt West: Comiskey

*Chair:* James D. Ludema, Benedictine U.

Imagine Chicago: Inspiring Community Innovation Through Inquiry and Action, Bliss W. Browne, Imagine Chicago/DePaul U.

A Comparative Analysis of Appreciative Inquiry and Traditional Intervention Strategies with Youth at Risk, Christopher A. Easley, Benedictine U.

From Local Conversations to Global Change: Experiencing the Worldwide Ripple Effect of OD Interventions in the City, Michael J. Mantel, World Vision/Benedictine U

**246. (MED, MOC, ODC) Re-thinking the Way We Think About Change & Development: The Role of Critical Thinking**

- ♦ 2:00-3:20 Swiss: Gball 3

*Chairs:* Steven H. Cady, Bowling Green State U.; Elena Antonacopoulou, U. of Manchester

Rethinking How We Research Change & Development: The Role of Critical Thinking, Elena Antonacopoulou, U. of Manchester

Rethinking How We Teach Change & Development: The Role of Critical Thinking, Neil M. Browne, Bowling Green State U.

Rethinking How We Practice Change & Development: The Role of Critical Thinking, Steven H. Cady, Bowling Green State U.

**Tuesday 3:40 pm****247. (MED, ODC) Management and Organization Development Across Borders: The Use of Technology Based Learning Processes by Multinational Companies**

- ♦ 3:40-5:00 Hyatt East: GndBall B

*Chair:* Gilbert Probst, HEC / U. of Geneva

*Coordinator and Discussant:* Lichia Yiu, Center for Socio-Economic Development

 Technology Aided Management Development Process: Case Example from 3M, Judith E. Parker, 3M

 Technology Aided Management Development Process: Case Example from Motorola, R. S. Moorthy, Motorola

 Technology Aided Management Development Process: Case Example from Hewlett Packard, Mary Weed, Hewlett-Packard

**248. (ENT, PNS) Social Enterprise: Organizational Evolution Or Much Ado About Nothing?**

- ♦ 3:40-5:00 Hyatt East: GndBall E

*Chair:* Julia S. Rubin, Harvard U.

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

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

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

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

It's The Mission, Stupid: The Case of Developmental Venture Capital and Why Sector Doesn't Matter, Julia S. Rubin, Harvard U.

**249.** (HR, OB) **Consequences of Contingent Work: Beyond a Monolithic View**

- 3:40-5:00 Hyatt East: GndBall F

*Chair:* Alison Davis-Blake, U. of Texas, Austin

Out of Sight, Out of Mind? The Impact of Alternative Work Arrangements on Selection and Effectiveness of Feedback Seeking and Impression Management Behaviors, Zoe I. Barsness, Texas A&M U.; Kristina A. Diekmann, U. of Notre Dame

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

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

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

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

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

**250.** (BPS, IM) **Findings from the International Research Program on New Organization Forms for the Information Age (NOFIA): The Co-evolution of the Financial Service**

- 3:40-5:00 Hyatt West: Comiskey

*Chair:* Arie Y. Lewin, Duke U.

*Discussant:* Dung-Sung Cho, Seoul National U.

**251.** (GDO, HR) **Examining Management Development Strategies Through a Racial Lens**

- 3:40-5:00 Swiss: Gball 3

*Chairs:* Marian N. Ruderman, Center for Creative Leadership; Katherine Giscombe, Catalyst, Inc.

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

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

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

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

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

**Wednesday 8:30 am**

**252.** (MOC, OB) **Self-Efficacy: Theory, research, and Application**

- 8:30-10:20 Hyatt East: Columbus E/F

*Chair:* Alexander D. Stajkovic, U. of California, Irvine

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

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

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

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

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

**253.** (OB, OMT) **New Perspectives on the Challenges of Pluralism in the Changing World of Professional Work**

- 8:30-10:20 Hyatt East: GndBall B

*Chairs:* John Stuart Bunderson, Washington U.; Jeffery A. Thompson, U. of Minnesota

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

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

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

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

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

*Discussant:* Stephen R. Barley, Stanford U.

**254.** (BPS, OMT) **Dynamic Models of Product, Organizational, and Institutional Competition (Institutions)**

- 8:30-10:20 Hyatt East: GndBall E

*Chair:* Brian S. Silverman, Harvard U.

Providing Access to More Than Access: Services in the Commercial Internet Access Market, Shane M. Greenstein, Northwestern U.

Determinants of Product Survival in the Laser Printer

Industry, John M. de Figueiredo, Massachusetts Institute of Technology; Margaret K. Kyle, Massachusetts Institute of Technology

Predators or Prey? The Effect of Local Competitors'

Economic Health on Motor Carrier Survival, Jack A.

Nickerson, Washington U.; Brian S. Silverman, Harvard U.

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

*Discussant:* Daniel A. Levinthal, U. of Pennsylvania

**255.** (CM, GDO) **Racio-ethnic Relations and the Forbidden Triad: Challenging Conceptions about Relationships among Minority Groups**

- ♦ 8:30-10:20 Hyatt East: GndBall F

*Chairs:* Karen L. Proudford, Morgan State U.; Elena Yang, Independent Consultant/Educator

Colored Lenses: Reciprocal Perceptions of African American and Latino/a Co-workers, Martin N. Davidson, U. of Virginia

Exploring Latino/a Diversity and its Implications for Intergroup Relations in Organizations, Bernardo M. Ferdman, California School of Professional Psychology

Cross-Race Differences in Network Group Formation, Ray Friedman, Vanderbilt U.; Kellina M. Craig, California State U., Long Beach

The Strength of Weak Ties or the Weakness of Strong Ties: The Construction of Social Networks among Minorities, Karen L. Proudford, Morgan State U.; Elena Yang, Independent Consultant/Educator

*Discussants:* Karen A. Jehn, U. of Pennsylvania; dt ogilvie, Rutgers U.

**256.** (HR, IM) **Towards or Away from the US Model? Evidence from Europe on the Debate about Convergence in Human Resource Management**

- ♦ 8:30-10:20 Hyatt West: Comiskey

*Chair:* Chris Brewster, Cranfield U.

Convergence, Stasis or Divergence? The Case of Personnel Management in Europe, Paul Gooderham, Norwegian School of Economics and Business Administration; Chris Brewster, Cranfield U.

The Boundaries of Converging Management Practice: Cross National Comparisons of Contingent Employment, Olga Tregaskis, Cranfield U.

Clash of Logics. The European Convergence-Divergence Debate in Management and Its Significance for NAFTA - A Conceptual Framework and Empirical Evidence, Wolfgang Mayrhofer, Vienna U. of Economics

The Traditional Conception of Career, Henrik H. Larsen, Copenhagen Business School

**257.** (MC, ODC, RM) **International Perspectives on the Knowledge-Action Nexus: Exploring Some Cultural Models of Doing Research that Bridges Theory and Practice**

- ♦ 8:30-10:20 Swiss: Gball 3

*Chair:* Ram Tenkasi, Benedictine U.

Doing Research in Multi-Nationals: The Knowledge-Action Nexus Across Cultures, David Finegold, U. of Southern California; Susan Albers Mohrman, U. of Southern California

Action Research from Within One's Own Organization, David Coghlan, Trinity U.

Translating Management Research, John T. Gray, U. of Western Sydney; Geoff De Lacy, Polaris Consulting

On the Use of Research in a World of Distributed, Pluralistic Knowledge, Oyvind Palshaugen, Work Research Institute, Oslo, Norway

*Discussant:* Tojo Joseph Thatchenkery, George Mason U.

**258.** (IM, OM) **The Organization and Strategy of Large-Scale Engineering Projects: The Challenge of Managing Complexity**

- ♦ 9:00-10:20 Swiss: Engleberg

*Organizers:* Joseph Lampel, U. of Nottingham; Serghei Floricel, U. of Québec -- Trois-Rivières

*Speakers:* Roger Miller, U. of Quebec, Montreal; Zur Shapira, New York U.

Crafting Utopias Into Reality: The Shaping and Governance of Large-Scale Engineering Projects, Roger Miller, U. of Quebec, Montreal; Donald R. Lessard, Massachusetts Institute of Technology

Project Action-Sets and the Strategy of Engineering-Construction Firms, Joseph Lampel, U. of Nottingham

Shaping Strategic Systems for Large-Scale Engineering

Projects, Serghei Floricel, U. of Québec -- Trois-Rivières

Managing Large Scale Construction Projects: A Cognitive Perspective, Zur Shapira, New York U.

*Discussant:* Candace Jones, Boston College

**Wednesday 10:40 am**

**259.** (MC, OMT) **Managing Knowledge in Professional Service Firms (Knowledge)**

- ♦ 10:40-12:00 Hyatt East: Columbus K/L

*Co-Chairs:* Narasimhan Anand, London Business School; Timothy J. Morris, London Business School

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

Holes And Covers In Knowledge Work: Knowledge Creation Strategies In Professional Service Firms, Timothy J. Morris, London Business School; Narasimhan Anand, London Business School

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

The Acquisition of Knowledge by Professional Service Firms: The Case of Large Accounting Firms, C. R.

Hinings, U. of Alberta; Royston Greenwood, U. of Alberta

*Discussant:* Christopher Davis McKenna, Johns Hopkins U.

**260.** (BPS, OMT) **When Rationalistic Tools Meet Pluralistic Contexts**

- ♦ 10:40-12:00 Hyatt East: GndBall B

*Chairs:* Jean-Louis Denis, U. de Montréal; Ann Langley, U. of Quebec, Montreal

Performance Measures and Organizational Lifeworlds: the Violence of Abstraction, Barbara Townley, U. of Alberta

Strategic Planning and Control in a Complex Organizational Field, Jean-Louis Denis, U. de Montréal; Annick Valette, U. of Grenoble

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

The Corruption of Managerial Techniques by Organizations, Daniel Lozeau, Ecole Nationale D Administration Publique; Ann Langley, U. of Quebec, Montreal; Jean-Louis Denis, U. de Montréal

*Discussant:* Martha Feldman, U. of Michigan

**Wednesday 9:00 am**

**261.** (CAR, HR, IM) **Issues and Solutions in Globalizing Management Staffing and Development Systems**

- ♦ 10:40-12:00 Hyatt East: GndBall E

*Chair:* Michael G. Harvey, U. of Oklahoma

Emerging Markets in the Global Market Place: Implications for SGHRM, Nancy K. Napier, Boise State U.

American Female Expatriates: Understanding the Impact of Diversity, Rosalie L. Tung, Simon Fraser U.

Critical Issues in SGHRM: Commuting, Mentoring and Global Succession, Mary Ann Von Glinow, Florida International U.

The Role of Inpatriates in Strategic Global Human Resource Management, M. Ronald Buckley, U. of Oklahoma; Michael G. Harvey, U. of Oklahoma

*Discussant:* M. Ronald Buckley, U. of Oklahoma

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

- ♦ 10:40-12:00 Hyatt East: GndBall F

*Chair:* Dalia Etzion, Tel Aviv U.

Who is Afraid to Take a Break?, Dalia Etzion, Tel Aviv U.

Reflections on the Meaning of Work and Vacation in Light of the Changing Nature of Employment: Consequences for Individuals, Families and Organizations, Cary L. Cooper, U. of Manchester Institute of Science and Technology

Loss and Gain Spirals: Applying Hobfoll's COR Theory to Respite Research, Mina Westman, Tel Aviv U.

Expectations, Affectivity, and Respite Effects: Do We Experience the Relief We Expect?, Dov Eden, Tel Aviv U.

Vacation and Crossover of Strain between Spouses—

Stopping the Vicious Circle, Dalia Etzion, Tel Aviv U.; Mina Westman, Tel Aviv U.

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

- ♦ 10:40-12:00 Hyatt West: Comiskey

*Chair:* Maura A. Belliveau, Duke U.

Reward Method and the Gender Wage Gap: Can

Compensation Systems Explain Wage Inequality?, Marta M. Elvira, U. of California, Irvine; Mary E. Graham, George Washington U.

Engendering Inequity? An Experimental Test of Procedural Justice and Dyadic Composition as Causes of the Gender Wage Gap, Maura A. Belliveau, Duke U.; Karen S. Cool, Stanford U.

The State of Career Progress Among Managerial Women of Color, Katherine Giscombe, Catalyst, Inc.

*Discussant:* Robin J. Ely, Columbia U.

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

- ♦ 10:40-12:00 Swiss: Gball 3

*Chair:* Francis J. Yammarino, State U. of New York, Binghamton

In Search of the Level of Analysis for Leader-Member Exchange (LMX): Theory on and Research of Four Alternatives, Chester A. Schriesheim, U. of Miami; Stephanie L. Castro, Louisiana State U.; Xiaohua (Tracy) Zhou, U. of Miami; Francis J. Yammarino, State U. of New York, Binghamton

A Multi-Level View of Charismatic Leadership: Close-Up and at a Distance, Jane M. Howell, U. of Western Ontario;

Bruce J. Avolio, State U of NY at Binghamton; Derrick J. Neufeld, U. of Manitoba

The Romance of Leadership: Social Constructions, Networks, and Levels of Analysis, James R. Meindl, State U. of New York, Buffalo; Juan-Carlos Pastor, U. of Western Ontario

*Discussant:* Fred E. Dansereau, State U. of New York, Buffalo

**Wednesday 12:20 pm****265.** (CM, MED) **Addressing the Topic of 21st Century Pluralism in Negotiation Courses: A Presentation of Four Pedagogical Initiatives**

- ♦ 12:20-2:10 Hyatt East: GndBall D(N)

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

 Interactive Drama: A Pedagogical Tool for the 21st Century, Brooks C. Holtom, U. of Washington

 Service Learning: A Pedagogical Tool for the 21st Century, Amy L. Kenworthy, U. of North Carolina, Chapel Hill

 Interactive Videotaped Examinations: A Pedagogical Tool for the 21st Century, Joseph F. Byrnes, Bentley College

 WebCT™ Technology: A Pedagogical Tool for the 21st Century, Terry L. Boles, U. of Iowa

*Discussant:* Edward Zlotkowski, American Association for Higher Education

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

- ♦ 12:20-2:10 Hyatt East: Columbus E/F

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

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

*Discussant:* Linda Argote, Carnegie Mellon U.

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

- ♦ 12:20-2:10 Hyatt East: GndBall E

*Organizer:* Thomas E. Becker, U. of Delaware

*Panelists:* Blake E. Ashforth, Arizona State U., Main; Edwin A. Locke, U. of Maryland; Fred A. Mael, American Institutes for Research

*Facilitator:* Susan E. Jackson, Rutgers U., New Brunswick

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

- ♦ 12:20-2:10 Hyatt East: GndBall F

*Organizer:* Maurizio Zollo, INSEAD

*Chair:* Daniel A. Levinthal, U. of Pennsylvania

Looking Forward and Looking Backward: Cognitive and Experiential Search, Daniel A. Levinthal, U. of Pennsylvania; Giovanni Gavetti, U. of Pennsylvania

From Organizational Routines to Dynamic Capabilities, Sidney G. Winter, U. of Pennsylvania; Maurizio Zollo, INSEAD

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

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

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

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

*Discussant*: Sidney G. Winter, U. of Pennsylvania

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

- ♦ 12:20-2:10 Hyatt West: Comiskey

*Chair*: Ronda R. Callister, Utah State U.

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

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

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

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

Harm Doers vs. Harmed Parties: Toward an Interactive Model of Anger Driven Conflicts, Keith G. Allred, Harvard U.

*Discussant*: Peter Carnevale, U. of Illinois

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

- ♦ 12:20-2:10 Swiss: Gball 3

*Organizer*: Stuart A. Youngblood, Texas Christian U.

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

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

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

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

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

*Discussant*: Charles R. Greer, Texas Christian U.

# Shared Interest Track Papers

Program Chair: Jean M. Bartunek, Boston College

	Start	Shared Program
Monday	9:00 am	271.JP: Big Five Pers. Dimensions ♦ HE: GndBall C(N) 272.JP: Service Orientation ♦ HE: GndBall D(N) 273.JP: Strategic Role of Networks ♦ HE: Columbus E/F
	10:40 am	274.JP: Goal Orientation ♦ HE: GndBall C(N) 275.JP: Pluralistic Practice ♦ HE: GndBall D(N) 276.JP: Organizational Partnerships ♦ HE: Columbus E/F
	12:20 pm	277.JP: Radical Change ♦ HE: GndBall C(N) 278.JP: Shared Cognition ♦ HE: GndBall D(N) 279.JP: Organizational Commitment ♦ HE: Columbus E/F
	2:30 pm	280.JP: Virtual Teams ♦ HE: GndBall C(N) 281.JP: Scripts and Scenarios ♦ HE: GndBall D(N) 282.JP: Outside Directors ♦ HE: Columbus E/F
	4:10 pm	283.JP: Team Effectiveness ♦ HE: GndBall C(N) 284.JP: Escalation of Commitment ♦ HE: GndBall D(N) 285.JP: Organizational Performance ♦ HE: Columbus E/F
	Tuesday	8:50 am
10:30 am		289.JP: E-mail and E-commerce ♦ HE: Columbus E/F
2:00 pm		290.JP: Balancing Work and Family ♦ HE: Columbus E/F
3:40 pm		291.JP: Knowledge Creation & Evolution ♦ HE: GndBall C(N) 292.JP: Sensemaking and Change ♦ HE: GndBall D(N) 293.JP: Supply Chain Management ♦ HE: Columbus E/F
Wed-	9:00 am	294.JP: Job Satisfaction ♦ HE: GndBall C(N) 295.JP: Organizational Citizenship ♦ HE: GndBall D(N)
	10:40 am	296.JP: Turnover and Retention ♦ HE: GndBall C(N) 297.JP: Proc. and Dist. Justice ♦ HE: GndBall D(N)

## Monday 9:00 am

### 271. Paper: Effects of Individual Differences: The "Big Five" Personality Dimensions

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

CAR: The Five-Factor Model of Personality and Its Relationship with Career Success, Scott E. Seibert, U. of Notre Dame; Maria L. Kraimer, U. of Illinois, Chicago  
Winner of Careers Division Best Paper Award  
Published in Conference Proceedings

OB: Understanding Stability and Change in Contextual Performance: Dispositional and Situational Influences, Peter M. Hart, U. of Melbourne, Australia; Mark A. Griffin, Queensland U. of Technology; Melinda Jane Norris, U. of Melbourne, Australia

CAR: Executive Career Success in the U.S. and Europe: Effects of Personality, Wendy R. Boswell, Cornell U.; Timothy A. Judge, U. of Iowa; John W. Boudreau, Cornell U.

HR: Who Overrates or Underrates Themselves?: A Multinomial Logit Analysis, David T. Antonioni, U. of Wisconsin, Madison; Heejoon Park, U. of Wisconsin, Madison

Facilitator: Murray Barrick, Michigan State U.

### 272. Paper: How Can I Help You? Service Dynamics and Orientation Towards Customers

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

TIM: Technology's Impact on Service Dynamics in a Modern Economy, Judith J. Kirchoff, Long Island U.; Bruce A. Kirchoff, New Jersey Institute of Technology; Steven T. Walsh, U. of New Mexico

OM: The Operational Implications of Different Service Customization Strategies., Melanie Shuter, Queensland U.

of Technology, Gardens Point; Robert W Waldersee, Queensland U. of Technology, Gardens Point

MOC: Delivering Expertise: Identity and Relationship Building in Professional Services, Kate Walsh, Boston College

OMT: Tight-Loose Coupling with Customers: The Enactment of Customer Orientation, Erwin Danneels, Emory U.

Facilitator: Benjamin Schneider, U. of Maryland

### 273. Paper: It's All Who You Know: The Strategic Role of Networks

- ♦ 9:00-10:20 Hyatt East: Columbus E/F

BPS: Strategic Participation in Cooperative Technical Organizations: Emergence, Evolution and Effects of Informal Interfirm Networks, Lori Rosenkopf, U. of Pennsylvania; Anca Turcanu, U. of Pennsylvania; Varghese George, Rutgers U.

PNS: Changing Strategic Advice Networks During Corporatization, Stephen Teo, U. of Technology, Sydney; Michelle Parbery, U. of Western Sydney

ONE: Green Strategic Networks: A Transaction Cost and Dynamic Capability Perspective, Magali A. Delmas, U. of California, Santa Barbara

TIM: National and Global Knowledge Networks: The Relationship between Firms' Network Centrality and Innovative Strength, Jennifer W. Spencer, U. of Houston

Facilitator: Nitin Nohria, Harvard U.

## Monday 10:40 am

### 274. Paper: Determinants and Effects of Goal Orientation

- ♦ 10:40-12:00 Hyatt East: GndBall C(N)

OB: Goal Orientation: New Directions for Contribution to Organizational Behavior, Adam Carroll, Columbia U.

MED:  Goal Orientation Grows Up: A Literature Review, Don Michael VandeWalle, Southern Methodist U.  
 HR: Determinants of Goal Orientation, Lucinda Lawson, Texas A&M U., College Station  
 OB: Goal Orientation as a Moderator of the Negative Effects of Gender-based Preferential Selection on Task Attitudes and Performance, Carlos Jesus Alsua, Arizona State U.; Loriann Roberson, Arizona State U.  
*Facilitator:* Gary P. Latham, U. of Toronto

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

**276.** Paper: **Organizational Partnerships: Structure and Performance in Joint Ventures**  
 ♦ 10:40-12:00 Hyatt East: Columbus E/F  
 IM: Choice of Governance Structures in Alliance Formation: Evidence from the Japanese Biotech Industry, Nitin Pangarkar, National U. of Singapore; Sreenivas K. Rajan, National U. of Singapore  
 PNS: Purchase of Service Contracting: Proposal Rating as a Moderator, Barbara Peat, Indiana U., South Bend; Dan L. Costley, New Mexico State U.  
 IM: The Role of Culture in the Formation Process of International Alliances: Evidence, Critique and Future Directions, Paul M. Olk, U. of California, Irvine; Gary R. Henderson, U. of California, Irvine  
 ODC: Design and Performance in International Joint Ventures: A Dynamic Evolution Perspective, Yan Zhang, U. of Southern California  
*Facilitator:* Stephen B. Tallman, Cranfield U. / U. of Utah

### Monday 12:20 pm

**277.** Paper: **Varieties of Radical Change**  
 ♦ 12:20-2:10 Hyatt East: GndBall C(N)  
 OMT: A Study of Revolutionary and Non-Revolutionary Organizational Transformation in the Banking Industry, J. Daniel Wischnevsky, Rutgers U.; Fariborz Damanpour, Rutgers U., Newark  
 OMT: Radical Organizational Change During Institutional Upheaval, Karen L. Newman, McDonough School of Business, Georgetown U.  
 PNS: A Meta Approach to Mega Scale Issues in a Large Urban School District, Susan R. Fisher, Oklahoma State U.; Martin Burlingame, Oklahoma State U.  
 TIM: In Search of Innovation: Determinants of New Product Innovation and Radicality, Riitta Katila, U. of Texas, Austin; Gautam Ahuja, U. of Texas, Austin

*Facilitator:* Elaine Romanelli, Georgetown U.

**278.** Paper: **Collective and Shared Cognition**  
 ♦ 12:20-2:10 Hyatt East: GndBall D(N)  
 MOC: Pinning Down Collective Cognition, Phyllis Johnson, Cranfield U.  
 MOC: On Team Mental Models: The Role of Cognitive Convergence in Problem Solving and Team Cohesiveness, Eric Lee Monier, U. of Tennessee, Knoxville  
 MC: Changing Collective Cognition, Theories in Action, Paradigms, or Schemas: A Process Model for Strategic Change, John M. Mezas, U. of Miami; Peter Grinyer, New York U.; William Guth, New York U.  
 OCIS: Perspective Taking Among Distributed Workers: The Effect of Distance on Shared Mental Models of Work, Pamela J. Hinds, Stanford U.  
*Facilitator:* Colin Eden, U. of Strathclyde

**279.** Paper: **What Affects Organizational Commitment?**  
 ♦ 12:20-2:10 Hyatt East: Columbus E/F  
 OB: Factors Affecting the Organizational Commitment of Technical Knowledge Workers: Generation X, Baby Boomers, and Beyond, David Finegold, U. of Southern California; Susan Albers Mohrman, U. of Southern California; Gretchen M. Spreitzer, U. of Southern California  
 IM: The Impact of Power Distance on the Relationship Between Participation and Organizational Commitment in Argentina, Mexico, and the United States, Carolina B. Gómez, U. of Houston; Bradley L. Kirkman, U. of North Carolina, Greensboro; Debra L. Shapiro, U. of North Carolina, Chapel Hill  
 OB: The Effects of Psychological Contract Strength and Violation on Organizational Commitment and Organizational Justice, Matthew A. Liao-Troth, DePaul U.  
 ODC: An Exploration of Leader-Member Exchange and Perceived Organizational Support as Predictors of Organizational Commitment: A Field Study, William S. Schaninger, Jr., Auburn U.; Dennis R. Self, Auburn U.  
*Facilitator:* Richard T. Mowday, U. of Oregon

### Monday 2:30 pm

**280.** Paper: **Virtual Teams**  
 ♦ 2:30-3:50 Hyatt East: GndBall C(N)  
 OCIS: Virtual Teams: A Proposed Research Agenda, Stacie Furst, U. of North Carolina, Chapel Hill; Richard S. Blackburn, U. of North Carolina, Chapel Hill; Benson Rosen, U. of North Carolina, Chapel Hill  
 ODC: Twenty-First Century Teamwork: Defining Competencies for Virtual Teams, Lisa Horvath, George Washington U.; Timothy J. Tobin, George Washington U.  
 MOC: Managing the Formation of Virtual Team Categories and Prototypes by Managing Information: A SIT / SCT Perspective, David P. Brandon, U. of Illinois, Urbana-Champaign; Michael G. Pratt, U. of Illinois, Urbana-Champaign  
 Winner of MOC Best Student Paper Award  
 Published in Conference Proceedings  
 OB: A Model of the Effects of Geographical Dispersion on Work Teams, Catherine Durnell Cramton, George Mason U.; Sheila Simsarian Webber, George Mason U.  
*Facilitator:* Lee Sproull, Boston U.

**281. Paper: Scripts and Scenarios: Cognition in Prediction, Planning, and Project Management**

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

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

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

ODC: Towards a Better Understanding of the Change Journey: A Pilot Study Investigating Managers' Change Implementation Scripts, Adam Charles Morgan, U. of Technology, Sydney; Tyrone Stephan Pitsis, U. of New South Wales

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

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

**282. Paper: Impacts of Outside Directors on Strategy and Performance**

- ♦ 2:30-3:50 Hyatt East: Columbus E/F

OMT: A Network Perspective on How Outside Directors Impact Strategic Decision Making, Mason A. Carpenter, U. of Wisconsin, Madison; James D. Westphal, U. of Texas, Austin

Published in Conference Proceedings

ENT: Director Strategic Contribution and Organizational Performance in Entrepreneurial Firms, K. Matthew Gilley, Oklahoma State U.; Roger H. Ford, James Madison U.; Joseph E. Coombs, James Madison U.

Published in Conference Proceedings

IM: CEO Duality, Board Composition and Firm Performance: New Evidence from China's Private Firms, Neng Liang, Loyola College, Maryland; Joanne Li, Loyola College, Maryland

ENT: Antecedents of the Adoption of Outside Boards by Small Private Firms, Mark Fiegner, U. of Puget Sound

Published in Conference Proceedings

*Facilitator:* Donald C. Hambrick, Columbia U.

**Monday 4:10 pm****283. Paper: Dream Teams: Making Teams Effective**

- ♦ 4:10-5:30 Hyatt East: GndBall C(N)

CM: High Performance Teams: Examining Optimal Conflict Profiles, Sheen S. Levine, U. of Pennsylvania; Karen A. Jehn, U. of Pennsylvania

TIM: The Determinants and Effects of Teamwork Quality in Innovative Projects: A Theoretical and Empirical Analysis, Martin Hoegl, U. of Karlsruhe; Hans Georg Gemuenden, U. of Karlsruhe

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

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

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

**284. Paper: Up or Down the Up Escalator: Escalating Commitment in Individuals and Groups**

- ♦ 4:10-5:30 Hyatt East: GndBall D(N)

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

MOC: The Self-Fulfilling Prophecy And Escalating Commitment: Fuel For The Waco Fire, John C. Edwards, Southern Illinois U., Carbondale

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

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

*Facilitator:* Mark Keil, Georgia State U.

**285. Paper: Improving Organizational Performance: Methods, Barriers, and Moderating Effects**

- ♦ 4:10-5:30 Hyatt East: Columbus E/F

ENT: Entry Barriers and New Venture Performance: A Longitudinal Investigation of Direct and Moderated Effects, Kenneth Charles Robinson, Kennesaw State U.; Patricia Phillips McDougall, Georgia Institute of Technology

Winner of Michael H. Mescon Best Empirical Paper Award  
Published in Conference Proceedings

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

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

OM: Outsourcing and Firm Performance: The Moderating Effects of Firm Strategy and Environmental Dynamism, K. Matthew Gilley, Oklahoma State U.; Abdul Rasheed, U. of Texas, Arlington

*Facilitator:* Lowell W. Busenitz, U. of Oklahoma

**Tuesday 8:50 am****286. Paper: Dynamic, Complex Organizational Environments and Their Impacts**

- ♦ 8:50-10:10 Hyatt East: GndBall C(N)

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

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

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

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

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

**287. Paper: Visualizing Knowledge: Contributions of Cognitive Maps**

- ♦ 8:50-10:10 Hyatt East: GndBall D(N)
  - MH: Analysing the Thinking of F.W. Taylor Using Cognitive Mapping, Pierre Cossette, U. du Québec à Montréal
  - MOC: Eliciting and Comparing Cognitive Cause Maps in Large Samples, Simon A. Rodan, INSEAD / European Institute of Business Administration
  - MED: Structural Knowledge Assessment In Management Education: A Comparison of Competing Assessment Mmethods, Jeffrey David Tschetter, U. of Sioux Falls; Mark A. Davis, U. of North Texas
  - MED:  Visualizing and Evaluating Student Understanding of Strategic Management:: Using Cognitive Maps for Case Analysis, Steven D. Sheetz, Virginia Polytechnic Institute and State U.; Devi R. Gnyawali, Virginia Polytechnic Institute and State U.; Linda F. Tegarden, Virginia Polytechnic Institute and State U.; David P. Tegarden, Virginia Polytechnic Institute and State U.; Laura Poppo, Virginia Polytechnic Institute and State U.
- Facilitator:* Livia Markoczy, Cranfield U.

**288.** Paper: **The Challenges and Opportunities of Becoming an Expatriate**

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

**Tuesday 10:30 am**

**289.** Paper: **You've Got Mail!™: E-mail and E-commerce in Organizations**

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

**Tuesday 2:00 pm**

**290.** Paper: **The Family in the Grey Flannel Suit: Balancing Work and Family**

- ♦ 2:00-3:20 Hyatt East: Columbus E/F
- OB: Enriching or Depleting? A Theoretical Model and Empirical Test of Engagement in Work and Family, Nancy P. Rothbard, Northwestern U.

- CAR: Expanding the Dominant Model of Career Satisfaction: Effects of Work-Family Conflict, Luis L. Martins, U. of Connecticut; Kimberly-Ann Eddleston, U. of Connecticut; John F. Veiga, U. of Connecticut; Deborah L. Kidder, U. of Connecticut
  - PNS: Perceived Impacts of Family Leave Policies: Do Organizational Factors Matter?, Soonhee Kim, Grand Valley State U.
  - HR: Examining the Impact of Family-Friendly Benefits: The Role of Organizational Support Perceptions, Tammy D. Allen, U. of South Florida
- Facilitator:* Deborah M. Kolb, Simmons GSM

**Tuesday 3:40 pm**

**291.** Paper: **Knowledge Creation, Evolution, and Transfer**

- ♦ 3:40-5:00 Hyatt East: GndBall C(N)
  - MC: Managing Knowledge Creation in Knowledge-Based Organizations: Individual, Organizational and Global Inter-Organizational Level...Issues and Agenda Involved, Rashmi H. Assudani, McGill U.  
Winner of MC Division First Prize for Outstanding Student Paper
  - OCIS: Effect of the Learning Context in Knowledge Sharing Through a Computer-Aided System, Esmeralda Garbi, Florida Atlantic U.
  - ODC: Organizational Change Through the Transfer of Knowledge: Pitfalls in the Use of Management Consultants, Thomas Armbruster, U. of Reading; Matthias Kipping, U. of Reading
  - TIM: Knowledge, Structural Integration, and Technology Conversion: A Contingency Perspective, Laura B. Cardinal, U. of North Carolina, Chapel Hill; Scott F. Turner, U. of North Carolina, Chapel Hill; David Lei, Southern Methodist U.
- Facilitator:* Linda Argote, Carnegie Mellon U.

**292.** Paper: **Making Sense of Organizational Change**

- ♦ 3:40-5:00 Hyatt East: GndBall D(N)
  - ODC: How do Change-Related Mental Models Differ Across Groups? A Network Study, Snehal Tijoriwala-Shah, Carnegie Mellon U.
  - ODC: How Health Care Managers Make Sense of Change: An Empirical Investigation of Organizational Change Schemas, Peter C. Diplock, Saint Joseph's U.
  - OMT: Changing Shades of Green: Institutional Pressures and Sensemaking in Corporate Environmental Reporting, Anjali Sastry, U. of Michigan; Jeffery W. Bernicke, U. of Michigan; Ryan W. Quinn, U. of Michigan; Stuart L. Hart, U. of North Carolina, Chapel Hill
  - MOC: Re-Imagining the Differentiation and Integration of Innovation Work as Heedfully Interrelating Communities of Practice, Deborah Dougherty, Rutgers U.
- Facilitator:* Anne Miner, U. of Wisconsin, Madison

**293.** Paper: **The Performance Impact of Supply Chain Management**

- ♦ 3:40-5:00 Hyatt East: Columbus E/F
- OM: A Value-Chain Model of Manufacturing Systems: Capturing the Effects of Customization on Organization Design, Technology Choice, and Performance Objectives., Lynda D. Aiman-Smith, North Carolina State U.; Cecil Bozarth, North Carolina State U.; John McCreery, North Carolina State U.

ENT: Supplier Partnerships and the High-Growth Firm:

Selecting For Success, Amy Vernberg Beekman, George Mason U.; Richard B. Robinson, U. of South Carolina

CM: The Behavioral Side of Supply Chain Relationships: The

Roles That Contracts and Justice Play in Satisfaction and Conflict, James R. Brown, Virginia Polytechnic Institute and State U.; Anthony T. Cobb, Virginia Polytechnic Institute and State U.; Robert F. Lusch, U. of Oklahoma

TIM: The Impact of Buyer Status and Supplier Autonomy on

Supplier Survival in Stable and Dynamic Networks, Glenn P. Hoetker, U. of Michigan; Will Mitchell, U. of Michigan; Anand Swaminathan, U. of California, Davis

*Facilitator:* Barbara Flynn, Wake Forest U.

### Wednesday 9:00 am

**294.** Paper: **Job Satisfaction in Contemporary Organizations**

♦ 9:00-10:20 Hyatt East: GndBall C(N)

OB: Culture and Psychological Contracts: Effects on Job Satisfaction and Guilt, Yee Ng, Michigan State U.; Daniel R. Ilgen, Michigan State U.

OB: The Moderating Effects of Employee Perceptions of Behavioral Discretion on the Relationship Between OCB and Job Satisfaction, Dan J. Putka, Ohio U.; Jeffrey B. Vancouver, Ohio U.

OM: Job Satisfaction And Leadership Practice Related to Safety Performance: A Case for a Manufacturing Firm, Chong W. Kim, Marshall U.; Charles T. Barady, Inco Alloy International, Inc.; Karl A. Heck, Inco Alloy International, Inc.; David R. Koepp, Inco Alloy International, Inc.; Scott R. Pinkham, Inco Alloy International, Inc.

HR: Identifying the Sources of Non-Equivalence in Job Satisfaction Measures, Vida Scarpello, Georgia State U.; James Hayton, Georgia State U.

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

**295.** Paper: **Antecedents and Outcomes of Organizational Citizenship Behavior**

♦ 9:00-10:20 Hyatt East: GndBall D(N)

OB: Supervisors as Stewards of Organizational Citizenship? An Examination of the Agreement Between Within and Across Group Effects of Employee OCBs on Overall Performance, William H. Bommer, Georgia State U.; Bryan Lilly, U. of Wisconsin, Oshkosh

OB: Mediating and Moderating Effects of Role Definitions on Relationships Between Organizational Justice and Organizational Citizenship Behavior, Edward C. Taylor, U. of Kentucky; Bennett J. Tepper, U. of Kentucky

PNS: Reciprocity or 'It's My Job'? Exploring Organizationally Directed Citizenship Behavior in a National Health Service Setting, Jacqueline A-M. Coyle-Shapiro, London School of Economics and Political Science; Ian Kessler, U. of Oxford; John Purcell, U. of Bath

HCA: Getting More Than You Bargained For: Empirical Evidence of Organizational Citizenship Behavior from the Health Care Industry, Christine S. Koberg, U. of Colorado, Boulder; R. Wayne Boss, U. of Colorado; Regina Pacheco Bursten, U. of Colorado, Boulder; Eric A. Goodman, Fort Hays State U.

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

### Wednesday 10:40 am

**296.** Paper: **Closing the Revolving Door: Turnover and Retention**

♦ 10:40-12:00 Hyatt East: GndBall C(N)

IM: Testing the Impact of Job Search and Recruitment Source on Employee Turnover in a Maquiladora, Frank Linnehan, Drexel U.; Gary J. Blau, Temple U.

HCA: Work Experience and Opportunities: Turnover Decisions Among Medical Employees in Isreal, Rita Mano-Negrin, Haifa University; Alan Kirschenbaum, Technion, Israel Institute of Technology

OB: Person-Organization Fit: The Match Between Newcomers' and Recruiters' Preferences For Organizational Cultures, Annelies Elizabeth Van Vianen, Amsterdam university

HR: The Retention of Employees: The Role of Organizational Embeddedness, Terence R. Mitchell, U. of Washington; Brooks C. Holtom, U. of Washington; Thomas W. Lee, U. of Washington; Miriam Erez, Technion, Israel Institute of Technology; Chris J. Sablinski, U. of Washington

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

**297.** Paper: **The Importance of Procedural and Distributive Justice**

♦ 10:40-12:00 Hyatt East: GndBall D(N)

ODC: Allocation Processes in Mergers and Acquisitions: An Organisational Justice Perspective, Christine Benedicte Meyer, Norwegian School of Economics and Business Administration

CM: Employment Discrimination-Claiming Behavior: The Effects of Organizational Justice, Social Guidance, and Perceived Discrimination, Barry Marc Goldman, U. of Arizona

HR: Workplace Justice, Citizenship Behavior, and Turnover Intentions in a Union Context, Samuel Aryee, Hong Kong Baptist U.; Yue Wah Chay, International Survey Research Corporation

CM: Influence and Third-Party Responsiveness: More Research on the Role of Instrumental and Non-Instrumental Voice in Fairness Perceptions, Robert Leonard Holbrook, U. of Central Arkansas

*Facilitator:* Rob Folger, Tulane U.

# Interactive Papers and Caucuses

Program Chair: Janet M. Dukerich, University of Texas, Austin

Caucuses Chair: Timothy M. Stearns, California State University, Fresno

	Start	Shared Program
<b>Monday</b>	9:00 am	298.IP: Global Alliances ♦ HE: Wacker West (1) 299.IP: Motivation/Self-Efficacy ♦ HE: Wacker West (2) 300.IP: Leader Development & Learning ♦ HE: Wacker West (3) 301.IP: Legal Issues ♦ HE: Wacker West (4) 302.IP: Research Methodologies ♦ HE: Wacker West (5)
	10:40 am	303.IP: Executive Issues ♦ HE: Wacker West (1) 304.IP: Psychological Contracts ♦ HE: Wacker West (2) 305.IP: Enactment & Expectancies ♦ HE: Wacker West (3) 306.IP: Organizational Forms ♦ HE: Wacker West (4) 307.IP: Managing Conflict ♦ HE: Wacker West (5)
	1:00 pm	308.IP: Entrepreneur Strategic Issues ♦ HE: Wacker West (1) 309.IP: International Career Issues ♦ HE: Wacker West (2) 310.IP: Corp. Social Responsibility ♦ HE: Wacker West (3) 311.IP: Technology Issues ♦ HE: Wacker West (4) 312.IP: Education & Knowledge ♦ HE: Wacker West (5)
	2:30 pm	313.IP: Emerging Markets ♦ HE: Wacker West (1) 314.IP: Jobs & Roles in Organizations ♦ HE: Wacker West (2) 315.IP: Management Changes in Japan ♦ HE: Wacker West (3) 316.IP: Strategic Human Resources ♦ HE: Wacker West (4) 317.IP: Evolution of Theory ♦ HE: Wacker West (5)
	4:10 pm	318.IP: Overcoming Barriers ♦ HE: Wacker West (1) 319.IP: Making and Breaking Trust ♦ HE: Wacker West (2) 320.IP: Self-directed Change ♦ HE: Wacker West (3) 321.IP: Career Issues ♦ HE: Wacker West (4) 322.IP: Environmental Regulations ♦ HE: Wacker West (5)
	6:30 pm	323.Caucus: Table 1 ♦ HE: Wacker West (1) 324.Caucus: Table 2 ♦ HE: Wacker West (1) 325.Caucus: Table 3 ♦ HE: Wacker West (1) 326.Caucus: Table 4 ♦ HE: Wacker West (2) 327.Caucus: Table 5 ♦ HE: Wacker West (2) 328.Caucus: Table 6 ♦ HE: Wacker West (2) 329.Caucus: Table 7 ♦ HE: Wacker West (3) 330.Caucus: Table 8 ♦ HE: Wacker West (3) 331.Caucus: Table 9 ♦ HE: Wacker West (5) 332.Caucus: Table 10 ♦ HE: Wacker West (3) 333.Caucus: Table 11 ♦ HE: Wacker West (4) 334.Caucus: Table 12 ♦ HE: Wacker West (4) 335.Caucus: Table 13 ♦ HE: Wacker West (4) 336.Caucus: Table 14 ♦ HE: Wacker West (5) 337.Caucus: Table 15 ♦ HE: Wacker West (5) 338.Caucus: Table 16 ♦ HE: Wacker West (5)
	<b>Tuesday</b>	8:30 am
10:30 am		344.IP: Alliances & Stakeholders ♦ HE: Wacker West (1) 345.IP: Issues of Firm Growth ♦ HE: Wacker West (2) 346.IP: Entry Mode Choices ♦ HE: Wacker West (3) 347.IP: Strategic Decision Making ♦ HE: Wacker West (4) 348.IP: International Education Issues ♦ HE: Wacker West (5)
2:00 pm		349.IP: Org. Learning & Change ♦ HE: Wacker West (1) 350.IP: Groups: Composition & Process ♦ HE: Wacker West (2) 351.IP: Change, Commitment & Culture ♦ HE: Wacker West (3) 352.IP: Career Choice & Management ♦ HE: Wacker West (4) 353.IP: Current Trends in OCIS ♦ HE: Wacker West (5)
3:40 pm		354.IP: Issues in Operations Mgmt ♦ HE: Wacker West (1) 355.IP: Organizational Learning ♦ HE: Wacker West (2) 356.IP: Affective Reactions ♦ HE: Wacker West (3) 357.IP: Public & Nonprofit Management ♦ HE: Wacker West (4) 358.IP: Initiatives & Innovations ♦ HE: Wacker West (5)
<b>Wednesday</b>	8:30 am	359.IP: Institution & Industry Context ♦ HE: Wacker West (1) 360.IP: Personality/Dispositions ♦ HE: Wacker West (2) 361.IP: Investment, Trade & Knowledge ♦ HE: Wacker West (3) 362.IP: Commitment & Turnover ♦ HE: Wacker West (4) 363.IP: Improving Learning/Teaching ♦ HE: Wacker West (5)

10:40 am	<p>364. IP: Entrepreneur Cognitions ♦ HE: Wacker West (1)</p> <p>365. IP: Power &amp; Politics ♦ HE: Wacker West (2)</p> <p>366. IP: Health Services Research ♦ HE: Wacker West (3)</p> <p>367. IP: Managerial Knowledge ♦ HE: Wacker West (4)</p> <p>368. IP: Using Groups Effectively ♦ HE: Wacker West (5)</p>
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### Monday 9:00 am

#### 298. Global Alliances and Interorganizational Cooperation in International Management

- ♦ 9:00-10:20 Hyatt East: Wacker West (1)

- IM: Expanding the International Scope of the Firm: A Typology of Cooperative Strategies, Esteban Garcia-Canal, U. of Oviedo; Cristina Lopez-Duarte, U. of Oviedo; Josep Rialp-Criado, U. Autònoma de Barcelona; Ana Valdes Llana, U. of Oviedo
- IM: Strategic Alliance and Firm Value: A Case Study of the British Airways/US Air Alliance, Jong-Hun Park, City U. of Hong Kong; Anming Zhang, City U. of Hong Kong; Namgyoo K. Park, New York U.
- IM: Sharing International Joint Venturing Experience: An Empirical Study of Some Key Determinants, Eric W. K. Tsang, Nanyang Technological U.
- IM: Distinct Institutions, Different Links: Supply Relations in the UK and Dutch Agro-Food Industry, Martyn Franciscus Rademakers, Erasmus U., Rotterdam

#### 299. Motivation and Self-Efficacy

- ♦ 9:00-10:20 Hyatt East: Wacker West (2)
- 10546 & 11210 adjacent booths

- OB: The Development of Training Based Self-Efficacy in a Multidimensional Feedback Environment, Charles K. Parsons, Georgia Institute of Technology; Donald B. Fedor, Georgia Institute of Technology; David Herold, Georgia Institute of Technology  
Published in Conference Proceedings
- OB: The Moderating Effects of Modesty and Self-Efficacy on the Relationship Between Individualism-Collectivism and Self-Rating: Extension of the Cultural Relativity Hypothesis, Jia Lin Xie, U. of Toronto; Jean-Paul Roy, U. of Toronto
- OB: Determinants of Academic Research Productivity, Ian O. Williamson, U. of North Carolina, Chapel Hill; Daniel M. Cable, U. of North Carolina, Chapel Hill
- OB:  Role of Conceptions of Ability in Self-Regulation and Performance on a Complex Task, Carmen M. Taberero, U. of Salamanca; Robert E. Wood, U. of New South Wales
- OB: The Sacred Spark of Academic Research, Robert Rodgers, U. of Kentucky; Nanette Rodgers, U. of Kentucky
- OB: The Role of Self-Efficacy as a Moderating Variable in the Job Strain Model, Nerina Lea Jimmieson, Queensland U. of Technology; Nyree Kathleen Hopley, Queensland U. of Technology

#### 300. Leadership Development and Service Learning

- ♦ 9:00-10:20 Hyatt East: Wacker West (3)

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

- MED:  Lessons from an Educational Intervention Designed to Facilitate Strategic Repositioning and Leadership Development: The Case of a Professional Services Firm, Jay A. Conger, U. of Southern California; Beth Benjamin, U. of Southern California

- MED:  Real Learning For Real Life: An Integrated, Service-Learning Case Study In Turnaround Management, Steven D. Papamarcos, St. John's U.

- MED: Strategies of Executive Learning: A Model, Daryl W. Wiesman, Florida State U.; William P. Anthony, Florida State U.

- MED: Presentation Self-Efficacy: Increasing Managerial Skills Through Service-Learning, Mary L. Tucker, Ohio U.; Anne M. McCarthy, Colorado State U.

- Facilitators:* Lee Robbins, Golden Gate U.; Judi Strauss, Benedictine U.; Steven J. Maranville, U. of St. Thomas; Robert DeFillippi, Suffolk U.; Elena Antonacopoulou, U. of Manchester

#### 301. Gender and Diversity Legal Issues in Organizations

- ♦ 9:00-10:20 Hyatt East: Wacker West (4)

- GDO: Providing Opportunities While Pursuing Market Share: EEOC Compliance in the Radio Broadcast Industry, Ray Jones, U. of Pittsburgh
- GDO: Changes in Sexual Harassment Law: A Strategic Opportunity for Defining the Next Step in the Journey, David Sherwyn, Cornell U.
- GDO: Double Jeopardy: The Impact of Work Place Discrimination and Cognitive Style on Depression, Robert W. Shneer, U. of California, Los Angeles; David M. Porter, U. of California, Los Angeles
- GDO: Relational Practice: The Answer to Managing in a Pluralistic World or Just Another Idea "Dead on Arrival"?, Joyce K. Fletcher, Simmons GSM; Roy Jacques, U. of Otago
- Facilitators:* Judith Karen Pringle, U. of Auckland; Deborah L. Kidder, U. of Connecticut; Christine Mahoney, U. of Minnesota; Linda K. Gibson, Pacific Lutheran U.

#### 302. Research Methodologies

- ♦ 9:00-10:20 Hyatt East: Wacker West (5)

- RM: To Log or Not to Log: Bootstrap as an Alternative to Parametric Estimation of Moderation Effects in the Presence of Skewed Dependent Variables, Craig J. Russell, U. of Oklahoma; Michelle A. Dean, U. of North Texas
- RM: Finding Patterns in Sequences: Applying Sequence Comparison Techniques to Study Behavior Processes, Mark Fichman, Carnegie Mellon U.
- RM: The Group Dynamics Q-Sort in Organizational Research: A New Method for Studying Familiar Problems, Randall S. Peterson, Cornell U.; Pamela D. Owens, U. of California, Berkeley; Paul V. Martorana, Northwestern U.

### Monday 10:40 am

#### 303. Executive Issues in Business Policy & Strategy

- ♦ 10:40-12:00 Hyatt East: Wacker West (1)
- BPS: Inside the "Black Box" of Board Processes: An Integrative Framework, Sally Baack, U. of Southern California; Nandini Rajagopalan, U. of Southern California
- BPS: The Impact of Board Composition on the Target Debt Ratio of Firms, Mark S. Mizruchi, U. of Michigan; Daniel Byrd, U. of Michigan
- BPS: Do Outside Directors Matter? An Examination of Their Attributes at Declining Organizations, Annette L. Halpin, Beaver College; P. N. Subba Narasimha, St. Cloud State U.
- OMT: Looking Beyond the Board to Explain Demographic Effects: How Individual Experience and Social Capital Affect the Influence of Minority Directors on Corporate Boards, James D. Westphal, U. of Texas, Austin; Laurie P. Milton, U. of Calgary
- BPS: Who Directs Change? Director Experience, the Selection of New CEOs, and Change in Corporate Strategy, James D. Westphal, U. of Texas, Austin; James W. Fredrickson, U. of Texas, Austin

### 304. Psychological Contracts

- ♦ 10:40-12:00 Hyatt East: Wacker West (2)
- OB: Monitoring Versus Meddling: Revisiting Agency Theory from an OB Perspective, Jeffery A. Thompson, U. of Minnesota
- OB: Breach of Psychological Contracts in Work Groups, Catherine Honor Tinsley, Georgetown U.; Cynthia Lee, Northeastern U.
- OB: Psychological Contract Breach: A Study of Multiple Bases of Comparison, Violet Tzu-Wei Ho, Carnegie Mellon U.
- OB: An Examination of the Development and Consequences of Psychological Contracts, Anne M. O'Leary-Kelly, U. of Arkansas, Fayetteville; Joseph A. Schenk, U. of Dayton

### 305. Enactment and Expectancies

- ♦ 10:40-12:00 Hyatt East: Wacker West (3)
- MOC: The Cognitive Processes of Enactment: Evidence from Alexander the Great, Lance B. Kurke, Duquesne U.; Margaret Brindle, Duquesne U.
- MOC: From "Prophets" to "Mercenaries": A Comparison of 1978 Portrayals of Leaders in the American Business Press with 1998 Portrayals, David R. Hannah, U. of Texas, Austin; Janice M. Beyer, U. of Texas, Austin
- MOC: How to Get Heard: Effects of Target Openness and Malleability on Expectancy Confirmation Processes, Jean L. Kahwajy, Stanford U.
- MOC: A Diamond in the Rough: Managerial Listening as a Symbolic Act, Rita Durant, U. of Alabama, Tuscaloosa  
*Facilitator*: Katherine A. Lawrence, U. of Michigan

### 306. Organizational Forms

- ♦ 10:40-12:00 Hyatt East: Wacker West (4)
- OMT: How Do Managers Perceive Interdependency? Portfolios of Interdependency and Their Consequences in Contemporary Contexts, Nancy Staudenmayer, Duke U.; Sze-Sze Wong, Duke U.; Gerardine DeSanctis, Duke U.
- OMT: Hidden Interdependencies, Nancy Staudenmayer, Duke U.; Sze-Sze Wong, Duke U.; Gerardine DeSanctis, Duke U.
- OMT: What's An Organizational Form, Anyway?, Michael G. Jacobides, U. of Pennsylvania

- OMT: Emergent Mechanisms of Control in New Organizational Forms, Stefan Wally, Chapman U.; Kevin Clark, U. of Maryland
- OMT: "Soft Bureaucracies" : Domination and Political Centralization in French Organizations, David Paul Courpasson, EM LYON
- OMT: Markets, Culture, and Institutions: The Formation of Taiwan's Business Groups, 1950s-1970s, Chi-nien Chung, Stanford U.

### 307. Negotiation and Conflict Management

- ♦ 10:40-12:00 Hyatt East: Wacker West (5)
- CM: Honor among the Ranks: The Relation of Honor and Conflict Management, E Faye Wright, Case Western Reserve U.
- CM: How High Can You Go? Preliminary Investigations of the Perils and Benefits of Negotiator Optimism, Hannah Christina Riley, Harvard Business School; Robert J. Robinson, Harvard Business School
- CM: An Application of the Competence Model to Organizational Conflict, Michael Anthony Gross, Arizona State U.; Laura K. Guerrero, Arizona State U.; Jess K. Alberts, Arizona State U.
- CM: Malaysian Community Mediation, James A. Wall, U. of Missouri, Columbia; Ronda R. Callister, Utah State U.
- CM: Piloting a Barge: Union-Management Cooperation in the United States Postal Service, Anthony F. Chelte, Western New England College

## Monday 1:00 pm

### 308. Strategic Issues in Entrepreneurship

- ♦ 1:00-2:10 Hyatt East: Wacker West (1)
- ENT: Building the Virtual Organization - A Resource-Based Perspective, Odd-Jarl Borch, Nordland Research Institute
- PNS: Determinants of Entrepreneurial Behavior Within Foundations: An Examination of Factors Affecting Start-up, Effective Management and Continuity, Nancy B. Upton, Baylor U.; Carlos Moore, Baylor U.
- ENT: Who Will Build and Who Will Come? Examining Three Macroentrepreneurship Models of Technopolis Development, Shobha S. Das, Nanyang Technological U., Singapore; Yang Boon Chua, Nanyang Technological U., Singapore; Leng Lay Kang, Nanyang Technological U., Singapore; Fei Ling Tan, Nanyang Technological U., Singapore
- ENT: The Role of Cultural Dimensions on National Entrepreneurship, Jeff Brice, Jr., Mississippi State U.
- ENT: Toward the Development of Distinctive Competence Measures Among Small Independent Retailers, Jeffrey E. McGee, U. of Texas, Arlington; Mark Peterson, U. of Texas, Arlington
- ENT: Franchising As An Entrepreneurial Transformation Approach For Developing Economies, Gary J. Castrogiovanni, U. of Tulsa; George S. Vozikis, U. of Tulsa

### 309. International Career Issues

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

GDO: A Gender Comparison of Motivation to Manage of Hong Kong and PRC Managers, Bahman P. Ebrahimi, Hong Kong Baptist U.; Sandra A. Young, Hong Kong Baptist U.; Vivienne W. M. Luk, Hong Kong Baptist U.

CAR: International Assignments for Career Building: Agency Relationships and Psychological Contracts, Aimin Yan, Boston U.; Guorong Zhu, Boston U.; Douglas T. Hall, Boston U.

CAR: What Makes the Difference at the Top? A Management Selection Model Tested on Top Swedish Managers, Sven-Olof Yrjö Collin, Lund U.; Anna Maj Stafsudd, Lund U.

*Facilitator*: Miguel R. Olivas-Lujan, ITESM - Monterrey Campus/ Katz GSB, U of Pittsburgh

### 310. Corporate Social Responsibility

- ♦ 1:00-2:10 Hyatt East: Wacker West (3)

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

SIM: The Just Organization: Organization Design and Corporate Social Performance, Virginia W. Gerde, U. of New Mexico; Carroll U. Stephens, Virginia Tech; Richard E. Wokutch, Virginia Polytechnic Institute and State U.

SIM: Culture-based Expectations of Corporate Citizenship: Management Journeys into International Pluralism and Change, Jeffrey P. Katz, Kansas State U.; Diane L. Swanson, Kansas State U.; Lori K. Nelson, Kansas State U.

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

### 311. The Cutting Edge of Technology

- ♦ 1:00-2:10 Hyatt East: Wacker West (4)

TIM: Desktop Video Conferencing in Virtual Workgroups: Anticipation, System Evaluation, and Performance, Anthony M. Townsend, U. of Nevada, Las Vegas; Samuel M. DeMarie, U. of Nevada, Las Vegas; Anthony R. Hendrickson, Iowa State U.

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

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

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

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

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

### 312. Improving Education and Knowledge

- ♦ 1:00-2:10 Hyatt East: Wacker West (5)

10280 & 11280 in adjacent booths

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

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

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

MED: Benchmarking for Business Schools/Colleges: Implementing an Alternative, Partnership Approach, Stephen L. Payne, Georgia College and State U.; J. Michael Whitfield, Georgia College and State U.

MED: Harnessing Instructors' Tacit Knowledge in the Education Setting: A Response to the Emerging Emphasis on "Knowledge Management", Lisa A. Burke, Louisiana State U. in Shreveport

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

## Monday 2:30 pm

### 313. Managing in Emerging Markets

- ♦ 2:30-3:50 Hyatt East: Wacker West (1)

IM: Establishing Reputation on the Warsaw Stock Exchange: International Brokers as Legitimizing Agents, Stephen Scott Standifird, U. of Oregon; Marc Glenn Weinstein, U. of Oregon; Alan Meyer, U. of Oregon

Published in Conference Proceedings

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

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

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

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

### 314. Jobs and Roles in Organizations

- ♦ 2:30-3:50 Hyatt East: Wacker West (2)

OB: An Integrative Model of Work Flow Interdependence and Performance, Kenneth Howard Doerr, U. of Miami; Terence R. Mitchell, U. of Washington; Tali Freed, U. of Miami; Tracy X. Zhou, U. of Miami

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

OB: Job Complexity and Employee Substance Use: The Moderating Effects of Cognitive Ability, Benjamin I. Gordon, U. of Illinois, Urbana-Champaign; Greg R. Oldham, U. of Illinois, Urbana-Champaign

Published in Conference Proceedings

### 315. Management Changes in Japan

- ♦ 2:30-3:50 Hyatt East: Wacker West (3)

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

IM: Bank-Firm Cross-Shareholding: Is It Really Winding Down? -- Recent Evidence from Japan, Mark J. Scher,

United Nations Department of Economic and Social Affairs

IM: Comparative Efficiency of US and Japanese Automakers: A Stochastic Frontier Production Function Approach, Rajeev Dhawan, U. of California, Los Angeles; Marvin B. Lieberman, U. of California, Los Angeles

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

### 316. Strategic Human Resources

- 2:30-3:50 Hyatt East: Wacker West (4)

HR: Balancing Compensation Risk and Context: Risk-Sharing, Discretion, and Executive Pay, Janice S. Miller, U. of Wisconsin, Milwaukee; Luis R. Gomez-Mejia, Arizona State U., Main

HR: Market Focus and the Hidden Costs of Downsizing, David Michael Eplion, U. of Pittsburgh

HR: Building Relational Wealth Through Employment Practices: The Role of Organizational Social Capital, Harry John Van Buren III, U. of Pittsburgh; Carrie R. Leana, U. of Pittsburgh

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

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

HR: Taking Human Resource Management Research to the Next Millennium: Need For An Integrated Framework, Pawan S. Budhwar, Cardiff Business School

### 317. Evolution of Theory & Practice

- 2:30-3:50 Hyatt East: Wacker West (5)

MH: The Mother of All Pluralisms, Milorad M. Novicevic, U. of Oklahoma

MH: The "Survival of the Fittest" and Other Just So Stories: Lessons From the U.S. Office Furniture Industry, Thomas J. Hench, U. of Wisconsin, La Crosse; William R. Sandberg, U. of South Carolina

MH: History of the U.S. Home Video Game Market, Scott Gallagher, Rutgers U.; Seung-Ho Park, Rutgers U.

MH: The Flying Horse: Eadward Muybridge's Contribution to Motion Study, Sonya A. Premeaux, Louisiana State U. / McNeese State U.

## Monday 4:10 pm

### 318. Overcoming Barriers to Inclusion

- 4:10-5:30 Hyatt East: Wacker West (1)

GDO: Contesting Valuation of "The Feminine" on the Op-Ed Pages of the Wall Street Journal: One Response to Fondas' Challenge, Linda A. Krefting, Texas Tech U.

Published in Conference Proceedings

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

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

GDO: Red Light, Green Light: How Female Managers Read the Context for Selling Gender-Equity Issues in Their Work Organizations, Jane E. Dutton, U. of Michigan; Susan J. Ashford, U. of Michigan

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

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

### 319. Making and Breaking Trust

- 4:10-5:30 Hyatt East: Wacker West (2)

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

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

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

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

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

### 320. Self-directed Change and Self-Awareness

- 4:10-5:30 Hyatt East: Wacker West (3)

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

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

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

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

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

### 321. Age, Stage, and Career Relationships

- 4:10-5:30 Hyatt East: Wacker West (4)

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

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

CAR: The Pluralistic World of Organizational Role Models: Looking for Inspiration beyond Age- and Hierarchy-based

Relationships, Donald E. Gibson, Yale U.; Lisa A. Barron, U. of California, Los Angeles

CAR: Personal and Work Regret: A Look at What Managers in the 1990's Regret Most, Vanessa L. Seiden, Northwestern U.; Victoria H. Medvec, Northwestern U.

CAR: A Note on the Nonlinearity of the Age-job Satisfaction Relationship., Wayne A. Hochwarter, U. of Alabama; Gerald R. Ferris, U. of Illinois, Urbana-Champaign; Pamela L. Perrewe, Florida State U.

CAR: Working in "Retirement": The Antecedents and Consequences of Bridge Employment, Seongsu Kim, Seoul National U.; Daniel C. Feldman, U. of South Carolina

### 322. The Effects of Environmental Regulations

- ♦ 4:10-5:30 Hyatt East: Wacker West (5)

ONE: The Trade-Environment Linkage: Strategic Responses in Canada's Pulp and Paper Industry, Nancy Jean Higginson, U. of Calgary; Harrie Vredenburg, U. of Calgary

ONE: The Environmental Change Process and Firm Size: An Empirical Study, Linda C. Angell, Pennsylvania State U.; Gordon P. Rands, Western Illinois U.

ONE: Corporate Strategic Responses to Environmental Regulations, Alan M. Rugman, Templeton College, U. of Oxford; Alain Verbeke, U. of Brussels

ONE:  Globalization and Sustainable Development - Change, Development and Governance of Business in a Plural World, Nigel John Roome, Tilburg U.

## Monday 6:30 pm

### 323. Caucus Table 1 States and Management

- ♦ 6:30-8:30 Hyatt East: Wacker West (1)

Contact: Jone L. Pearce, U of California, Irvine, jlpearce@uci.edu

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

### 324. Caucus Table 2 Meditation and Management

- ♦ 6:30-8:30 Hyatt East: Wacker West (1)

Contact: Jane Schmidt-Wilk, Maharishi U of Management, jschmidt@mum.edu

Actors: Jane Schmidt-Wilk, Maharishi University of Management; Dennis P. Heaton, Maharishi University of Management

### 325. Caucus Table 3 Emonet: The Network for the Study of Emotion in Organizations

- ♦ 6:30-8:30 Hyatt East: Wacker West (1)

Contact: Neal M. Ashkanasy, U of Queensland, N.Ashkanasy@gsm.uq.edu.au

Actors: Neal M. Ashkanasy, U. of Queensland; Charmine E. J. Hartel, U. of Queensland

### 326. Caucus Table 4 Developing and Teaching On-Line Courses

- ♦ 6:30-8:30 Hyatt East: Wacker West (2)

Contact: weberj@cobalt.vic.uh.edu

Actors: James E. Weber, U. of Houston, Victoria; Forrest Aven, U. of Houston, Downtown

### 327. Caucus Table 5 Change and Development Journeys with Strategic Management Simulations

- ♦ 6:30-8:30 Hyatt East: Wacker West (2)

Contact: Steven J. Maranville, U of St. Thomas, maranville@basil.stthom.edu

Actor: Steven J. Maranville, U. of St. Thomas

### 328. Caucus Table 6 International HR Certification and Competencies

- ♦ 6:30-8:30 Hyatt East: Wacker West (2)

Contact: Carolyn Wiley, cwiley2489@aol.com

Actors: Carolyn Wiley, CARWIL Management Consulting; Herman Aguinis, U. of Colorado, Denver

### 329. Caucus Table 7 Management and Political-Economy

- ♦ 6:30-8:30 Hyatt East: Wacker West (3)

Contact: William Kaghan, wkaghan@email.msn.com

Actors: Richard S. Marens, U. of Washington; William N. Kaghan, Sakson & Taylor, Inc.; Michael Lounsbury, Cornell U.

### 330. Caucus Table 8 Religion in Organizations: In Search of Authenticity?

- ♦ 6:30-8:30 Hyatt East: Wacker West (3)

Contact: Scott R. Safranski, safranskisr@slu.edu

Actors: Kathy Lund Dean, Saint Louis U.; Scott R. Safranski, St. Louis U.

### 331. Caucus Table 9 What Distinguishes Women Non-Executive Directors From Executive Directors?

- ♦ 6:30-8:30 Hyatt East: Wacker West (5)

Contact: Zena Burgess, zburgess@lucy.cc.swin.edu.au

Actors: Zena Burgess, Swinburne U.; Phyllis Tharenou, Monash U., Caulfield

### 332. Caucus Table 10 Employment Practice Liability Insurance: A Window to Strategic Human Resource Management or an Employer Trap?

- ♦ 6:30-8:30 Hyatt East: Wacker West (3)

Contact: Stuart A. Youngblood, s.youngblood@tcu.edu

Actor: Stuart A. Youngblood, Texas Christian U.

### 333. Caucus Table 11 Riding the Wave: Academic Research and Human Resource Information Systems (HRIS)

- ♦ 6:30-8:30 Hyatt East: Wacker West (4)

Contact: Kevin D. Carlson, kevinc@vt.edu

Actor: Kevin D. Carlson, Virginia Polytechnic Institute and State U.

### 334. Caucus Table 12 Social Issues Database Roundtable

- ♦ 6:30-8:30 Hyatt East: Wacker West (4)

Contact: Eugene Szwajkowski, genesz@hotmail.com

Actor: Eugene Walter Szwajkowski, State U. of New York, Albany

### 335. Caucus Table 13 Tempered Radicals, Positive Subversives, Empowered Resisters, and Other Roles of Individuals in Organizational Change

- ♦ 6:30-8:30 Hyatt East: Wacker West (4)

Contact: Sandy K. Piderit, kep2@po.cwru.edu

Actors: Sandy Kristin Piderit, Case Western Reserve U.; Celia V. Harquail, U. of Virginia

### 336. Caucus Table 14 Perspectives On How To Improve the Quality of Organizational Behavior Education

- ♦ 6:30-8:30 Hyatt East: Wacker West (5)

Contact: Linda P. Livingstone, Linda\_Livingstone@Baylor.Edu

Actors: Linda Livingstone, Baylor U.; Kenneth R. Thompson, DePaul U.; Gary Carini, Baylor U.; Nicholas Mathys, DePaul U.; Les Palich, Baylor U.

### 337. Caucus Table 15 Change and Development Journeys of Faculty at Smaller Schools

- ♦ 6:30-8:30 Hyatt East: Wacker West (5)

Contact: Monica Forret, [mforret@saunix.sau.edu](mailto:mforret@saunix.sau.edu)

Actors: Monica Forret, Saint Ambrose U.; Barbara A. Ribbens, U. of Evansville; Jeanne McNett, Assumption College; Laurel Newman, U. of Illinois, Springfield; Marya Leatherwood, U. of Illinois, Springfield

**338. Caucus Table 16 The Question We Dare Not Pose: The Date, Timing and Submission Deadline for Future Academy of Managements**

- 8:30-8:30 Hyatt East: Wacker West (5)

Contact: William Acar, [wacar@bsa3.kent.edu](mailto:wacar@bsa3.kent.edu)

Actors: Page G. West, III, Wake Forest U.; William Acar, Kent State U.

**Tuesday 8:30 am**

**339. Selection and Performance Appraisal**

- 8:30-10:10 Hyatt East: Wacker West (1)

HR: The Role of Social Cognition on Rater Evaluations of Job Applicants: When do Interviewers Adjust Ratings to Account for Situational Influences?, Derek S. Chapman, U. of Waterloo; Jane Webster, U. of Waterloo

HR: Frame of Reference Training With Multisource Raters: A Field Study, Catherine L. Tyler, Florida Atlantic University; H. John Bernardin, Florida Atlantic University

GDO: Bias, Error, and Favoritism in Performance Ratings: Motivational, Socio-Cultural, and Cognitive Processes, D. Randall Smith, Rutgers U., New Brunswick; Nancy DiTomaso, Rutgers U., Newark/New Brunswick; George F. Farris, Rutgers U., Newark/New Brunswick; Rene Cordero, New Jersey Institute of Technology

MOC: Perceived Similarity and Performance Rating Accuracy: A Test of the Criterial Range Model, Robert L. Cardy, Arizona State U., Main; Janice S. Miller, U. of Wisconsin, Milwaukee; T. T. Selvarajan, Arizona State U., Main

HR: Investing in Affirmative Action: Long-Term Performance Effects of Affirmative Action Awards, Blaine McCormick, Baylor U.; Len Bierman, Texas A&M U.; Beck Taylor, Baylor U.

HR: Personnel Selection with Incomplete Information: An Extension of the Inference Effect, Kristen Marie Blessing, U. of Western Australia

Facilitator: Kecia M. Thomas, U. of Georgia

**340. The Cutting Edge of Theory**

- 8:30-10:10 Hyatt East: Wacker West (2)

OB: Making the Conceptual Journey Explicit: Human Dignity in Organizational Behavior, Marilyn E. Gist, U. of Washington; Lori E. Homer, U. of Washington

OMT: Whither Goest Thou? Seeking Trends in Organization Theory into the New Millennium, Dwight K. Lemke, James Cook U.; Marshall Schminke, U. of Central Florida; Nicole E. Clark, Griffith U., Gold Coast; Pamela Muir, Cairns Region Economic Development Corporation

Published in Conference Proceedings

MH: Clearing a Path Through the Management Fashion Jungle: Some Preliminary Trailblazing, Paula Phillips Carson, U. of Southwestern Louisiana; Patricia A. Lanier, U. of Southwestern Louisiana; Kerry D. Carson, U. of Southwestern Louisiana; Brandi Guidry, U. of Southwestern Louisiana

MH: The Origins of Social Loafing, Robin Cheramie, Louisiana State U.

OB: The Role of Time in Theory and Theory Building in Organizational Behavior, Jennifer M. George, Texas A&M U., College Station; Gareth R. Jones, Texas A&M U.

OMT: Pluralism in the Field: Narrative Studies as an Interdisciplinary Inquiry, Ellen S. O'Connor, Stanford U.

**341. Gender Comparisons**

- 8:30-10:10 Hyatt East: Wacker West (3)

GDO: Women's Ways: The Impact of Organizational Status in the Organization on Women's Management Styles, Lynn Foster-Johnson, Amos Tuck School of Business/Dartmouth College; Martin N. Davidson, U. of Virginia

GDO: An Exploratory Study of Leadership Style Among Women and Men in the Political Arena, Mary L. Tucker, Ohio U.; Anne M. McCarthy, Colorado State U.; Colleen Jones, U. of Nebraska; Ann Harris Shiarella, Colorado State U.

GDO: Examining Gender Differences in Intuitive Decision Making in the Workplace: An Exploratory Investigation, Lisa A. Burke, Louisiana State U. in Shreveport; Monica Miller, U. of Dayton

Facilitators: Teresa Joyce Covin, Kennesaw State U.; Suzanne C. de Janasz, James Madison U.; Madeline M. Crocitto, State U. of New York, Old Westbury

**342. Theology, Political Strategy, and Government Relations**

- 8:30-10:10 Hyatt East: Wacker West (4)

SIM: Corruption and Economics: A Model of Predictors and Outcomes, Kathleen A. Getz, American U.; Roger J. Volkema, American U.

SIM: Seek Ye First the Redemptive Managerial Character of God: Towards a Theology of Management, Bruno Dyck, U. of Manitoba; David Schroeder, Canadian Mennonite Bible College

SIM: Effectiveness in Business-Government Relations: The Role of Corporate Power, Strategies and Tactics, Martin Blaine Meznar, Arizona State U., West; Kathleen A. Rehbein, Marquette U.; Douglas A. Schuler, Rice U.

**343. Culture and Control in Health Care Organizations**

- 8:30-10:10 Hyatt East: Wacker West (5)

HCA: Managed Care and Treatment Practices: A Model of Organizational Response to External Influence, Christy H. Lemak, U. of Florida

MC: Organization Designs for Innovation in Academic Health Centers, Jean Livingston, Benedictine U.

OMT: Field-Level Change: Integrating Perspectives on the Evolutionary Dynamics of Health Care Governance Associations, Tiffany L. Galvin, U. of Texas, Dallas

HCA: The Influence of Organization and Industry on the Culture of Canadian Hospitals, Christina Sue-Chan, U. of Western Australia

**Tuesday 10:30 am**

**344. Alliances and Stakeholders**

- 10:30-11:50 Hyatt East: Wacker West (1)

OMT: Inertia or Rational Calculation: Alliance Maintenance and Reciprocity in the U.S. Investment Banking Industry, Stan X. Li, U. of Toronto; Timothy J. Rowley, U. of Toronto

OMT: Trust, Control, and Learning in Joint Ventures: A Theoretical Framework, Andrew C. Inkpen, Thunderbird; Steven C. Currall, Rice University

OMT: Addressing Homogeneity Of Interests Within Stakeholder Groups: Current Practice, Empirical Assessment, And Implications, Richard A. Wolfe, U. of British Columbia; Daniel Putler, U. of British Columbia

OMT: Symphonic Dances: A Grounded Theory of Leader-Stakeholder Relationships in Orchestral Decision Making, Sally Maitlis, U. of Sheffield  
Published in Conference Proceedings

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

### 345. Issues of Firm Growth

- 10:30-11:50 Hyatt East: Wacker West (2)

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

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

ENT: Integrating Resources, Knowledge, and Life Cycle Stages to Encourage Successful Growth Transitions for Emerging Firms, J. B. Arbaugh, U. of Wisconsin, Oshkosh; S. Michael Camp, Kauffman Center for Entrepreneurial Leadership; Douglas W. Vorhies, Illinois State U.

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

### 346. Entry Mode Choices and Value Chains

- 10:30-11:50 Hyatt East: Wacker West (3)

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

IM: International Strategic Fit: A Causal Model of Environmental and Resource Linkages With Foreign Entry Mode and Performance, Howard S. Rasheed, U. of South Florida

IM: Coping With Environmental Uncertainties in Market Entry: A Conceptual Framework, Thang Van Nguyen, U. of Oregon

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

IM: Perceived Environmental Uncertainty, Entry Mode Choice, and Satisfaction with MNC Performance, Lance Eliot Brouthers, U. of Texas, San Antonio; Keith D. Brouthers, U. of East London; Steve Werner, U. of Houston

IM: Transaction Cost Theory, Entry Mode Choice, and MNC Performance, Keith D. Brouthers, U. of East London; Lance Eliot Brouthers, U. of Texas, San Antonio; George Nakos, Clayton College and State U.

### 347. Strategic Decision Making

- 10:30-11:50 Hyatt East: Wacker West (4)

BPS: Decisional Comprehensiveness and Firm Performance: Towards a More Sophisticated Understanding, Chet Miller, Baylor U./Duke U.

BPS: Pluralism in Team Decision Making: How Third-Party Involvement Affects Strategic Decision Outcomes, Cristina B. Gibson, Center for Effective Organizations, USC; Todd Saxton, Indiana U., Indianapolis

BPS: Autonomy Versus Strategic Control in Diversified Companies: the Management of Conflicting Strategic Imperatives, Constantinos Markides, London Business School; Wenyi Chu, National Taiwan U.

BPS: Business Strategy and Chief Executive Scanning, Bruce A. Walters, Oklahoma City U.; Richard L. Priem, U. of Texas, Arlington

BPS: Phony Wars and High School Dances: The Evolving Process of Integration in Mergers Between Professional Services Firms, Laura Empson, U. of Oxford

BPS: Elusive Empiricism, David Alan Baucus, Utah State U.

### 348. International Issues in Business Education

- 10:30-11:50 Hyatt East: Wacker West (5)

: Carolyn Wiley, CARWIL Management Consulting

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

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

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

MED:  Developing Managerial Competence: The Challenge for International Business Education, John E. Beck, Nanyang Technological U., Singapore  
*Facilitators*: Carolyn Wiley, CARWIL Management Consulting; Richard O. Abderhalden, U. of Washington, Tacoma; Randi L. Sims, Nova Southeastern U.; Thomas Hawk, Frostburg State U.

## Tuesday 2:00 pm

### 349. Organizational Learning & Change

- 2:00-3:20 Hyatt East: Wacker West (1)

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

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

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

OB: One Firm Spot: Social Influences on Employees' Attitudes Toward an Organizational Change, Sandy Kristin Piderit, Case Western Reserve U.

ODC:  Managing Organizational Conflict: A Challenge to Organization Development and Change, M. Afzalur Rahim, Western Kentucky U.; Robert T. Golembiewski, U. of Georgia

ODC: Organizational Change, Group Learning and Communication: Learning in Building the Öresund Bridge, Andrew J. Schenkel, Stockholm School of Economics; Jon K. Rognes, Stockholm School of Economics

### 350. Groups: Composition and Process Issues

- ♦ 2:00-3:20 Hyatt East: Wacker West (2)

MOC: The Relationship Between Collective Efficacy and Collective Performance, John William Whiteoak, Griffith U., Gold Coast; Laurence Chalip, Griffith U., Gold Coast

OB: Disrupting and Repairing Trust in Problem-Solving Groups, Donald L. Ferrin, U. of Minnesota; Kurt T. Dirks, Simon Fraser U.

OB: Confidence at the Group Level of Analysis: A Longitudinal Investigation of the Development and Impact of Potency in Teams, Craig L. Pearce, U. of North Carolina, Charlotte; Cynthia A. Gallagher, None

GDC: Demographic Dissimilarity Within Work Groups: Its Effects on Role-Making Process, Role Stress, and Citizenship Behavior of Group Members, Jaepil Choi, Rutgers U.

*Facilitator:* Kelly Anne Mollica, Wake Forest U.

### 351. Organizational Change, Commitment, and Culture in International Firms

- ♦ 2:00-3:20 Hyatt East: Wacker West (3)

IM: Strategy Process: Cultures Consequences, Markus Hauser, U. of Pennsylvania; Phanish Puranam, U. of Pennsylvania; Robert E. House, U. of Pennsylvania

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

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

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

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

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

### 352. Career Choice & Management

- ♦ 2:00-3:20 Hyatt East: Wacker West (4)

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

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

CAR: Understanding the Meaning, Development and Career Outcomes of Breadth of Vocational Interests: A Proposed Framework and Longitudinal Investigation, C. Douglas Johnson, U. of Georgia; Garnett S. Stokes, U. of Georgia  
Winner of Careers Division Applied Paper Award  
Published in Conference Proceedings

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

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

### 353. Current Trends in Communication Research and Information Systems

- ♦ 2:00-3:20 Hyatt East: Wacker West (5)

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

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

OCIS: The Reluctance to Report Bad News on Troubled Software Projects: Toward a Theoretical Model, H. Jeff Smith, Wake Forest U.; Mark Keil, Georgia State U.  
Published in Conference Proceedings

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

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

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

## Tuesday 3:40 pm

### 354. Issues in Operations Management

- ♦ 3:40-5:00 Hyatt East: Wacker West (1)

OM: New Product Development, Product Platforms, and Appropriate Metrics, Anil Khurana, Boston U.; Patricia Vidal, Boston U.

OM: Benchmarking Staffing Practices in a Multi-Site Service Environment, Paul Gemmel, U. of Ghent; Steven Desmet, U. of Ghent; Bart Van Looy, K.U. Leuven

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

### 355. Organizational Learning from Successes and Failures

- ♦ 3:40-5:00 Hyatt East: Wacker West (2)
- OB: Failing Forward: The Role of Constructive Responses to Failure in Organizational Effectiveness, Amy C. Edmondson, Harvard U.; Dorothy Leonard, Harvard U.; Mark D. Cannon, Vanderbilt U.
- OB: A Multilevel Model of Collective Failure, David A. Hofmann, Texas A&M U.; Frederick P. Morgeson, Texas A&M U.
- OB: Improvisational Jazz and America's Fifth Mission to the Moon, Claus Rerup, Stanford U.
- OB: The Aesthetics of Management Storytelling: The Good, The Bad, and The Ugly, Stephen S. Taylor, Boston College; Dalmar Fisher, Boston College

### 356. Affective Reactions in Organizations

- ♦ 3:40-5:00 Hyatt East: Wacker West (3)
- HR: The Impact of Work-Life Policies and Practices on Employee Loyalty: A Life Course Perspective., Mark V. Roehling, Western Michigan U.; Patricia V. Roehling, Cornell U.; Phyllis Moen, Cornell U.
- HR: Employee Satisfaction With the Performance Appraisal and the Appraiser: The Role of Perceived Appraisal Use, Wendy R. Boswell, Cornell U.; John W. Boudreau, Cornell U.
- HR: A Model of Perceptions of Contingent Workers, Anne C. Bourhis, U. Laval
- HR: Differing Conceptualizations of Pay Satisfaction Dimensionality: A Test of a Random-Effects Model, Michael C. Sturman, Louisiana State U.; Shawn M. Carraher, Indiana State U.
- CAR: It's Not How Hard You Work, But How You Work Hard: Evaluating Workaholic Components, Ronald J. Burke, York U.

### 357. Issues for Public and Nonprofit Management

- ♦ 3:40-5:00 Hyatt East: Wacker West (4)
- PNS: Are Bigger State and Local Public Pension Plans More Cost Efficient?: An Analysis of Economies of Scale, James H. Dulebohn, Georgia State U.; Hsiu-Lang Chen, U. of Illinois, Chicago
- PNS: The Role of the Nonprofit Sector in Hong Kong's Development, Wai-Fung Lam, U. of Hong Kong; James L. Perry, Indiana U., Bloomington
- PNS: Privatizing the Management: A Choice for the Pension System in China, Jason Z. Yin, Seton Hall U.
- PNS: The Effect of Change on Teachers' Skill Flexibility Within the Framework of a Multi-Country Study, Zehava Rosenblatt, U. of Haifa; Lya Kremer-Hayon, U. of Haifa
- PNS: Service Agent or Community Governance? The Management of Government - Nonprofit Partnerships for Area Regeneration in the UK., Stephen Peter Osborne, Aston U.; Kathleen Ross, Glasgow Caledonian U.  
*Facilitator:* Kira Kristal Reed, U. of Connecticut

### 358. Environmental Initiatives and Innovations

- ♦ 3:40-5:00 Hyatt East: Wacker West (5)
- ONE: The Determinants of Environmental Proactivity and the Factors that Distinguish Environmental Leaders from Laggards in the Retail Food Industry, Brian Spielmann, U. of Minnesota; Alfred A. Marcus, U. of Minnesota
- ONE: Anchoring Innovation in the Corporate Environmental Culture: Breaking from the Rigid History of Corporate Environmentalism, Kevin A. Fletcher, Rensselaer Polytechnic Institute
- ONE: The Adoption of 'Green' Organizational Practices: Signals, Symbols and Environmental Reputation, Kimberly Michelle Ellis, Florida State U.
- ONE: Regulation, Business, and Sustainable Development: The Antecedents of Environmentally Conscious Technological Innovation, Mark Meo, U. of Oklahoma; Rex T. Ellington, U. of Oklahoma
- ONE: Corporate Environmentalism and Firm Performance: The Differential Effects of Process-Driven Versus Product-Driven Greening Initiatives, K. Matthew Gilley, Oklahoma State U.; Dan L. Worrell, Southern Illinois U., Carbondale; Wallace N. Davidson, III, Southern Illinois U., Carbondale; Abuzar El-Jelly, King Saud University
- SIM: Does the Environmental Movement Matter? An Examination of the Relationship Between the Contemporary Environmental Movement and Organization Change, Julianne Bergh, Pennsylvania State U.

## Wednesday 8:30 am

### 359. Institution and Industry Contexts

- ♦ 8:30-10:20 Hyatt East: Wacker West (1)
- BPS: Corporate Strategy and Litigation, John M. de Figueiredo, MIT Sloan School of Management
- BPS: Task Environment Complexity: An Empirical Reassessment, Alan R. Cannon, Clemson U.; Caron H. St. John, Clemson U.
- BPS: Idea Generation in Strategic Renewal, Bill Wooldridge, U. of Massachusetts, Amherst; Steven W. Floyd, U. of Connecticut  
Published in Conference Proceedings
- BPS: Science and Technology Platforms: Breaking Path Dependencies to Respond to Hypercompetition in Manufacturing Industries, Peter J. Lane, Arizona State U.; Marianna Makri, Arizona State U.
- BPS: Towards A Nationally-Bounded Theory of Corporate Governance, Michael H. Lubatkin, U. of Connecticut; Peter J. Lane, Arizona State U.; Sven-Olof Yrjö Collin, Lund U.; Phillippe Very, EDHEC
- BPS: Does Industry Matter Differently in Different Places? A Comparison of Industry, Corporate Parent, and Business Segment Effects in Four OECD Countries, Jeffrey L. Furman, Sloan School of Management MIT

### 360. Personality and Dispositional Effects in Organizations

- ♦ 8:30-10:20 Hyatt East: Wacker West (2)
- OB: On the Consequences of Neglecting to Include Both Dimensions of Affectivity in Research, Vilmos F. Misangyi, U. of Florida; Amir Erez, U. of Florida
- OB: The Mediating Role of Task Cognition and Strategies in the Relationship Between the Big Five Personality Dimensions and Achievement, Mark A. Mone, U. of

Wisconsin, Milwaukee; Michael C. Moss, George Mason U.; Leonard A. White, OPM Personnel Resources and Development

HR: Relationships Between Personality Traits and Psychological Empowerment Among Job Changers, Yoav M. Vardi, Tel Aviv U.

OB: Expected Evaluation and Creative Performance: Effects of Evaluation Type, Approach, and Individuals' Creative Personality Characteristics, Jing Zhou, Texas A&M U., College Station; Greg R. Oldham, U. of Illinois, Urbana-Champaign

Published in Conference Proceedings

MC: Does Emotional Intelligence Give You An Edge? An Exploration of the Impact of EQ and IQ on Individual Performance, Laura Thi Lam, Texas Tech U.; Susan L. Kirby, Texas Tech U.

Facilitator: Aaron J. Nurick, Bentley College

### 361. Investment, Trade, and the Transfer of Knowledge

- 8:30-10:20 Hyatt East: Wacker West (3)

IM: Changes in the Specialization of Canada's Exports to the US Under Free Trade, Thomas James Wesson, York U.

IM: Cross-Broder Knowledge Transfer In Multinational Corporations, Leyland Lucas, Rutgers U., Newark

IM: Managers' Views of Political Risks: An Empirical Exploration of Miller's Conceptualization, Michele A. Govekar, Ohio Northern U.; Paul L. Govekar, Nova Southeastern U.

IM: Assessment and Valuation of Knowledge in International Acquisitions: A Conceptual Analysis, Ananda Mukherji, Texas A&M U. / International U.; Jyotsna Mukherji, Texas A&M U. / International U.; C. Clay Dibrell, U. of Memphis

IM: International Business in the "Double Triad": National Institutions and International Markets, Chong Ju Choi, Cambridge U.; Tarek Eldomyaty, City U. Business School; Soo Hee Lee, U. of London; Oh Donghoon, Cambridge U.

### 362. Organizational Commitment and Turnover

- 8:30-10:20 Hyatt East: Wacker West (4)

GDO: Gender as a Moderator of the Relationship Between Psychological Climate Perceptions and Employee Dedication: A Look at Organizational Commitment and Turnover Intentions, Mark N. Bing, U. of Tennessee, Knoxville; Susan M. Burroughs, U. of Tennessee, Knoxville; Michael C. Helford, Roosevelt University

GDO: The Impact of Demographic Diversity and Perceived Similarity on Mentoring Outcomes: The Moderating Effect of Time, Daniel B. Turban, U. of Missouri, Columbia; Thomas W. Dougherty, U. of Missouri, Columbia; Felissa K. Lee, U. of Missouri, Columbia

Published in Conference Proceedings

GDO: Global and Facet Variables as Predictors of Intention to Quit for Managerial and Non-Managerial Men and Women, Donald J. Campbell, National U. of Singapore; Kathleen M. Campbell, National U. of Singapore

Published in Conference Proceedings

GDO: 'Playing the Race Card': Effect of Race on Affective Commitment and Intent to Turnover of University Faculty, Janice Witt Smith, North Carolina A&T State U.

Facilitators: Stacy Blake-Beard, Harvard U.; Kate Walsh, Boston College

### 363. Improving Learning/Teaching Effectiveness

- 8:30-10:20 Hyatt East: Wacker West (5)

MED:  Moving Metaphors: Recipes For Teaching

Management Via Experiential Exercises, Steve Gove, Arizona State U.; Mark A. Clark, Arizona State U.; Brian K. Boyd, Arizona State U.

Published in Conference Proceedings

MED:  Enhancing Student Motivation Through Enriched Learning Environments: An Empirical Study, Ralph W. Adler, U. of Otago; Markus J. Milne, U. of Otago; Ralph Stablein, U. of Otago

MED:  Structuring Assignments to Enhance the Value of Site Visits in Management Education, André M. Everett, U. of Otago

MED:  Structuring Assignments to Enhance the Value of Site Visits in Management Education, Yim-Yu Wong, San Francisco State U.

MED: Personality Congruence, Values Congruence, and Classroom Environment Congruence: Predictors of Student Performance and Satisfaction in Management Education?, James W. Westerman, Western State College of Colorado; David J. Plante, U. of Utah; George Tanner, Idaho State U.

Facilitators: Sybille Sachs, Institute for Research in Business and Administration - Zurich; Dennis P. Heaton, Maharishi University of Management; Claude Graeff, Illinois State U.; Joe Wolfe, U. of Tulsa

## Wednesday 10:40 am

### 364. Cognitive Issues in Entrepreneurship

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

ENT: Organizational Roles and Transitions to Entrepreneurship, Stanislav Dobrev, Tulane U.; William P. Barnett, Stanford U.

ENT: A Multi-Level Model of Entrepreneurial Cognition, Daniel P. Forbes, New York U.

ENT: Proposing a Paradigm for Entrepreneurship Using Information and Knowledge Theory, Page G. West, III, Wake Forest U.

Winner of Entrepreneurship Theory and Practice Best Conceptual Paper Award  
Published in Conference Proceedings

GDO: Examining Female Entrepreneurs' Organizational Role Definition: An Application of a "Relational" Frame, Holly Buttner, U. of North Carolina, Greensboro

ENT: The Curvilinear Effect of Start-up Experience on VCs' Assessment of Success, Andrew L. Zacharakis, Babson College; Dean A. Shepherd, Rensselaer Polytechnic Institute

ENT: Risk Taking Propensity as a Distinctive Entrepreneurial Characteristic: A Meta-Analytic Review, Wayne H. Stewart, Clemson U.; Philip L. Roth, Clemson U.

Facilitator: Kathleen Powers, Willamette U.

### 365. Power & Politics

- 10:40-12:00 Hyatt East: Wacker West (2)

OB: Definitions of Organizational Politics: Diversity Among Researchers and Differences of Researchers With

Managers, Abhishek Srivastava, U. of Maryland; Henry P. Sims, U. of Maryland

OB: I Am Outta Here: Organizational Politics vs. Personality Predicting Turnover, Lawrence Alan Witt, U. of New Orleans

OB: Performance Improvement Efforts in Response to Negative Feedback: The Roles of Source Power and Recipient Self-Esteem, Donald B. Fedor, Georgia Institute of Technology; Walter D. Davis, Georgia Institute of Technology; John M. Maslyn, Vanderbilt U.; Kieran Mathieson, Oakland U.

PNS: Employees' Reactions to Organizational Politics in the Public Sector: Confronting a Quiet Enemy?, Eran A. Vigoda, U. of Haifa

CM: The Effect of Employees' Influence Tactics on Perceptions of Organizational Politics: A Longitudinal Study, Eran A. Vigoda, U. of Haifa; Aaron Cohen, U. of Haifa

### 366. Theory Driven Health Services Research

- ♦ 10:40-12:00 Hyatt East: Wacker West (3)

HCA: A Structure/Technology Contingency Analysis of Caregiving in Nursing Facilities, Susan Diane Brannon, Pennsylvania State U., U. Park; Jacqueline S. Zinn, Temple U.; Vincent Mor, Brown U.; Teresa Barry, Pennsylvania State U., U. Park; Juliet Davis, Pennsylvania State U., U. Park

HCA: Does Strategic Orientation Predict Medical Group Performance?, Myron D. Fottler, U. of Alabama, Birmingham; Donna J. Slovensky, U. of Alabama, Birmingham; John D. Blair, Texas Tech U.

HCA: Mind the Gap? Rethinking the Generation and Implementation of Health Care Research, Martin Wood, U. of Warwick

### 367. Managerial Knowledge

- ♦ 10:40-12:00 Hyatt East: Wacker West (4)

MOC: Self-Transcending Knowledge: Organizing Around Emerging Realities, Claus Otto Scharmer, Massachusetts Institute of Technology

MOC: The Strength of Redundant Ties: Overcoming Barriers to Information Transfer Across Networks, Marc H. Anderson, U. of Minnesota

MOC: Where Institutions Collide: An International Congregate Identity Map of Middle Managers Attitudes Towards Technology and Innovation, Pedro David Perez, Cornell U.

MOC: "If the Technology's in My Head, What's Going on in There?" Identifying Cognitive Frames Essential to Sensemaking Practices in Data Base-Centered Work, David W. De Long, Boston U.

OMT: Network Interaction at the Top: The Emergence of Top Management Team Beliefs, Kathleen M. Sutcliffe, U. of Michigan; Markus Vodosek, U. of Michigan; John Stuart Bunderson, Washington U.

*Facilitator:* Amy L. Pablo, U. of Calgary

### 368. Using Groups Effectively

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

MED:  Selection Into Student-Based Teams: What Do Team Members Really Want to Know?, Mary L. Connerley, Virginia Polytechnic Institute and State U.; Fred A. Mael, American Institutes for Research

MED:  The Impact of Small-Group Discussion on Critical Thinking Skills, Donna K. Cooke, Florida Atlantic University; Catherine L. Tyler, Florida Atlantic University

MED: The Collective Efficacy of Business Students: The Role of Individual Factors & Group Processes, Christina Sue-Chan, U. of Western Australia; Leisa D. Sargent, Queensland U. of Technology

MED: Outdoor Training: Teamwork Attitudinal Impact in Asia, H. Alvin Ng, Wellington Polytechnic; Simon Priest, EXperientia International Consultants

*Facilitators:* Dilip Mirchandani, Rowan U.; Clarence Anderson, Walla Walla College; Dewey E. Johnson, California State U., Fresno; Razelle Frankl, Rowan U.

# Business Policy and Strategy

Program Chair: Ming-Jer Chen, University of Pennsylvania

Workshop Chair: Albert A. Cannella Jr, Texas A&M University

	Start	Regular Program	Shared Program
<b>Friday</b>	1:00 pm		79. Practioner Series: Introduction to the Inquiry Process and Research Projects ♦ S: Gball 3
	5:00 pm	369. BPS Doctoral Consortium ♦ HW: Hong Kong	80. BPS/OMT/RM/MOC: Conversations to Build Theory in Trans-disciplinary Research ♦ HW: Horner 81. Critical Mgmt. Doctoral Workshop ♦ HW: Dusable 82. ODC & BPS: Org. Learning as Developmental Journey ♦ HW: Wrigley
<b>Saturday</b>	7:30 am		87. Critical Management Studies: B ♦ HW: Comiskey
	8:00 am	370. BPS Doctoral Consortium ♦ HE: Columbus G 371. BPS New Faculty Consortium ♦ HE: Columbus H	89. Practioner Series: Developing and Critiquing Action Research Projects ♦ HE: Columbus C/D 90. Three Conversations to Build T ♦ HW: Horner 91. Critical Management Studies: P ♦ HW: Columbian 92. Critical Management Studies: ♦ HW: Buckingham 93. Critical Management Studies: P ♦ HW: Comiskey
	8:30 am		100. IAOM: Managerial Effectiveness in Latin America ♦ S: Alpine II
	9:00 am		104. Organizational Learning as a D ♦ HW: Wrigley
	10:00 am		107. Complexity & Management, Panels 1-2 ♦ HE: Columbus A
	10:30 am		110. IAOM: Competing in Latin America ♦ S: Alpine II
	1:00 pm	372. BPS Cutting Edge Empirical Methods ♦ HW: Hong Kong	112. BPS & MC A Case Critique Collo ♦ HW: Field
	1:30 pm		116. Resources and the Growth of En ♦ HE: GndBall C(N) 117. IM & BPS: European and North A ♦ HW: Goldcoast 118. IAOM: Challenges & Approaches to Quality ♦ S: Alpine II
	2:30 pm		122. Complexity & Management, Panels 3-4 ♦ HE: Columbus A
	3:00 pm	373. Economic Sociology ♦ HE: GndBall F	123. Management of the Tenure Proce ♦ S: Alpine II
	4:00 pm		125. Critical Management Studies: P ♦ HW: Comiskey
	6:00 pm		126. OB/OMT/BPS Junior Faculty Cons ♦ HW: Water Tower 127. IAOM: Business Meeting & Dinner ♦ S: Alpine II
6:30 pm		128. Reception for Practitioner Ser ♦ HE: Columbus C/D 130. Critical Management Studies: ♦ HW: Comiskey	
<b>Sunday</b>	7:30 am		131. Critical Management Studies: B ♦ HW: Comiskey
	8:00 am	374. BPS Doctoral Consortium ♦ HE: Columbus G 375. BPS New Faculty Consortium ♦ HE: Columbus H	132. Launching an Academic-Practiti ♦ HE: Columbus C/D 133. BPS & OMT: The Craft of Review ♦ HW: Toronto
	9:00 am	376. BPS Workshop Consortium: Man ♦ HW: Field 377. BPS Discussion Learning: Using ♦ HW: McCormick	142. Critical Management Studies: ♦ HW: Columbian 143. Critical Management Studies: P ♦ HW: Buckingham 145. Critical Management Studies: P ♦ HW: Comiskey
	10:00 am		147. How To Make Academy of Managem ♦ HW: Toronto
<b>Monday</b>	8:00 am	378. Welcome ♦ HW: Regency Ball A(S)	
	8:30 am	379. P: Innovation and Learning ♦ HW: Toronto 380. P: Executive Leadership ♦ HW: Acapulco 381. P: Change and Transformation ♦ HW: Regency Ball A(S)	
	9:00 am		273. JP: Strategic Role of Networks ♦ HE: Columbus E/F 207. JS: Managing Growth ♦ HE: GndBall F 208. JS: Cognition and TMTs ♦ HW: Comiskey
	10:40 am	382. P: Executive Compensation ♦ HW: Acapulco 383. P: Option Theory and Risk ♦ HW: Toronto 384. P: Global Competition ♦ HW: Regency Ball A(S)	212. JS: Organizational Dynamics ♦ HE: GndBall B 303. IP: Executive Issues ♦ HE: Wacker West (1)
	12:20 pm	385. P: Social Capital ♦ HW: Acapulco 386. P: Revisiting TMT Research ♦ HW: Toronto 387. T: 21st Century Global Enterprise ♦ HW: Regency Ball A(S)	183. Constructing Markets ♦ HW: Water Tower
	2:30 pm	388. P: Cognition in Strategy ♦ HW: Acapulco 389. P: Competences and Resources ♦ HW: Toronto 390. P: Networks and Info Exchange ♦ HW: Regency Ball A(S)	223. JS: Knowledge and Boundaries ♦ HE: GndBall E 224. JS: Cognitive Strategic Groups (K) ♦ HE: GndBall F
	4:10 pm	391. P: Technical Innovation ♦ HW: Acapulco 392. P: Competition vs Cooperation ♦ HW: Toronto 393. P: Emerging Markets ♦ HW: Regency Ball A(S)	228. JS: Managing Knowledge (K) ♦ HE: GndBall E 188. Knowledge Transfer ♦ HW: Water Tower 189. Corp. Govern. in Plural World ♦ HW: Regency Ball D(N)
			235. JS: Change and Performance ♦ HE: GndBall E
<b>Tue</b>	8:30 am	394. P: CEO's, Status Quo, Performance ♦ HW: Acapulco 395. P: Perspectives on Scale ♦ HW: Toronto 396. P: Knowledge Sharing ♦ HW: Regency Ball A(S)	
	10:30 am	397. S: Organizing/Strategizing ♦ HW: Acapulco 398. P: Alliances & JVs ♦ HW: Toronto 399. S: Performance and MNCs ♦ HW: Regency Ball A(S)	347. IP: Strategic Decision Making ♦ HE: Wacker West (4)
	2:00 pm	400. P: Diversification ♦ HW: Acapulco 401. P: Global Context ♦ HW: Toronto 402. P: Competitive Advantage ♦ HW: Regency Ball A(S)	193. Replicating Knowledge (K) ♦ HW: Water Tower 194. S: Institutional Change (I) ♦ HW: Regency Ball D(N)
	3:40 pm	403. P: Strategic Groups and Barriers ♦ HW: Acapulco 404. P: R&D Alliance ♦ HW: Toronto 405. Richard D. Irwin Award ♦ HW: Regency Ball A(S)	250. JS: NOFIA ♦ HW: Comiskey

<b>Wednesday</b>	5:30 pm	406.M: Business Meeting ♦ HW: Regency Ball A(S)	
	6:30 pm	407.Social ♦ HW: Regency Ball A(S)	
	8:30 am	408.P: Organizational Learning.. ♦ HW: Acapulco	254.JS: Competitive Dynamics (I) ♦ HE: GndBall E
		409.P: Intangible Resources ♦ HW: Toronto	359.IP: Institution & Industry Context ♦ HE: Wacker West (1)
		410.P: Global Networks ♦ HW: Regency Ball A(S)	
	10:40 am	411.S: Universities Bear Technology ♦ HW: Acapulco	260.JS: Rationalism and Pluralism ♦ HE: GndBall B
412.P: Joint Venture Strategies ♦ HW: Toronto			
413.P: Mergers and Acquisitions ♦ HW: Regency Ball A(S)			
12:20 pm	414.P: Hybrid Governance ♦ HW: Acapulco	266.JS: MNCs and Knowledge Transfer ♦ HE: Columbus E/F	
	415.P: Evaluating Performance ♦ HW: Toronto	268.JS: Organizational Capabilities (K) ♦ HE: GndBall F	

Illinois, Urbana-Champaign; Brian S. Silverman, Harvard U.

### Friday 5:00 pm

#### 369. Doctoral Consortium

♦ 5:00-9:00 Hyatt West: Hong Kong  
Preregister with Julia Liebeskind at (213) 740-0749 or liebesk@rcf.usc.edu

Organizers: Julia P. Liebeskind, U. of Southern California; Anita M. McGahan, Harvard U.

Panel: Rafael Amit, U. of British Columbia; Joel A. C. Baum, U. of Toronto; Philip Bromiley, U. of Minnesota; Tarun Khanna, Harvard U.; Daniel A. Levinthal, U. of Pennsylvania; Joanne Oxley, U. of Michigan; Nandini Rajagopalan, U. of Southern California; Scott Stern, Massachusetts Institute of Technology; Gabriel Szulanski, U. of Pennsylvania; Todd R. Zenger, Washington U.

### Saturday 8:00 am

#### 370. BPS Doctoral Consortium

♦ 8:00-5:00 Hyatt East: Columbus G  
Preregister with Julia Liebeskind at (203) 740-0749 or liebesk@rcf.usc.edu

Organizers: Julia P. Liebeskind, U. of Southern California; Anita M. McGahan, Harvard U.

Panel: Rafael Amit, U. of British Columbia; Joel A. C. Baum, U. of Toronto; Philip Bromiley, U. of Minnesota; Tarun Khanna, Harvard U.; Daniel A. Levinthal, U. of Pennsylvania; Joanne Oxley, U. of Michigan; Nandini Rajagopalan, U. of Southern California; Scott Stern, Massachusetts Institute of Technology; Gabriel Szulanski, U. of Pennsylvania; Todd R. Zenger, Washington U.

#### 371. BPS New Faculty Consortium

♦ 8:00-5:00 Hyatt East: Columbus H  
Preregister with Margaret Peteraf (612) 626-7559 or mpeteraf@csom.umn.edu

Organizers: Margaret A. Peteraf, U. of Minnesota; S. Akbar Zaheer, U. of Minnesota

Panel: Allan Afuah, U. of Michigan; Karel Cool, INSEAD; Curtis M. Grimm, U. of Maryland; Dawn Harris, Loyola U., Chicago; Michael Lawless, Duke U.; Joseph Mahoney, U. of Illinois; Rita Gunther McGrath, Columbia U.; Vincenzo Perrone, Bocconi U.; Lacy Glenn Thomas, III, Emory U.; Margarethe F. Wiersema, U. of California, Irvine

### Saturday 1:00 pm

#### 372. Cutting Edge Empirical Methods in Strategy Research

♦ 1:00-4:00 Hyatt West: Hong Kong  
Organizer: Michael J. Leiblein, Ohio State U., Columbus  
Presenters: David L. Kang, Harvard U.; Michael J. Leiblein, Ohio State U., Columbus; Ravindranath Madhavan, U. of

### Saturday 3:00 pm

#### 373. Economic Sociology Meets Strategy and management

♦ 3:00-6:00 Hyatt East: GndBall F  
Organizer: Marshall W. Meyer, U. of Pennsylvania  
Panel: Randall Collins, U. of Pennsylvania; Frank R. Dobbin, Princeton U.; Woody Powell, U. of Arizona; Harrison White, Columbia U.; Viviana Zelizer, Princeton U.; Jay B. Barney, Ohio State U.; Heather A. Haveman, Cornell U./Columbia U.; Bruce Kogut, U. of Pennsylvania; Garth Saloner, Stanford U.; Edward J. Zajac, Northwestern U.; Marshall W. Meyer, U. of Pennsylvania

### Sunday 8:00 am

#### 374. BPS Doctoral Consortium

♦ 8:00-12:00 Hyatt East: Columbus G  
Preregister with Julia Liebeskind at (213) 740-0749 or liebesk@rcf.usc.edu

Organizers: Julia P. Liebeskind, U. of Southern California; Anita M. McGahan, Harvard U.

Panel: Rafael Amit, U. of British Columbia; Joel A. C. Baum, U. of Toronto; Philip Bromiley, U. of Minnesota; Tarun Khanna, Harvard U.; Daniel A. Levinthal, U. of Pennsylvania; Joanne Oxley, U. of Michigan; Nandini Rajagopalan, U. of Southern California; Scott Stern, Massachusetts Institute of Technology; Gabriel Szulanski, U. of Pennsylvania; Todd R. Zenger, Washington U.

#### 375. BPS New Faculty Consortium

♦ 8:00-12:00 Hyatt East: Columbus H  
Preregister with Margaret Peteraf (612) 626-7559 or mpeteraf@csom.umn.edu

Organizers: Margaret A. Peteraf, U. of Minnesota; S. Akbar Zaheer, U. of Minnesota

Panel: Allan Afuah, U. of Michigan; Karel Cool, INSEAD; Curtis M. Grimm, U. of Maryland; Dawn Harris, Loyola U., Chicago; Michael Lawless, Duke U.; Joseph Mahoney, U. of Illinois; Rita Gunther McGrath, Columbia U.; Vincenzo Perrone, Bocconi U.; Lacy Glenn Thomas, III, Emory U.; Margarethe F. Wiersema, U. of California, Irvine

### Sunday 9:00 am

#### 376. BPS Workshop Consortium: Managing Your Dissertation

♦ 9:00-12:00 Hyatt West: Field  
Preregister with Anne Ranft at (304) 594-3072 or aranft@wvu.edu  
Organizer: Annette L. Ranft, West Virginia U.  
Panel: Wilbur C. Chung, New York U.; Reginald A. Litz, U. of Manitoba; Jack A. Nickerson, Washington U.

**377. BPS Discussion Learning: Using the Case Method in Your Classroom**

- ♦ 9:00-12:00 Hyatt West: McCormick

*Organizer:* Jay Dial, Case Western Reserve U.

*Panel:* Brian Golden, U. of Western Ontario; Myra Hart, Harvard U.; Neil Jones, U. of Western Ontario

**Monday 8:00 am****378. Welcome**

- ♦ 8:00-8:30 Hyatt West: Regency Ball A(S)

**Monday 8:30 am****379. Paper: Knowledge, Innovation, and Learning**

- ♦ 8:30-10:20 Hyatt West: Toronto

*Chair:* Kazuhiro Asakawa, Keio Business School

The Role of Emergent Initiatives in Strategic Renewal,

Steven W. Floyd, U. of Connecticut

Ephemeral Resources and Firm Knowledge Stocks: The Case of the Contingent Workforce, Sharon F. Matusik, Rice U.

The Antecedents and Consequences of Innovation Search: A Longitudinal Study, Gautam Ahuja, U. of Texas, Austin; Riitta Katila, U. of Texas, Austin

Knowledge Creation Through Organizational Routines, Ann McFadyen, Texas A&M U.; Albert A. Cannella, Jr., Texas A&M U.

Inventor Productivity as a Function of knowledge Renewal, Ann McFadyen, Texas A&M U.; Albert A. Cannella, Jr., Texas A&M U.

*Discussant:* Gordon Walker, Southern Methodist U.

**380. Paper: Critical Issues in Executive Leadership**

- ♦ 8:30-10:20 Hyatt West: Acapulco

*Chair:* Kathryn Jones, Alcorn State U.

Managerial Discretion and Performance Variability: The Implications of Heteroskedasticity, Vilmos F. Misangyi, U. of Florida; Heather Elms, U. of Florida

Perils of Failure, Perils of Success or ...? The Role of the Strategist's Personal Issues in Strategic Persistence, Veronika Kisfalvi, Ecole des Hautes Etudes Commerciales, Montreal

The Influence of Executive Organizational Tenure on the Retention and Divestment of Acquired Companies, Donald Duane Bergh, Pennsylvania State U.

The Relationships Between Top Management Demographic Characteristics, Rational Decision Making, Environmental Munificence, and Firm Performance, Irene Goll, U. of Scranton; Abdul Rasheed, U. of Texas, Arlington

Executive Commitment to the Status Quo: Some Additional Tests, Patrick Thomas Gibbons, U. College Dublin; Mike O'Brien, Kaiser Associates International

*Discussant:* Eugenio Marchese, Cornell U.

**381. Paper: Change and Transformation**

- ♦ 8:30-10:20 Hyatt West: Regency Ball A(S)

*Chair:* Janice A. Black, New Mexico State U.

Strategic Renewal: Four Dynamic Mechanisms for Responding to Environmental Change, Charles Baden-Fuller, City U. Business School; Henk Volberda, Erasmus U., Rotterdam

An Empirical Test of Revolutionary Organizational Transformation in the Banking Industry, J. Daniel Wischnevsky, Rutgers U.

Differential Firm Performance in a Behavioural Model of Organizational Change, Christoph Zott, INSEAD

Relating Strategic Decision Processes to Absorbed and Unabsorbed Slack, Allen C. Amason, U. of Georgia; Ann C. Mooney, U. of Georgia

Punctuated and Incremental Change: The UK Water Industry, Alison Dean, City U. Business School; Charles Baden-Fuller, City U. Business School

Published in Conference Proceedings

*Discussant:* Donald N. Sull, London Business School

**Monday 10:40 am****382. Paper: Executive Compensation**

- ♦ 10:40-12:00 Hyatt West: Acapulco

*Chair:* Jean B. McGuire, Concordia U., Montreal

The Other Side Of The Coin: Principal Opportunism In Agency Relationships, Jay Dial, Case Western Reserve U.; Asghar Zardkoobi, Texas A&M U.

Environmental, Structural and Strategic Complexity as Determinants of CEO Compensation in Multinational Corporations, Kimberly Michelle Ellis, Florida State U.; Bruce T. Lamont, Florida State U.; V. Sambamurthy, U. of Maryland

Incentive-Based Compensation and Firm R&D Intensity, Daniel Rodriguez, Emory U.

Incentive Alignment or Cooptation? Outside Director Compensation at Large, Publicly-Traded U.S. Firms, Gary T. Moskowitz, Southern Methodist U.

The Impact of Capital Markets on Compensation Incentives, Organizational Slack, and Firm Innovation, Michael N. Young, Chinese U. of Hong Kong

Published in Conference Proceedings

*Discussant:* Anita M. McGahan, Harvard U.

**383. Paper: Real Option Theory and Risk Management**

- ♦ 10:40-12:00 Hyatt West: Toronto

*Chair:* Yasemin Y. Kor, U. of Illinois, Urbana-Champaign

The Impact of Product and International Diversification Strategy on the Corporate Performance: Spanish Case, María Luisa Ramírez-Alesón, U. of Zaragoza/Temple University; Manuel Antonio Espitia-Escuer, U. de Zaragoza

Option Potential and the Innovator's Dilemma: Resource Commitment to Uncertain New Projects, Rita Gunther McGrath, Columbia U.; Paola Dubini, Bocconi U., Milan

Organizational Time Horizons, Resource Availability and New Product Introduction, Gordon Walker, Southern Methodist U.; Richard Makadok, Emory U.

Entry Timing and Option Value, Kent D. Miller, New York U.; Timothy B. Folta, Purdue U., West Lafayette

Facing the Uncertain Environment from Technological Discontinuities: Hedging as a Technology Choice Strategy, Donald E. Hatfield, Virginia Polytechnic Institute and State U.; Linda F. Tegarden, Virginia Polytechnic Institute and State U.; Ann E. Echols, Virginia Polytechnic Institute and State U.

*Discussant:* David J. Flanagan, Western Michigan U.

**384. Paper: Global Competitive Dynamics**

- ♦ 10:40-12:00 Hyatt West: Regency Ball A(S)

*Chair:* William Acar, Kent State U.

International Competition and Corporate Strategy: The Effect of Core Industry Import Penetration on Firm Diversification, Harry P. Bowen, U. of California, Irvine  
Global Competitive Dynamics, Javier Gimeno, Texas A&M U.; David Loree, Texas A&M U.; Brent D. Beal, Texas A&M U.

What Determines the Number of Competitors?, Marvin B. Lieberman, U. of California, Los Angeles

The Dynamics of Capability Development: The Case of Australian Retail Banking, 1981 to 1995, Peter W. Roberts, Carnegie Mellon U.; Raphael Amit, U. of British Columbia

*Discussant:* Ken G. Smith, U. of Maryland

### Monday 12:20 pm

#### 385. Paper: Social Capital

- ♦ 12:20-2:10 Hyatt West: Acapulco

*Chair:* Jay J. Janney, U. of Kentucky

Social Capital, Strategic Relatedness and the Formation of Intra-Organizational Linkages, Wenpin Tsai, Pennsylvania State U.

Intellectual Capital Profiles: An Examination of Investments and Returns, Mark Youndt, U. of Connecticut; Mohan Subramaniam, U. of Connecticut; Scott A. Snell, Pennsylvania State U.; Timothy D. Golden, U. of Connecticut

Social Capital and Productive Exchange: Is Network Structure All We Need to Consider?, Peter Moran, London Business School; Charles Galunic, INSEAD

The Ties That Bind: Status-Based Constraints on Strategic Actions in the U.S. Investment Banking Industry, Stan X. Li, U. of Toronto; Whitney Blair Berta, U. of Toronto

Who Reaps the Gains from Social Capital? Appropriating Rent from a Dynamic Capability, Russell W. Coff, Washington U.

*Discussant:* Jay B. Barney, Ohio State U.

#### 386. Paper: Revisiting TMT Research

- ♦ 12:20-2:10 Hyatt West: Toronto

*Chair:* Rakesh B. Sambharya, Rutgers U., Camden

Revisiting the Effects of Strategic Leadership on Corporate Strategy: The Unit of Analysis Dilemma, Edward J. Zajac, Northwestern U.; Michael Jensen, Northwestern U.

Relative Deprivation, Relative Standing, and Their Impacts on Executive Turnover in the CEO Succession Context: A Social Psychological Framework, Wei Shen, Texas A&M U./Rutgers U.

Published in Conference Proceedings

Predicting Order and Timing of New Product Moves: The Role of Top Management, Abhishek Srivastava, U. of Maryland; Hun Lee, George Mason U.; Ken G. Smith, U. of Maryland; Curtis M. Grimm, U. of Maryland

The Effects of Past Performance on Top Management Team Conflict in Strategic Decision Making, Allen C. Amason, U. of Georgia; Ann C. Mooney, U. of Georgia

The Role of Top Management Team Heterogeneity on Organizational Survival and Adaptation in an Environmental Shift, Theresa S. Cho, Rutgers U.

*Discussant:* David L. Kang, Harvard U.

#### 387. Theme: Challenges for Global Enterprise in the 21st Century

- ♦ 12:20-2:10 Hyatt West: Regency Ball A(S)

### Monday 2:30 pm

#### 388. Paper: Cognition in Strategy

- ♦ 2:30-3:50 Hyatt West: Acapulco

*Chair:* Adelaide Wilcox King, U. of Virginia

Positive Mindsets and Exaggerated Beliefs: Interpretive Frames as Key Determinants of Firm Performance, Klaus Weber, U. of Michigan; Kathleen M. Sutcliffe, U. of Michigan

The Effects of Increased Managerial Discretion on the Top Executive Cognition: The Implications for Strategic Change, Theresa S. Cho, Rutgers U.

Top Managers' Efficacy Beliefs and Organizational Outcomes: An Application of Social Cognitive Theory, Seokhwa Yun, U. of Maryland

Psychological Team Composition and Strategy Making: Team Level Locus of Control in Relation to Planning Quality and Action Consistency, Christophe Boone, Maastricht U.; Woody van Olfen

*Discussant:* Rebecca A. Luce, Michigan State U.

#### 389. Paper: Do Competences and Resources Matter?

- ♦ 2:30-3:50 Hyatt West: Toronto

*Chair:* Sandra Sieber, IESE, U. of Navarra, Barcelona

Competitive Advantage from Technological Knowledge: A Resource-based Investigation of Factors that Influence Persistence, Susan K. McEvily, U. of Pittsburgh

Matching Competitive Strategy and Resources: The Case of the Motor Carrier Industry, Kenneth Zantow, Oklahoma State U.; Parshotam Dass, U. of Arkansas

Getting to 'Yes' when Acquiring Human Capital Intensive Firms: When Does a Shared Core Competence Matter?, Russell W. Coff, Washington U.

A Competence-Based New Product Typology, Erwin Danneels, Emory U.

*Discussant:* Bertrand Vital Quelin, HEC, Paris

#### 390. Paper: Strategic Networks and Information Flows

- ♦ 2:30-3:50 Hyatt West: Regency Ball A(S)

*Chair:* Nicholas S. Argyres, U. of Southern California

Strategic Domains and Network Building: Using Flag Concepts to Configure Value Creation Systems, Rafael Ramirez, École des Hautes Etudes Commerciales; Flavio C. Vasconcelos, Center for Entrepreneurial Leadership  
Spillovers and the Advent of the Network Economy, Brian McGrath, U. College Dublin; Rita Gunther McGrath, Columbia U.

On the Origin of Network Structure: Understanding the Evolution of Strategic Networks, Balaji R. Koka, U. of Pittsburgh; Ravindranath Madhavan, U. of Illinois, Urbana-Champaign; John E. Prescott, U. of Pittsburgh

Don't Go It Alone: Alliance Networks and Startups' Performance in Canadian Biotechnology, Joel A. C. Baum, U. of Toronto; Tony Calabrese, U. of Toronto; Brian S. Silverman, Harvard U.

The System of Business Enterprises as a Complex Dynamic Network of Resources and Competencies, Giovanni Battista Dagnino, London Business School

Published in Conference Proceedings

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

## Monday 4:10 pm

**391.** Paper: **Technological Innovation and Uncertainty**

• 4:10-5:30 Hyatt West: Acapulco

*Chair:* Raphael Amit, U. of British Columbia

Creating Options or Making Commitments? A Case Study of Strategic Investing Under Uncertainty, Karen L. Belanger, Columbia U.

Why Do Firms Behave Similarly? A Study on New Product Introduction in the Japanese Soft-drink Industry, Shigeru Asaba, Gakushuin U.; Marvin B. Lieberman, U. of California, Los Angeles

Published in Conference Proceedings

Ownership Structure, Myopic Loss Aversion, and the Problem of 'Presentation', Wayne Grossman, U. of Delaware

Published in Conference Proceedings

Betting on Technological Innovation: Towards a Competence-Based View of First Mover Advantage, Joseph Lampel, U. of Nottingham; Jamal Shamsie, U. of California, Los Angeles

*Discussant:* Aya S. Chacar, London Business School

**392.** Paper: **Competition Versus Cooperation**

• 4:10-5:30 Hyatt West: Toronto

*Chair:* Paul N. Friga, U. of North Carolina, Chapel Hill

Collaborating With Competitors: An Empirical Study of the Impact of Inter-Partner Learning on Alliance Outcome, Pierre Dussauge, HEC, Paris; Bernard Garrette, HEC, Paris; Will Mitchell, U. of Michigan

Co-opetition: An Experimental Investigation, Darryl A. Seale, Kent State U.; James A. Sundali, U. of Nevada, Reno

Strategic Colonialism in Unfamiliar Cultures: Overcoming Extreme Forms of Causal Ambiguity Internationally, Elaine Mosakowski, Purdue U.

Performance Effects of Cooperative and Competitive Strategic Repertoires: The U.S. Airline Industry, 1983-1996, Darla J. Domke-Damonte, Coastal Carolina U.

*Discussant:* John E. Prescott, U. of Pittsburgh

**393.** Paper: **Strategy in Emerging Markets**

• 4:10-5:30 Hyatt West: Regency Ball A(S)

*Chair:* S. Akbar Zaheer, U. of Minnesota

The Co-Evolution of Resources and Scope, Alvaro Cuervo-Cazurra, Massachusetts Institute of Technology

Reorganizing Economic Activity in China: A Technological System Perspective, Steven White, Hong Kong U. of Science and Technology

Organizational Slack as a Source of Competitive Advantage: A Multimethod Test in an Emerging Economy, Justin Tan, California State U., San Marcos

Estimating the Performance Effects of Networks in Emerging Markets, Tarun Khanna, Harvard U.; Jan W. Rivkin, Harvard U.

Published in Conference Proceedings

*Discussant:* Trevor A. Williams, Queensland U. of Technology

## Tuesday 8:30 am

**394.** Paper: **CEOs, Status Quo, and Performance**

• 8:30-10:10 Hyatt West: Acapulco

*Chair:* Sylvia Sloan Black, U. of North Carolina, Chapel Hill

The Impact of Change Catalysts on Organizational Restructuring Decision-Making: An Empirical Test of the Adaptive versus Inertial View of Strategic Change, Victor B. Wayhan, U. of Houston

Temporal Dynamics of CEO Tenures, Donald C. Hambrick, Columbia U.; Andrew D. Henderson, Columbia U.; Miller Danny, Columbia U.

Managerial Change, Strategy Formulation and Firm Performance: A Closer Look at the Issue of Creating Value, J. L. Morrow, Jr., Mississippi State U.

 Learning Across the Life Cycle: Experimentation and Performance Among the Hollywood Studio Heads, Dan Miller, Columbia U.; Jamal Shamsie, U. of California, Los Angeles

Published in Conference Proceedings

CEO Commitment to the Status Quo: Replication and Explication and Extension Using Content Analysis, Paul W. Patterson, U. of Wisconsin, Milwaukee; Vincent L. Barker, U. of Wisconsin, Milwaukee

*Discussant:* Richard L. Priem, U. of Texas, Arlington

**395.** Paper: **Different Perspectives on Managing Scale**

• 8:30-10:10 Hyatt West: Toronto

*Chair:* Douglas D. Moesel, U. of Missouri, Columbia

Jeopardizing Strategic Assets: Examining the Impact of Downsizing Through the Resource-Based View, Patricia M. Norman, Baylor U.; Annette L. Ranft, West Virginia U.

Downscoping vs. Downscaling Spin-offs: Parent, Subsidiary and Proforma Performance, Hemang Desai, Southern Methodist U.; Robert D. Nixon, Tulane U.; Robert R. Wiggins, Tulane U.

Published in Conference Proceedings

Scale Economies and Survival in a Growth Industry, Richard Makadok, Emory U.; Gordon Walker, Southern Methodist U.

The Disaggregation of the Firm: An Empirical Test of the Impact of Technological Change and Globalization on Organizational Form, Melissa A. Schilling, Boston U.; Cassandra Vasco, Boston U.; Wilvy F. Sy, Boston U.

Determinants of Firm Turnaround: A Longitudinal Study of Decline Situation and Organizational Characteristics, John D. Francis, Mississippi College; Ashay B. Desai, U. of Wisconsin, Oshkosh; Timothy L. Pett, Wichita State U.

*Discussant:* Jaideep Anand, U. of Michigan

**396.** Paper: **Knowledge Sharing and Alliance**

• 8:30-10:10 Hyatt West: Regency Ball A(S)

*Chair:* Sally W. Fowler, U. of Victoria

Redundant Governance Structures: An Analysis of Structural and Relational Embeddedness, Timothy J. Rowley, U. of Toronto; Dean Behrens, U. of Toronto

Creating and Managing a High Performance Knowledge-Sharing Network: The Toyota Case, Kentaro Nobeoka, Kobe

Alliance Capability & Success: A Knowledge-Based Approach, Prashant V. Kale, U. of Pennsylvania; Harbir Singh, U. of Pennsylvania

Published in Conference Proceedings

Firms' Knowledge-Sharing Strategies in Emerging High Technology Industries, Jennifer W. Spencer, U. of Houston

*Discussant:* Thorvald Haerem, Norwegian School of Management

### Tuesday 10:30 am

#### 397. Symposium: **Organizing/Strategizing**

- ♦ 10:30-11:50 Hyatt West: Acapulco

*Chair:* Andrew Pettigrew, U. of Warwick

Organizing/Strategizing, Whittington Richard, Said Business School, U. of Oxford

Change Journeys: Processes, Sequencing and

Complementarities, Frans A. J. van den Bosch, Erasmus U., Rotterdam

Internationalisation Strategies and Modes of Organising,

Carlos Sanchez-Runde, IESE, U. of Navarra, Barcelona

Organizing is Strategizing, Leif Melin, Jonkoping U.

*Discussant:* C. R. Hinings, U. of Alberta

#### 398. Paper: **Alliances and Joint Ventures**

- ♦ 10:30-11:50 Hyatt West: Toronto

*Chair:* Paul W. Patterson, U. of Wisconsin, Milwaukee

Risk Attitude Differences, Factions, and Influence Behavior

Within, Robert J. Pearce, State U. of West Georgia

Re-Examining the Diversity-Decision Quality Link: The

Role of Member Interactions, Devaki Rau, U. of Minnesota

Trust, Control, and Risk in Strategic Alliances: An Integrated

Framework, T. K. Das, Baruch College/City U. of New

York; Bing-Sheng Teng, George Washington U.

Bounded Momentum and Strategic Alliances, Namgyoo K.

Park, New York U.

*Discussant:* Joanne Oxley, U. of Michigan

#### 399. Symposium: **Performance of Multi-business and Multinational Firms: Why Does Theory Converge but Results Diverge?**

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

*Chair:* Jaideep Anand, U. of Michigan

When and Why are Cross-border Acquisitions Profitable? An

Empirical Analysis of the Sources of Value Creation in

Foreign Acquisitions of US Firms, Anju Seth, U. of

Illinois, Urbana-Champaign

Why Firm Diversify: Internalization vs Agency Behavior,

Bernard Yeung, U. of Michigan

Diversification and the Role of Center in Multi-business

Firms, Costas Markides, London Business School

The Internal Governance of Multi-Business vs Multinational

Scope, Anil Gupta, U. of Maryland

*Discussant:* Will Mitchell, U. of Michigan

### Tuesday 2:00 pm

#### 400. Paper: **Corporate Diversification and Implementation**

- ♦ 2:00-3:20 Hyatt West: Acapulco

*Chair:* Vincent L. Barker, U. of Wisconsin, Milwaukee

Stabilizing Company Cash Flows: Strategy, Scope, and New

Alternatives, Jennifer Bethel, Babson College / U.S.

Securities & Exchange Commission

Corporate-Divisional Relations and Divisional Performance

in Strategy Implementation, Wenyi Chu, National Taiwan

U.; Cheng-Min Chuang, National Taiwan U.

#### The Determinants of the Expansion Process of the Spanish

Savings Banks, Lucio Fuentelsaz, U. de Zaragoza; Jaime

Gomez-Villascuerna, U. de Zaragoza

#### Technological vs. Product Market Diversification:

Economies of Scope for Innovation, Michael B. Heeley,

Georgia Institute of Technology; Sharon F. Matusik, Rice

U.; Gary S. Hansen, U. of Washington

*Discussant:* Michael H. Lubatkin, U. of Connecticut

#### 401. Paper: **Institution and Culture in the Global Context**

- ♦ 2:00-3:20 Hyatt West: Toronto

*Chair:* Andrew D. Henderson, Columbia U.

Which Institutional Environment for Organizational Change?

Perceptions of Barriers to Innovation and R&D

Cooperation in Europe, Magali A. Delmas, U. of

California, Santa Barbara



Changing Institutions, Types of Resources and

Capabilities, and Firm Strategies: The case of Korea,

Choelsoon Park, Seoul National U.; Jeongil Seo, Seoul;

Minyoung Yi, Seoul National U.

Post-Privatization Restructuring and Firm Performance in

Russia: Theory and Evidence, Trevor Buck, Leicester

Business School; Igor Filatotchev, U. of Nottingham

Organizational Identities and Strategies in the French

Retailing Industry, Hamid Bouchikhi, ESSEC; John R.

Kimberly, U. of Pennsylvania / INSEAD; Jabril

Bensedrine, U. of Marne-la-Vallee

*Discussant:* Michel Claessens, ESCNA

#### 402. Paper: **Competitive Advantage Revisited**

- ♦ 2:00-3:20 Hyatt West: Regency Ball A(S)

*Chair:* Hao Ma, Bryant College

Arriving at a Strategic Theory of the Firm, Steven E. Phelan,

U. of Texas, Dallas; Peter Lewin, U. of Texas, Dallas

How Does Industry Context Influence Firm Performance?

Resources vs. Rivalry, Susan K. McEvily, U. of Pittsburgh;

Raja Roy, U. of Pittsburgh

Beyond Equilibrium: Towards a Process Theory of

Competitive Advantage, Volker Mahnke, Copenhagen

Business School; Nicolai Foss, Copenhagen Business

School

Are Baseball Free Agents a Source of Competitive

Advantage?, Laura Poppo, Virginia Polytechnic Institute

and State U.; Keith Weigelt, U. of Pennsylvania

The Role of Non-Core Resources in Competitive Advantage,

Jonathan T. Eckhardt, U. of Maryland; Ken G. Smith, U.

of Maryland

*Discussant:* David J. Collis, Harvard U.

### Tuesday 3:40 pm

#### 403. Paper: **Strategic Groups and Entry Barriers, Revisited**

- ♦ 3:40-5:00 Hyatt West: Acapulco

*Chair:* Jan W. Rivkin, Harvard U.

The Performance Implications of Core, Secondary, and Solo

Firms in Cognitive Strategic Groups, Gerry McNamara,

Michigan State U.; David L. Deephouse, Louisiana State

U.

Customer Erected Barriers to Entry: A New View of the

Changing Landscape, Page G. West, III, Wake Forest U.

An Evolutionary Perspective on Strategic Group Emergence:

A Genetic Algorithm-Based Model, Jeho Lee, Korea

Advanced Institute of Science and Technology;  
Kyungmook Lee, Seoul National U.; Sangkyu Rho, Seoul National U.

Does Group Membership Influence Firm Behavior?, Anil Nair, Old Dominion U.; Suresh Kotha, U. of Washington  
*Discussant*: Gregory Young, North Carolina State U.

**404.** Paper: **High-tech and R&D Alliances**

- ♦ 3:40-5:00 Hyatt West: Toronto

*Chair*: Paul E. Bierly, James Madison U.

Post-Formation Dynamics in High-Tech Alliances, Maurizio Zollo, INSEAD; Jeffrey J. Reuer, INSEAD; Harbir Singh, U. of Pennsylvania

R&D Alliances: The Role of Governance in Realizing Innovative Potential, Rachele Sampson, U. of Michigan  
Valuing Biopharmaceutical Alliances, Daniel Rodriguez, Emory U.

Protecting Knowledge and Capabilities in Strategic Alliances: Resource and Relational Characteristics, Patricia M. Norman, Baylor U.

*Discussant*: Michael J. Leiblein, Ohio State U., Columbus

**405.** **Richard D. Irwin Outstanding Educator Award**

- ♦ 3:40-5:00 Hyatt West: Regency Ball A(S)

**Tuesday 5:30 pm**

**406.** Meeting: **Business Meeting and Awards Ceremony**

- ♦ 5:30-6:30 Hyatt West: Regency Ball A(S)

**Tuesday 6:30 pm**

**407.** **Social**

- ♦ 6:30-7:30 Hyatt West: Regency Ball A(S)

**Wednesday 8:30 am**

**408.** Paper: **Organizational Learning, Planning and Change**

- ♦ 8:30-10:20 Hyatt West: Acapulco

*Chair*: Alvaro Cuervo-Cazurra, Massachusetts Institute of Technology

Strategic Planning and its Contribution to the Organization: A Coalignment Perspective, Mark B. Milstein, U. of North Carolina, Chapel Hill; Albert H. Segars, U. of North Carolina, Chapel Hill

Imperfect Learning: What Does an Organization Learn From its Mistake?, Katsuhiko Shimizu, Texas A&M U.  
Published in Conference Proceedings

The Interaction of Strategic Planning and Organizational Learning and its Impact on Performance, Luis G. Flores, Northern Illinois U.; Ralph F. Catalanello, Northern Illinois U.; Narsingh N. Saxena, Northern Illinois U.

Implementing Strategic Change: The Use of Strategic Projects, Richard A. Kernochan, Aslan Ltd.

Market Evaluation of Strategic Planning Processes Within Organizations: The Stock Market's Verdict to the Planning Debate, Ashay B. Desai, U. of Wisconsin, Oshkosh; Barry J. Gilmore, U. of Memphis

*Discussant*: Gabriel Szulanski, U. of Pennsylvania

**409.** Paper: **Intangible Resources and Capabilities**

- ♦ 8:30-10:20 Hyatt West: Toronto

*Chair*: Russell W. Coff, Washington U.

Building Corporate Reputation on the Internet: The Case of Amazon.com, Violina P. Rindova, U. of Washington; Suresh Kotha, U. of Washington

Managing an Organizational Learning System by Aligning Stocks and Flows of Knowledge: An Empirical Examination of Intellectual Capital, Knowledge Management, and Business Performance, Nick Bontis, McMaster U.

Published in Conference Proceedings

How Intangible Capabilities Provide Competitive Pricing Advantage, Daniel H. Simon, U. of Maryland  
Intangible Resources and the Sustainability of Competitive Advantage, Belen Villalonga, U. of California, Los Angeles

*Discussant*: Bente R. Lowendahl, Norwegian School of Management

**410.** Paper: **Managing Global Networks**

- ♦ 8:30-10:20 Hyatt West: Regency Ball A(S)

*Chair*: Julian Birkinshaw, London Business School

The Business Federation Form in Strategy Consulting Firms in Europe: Basic Dimensions and Their Effect on Performance, Joaquim Vilà, IESE, U. of Navarra, Barcelona; Carsten M. Syvetsen, IESE, U. of Navarra, Barcelona

An Effective Global Integration of Distinctive Competences: A Study on Multinational Businesses in Global Industries, Kwangsoo Kim, City U. of Hong Kong; Jong-Hun Park, City U. of Hong Kong

Published in Conference Proceedings

Balancing Standardization and Adaptation of Global Products: The Influence of Leveraging Knowledge Across Borders, Mohan Subramaniam, U. of Connecticut

External Network of Alliances and Internal Network of Subsidiaries: An Empirical Study of the Relationship Between Global Strategic Alliance Activity and Global Integration, Ash Vasudevan, Washington State U., Pullman; Brett P. Matherne, Georgia State U.

*Discussant*: Phillip H Phan, National U. of Singapore

**Wednesday 10:40 am**

**411.** Symposium: **Universities as a Source of New Technology**

- ♦ 10:40-12:00 Hyatt West: Acapulco

*Chairs*: Arvids A. Ziedonis, U. of California, Berkeley; Janet E. L. Bercovitz, Duke U.

Prior Knowledge and the Discovery of Entrepreneurial Opportunities, Scott Shane, Massachusetts Institute of Technology

Modeling the Relative Performance of University Technology Transfer Offices: An Exploratory Study, Albert N. Link, U. of North Carolina, Greensboro; Jonathan Silberman, Arizona State U.; Leanne E. Atwater, Arizona State U., West; David A. Waldman, Arizona State U., West; Donald Siegel, Arizona State U., West

The Geographic Reach of Market and Non-Market Channels of Technology Transfer: Evidence from the University of California and Stanford University, Arvids A. Ziedonis, U. of California, Berkeley; David C. Mowery, U. of California, Berkeley

University Industry Technology Transfer: A Cross-Country Comparison, Nils Jul Clausen, Odense U.; Richard M. Burton, Duke U.; Janet E. L. Bercovitz, Duke U.  
*Discussants*: Rebecca Henderson, Massachusetts Institute of Technology; Shane M. Greenstein, Northwestern U.

**412.** Paper: **Joint Ventures: Terminations and Continuations**

- 10:40-12:00 Hyatt West: Toronto

*Chair*: Carlo A. Carnevale-Maffe', SDA Bocconi U.

Explaining the Incidence of Unrelated Joint-Ventures:

Efficiency and Agency Approaches, Mikolaj Jan Piskorski, Harvard U.

Looking at the Back End: A Transaction Cost Analysis of

Joint Venture Terminations, Jeffrey B. Kaufmann, U. of Illinois, Urbana-Champaign; Hugh M. O'Neill, U. of North Carolina, Chapel Hill

Joint Venture Terminations: Causes and Consequences,

Shyam Kumar, U. of Illinois, Urbana-Champaign

Solving the Collaborative Dilemma of Joint Ventures: The

Role of Structural Conditions, Ming Zeng, INSEAD / European Institute of Business Administration

*Discussant*: Ravindranath Madhavan, U. of Illinois, Urbana-Champaign

**413.** Paper: **Mergers and Acquisitions Revisited**

- 10:40-12:00 Hyatt West: Regency Ball A(S)

*Chair*: Andrew Harris Gold, U. of North Carolina, Chapel Hill

Evidence of Acquiror Learning in Mergers and Acquisitions,

1985-1995, Mathew Hayward, London Business School  
 Published in Conference Proceedings

Persistence in the M&A Decision Process: Sticky Decisions

or Overcommitment?, Phanish Puranam, U. of Pennsylvania; Harbir Singh, U. of Pennsylvania; Benjamin Caldwell Powell, U. of Pennsylvania

The Impact of Mergers and Acquisitions on Employment and

Labor Efficiency, K. C. O'Shaughnessy, Western Michigan U.; David J. Flanagan, Western Michigan U.

A Review of Recent Research on Mergers and Acquisitions,

Melissa E. Graebner, Stanford U.

*Discussant*: Rita D. Kosnik, Associate Editor, Academy of Management Journal

**Wednesday 12:20 pm**

**414.** Paper: **Hybrid Governance**

- 12:20-2:10 Hyatt West: Acapulco

*Chair*: Charles C. Snow, Pennsylvania State U.

 Supply Chain Competitiveness and the "Tragedy of the Commons": The Case of the Champagne Industry, Karen S. Cool, Stanford U.; James E. Henderson, Babson College

How Relation-Specific Assets Matter: Sourcing-Related

Practices and Supplier Performance Improvements in the U.S. and Japanese Automotive Industries, Xavier Martin, New York U.; Masaaki Kotabe, Temple U.

Strategy, Governance Structure, and Performance: Theory

and Evidence in Franchising Arrangements, Edward J. Zajac, Northwestern U.; Xiaoli Yin, Northwestern U.

Contracts and Project Based Strategic Alliances: An

Empirical Test, Conor T. Vibert, Acadia U.

A Typology of Hybrid Governance: Proposal and Empirical Validation, Mani R. Subramani, U. of Minnesota; John C. Henderson, Boston College

*Discussant*: Tarun Khanna, Harvard U.

**415.** Paper: **Evaluating Firm Performance**

- 12:20-2:10 Hyatt West: Toronto

*Chair*: Theresa Taylor-Coates, Rensselaer Polytechnic Institute

The Performance of U.S. Corporations: 1981-1994, Anita M. McGahan, Harvard U.

Equifinality, Strategic Configurations, and Organizational Performance, Dan Marlin, U. of Texas, San Antonio; David J. Ketchen, Jr., Louisiana State U.

An Objective Configurational Approach Using Market Power and Efficiency: A Longitudinal Analysis of Information

Technology on Firm Performance, Timothy L. Pett, Wichita State U.; Charles Clay Dibrell, U. of Memphis

Reassessing the Link Between Corporate Social

Responsibility and Firm Performance, Donald Siegel, Arizona State U., West; Abigail McWilliams, Arizona

State U., West; John B. Guerard, Vantage Global Advisors

*Discussant*: Richard Makadok, Emory U.

# Careers

**Program Chair: Jay Mahoney, Montclair State University**  
**Workshop Chair: Susan Adams, Bentley College**

	Start	Regular Program	Shared Program
<b>Friday</b>	11:15 am		75. Tour to McDonald's University ♦ OS: McDonald's U.
	1:00 pm		79. Practitioner Series: Introduction to the Inquiry Process and Research Projects ♦ S: Gball 3
	5:00 pm		81. Critical Mgmt. Doctoral Workshop ♦ HW: Dusable
	6:00 pm		85. Reception for the New Doctoral ♦ S: Gball I
	7:30 am		87. Critical Management Studies: B ♦ HW: Comiskey
<b>Saturday</b>	8:00 am		89. Practitioner Series: Developing and Critiquing Action Research Projects ♦ HE: Columbus C/D
			91. Critical Management Studies: P ♦ HW: Columbian
			92. Critical Management Studies: ♦ HW: Buckingham
			93. Critical Management Studies: P ♦ HW: Comiskey
			95. New Doctoral Student Consortiu ♦ S: Gball I
			97. GDO/MED/ODC/CAR: Career Identities in Academia ♦ HE: Skyway 269
	8:30 am		100. IAOM: Managerial Effectiveness in Latin America ♦ S: Alpine II
	9:00 am	416. CAR: Career Practice ♦ S: WmTell	
	10:00 am		108. OD/IM/MED/GDO/CAR: Time Management ♦ HE: Skyway 269
	10:30 am		110. IAOM: Competing in Latin America ♦ S: Alpine II
	1:00 pm		115. MED/ODC/GDO: Spirituality at Work ♦ HE: Skyway 269
	1:30 pm		118. IAOM: Challenges & Approaches to Quality ♦ S: Alpine II
	2:00 pm		120. CAR/CM/ONE/HCM/PNS Small Division Images and Member Identities ♦ HW: Acapulco
3:00 pm		123. Management of the Tenure Proce ♦ S: Alpine II	
		124. ODC/MED/GDO: The Power of Music ♦ HE: Skyway 269	
4:00 pm		125. Critical Management Studies: P ♦ HW: Comiskey	
6:00 pm		127. IAOM: Business Meeting & Dinner ♦ S: Alpine II	
6:30 pm		128. Reception for Practitioner Ser ♦ HE: Columbus C/D	
<b>Sunday</b>	7:30 am		130. Critical Management Studies: ♦ HW: Comiskey
	8:00 am		131. Critical Management Studies: B ♦ HW: Comiskey
	9:00 am		132. Launching an Academic-Practiti ♦ HE: Columbus C/D
			135. Business & Volunteering Connec ♦ S: WmTell
	10:00 am		142. Critical Management Studies: ♦ HW: Columbian
	10:30 am		143. Critical Management Studies: P ♦ HW: Buckingham
		145. Critical Management Studies: P ♦ HW: Comiskey	
		148. CAR: Careering: A Musical Production ♦ S: WmTell	
		150. Mentoring Workshop ♦ HW: Goldcoast	
<b>Monday</b>	8:30 am	417. T: Pluralism in Academic Roles ♦ HW: Goldcoast	
	9:00 am		271. JP: Big Five Pers. Dimensions ♦ HE: GndBall C(N)
	10:40 am		212. JS: Organizational Dynamics ♦ HE: GndBall B
			216. JS: Mentoring in a Pluralistic Env ♦ S: Gball 3
	12:20 pm	418. P: Perspectives on Mentoring ♦ HW: Goldcoast	
	1:00 pm		309. IP: International Career Issues ♦ HE: Wacker West (2)
4:10 pm		231. JS: The Good, The Bad, and The Ugl ♦ HW: Comiskey	
		321. IP: Career Issues ♦ HE: Wacker West (4)	
<b>Tuesday</b>	8:30 am		234. JS: Careers in Transition ♦ HE: GndBall B
	8:50 am		288. JP: Expatriates ♦ HE: Columbus E/F
	2:00 pm	419. P: Impact of Job & Career Change ♦ HW: Goldcoast	290. JP: Balancing Work and Family ♦ HE: Columbus E/F
			352. IP: Career Choice & Management ♦ HE: Wacker West (4)
	3:40 pm	420. S: Business/education partnership ♦ HW: Goldcoast	356. IP: Affective Reactions ♦ HE: Wacker West (3)
	5:30 pm	421. M: Division Business Meeting ♦ HW: Goldcoast	
7:00 pm	422. Social Hour ♦ HW: Goldcoast		
<b>Wed-</b>	8:30 am	423. Careers Division in the future ♦ HW: Goldcoast	
	10:40 am		261. JS: Issues and Solutions in Global ♦ HE: GndBall E
	12:20 pm		263. JS: Equity in Pay and Promotions ♦ HW: Comiskey
			201. Work transition journeys (SC) ♦ HE: GndBall A

**Saturday 9:00 am**

**416. Careering Practice**

♦ 9:00-5:00 Swiss: WmTell  
 By invitation only

Organizer: Kerr Inkson, U. of Auckland

**417. Theme: Pluralism in Academic Roles: Using One Vehicle to Make Simultaneous Journeys**

♦ 8:30-10:20 Hyatt West: Goldcoast

Chair: Mary R. Watson, Vanderbilt U.

Division Welcomer: Joan D. Mahoney, Montclair State U.

Ambassador: Samuel Rabinowitz, Rutgers U., Camden

**Monday 8:30 am**

 Research Outcomes, Mary R. Watson, Vanderbilt U.; Selda Fikret-Pasa, Bogazici U.

 Teaching Outcomes, Mabel Miguel, U. of North Carolina, Chapel Hill; Mehdi Farashahi, Concordia U.

 Service Outcomes, Alfred Jaeger, McGill U.

*Discussants:* Wayne F. Cascio, U. of Colorado, Denver; Mary Ann Von Glinow, Florida International U.

### Monday 12:20 pm

#### 418. Paper: **Perspectives on Mentoring**

- ♦ 12:20-2:10 Hyatt West: Goldcoast

*Chair:* Debra A. Major, Old Dominion U.

Not All Relationships are Created Equal: Critical Factors of Productive Mentoring Relationships, Troy R. Nielson, California State U., San Marcos; Larry E. Pate, U. of Wisconsin, Madison; Regina J. Eisenbach, California State U., San Marcos

Formal Mentoring Systems: An Examination of the Effects of Mentor/Protege Cognitive Styles on the Mentoring Process, Steven John Armstrong, U. of Lincolnshire & Humberside, Lincoln, UK.; Christopher W Allinson, U. of Leeds, Leeds, UK; John Hayes, U. of Leeds, Leeds, UK

Career-Related and Social Support: An Examination of Expectations Among Mentors and Proteges, Angela M. Young, California State U., Los Angeles; Pamela L. Perrewe, Florida State U.

Comparison of Traditional, Step-ahead, and Peer Mentoring on Proteges' Support, Satisfaction and Perceptions of Career Success: A Social Exchange Perspective, Ellen Ann Ensher, Loyola Marymount U.; Craig Thomas, Claremont Graduate U.; Susan E. Murphy, Claremont McKenna College

*Discussants:* J. Bruce Prince, Kansas State U.; Lynn Kathleen Harland, U. of Nebraska, Omaha

### Tuesday 2:00 pm

#### 419. Paper: **Individual and Organizational Outcomes of Job and Career Changes**

- ♦ 2:00-3:20 Hyatt West: Goldcoast

*Chair:* Eileen Kaplan, Montclair State U.

The Experience of Boundarylessness: Job Change, Extrinsic and Intrinsic Career Success Among Early-Career MBAs, Maury A. Peiperl, London Business School; Lidewey Van der Sluis, London Business School

The Clean Slate Effect on Tournament Mobility in Organizations, Amy E. Hurley, Chapman U.; Stefan Wally, Chapman U.; Jeffrey A. Sonnenfeld, Chief Executive Institute

Job Seeking: The Importance of Cross-Industry Ties to an Industry Change, Deborah Wright Brown, Long Island U.

The Nature of the New Employment Relationship(s): A Content Analysis of the Practitioner and Academic Literatures, Mark V. Roehling, Western Michigan U.; Marcie A. Cavanaugh, Cornell U.; Lisa M. Moynihan, Cornell U.; Wendy R. Boswell, Cornell U.

*Discussants:* Phillip Gardner, Michigan State U.; Monica Forret, Saint Ambrose U.

### Tuesday 3:40 pm

#### 420. Symposium: **"The business of business is also education": Boeing's journey into linking business and academe to better prepare college business graduates for the**

- ♦ 3:40-5:00 Hyatt West: Goldcoast

*Chair:* Linda K. Gibson, Pacific Lutheran U.

*Ambassador:* Romila Singh, Drexel U.

*Presenters:* Bruce Finnie, Pacific Lutheran U.; Sven Kalve, Boeing Company; Linda K. Gibson, Pacific Lutheran U.

### Tuesday 5:30 pm

#### 421. Meeting: **Division Business Meeting**

- ♦ 5:30-6:45 Hyatt West: Goldcoast

*Division Chairs:* Martin M. Greller, U. of Wyoming; Hugh Gunz, U. of Toronto

### Tuesday 7:00 pm

#### 422. **Social Hour**

- ♦ 7:00-9:00 Hyatt West: Goldcoast

*Co-Chair:* Susan M. Adams, Bentley College

### Wednesday 8:30 am

#### 423. **Practicing What We Preach: Building for Continuous Improvement to Best Meet Careers Division Member's Need in the New Millenium**

- ♦ 8:30-10:20 Hyatt West: Goldcoast

*Chair:* Gayle Porter, Rutgers U., Camden

*Ambassador:* Veronica Wan-Huggins, Georgia State U.

*Presenters:* Deborah Ettington, Eastern Michigan U.; Veronica Godshalk, Pennsylvania State U., Great Valley; Monica C. Higgins, Harvard U.; Yehuda Baruch, U. of East Anglia, UK

*Facilitators:* Maury A. Peiperl, London Business School; Martin M. Greller, U. of Wyoming; Hugh Gunz, U. of Toronto; Joan D. Mahoney, Montclair State U.

# Conflict Management

**Program Chair: Laurie Weingart, Carnegie Mellon University**  
**Workshop Chair: Judi M. Parks, Washington University**

	Start	Regular Program	Shared Program
<b>Fri</b>	1:00 pm	424. Conflict Management Division's ♦ HW: San Francisco	
	6:00 pm		85. Reception for the New Doctoral ♦ S: Gball I
<b>Saturday</b>	8:00 am		95. New Doctoral Student Consortiu ♦ S: Gball I
	8:30 am		100. IAOM: Managerial Effectiveness in Latin America ♦ S: Alpine II
	9:00 am	425. Conflict Management Division's ♦ HW: San Francisco	
	10:30 am		110. IAOM: Competing in Latin America ♦ S: Alpine II
	1:30 pm		118. IAOM: Challenges & Approaches to Quality ♦ S: Alpine II
	2:00 pm		120. CAR/CM/ONE/HCM/PNS Small Division Images and Member Identities ♦ HW: Acapulco
	3:00 pm		123. Management of the Tenure Proce ♦ S: Alpine II
	6:00 pm		127. IAOM: Business Meeting & Dinner ♦ S: Alpine II
<b>Monday</b>	9:30 am	426. Managing Conflict in the Plura ♦ HW: San Francisco	
	8:00 am	427. Welcome ♦ HW: Haymarket	
	8:30 am	428. P: Perceptions of Justice ♦ HW: Haymarket	
	10:40 am		181. Affective Trust ♦ HW: Water Tower
			307. IP: Managing Conflict ♦ HE: Wacker West (5)
	2:30 pm	429. P: Decision Making & Conflict ♦ HW: Haymarket	
	4:10 pm	430. T: Negotiation and Pluralism ♦ HW: Haymarket	283. JP: Team Effectiveness ♦ HE: GndBall C(N)
			319. IP: Making and Breaking Trust ♦ HE: Wacker West (2)
	5:40 pm	431. M: CM Business Meeting ♦ HW: Haymarket	
	6:45 pm	432. Conflict Management Social ♦ HW: Wrigley	
<b>Tue-</b>	8:50 am	433. P: Group Conflict ♦ HW: Haymarket	
	10:30 am	434. S: Negotiation Process ♦ HW: Haymarket	240. JS: Individualism-Collectivism ♦ HW: Columbian
	2:00 pm	435. P: Culture and Conflict ♦ HW: Haymarket	
	3:40 pm	436. S: Negotiation Teaching ♦ HW: Haymarket	293. JP: Supply Chain Management ♦ HE: Columbus E/F
			255. JS: Racio-Ethnic Relations ♦ HE: GndBall F
<b>Wed-</b>	8:30 am		198. Framing Intractable Disputes ♦ HW: Regency Ball D(N)
	10:40 am		297. JP: Proc. and Dist. Justice ♦ HE: GndBall D(N)
			200. Participation in Diverse Grps. ♦ HW: Regency Ball D(N)
			365. IP: Power & Politics ♦ HE: Wacker West (2)
	12:20 pm		265. JS: Negotiation Teaching Initiative ♦ HE: GndBall D(N)
		269. JS: Anger in Organizations ♦ HW: Comiskey	

**Friday 1:00 pm**

**424. Conflict Management Division's Junior Faculty Research Incubator on Conflict & Diversity**  
 ♦ 1:00-9:00 Hyatt West: San Francisco  
*Chairs:* Ray Friedman, Vanderbilt U.; Judi McLean-Parks, Washington U.  
*Facilitators:* Joel Brockner, Columbia U.; Barbara Gray, Pennsylvania State U.; Martin N. Davidson, U. of Virginia; Karen A. Jehn, U. of Pennsylvania; David A. Thomas, Harvard U.

**Saturday 9:00 am**

**425. Conflict Management Division's Junior Faculty Research Incubator on Conflict & Diversity**  
 ♦ 9:00-5:00 Hyatt West: San Francisco  
*Chairs:* Judi McLean-Parks, Washington U.; Ray Friedman, Vanderbilt U.  
*Facilitators:* Barbara Gray, Pennsylvania State U.; Joel Brockner, Columbia U.; Martin N. Davidson, U. of Virginia; Karen A. Jehn, U. of Pennsylvania; David A. Thomas, Harvard U.

**Sunday 9:30 am**

**426. Managing Conflict in the Pluralistic Classroom**  
 ♦ 9:30-12:00 Hyatt West: San Francisco

*Chairs:* Debra L. Connelley, State U. of New York, Buffalo; Martin N. Davidson, U. of Virginia  
*Discussants:* Ella L. Bell, U. of North Carolina, Charlotte; Stella Ting-Toomey, California State U., Fullerton

**Monday 8:00 am**

**427. Division Welcome**  
 ♦ 8:00-8:30 Hyatt West: Haymarket  
*Division Chair:* Peter Carnevale, U. of Illinois  
*Program Chair:* Laurie R. Weingart, Carnegie Mellon U.

**Monday 8:30 am**

**428. Paper: Antecedents and Consequences of Perceptions of Justice**  
 ♦ 8:30-10:20 Hyatt West: Haymarket  
*Chair:* Robert J. Robinson, Harvard Business School  
Examining Layoff Survivors' Changes In Commitment: The Effects Of Procedural And Interactional Injustice, James J. Lavelle, U. of Utah / Catholic U. of America  
 Published in Conference Proceedings

A Social Identity Perspective on Organizational Justice Among Layoff Survivors, Kelly Anne Mollica, Wake Forest U.

Winner of CM Division Best Paper Award  
 Published in Conference Proceedings

The Relationship Between Employer Policies Towards Disability And Perceptions Of Fairness, Karen Roberts, Michigan State U.; Karen S. Markel, Michigan State U.  
Primacy Effects in Justice Judgments, Laura J. Kray, Northwestern U.; E. Allan Lind, Duke U.; Leigh Thompson, Northwestern U.

What Constitutes an "Acceptable" Social Account: An Investigation of Content and Source Factors, Francis M. Frey, Clinch Valley College; Anthony T. Cobb, Virginia Polytechnic Institute and State U.

### Monday 2:30 pm

#### 429. Paper: **Decision Making and Conflict Behavior**

- ♦ 2:30-3:50 Hyatt West: Haymarket

*Chair:* Sally Blount-Lyon, U. of Chicago

Intergenerational Discounting: The Role of Time Delay, Uncertainty, and Affinity to Future Generations, Kimberly A. Wade-Benzoni, New York U.

Are People Aware of the Endowment Effect? Egocentric Perceptions of Others' Tastes, Leaf Van Boven, Cornell U.; David Dunning, Cornell U.; George Loewenstein, Carnegie Mellon U.

Secrecy, Deception, Retribution, and the Negotiation Process, Terry L. Boles, U. of Iowa; Rachel T. A. Croson, U. of Pennsylvania; J. Keith Murnighan, Northwestern U.

The Influence of Physical Attractiveness and Gender on Ultimatum Game Decisions, Maurice E. Schweitzer, U. of Pennsylvania; Sara J. Solnick, U. of Miami

### Monday 4:10 pm

#### 430. Theme: **A Behavioral Theory of Labor Negotiations in a Pluralistic World**

- ♦ 4:10-5:30 Hyatt West: Haymarket

*Panel discussion of the implications of McKersies classic book in disputes where social identity (e.g., race, culture, gender) is salient.*

*Chair:* Deborah M. Kolb, Simmons GSM

*Presenters:* Ray Friedman, Vanderbilt U.; Deborah M. Kolb, Simmons GSM; Lavinia Hall, Rutgers U., New Brunswick; Charles Heckscher, Rutgers U., New Brunswick

*Discussant:* Robert McKersie, Massachusetts Institute of Technology

### Monday 5:40 pm

#### 431. Meeting: **Conflict Management Division Business Meeting**

- ♦ 5:40-6:40 Hyatt West: Haymarket

*Division Chair:* Peter Carnevale, U. of Illinois

### Monday 6:45 pm

#### 432. **Conflict Management Division Social**

- ♦ 6:45-8:00 Hyatt West: Wrigley

### Tuesday 8:50 am

#### 433. Paper: **Inter- and Intra-Group Conflict**

- ♦ 8:50-10:10 Hyatt West: Haymarket

*Chair:* Kathleen M. O'Connor, Cornell U.

The Effect of Cross-Cutting Social Identity on Negotiation Expectations, Debra L. Connelley, State U. of New York, Buffalo; Donald E. Conlon, Michigan State U.

Perspective-taking: Debiasing social thought, Adam D. Galinsky, Northwestern U.



Socio-Emotional and Task-related Conflict in Groups: Implications for Contextual and Task Performance, Carsten K. W. De Dreu, U. of Amsterdam

Effects of Supervisor-Subordinate Conflict on Perceptions of Supervisors' Leadership Behavior: A Field Study, Lisa Hope Pelled, U. of Southern California; Katherine R. Xin, U. of Southern California

### Tuesday 10:30 am

#### 434. Symposium: **In One Way and Out the Other: The Negotiation Process as a Site for Transformation**

- ♦ 10:30-11:50 Hyatt West: Haymarket

*Chairs:* Deborah M. Kolb, Simmons GSM; Kathleen L. Valley, Harvard Business School

Interactively Determined Bargaining Scripts, Kathleen L. Valley, Harvard Business School

Language and Dialectical Tensions in the Dynamics of Teacher's Negotiations, Linda L. Putnam, Texas A&M U.  
Solving "Our" Problem": The Psychological Transformation of Two Negotiating Parties into One Problem Solving Group, Jeffrey T. Polzer, U. of Texas, Austin; Max M. Bazerman, Northwestern U.

*Discussants:* Sara Cobb, Harvard U.; Deborah M. Kolb, Simmons GSM; Max M. Bazerman, Northwestern U.

### Tuesday 2:00 pm

#### 435. Paper: **Cultural Perspectives on Conflict Resolution and Fairness**

- ♦ 2:00-3:20 Hyatt West: Haymarket

*Chair:* Michelle Gelfand, U. of Maryland

Japanese Conflict Handling Styles: Etic and Emic Elements, Anne Louise Lytle, Hong Kong U. of Science and Technology; Tetushi Okumura, Shiga U.

Exploring the Norm of Reciprocity in the Global Market: U.S. and Japanese Intra- and Inter-Cultural Negotiations, Wendi L. Adair, Northwestern U.

Winner of CM Division Best Student Paper Award  
 Published in Conference Proceedings

A Cross-Cultural Perspective on Procedural Justice, Jasmine Tata, Loyola U., Chicago

Trust Levels and Conflict Resolutions: Toward an Acultural Model for International Negotiation, Yongsun Paik, Loyola Marymount U.; Steven C. Combs, Loyola Marymount U.

### Tuesday 3:40 pm

#### 436. Symposium: **Assessing the Effectiveness of Negotiation Instruction: A Conversation with Case and Text Authors**

- ♦ 3:40-5:00 Hyatt West: Haymarket



*Panel discussion considering whether students of negotiation are able to apply newly acquired skills and knowledge outside the classroom.*

*Chair:* Laurie R. Weingart, Carnegie Mellon U.

*Panelists:* Sara Cobb, Harvard U.; Steven C. Currall, Rice University; Roy J. Lewicki, Ohio State U.; Leigh Thompson, Northwestern U.

# Entrepreneurship

Program Chair: Robert Hisrich, Case Western Reserve University

Workshop Chair: Thomas Dean, University of Tennessee

	Start	Regular Program	Shared Program
Friday	8:00 am	437. ENT Case Writing Project ♦ HW: Sandburg	
	1:00 pm	438. ENT Doctoral Consortium ♦ HW: Addams	76. ENT, MED & MOC Workshop on Creative Classroom Action ♦ HW: Ogden
		439. ENT Workshop on Case Method ♦ HW: McCormick	
	3:00 pm	440. ENT Refreshment Break ♦ HW: Addams	
	3:30 pm	441. ENT: How Learn to be Entrepreneurial? ♦ HW: Ogden	
		442. ENT: Non-U.S. Scholar and the AOM ♦ HW: Wright	
		443. ENT in Franchising, Co-ops, MLMs ♦ HW: McCormick	
5:00 pm	444. ENT New Faculty Consortium ♦ HW: Ogden		
6:00 pm		85. Reception for the New Doctoral ♦ S: Gball I	
Saturday	7:30 am	445. ENT Coffee and Croissants ♦ HE: Grandballroom Lobby	
	8:00 am	446. Entrepreneurship Research in M ♦ HE: GndBall C(N)	88. ENT & ODC Workshop on Entrepreneurship Portfolios ♦ HE: GndBall D(N)
			95. New Doctoral Student Consortiu ♦ S: Gball I
	8:30 am	447. Entrepreneurship Doctoral Consortium ♦ HW: Addams	100. IAOM: Managerial Effectiveness in Latin America ♦ S: Alpine II
		448. ENT New Faculty Consortium ♦ HW: Ogden	
	9:00 am	449. Central Problems for the Field ♦ HE: GndBall C(N)	
	10:00 am	450. Refreshment Break ♦ HE: Grandballroom Lobby	
	10:30 am	451. ENT: Revise and Resubmit ♦ HW: Ogden	109. SME Development Programs in Ec ♦ HW: McCormick
			110. IAOM: Competing in Latin America ♦ S: Alpine II
	12:00 pm	452. ENT Endowed Chairs Council Lunch ♦ OS: See Contact	
	1:00 pm		113. IPC: SME Development Programs ♦ HW: McCormick
	1:30 pm	453. ENT: McGraw-Hill Irwin Innovation Award ♦ HE: GndBall D(N)	116. Resources and the Growth of En ♦ HE: GndBall C(N)
			118. IAOM: Challenges & Approaches to Quality ♦ S: Alpine II
	2:45 pm	454. ENT Innovation in Education ♦ HW: Ogden	
3:00 pm	455. Cognitive and Social Factors i ♦ HE: GndBall C(N)	123. Management of the Tenure Proce ♦ S: Alpine II	
	456. ENT: Teaching Entrepreneurship ♦ HE: GndBall D(N)		
6:00 pm		127. IAOM: Business Meeting & Dinner ♦ S: Alpine II	
7:00 pm	457. Entrepreneurship Division Pre- ♦ OS: See Contact		
7:30 am	458. ENT Coffee ♦ HE: Grandballroom Lobby		
8:00 am	459. ENT Doctoral Consortium ♦ HW: Addams		
8:30 am	460. ENT New Faculty Consortium ♦ HW: Ogden		
9:00 am	461. ENT Doctoral Ed. Study Findings ♦ HE: GndBall C(N)		
	462. ENT: eSocrates Online Learning ♦ HE: GndBall D(N)		
10:00 am	463. ENT Break ♦ HE: Grandballroom Lobby		
10:30 am	464. ENT: National Startups Study ♦ HE: GndBall C(N)		
	465. ENT: Univ. Incubators Linkages ♦ HE: GndBall D(N)		
8:30 am	466. ENT Opening Welcome ♦ HW: Wrigley		
9:00 am	467. S: Sustaining the 'Sustainable'? ♦ HW: Wrigley		
10:40 am	468. P: University & Home Business ♦ HW: Wrigley		
12:20 pm	469. P: Financing and the ENT Firm ♦ HW: Wrigley		
1:00 pm		308. JP: Entrepreneur Strategic Issues ♦ HE: Wacker West (1)	
2:30 pm	470. P: HR and Human Capital ♦ HW: Wrigley	282. JP: Outside Directors ♦ HE: Columbus E/F	
4:10 pm	471. P: Family Business Succession ♦ HW: Wrigley	285. JP: Organizational Performance ♦ HE: Columbus E/F	
5:30 pm	472. M: ENT Business Meeting ♦ HW: Wrigley		
6:30 pm	473. ENT Social ♦ HW: Water Tower		
8:50 am	474. P: Family Business Strategy ♦ HW: Wrigley	286. JP: Dynamic Environments ♦ HE: GndBall C(N)	
10:30 am	475. P: ENT in Existing Organizations ♦ HW: Wrigley	345. IP: Issues of Firm Growth ♦ HE: Wacker West (2)	
2:00 pm	476. P: International Entrepreneurship ♦ HW: Wrigley	352. IP: Career Choice & Management ♦ HE: Wacker West (4)	
3:40 pm	477. P: International ENT Theory ♦ HW: Wrigley	293. JP: Supply Chain Management ♦ HE: Columbus E/F	
		248. JS: Social Enterprise: Organizatio ♦ HE: GndBall E	
5:30 pm	478. USASBE Board Meeting ♦ HW: Wrigley		
9:00 am	479. P: Networks and Entrepreneurship ♦ HW: Wrigley		
10:40 am	480. P: Partnering and Entrepreneurshi ♦ HW: Wrigley	364. IP: Entrepreneur Cognitions ♦ HE: Wacker West (1)	
	481. P: ENT Firm Performance ♦ S: Gball I		
12:20 pm	482. P: Innovation and Creativity ♦ HW: Wrigley		
1:00 pm		204. Developmental Entrepreneurship ♦ HW: Regency Ball C(N)	

## Friday 8:00 am

**437. Entrepreneurial Consultation/Case Writing Project**  
 ♦ 8:00-1:00 Hyatt West: Sandburg  
 Offsite Project: Preregister with Thomas A. Bryant at 973-353-1062  
 Organizer: Thomas A. Bryant, Rutgers U.

## Friday 1:00 pm

### 438. Entrepreneurship Division Doctoral Consortium

♦ 1:00-5:00 Hyatt West: Addams  
 Preregister with Nancy M. Carter at 651-962-4407 or at nmccarter@stthomas.edu  
 Organizers: Nancy M. Carter, U. of St. Thomas; Timothy M. Stearns, California State U., Fresno

*Presenters:* Howard E. Aldrich, U. of North Carolina, Chapel Hill; Claudia B. Schoonhoven, U. of California, Irvine; Harry J. Sapienza, U. of South Carolina

**439. The Case Method: Tips on Developing, Writing, Teaching, and Publishing Cases**

- ♦ 1:00-3:00 Hyatt West: McCormick

*Organizer:* Myra Hart, Harvard U.

*Presenters:* Myra Hart, Harvard U.; Candida G. Brush, Boston U.; Patricia G. Greene, U. of Missouri, Kansas City; Chi Anyansi-Archibong, North Carolina A&T State U.

**Friday 3:00 pm**

**440. Refreshment Break**

- ♦ 3:00-3:30 Hyatt West: Addams

*Organizer:* Thomas J. Dean, U. of Colorado, Boulder

**Friday 3:30 pm**

**441. How Creative Individuals Learn to be Entrepreneurial: Lessons & Experience from the Arts Industries**

- ♦ 3:30-5:00 Hyatt West: Ogden

*Organizer:* Thomas A. Bryant, Rutgers U.

*Presenters:* Thomas A. Bryant, Rutgers U.; Patricia Kettenring, Rutgers U.; Willem VanDooijeweert, WV Management

**442. The Non-U.S. Scholar and the Academy: Entrepreneurship and Change, an International Journey**

- ♦ 3:30-5:00 Hyatt West: Wright

*Organizer:* Antoine Hermens, U. of Technology

**443. Entrepreneurship on the Fringe of the Definition: Franchising, Co-Ops, MLMs, and Non-Profits**

- ♦ 3:30-5:00 Hyatt West: McCormick

*Organizer:* Norris F. Krueger, Entrepreneurial Strategies

*Presenters:* Frank Hoy, U. of Texas, El Paso; Dianne H.B. Welsh, Eastern Washington U.; Harry Domicone, California Lutheran U.; Norris F. Krueger, Entrepreneurial Strategies; Max S. Wortman, Iowa State U.

**Friday 5:00 pm**

**444. Entrepreneurship Division New Faculty Consortium**

- ♦ 5:00-6:30 Hyatt West: Ogden

*Preregister with Patricia G. Greene at 816-235-5841 or greenep@umkc.edu*

*Organizers:* Patricia G. Greene, U. of Missouri, Kansas City; Jerome A. Katz, St. Louis U.

*Presenters:* McRae C. Banks, Worcester Polytechnic Institute; Nancy B. Upton, Baylor U.; Kelly G. Shaver, College of William and Mary; Anne M. McCarthy, Colorado State U.

**Saturday 7:30 am**

**445. Coffee and Croissants**

- ♦ 7:30-8:30 Hyatt East: Grandballroom Lobby

*Organizer:* Thomas J. Dean, U. of Colorado, Boulder

**Saturday 8:00 am**

**446. Entrepreneurship Research in Management Journals: An Empirical Examination of the Top Journals**

- ♦ 8:00-9:00 Hyatt East: GndBall C(N)

*Organizer:* Lowell W. Busenitz, U. of Oklahoma

*Presenters:* Lowell W. Busenitz, U. of Oklahoma; Gaylen N. Chandler, Utah State U.; Teresa Nelson, Suffolk U.; Harry J. Sapienza, U. of South Carolina; Dean A. Shepherd, Rensselaer Polytechnic Institute; Page G. West, III, Wake Forest U.; Andrew L. Zacharakis, Babson College

**Saturday 8:30 am**

**447. Entrepreneurship Division Doctoral Consortium**

- ♦ 8:30-4:30 Hyatt West: Addams

*Preregister with Nancy M. Carter at 651-962-4407 or nmcarter@stthomas.edu*

*Organizers:* Nancy M. Carter, U. of St. Thomas; Timothy M. Stearns, California State U., Fresno

*Presenters:* Candida G. Brush, Boston U.; Gaylen N. Chandler, Utah State U.; Eileen Fischer, York U.; William B. Gartner, U. of Southern California; Steven H. Hanks, Utah State U.; Myra Hart, Harvard U.; Frank Hoy, U. of Texas, El Paso; Rita Gunther McGrath, Columbia U.; Charles H. Matthews, U. of Cincinnati; Kelly G. Shaver, College of William and Mary; S. Venkataraman, U. of Virginia; Theresa M. Welbourne, Cornell U.; Page G. West, III, Wake Forest U.

**448. Entrepreneurship Division New Faculty Consortium**

- ♦ 8:30-4:30 Hyatt West: Ogden

*Preregister with Patricia G. Greene at 816-235-5841 or greenep@umkc.edu*

*Organizers:* Patricia G. Greene, U. of Missouri, Kansas City; Jerome A. Katz, St. Louis U.

*Presenters:* Howard E. Aldrich, U. of North Carolina, Chapel Hill; McRae C. Banks, Worcester Polytechnic Institute; Michael Camp, Kauffman Center for Entrepreneurial Leadership; Michael Hennessy, The Coleman Foundation, Inc.; Michael A. Hitt, Texas A&M U.; Morten Huse, Scandinavian Institute for Research in Entrepreneurship / Centre for Church Research; Brian McKenzie, U. of Victoria; Ronald K. Mitchell, U. of Victoria; Eric A. Morse, U. of Victoria; Elaine Romanelli, Georgetown U.; Ken G. Smith, U. of Maryland; S. Venkataraman, U. of Virginia; Dianne H.B. Welsh, Eastern Washington U.; Shaker A. Zahra, Georgia State U.

**Saturday 9:00 am**

**449. Central Problems for the Field of Entrepreneurship**

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

*Organizer:* Charles E. Bamford, Texas Christian U.

*Presenter:* S. Venkataraman, U. of Virginia

**Saturday 10:00 am**

**450. Refreshment Break**

- ♦ 10:00-10:30 Hyatt East: Grandballroom Lobby

*Organizer:* Thomas J. Dean, U. of Colorado, Boulder

**Saturday 10:30 am**

**451. Managing the Revise and Resubmit Process**

- ♦ 10:30-12:00 Hyatt West: Ogden

*Organizers:* Patricia G. Greene, U. of Missouri, Kansas City; Jerome A. Katz, St. Louis U.

*Presenters:* Scott W. Kunkel, U. of San Diego; McRae C. Banks, Worcester Polytechnic Institute; S. Venkataraman, U. of Virginia; Elaine Romanelli, Georgetown U.

**Saturday 12:00 pm****452. Council of Endowed Chairs Annual Luncheon**

- ♦ 12:00-1:00 Off Site: See Contact

*Preregister with Jerome Katz at katzja@slu.edu*

*Organizer:* Jerome A. Katz, St. Louis U.

**Saturday 1:30 pm****453. The McGraw-Hill Irwin Innovation in Entrepreneurship Pedagogy Award Winner**

- ♦ 1:30-3:00 Hyatt East: GndBall D(N)

*Organizer:* Connie Marie Gaglio, San Francisco State U.

**Saturday 2:45 pm****454. Innovation in Entrepreneurship Education: Internet Delivery of Expert Assistance Tools**

- ♦ 2:45-4:30 Hyatt West: Ogden

*Organizers:* Patricia G. Greene, U. of Missouri, Kansas City; Jerome A. Katz, St. Louis U.

*Presenters:* Ronald K. Mitchell, U. of Victoria; Eric A. Morse, U. of Victoria; Brian McKenzie, U. of Victoria

**Saturday 3:00 pm****455. Cognitive and Social Factors in Entrepreneurial Success**

- ♦ 3:00-5:00 Hyatt East: GndBall C(N)

*Organizer:* Robert A. Baron, Rensselaer Polytechnic Institute

*Presenters:* Robert A. Baron, Rensselaer Polytechnic Institute; Evan J. Douglas, Queensland U. of Technology; Gideon D. Markman, U. of Colorado, Boulder; Kelly G. Shaver, College of William and Mary; Dean A. Shepherd, Rensselaer Polytechnic Institute; Andrew L. Zacharakis, Babson College

**456. Developing Practitioners for Teaching in the Entrepreneurship Classroom: Issues and Recommendations**

- ♦ 3:00-4:30 Hyatt East: GndBall D(N)

*Organizer:* Randel S. Carlock, U. of St. Thomas

*Presenters:* Nancy M. Carter, U. of St. Thomas; Randel S. Carlock, U. of St. Thomas; Jeffrey R. Cornwall, U. of St. Thomas

**Saturday 7:00 pm****457. Entrepreneurship Division Pre-Conference Social Event**

- ♦ 7:00-10:00 Off Site: See Contact

*Preregistration required*

*Organizer:* Thomas J. Dean, U. of Colorado, Boulder

**Sunday 7:30 am****458. ENT Coffee and Croissants**

- ♦ 7:30-8:30 Hyatt East: Grandballroom Lobby

**Sunday 8:00 am****459. Entrepreneurship Division Doctoral Consortium**

- ♦ 8:00-12:00 Hyatt West: Addams

*Preregister with Nancy M. Carter at 651-962-4407 or nmcarter@stthomas.edu*

*Organizers:* Nancy M. Carter, U. of St. Thomas; Timothy M. Stearns, California State U., Fresno

*Presenters:* Jack W. Brittain, U. of Texas, Dallas; Gregory B. Northcraft, U. of Illinois, Urbana-Champaign; Connie Marie Gaglio, San Francisco State U.

**Sunday 8:30 am****460. Entrepreneurship Division New Faculty Consortium**

- ♦ 8:30-12:00 Hyatt West: Ogden

*Preregister with Patricia G. Greene at 816-235-5841 or greenep@umkc.edu*

*Organizers:* Patricia G. Greene, U. of Missouri, Kansas City; Jerome A. Katz, St. Louis U.

*Presenters:* Candida G. Brush, Boston U.; Elizabeth J. Gatewood, Indiana U.; Steven H. Hanks, Utah State U.; Frank Hoy, U. of Texas, El Paso; Donald Jacobs, Northwestern U.; Max S. Wortman, Iowa State U.

**Sunday 9:00 am****461. Doctoral Education in the Field of Entrepreneurship: Preliminary Results from the Task Force**

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

*Organizers:* Candida G. Brush, Boston U.; G. Dale Meyer, U. of Colorado, Boulder

**462. eSocrates Online Learning Community for Entrepreneurship Studies**

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

*Organizer:* Paul Shrivastava, Bucknell U.

**Sunday 10:00 am****463. ENT Refreshment Break**

- ♦ 10:00-10:30 Hyatt East: Grandballroom Lobby

*Organizer:* Thomas J. Dean, U. of Colorado, Boulder

**Sunday 10:30 am****464. National Panel Studies of Business Start-Ups: US and Cross-National Progress Report**

- ♦ 10:30-12:00 Hyatt East: GndBall C(N)

*Organizer:* Paul Reynolds, Babson College

*Presenters:* Paul Reynolds, Babson College; Kelly G. Shaver, College of William and Mary; Nancy M. Carter, U. of St. Thomas; Bruce A. Kirchoff, New Jersey Institute of Technology; Timothy M. Stearns, California State U., Fresno; Mary Williams, U. of Pennsylvania; Denny Dennis, National Federation of Independent Businesses; Per Davidsson, Jonkoping International Business School; Candida G. Brush, Boston U.; William B. Gartner, U. of Southern California

**465. Opportunities to Enhance Teaching and Research through Linkages with University-Related Incubators**

- ♦ 10:30-12:00 Hyatt East: GndBall D(N)

*Organizer:* Mark P. Rice, Rensselaer Polytechnic Institute

*Presenters:* Mark P. Rice, Rensselaer Polytechnic Institute; Dinah Adkins, National Business Incubation Association; Terry C. Blum, Georgia Institute of Technology

**Monday 8:30 am****466. Entrepreneurship Division Opening Welcome**

- ♦ 8:30-9:00 Hyatt West: Wrigley

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

**Monday 9:00 am**

**467. Symposium: Sustaining the 'Sustainable'?**

- ♦ 9:00-10:20 Hyatt West: Wrigley

*Chair:* Norris F. Krueger, Entrepreneurial Strategies

*Presenters:* Jon Entine, Ruffrun; David Alexander, U. of Toronto; Jacob Park, U. of Maryland

*Discussant:* Marianne Jennings, Arizona State U.

**Monday 10:40 am****468. Paper: University Related and Home Based Businesses**

- ♦ 10:40-12:00 Hyatt West: Wrigley

*Chair:* Emeric Solymossy, Western Illinois U.

Geographic Proximity: A Stimulus for Greater Relationship Intensity and Outcomes Between Small Firms and University Research Centers, Michael D. Santoro, Lehigh U.; Joseph E. Coombs, James Madison U.

 An Empirical Investigation of Entrepreneurship Students' Distinctive Cognitive Styles: Implications for Effective Entrepreneurship Education, Keith H. Brigham, U. of Colorado, Boulder; Timothy S. Reed, U. of Colorado, Boulder

Determining the Incremental Impact of Legitimizing Tactics on Home-Based Businesses in the Construction Industry, Dale A. Henderson, Radford U.; Lester A. Digman, U. of Nebraska

*Discussant:* Susanna Khavul, Boston U.

**Monday 12:20 pm****469. Paper: Financing and the Entrepreneurial Firm**

- ♦ 12:20-2:10 Hyatt West: Wrigley

*Chair:* David Deeds, Case Western Reserve U.

"Residual Communism" Entrepreneurship and Micro-Enterprise Finance in Post-Communist Countries, Chao C. Chen, Rutgers U.; Nada T. Kobeissi, Rutgers U., Newark

Evidence of Entrepreneurial Capital: Firm Founder Effects on the Governance and Performance of the Firm at Initial Public Offering, Teresa Nelson, Suffolk U.

Chief Executive Officer (CEO) Tenure in Initial Public Offering (IPO), Hitoshi Mitsuhashi, Cornell U.; Welbourne M. Theresa, Cornell U.

*Discussants:* Sandra West King, Frostburg State U.; Roger Hutt, Arizona State U., West

**Monday 2:30 pm****470. Paper: Human Resources and Human Capital**

- ♦ 2:30-3:50 Hyatt West: Wrigley

*Chair:* Anne M. McCarthy, Colorado State U.

Human Resource Practices in U.S. Small Businesses: 1990 versus Y2K, Donald F. Kuratko, Ball State U.; Hornsby S. Jeffrey, Ball State U.

Responses to Dependence: Rational, Trust, and Ambivalence Effects on Employment Practices in Entrepreneurial Firms, Ted Baker, U. North Carolina, Chapel Hill

Network Capital, Relational Rents, and the Competitive Advantage of Small Firms, Juan Florin, U. of Connecticut

*Discussants:* Alice Andrews, Valour Inc.; Emeric Solymossy, Western Illinois U.

**Monday 4:10 pm****471. Paper: Succession in Family Businesses**

- ♦ 4:10-5:30 Hyatt West: Wrigley

*Chair:* Nancy B. Upton, Baylor U.

Confucianism and Succession in Chinese Family Business, Jun Yan, Texas Tech U.; Ritch L. Sorenson, Texas Tech U.

Entrepreneurial Succession: The Role of Firm Success, Power, and Position, Warren Boeker, U. of Washington

Smoothing the Transition to New Ownership: A Study of Succession Planning by Small, Family-Oriented Businesses, Josetta Shoemaker McLaughlin, Radford U.; Richard A. Baynton, "Dick" Baynton, Industry Consultant

*Discussants:* Ramona K. Z. Heck, Cornell U.; Timothy M. Stearns, California State U., Fresno

**Monday 5:30 pm****472. Meeting: Entrepreneurship Division Business Meeting**

- ♦ 5:30-6:30 Hyatt West: Wrigley

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

**Monday 6:30 pm****473. Entrepreneurship Division Social**

- ♦ 6:30-8:00 Hyatt West: Water Tower

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

**Tuesday 8:50 am****474. Paper: Strategy and Fairness in Family Businesses**

- ♦ 8:50-10:10 Hyatt West: Wrigley

*Chair:* Arnold C. Cooper, Purdue U., West Lafayette

Fairness in Family Firms: An Organizational Justice Perspective on Agency Problems, David C. Baldrige, U. of Connecticut; William S. Schulze, U. of Connecticut

Published in Conference Proceedings

Patterns of Strategy Formulation in a Family Firm, Bakr Ibrahim, Concordia U., Montreal; Jean B. McGuire, Concordia U., Montreal; Y. Ismail, Concordia U., Montreal; Collette Dumas, Suffolk U.

Founder Centrality and Strategy in the Family Owned Firm, Louise M. Kelly, Northeastern U.; Nickolas Athanassiou, Northeastern U.

*Discussant:* Susan C. Hanlon, U. of Akron

**Tuesday 10:30 am****475. Paper: Entrepreneurship in Existing Organizations**

- ♦ 10:30-11:50 Hyatt West: Wrigley

*Chair:* Roger D. Roderick, Arkansas State U.

Levels and Patterns in the Intrapreneurship Model: An Exploratory Comparison, Bostjan Antoncic, Case Western Reserve U./U. of Ljubljana

A Dynamic Perspective of Internal Fit in Corporate Venturing, Stewart Thornhill, U. of British Columbia

Published in Conference Proceedings

Enhancing Research on a Key Strategic Decision Making Process: A Critique of Three Approaches to Measuring Entrepreneurial Orientation, Douglas Lyon, Utah State U.; Lumpkin G.T., U. of Illinois, Chicago; Gregory G. Dess, U. of Kentucky

*Discussant:* Scott W. Kunkel, U. of San Diego

**Tuesday 2:00 pm****476. Paper: International Entrepreneurship**

- 2:00-3:20 Hyatt West: Wrigley

*Chair:* Shaker A. Zahra, Georgia State U.

Internationalization and Organizational Growth: The Impact of Internet Usage and Technology Involvement Among Family Businesses., Peter S. Davis, U. of Memphis; Paula D. Harveston, U. of Memphis

A Multinational Examination of the Impact of Succession Planning on SME Performance, Phillip H Phan, National U. of Singapore; John E. Butler, U. of Washington; Soo Hoon Lee, National U. of Singapore; Borje O. Saxberg, U. of Washington

Small-Business Internationalization: The Relationship Between Firm Resources and Competitive Patterns in Exporting, James A. Wolff, Wichita State U.; Timothy L. Pett, Wichita State U.

*Discussants:* Ralph Kidder, Boston U.; Saras Sarasvathy, U. of Washington

### Tuesday 3:40 pm

#### 477. Paper: **Theory and Survival of International Entrepreneurial Firms**

- 3:40-5:00 Hyatt West: Wrigley

*Chair:* Hamid Etemad, McGill U.

"Born Global" Firms: A Theoretical Exploration, Paula D. Harveston, U. of Memphis; Ben L. Kedia, U. of Memphis; Peter S. Davis, U. of Memphis

Lessons from England: The Development of Small Firms Policy, Simon Down, U. of Plymouth; Jonathan Lean, U. of Plymouth

SME Survival in Hungary, Marjorie A. Lyles, Indiana U., Indianapolis; Kathleen Watson, California State U., San Marcos; Todd Saxton, Indiana U., Indianapolis

*Discussant:* Robert C. Hill, U. of Houston

### Tuesday 5:30 pm

#### 478. **USASBE Board Meeting**

- 5:30-7:30 Hyatt West: Wrigley

*Organizers:* Lynn Neeley; Robert D. Hisrich, Case Western Reserve U.

### Wednesday 9:00 am

#### 479. Paper: **Networks and Entrepreneurship**

- 9:00-10:20 Hyatt West: Wrigley

*Chair:* Ha T. Hoang, Case Western Reserve U.

The Entrepreneurial Opportunity Recognition Process: Examining the Role of Self-Perceived Alertness and Social Networks, Robert P. Singh, U. of Illinois, Chicago; Gerald E. Hills, U. of Illinois, Chicago; G. T. Lumpkin, U. of Illinois, Chicago; Ralph C. Hybels, Leadership in Medicine, Inc.

Published in Conference Proceedings

Personal Networking Activities and Venture Performance: An Assessment of the Moderating Effects of Firm Age Among Small High Technology Manufacturing Firms, Dilene R. Crockett, U. of Texas, Arlington; Jeffrey E. McGee, U. of Texas, Arlington

The Role of Relational Contracting in Realizing the Benefits of Key Customer Relationships, Helena Yli-Renko, London Business School; Harry J. Sapienza, U. of South Carolina; Michael Hay, London Business School

*Discussant:* William M. Mayfield, Wichita State U.

### Wednesday 10:40 am

#### 480. Paper: **Partnering and Entrepreneurship**

- 10:40-12:00 Hyatt West: Wrigley

*Chair:* Lene Foss, Norwegian Institute of Fisheries and Aquaculture Ltd.

Sustaining Strategic Partnerships Between Entrepreneurial Firms: An Outcome/Legitimacy-Based Approach, Craig Erwin, U. of Arizona; Keith G. Provan, U. of Arizona

Technology Portfolios and Alliance Formation in New Firms, Donna J. Kelley, Rensselaer Polytechnic Institute; Mark P. Rice, Rensselaer Polytechnic Institute

Published in Conference Proceedings

Young Entrepreneurial Firms and the Liabilities of International Joint Venture Relationships, Lloyd P. Steier, U. of Alberta

*Discussants:* Sharon Alvarez, Ohio State U.; Prescott C. Ensign, U. of Western Ontario

#### 481. Paper: **Entrepreneurial Firm Performance and Success**

- 10:40-12:00 Swiss: Gball I

*Chair:* Julie Hite, U. of Utah

: Kenneth H. Chadwick, Louisiana State U. in Shreveport

An Empirical Analysis of the Relationships Among Entrepreneurial Orientation, Organizational Culture, and Firm Performance, Kenneth H. Chadwick, Louisiana State U. in Shreveport; Tim Barnett, Louisiana Tech U.; Sean Dwyer, Louisiana Tech U.

The Effects of Underestimating Risk on New Venture Performance: A Conceptual Examination of Moderating Factors, Mark Simon, Oakland U.; Susan M. Houghton, Georgia State U.; Sonia Savelli, Oakland U.

Antecedents of Small Business Success, Matt W. Rutherford, Auburn U.; Sharon L. Oswald, Auburn U.

*Discussants:* Harry Domicone, California Lutheran U.; Ha T. Hoang, Case Western Reserve U.

### Wednesday 12:20 pm

#### 482. Paper: **Innovation and Creativity in Entrepreneurial Firms**

- 12:20-2:10 Hyatt West: Wrigley

*Chair:* Lowell W. Busenitz, U. of Oklahoma

Unleashing Human Creativity in Organizations: The Bureaucratic Versus the Entrepreneurial Mindset, G. Dale Meyer, U. of Colorado, Boulder; Andrew Coleman Corbett, U. of Colorado, Boulder

Quality Practices for Enabling Change: A Survey of Small Firms, John C. Goodale, Ball State U.; Jeffrey S Hornsby, Ball State U.; Donald F. Kuratko, Ball State U.

Responding to Innovations in Marketing and Service: The Strategies of Independent Retailers, Michael J. Rubach, U. of Central Arkansas; McGee M. Jeffrey, U. of Texas, Arlington

*Discussants:* Karen L. Belanger, Columbia U.; Connie Marie Gaglio, San Francisco State U.

# Gender and Diversity in Organizations

Program Chair: Audrey Murrell, University of Pittsburgh

Workshop Chair: Laura Graves, Clark University

	Start	Regular Program	Shared Program
<b>Fri</b>	5:00 pm		81. Critical Mgmt. Doctoral Workshop ♦ HW: Dusable
	6:00 pm	483. GDO: Finding a Job ♦ HW: Truffles	85. Reception for the New Doctoral ♦ S: Gball I
<b>Saturday</b>	7:00 am	484. GDO Doctoral Consortium ♦ HW: New Orleans	
	7:30 am		87. Critical Management Studies: B ♦ HW: Comiskey
	8:00 am	485. GDO Research Directions ♦ HW: New Orleans	91. Critical Management Studies: P ♦ HW: Columbian 92. Critical Management Studies: ♦ HW: Buckingham 93. Critical Management Studies: P ♦ HW: Comiskey 95. New Doctoral Student Consortiu ♦ S: Gball I 97. GDO/MED/ODC/CAR: Career Identities in Academia ♦ HE: Skyway 269
	8:30 am		100. IAOM: Managerial Effectiveness in Latin America ♦ S: Alpine II
	9:30 am	486. GDO Journal Review Process ♦ HW: New Orleans	
	10:00 am		108. OD/IM/MED/GDO/CAR: Time Management ♦ HE: Skyway 269
	10:30 am		110. IAOM: Competing in Latin America ♦ S: Alpine II
	11:00 am	487. GDO: Dev. Research Program ♦ HW: New Orleans	
	1:00 pm		115. MED/ODC/GDO: Spirituality at Work ♦ HE: Skyway 269
	1:30 pm	488. GDO Research Workshop: Explori ♦ HW: New Orleans	118. IAOM: Challenges & Approaches to Quality ♦ S: Alpine II
<b>Sunday</b>	3:00 pm		123. Management of the Tenure Proce ♦ S: Alpine II 124. ODC/MED/GDO: The Power of Music ♦ HE: Skyway 269
	4:00 pm		125. Critical Management Studies: P ♦ HW: Comiskey
	5:30 pm	489. GDO Reception ♦ HW: New Orleans	
	6:00 pm		127. IAOM: Business Meeting & Dinner ♦ S: Alpine II
	6:30 pm		130. Critical Management Studies: ♦ HW: Comiskey
	7:30 am		131. Critical Management Studies: B ♦ HW: Comiskey
	8:00 am		135. Business & Volunteering Conne ♦ S: WmTell
	8:30 am	490. GDO Continental Breakfast and ♦ HW: New Orleans	
	9:00 am		142. Critical Management Studies: ♦ HW: Columbian 143. Critical Management Studies: P ♦ HW: Buckingham 145. Critical Management Studies: P ♦ HW: Comiskey
	10:00 am		148. CAR: Careering: A Musical Production ♦ S: WmTell
<b>Monday</b>	8:30 am		180. Cultural Complexity ♦ HW: Regency Ball D(N)
	9:00 am		301. IP: Legal Issues ♦ HE: Wacker West (4)
	10:40 am	491. P: Opening Session: Work & Family ♦ HW: Stetson F	
	12:20 pm		218. JS: Change and Feminism Journeys ♦ HE: GndBall E 221. JS: The Gendered Classroom ♦ S: Gball 3
	1:00 pm	492. P: Workplace Diversity ♦ HW: Stetson F	309. IP: International Career Issues ♦ HE: Wacker West (2)
	2:30 pm		185. Genetic Testing and Privacy ♦ HW: Goldcoast 225. JS: Beyond Armchair Feminism III ♦ HW: Comiskey
	4:10 pm	494. P: Taking Affirmative Action ♦ HW: Stetson F	318. IP: Overcoming Barriers ♦ HE: Wacker West (1)
<b>Tuesday</b>	7:30 am	495. GDO Division Breakfast ♦ HW: Stetson F	
	8:30 am		234. JS: Careers in Transition ♦ HE: GndBall B 239. JS: Sexual Harassment Perspectives ♦ HW: Stetson F 339. IP: Selection & Appraisal ♦ HE: Wacker West (1) 341. IP: Gender Comparisons ♦ HE: Wacker West (3)
	9:10 am	496. P: Career Issues ♦ HW: Stetson F	
	10:30 am		241. JS: Relational Experiences at Work ♦ HW: Comiskey 242. JS: Leadership and Evaluations ♦ HW: Regency Ball B(S) 244. JS: The Academy and the Media ♦ S: Gball I
	2:00 pm	497. P: Sexual Identity ♦ HW: Stetson F	350. IP: Groups: Composition & Process ♦ HE: Wacker West (2)
	3:40 pm	498. Special Session: Feminist Talk ♦ HW: Stetson F	251. JS: Management through Racial Lens ♦ S: Gball 3
	5:30 pm	499. M: Business Meeting ♦ HW: Stetson F	
	6:30 pm	500. Social Hour ♦ HW: Stetson F	
<b>Wed-</b>	8:30 am		255. JS: Racio-Ethnic Relations ♦ HE: GndBall F 362. IP: Commitment & Turnover ♦ HE: Wacker West (4)
	10:40 am	501. P: Team Diversity ♦ HW: Stetson F	364. IP: Entrepreneur Cognitions ♦ HE: Wacker West (1) 263. JS: Equity in Pay and Promotions ♦ HW: Comiskey
	12:20 pm	502. S: Sexual Harassment Research ♦ HW: Stetson F	
	1:00 pm		204. Developmental Entrepreneurship ♦ HW: Regency Ball C(N)

Contact Jeffrey Greenhaus ([greenhaus@drexel.edu](mailto:greenhaus@drexel.edu)) or Saroj Parasuraman ([saroj@drexel.edu](mailto:saroj@drexel.edu)) for more information.

Organizers: Jeffrey H. Greenhaus, Drexel U.; Saroj Parasuraman, Drexel U.

## Friday 6:00 pm

### 483. Welcome to the 1999 GDO Doctoral Consortium: Finding a Job That's Right for You

- ♦ 6:00-9:00 Hyatt West: Truffles

*Presenters:* Michael B. Arthur, Suffolk U.; D. Anthony Butterfield, U. of Massachusetts, Amherst; Virginia E. Schein, Gettysburg College

### Saturday 7:00 am

#### 484. 1999 GDO Doctoral Consortium: Continental Breakfast

- ♦ 7:00-8:00 Hyatt West: New Orleans

*Preregistration required*

*Organizers:* Jeffrey H. Greenhaus, Drexel U.; Saroj Parasuraman, Drexel U.

### Saturday 8:00 am

#### 485. 1999 GDO Doctoral Consortium: New Directions for Research on Gender and Diversity

- ♦ 8:00-9:30 Hyatt West: New Orleans

*Preregistration required*

*Organizers:* Jeffrey H. Greenhaus, Drexel U.; Saroj Parasuraman, Drexel U.

*Panel:* Martin N. Davidson, U. of Virginia; Suzan Lewis, Manchester Metropolitan U.; David A. Thomas, Harvard U.

### Saturday 9:30 am

#### 486. 1999 GDO Doctoral Consortium: The Journal Review Process as a Vehicle for Improving Research

- ♦ 9:30-11:00 Hyatt West: New Orleans

*Preregistration required*

*Organizers:* Saroj Parasuraman, Drexel U.; Jeffrey H. Greenhaus, Drexel U.

*Panel:* Denise M. Rousseau, Carnegie Mellon U.; Phyllis Tharenou, Monash U., Caulfield

### Saturday 11:00 am

#### 487. 1999 GDO Doctoral Consortium: Developing a Research Program

- ♦ 11:00-12:30 Hyatt West: New Orleans

*Preregistration required*

*Organizers:* Jeffrey H. Greenhaus, Drexel U.; Saroj Parasuraman, Drexel U.

*Panel:* Ella L. Bell, U. of North Carolina, Charlotte; Michelle K. Duffy, U. of Kentucky; Alison M. Konrad, Temple U.; Jason D. Shaw, Drexel U.

### Saturday 1:30 pm

#### 488. GDO Research Workshop: Exploring the Intersection of Race and Gender

- ♦ 1:30-5:30 Hyatt West: New Orleans

*Contact* Laura Graves ([lgraves@clarku.edu](mailto:lgraves@clarku.edu)) for more information.

*Chair:* Laura M. Graves, Clark U.

*Panel:* Karen L. Proudford, Morgan State U.; Stacy Blake-Beard, Harvard U.; Ella L. Bell, U. of North Carolina, Charlotte; Marilyn J. Davidson, U. of Manchester Institute of Science and Technology; Gary N. Powell; D. Anthony Butterfield, U. of Massachusetts, Amherst; Myrtle P. Bell, U. of Texas, Arlington

### Saturday 5:30 pm

#### 489. GDO Preconference Reception

- ♦ 5:30-6:30 Hyatt West: New Orleans

*Sponsored by* The Ada Ida Gannon, BVM, Center for Women and Leadership at Loyola University Chicago

*Organizer:* Laura M. Graves, Clark U.

### Sunday 8:30 am

#### 490. GDO Continental Breakfast and Networking: An Opportunity to Establish New Partnerships for Conducting and Publishing Research

- ♦ 8:30-10:00 Hyatt West: New Orleans

*Chairs:* Ellen A. Fagenson, George Mason U.; Belle Rose Ragins, U. of Wisconsin, Milwaukee

### Monday 10:40 am

#### 491. Paper: GDO Welcome Session: Finding Balance: Career, Life and Family

- ♦ 10:40-12:00 Hyatt West: Stetson F

*Chair:* Razelle Frankl, Rowan U.

*Tidy Lives: A Model of Pluralism in Work/Life Balance,*

Karen J. Crooker, U. of Wisconsin, Milwaukee; faye I. smith, Emporia State U.; Filiz Tabak, Towson U.

Published in Conference Proceedings

*Correlates of Voluntary vs. Involuntary Part-Time*

*Employment Among Women,* Richard K. Caputo, Yeshiva U.; Mary Cianni, Towers Perrin

*Job Attribute Preferences in the Changing Context of*

*Employment and Family Relationships,* Linley Claire

Hartmann, U. of South Australia; Peter W. O'Brien, U. of

Adelaide; Margaret G. Patrickson, U. of South Australia

*Professional and Psychological Benefits of Multiple Roles for*

*Managerial Women,* Marian N. Ruderman, Center for

Creative Leadership; Patricia J. Ohlott, Center for Creative

Leadership; Kate Panzer, Center for Creative Leadership;

Sara N. King, Center for Creative Leadership

*Discussant:* Jasmine Tata, Loyola U., Chicago

### Monday 1:00 pm

#### 492. Paper: Macro Perspectives on Workplace Diversity

- ♦ 1:00-2:10 Hyatt West: Stetson F

*Chair:* David M. Porter, U. of California, Los Angeles

*The Impact of Cultural Diversity on Organizational*

*Effectiveness: An Integrative Theory of Process and*

*Content,* Orlando Curtae' Richard, Louisiana Tech U.;

Thomas A. Kochan, Massachusetts Institute of Technology

*Organizational Characteristics and Racial Diversity,* Dail L.

Fields, George Washington U.; Jodi S. Goodman, Purdue

U.; Terry C. Blum, Georgia Institute of Technology

 *Challenging Diversity Myths and Eradicating*

*Resistance: A Critical Analysis of Backlash,* Kecia M.

Thomas, U. of Georgia; Dan A. Mack, U. of Georgia;

Amelie Montagliani, U. of Georgia

*Explaining Why Diversity Sometimes has Positive Effects in*

*Organizations and Sometimes has Negative Effects in*

*Organizations: The Perceived Dissimilarity Openness*

*Moderator Model,* Charmine E. J. Hartel, U. of

Queensland; Yuka Fujimoto, U. of Queensland

Published in Conference Proceedings

*Discussant:* Faten M. Moussa, State U. of New York, Plattsburgh

### Monday 4:10 pm

#### 494. Paper: Creating Change through Affirmative Action

- ♦ 4:10-5:30 Hyatt West: Stetson F

*Chair:* Elaine Yakura, Michigan State U.

Perceptions of Sex-Based Promotion Decisions: An Organizational Justice Perspective, Teri J. Elkins, U. of Houston; James S. Phillips, U. of Houston; Dennis P. Bozeman, U. of Houston

Explaining Demographic Group Differences in Attitudes Toward Affirmative Action, Alison M. Konrad, Temple U.; Janet Spitz, College of St. Rose

Implementing Equal Employment Opportunity through Identity Conscious or Identity Blind HR Strategies: The Effects on Women's Advancement in Management, Erica Lynn French, Queensland U. of Technology

Assumptions of Gender-Based Preferential Selection: The Impact of Rarity, Steven Blader, New York U.; Madeline Heilman, Columbia U.

*Discussant:* Anita D. Bhappu, U. of Arizona

### Tuesday 7:30 am

#### 495. GDO Division Breakfast

- ♦ 7:30-8:30 Hyatt West: Stetson F

### Tuesday 9:10 am

#### 496. Paper: Careers as Life Journeys

- ♦ 9:10-10:10 Hyatt West: Stetson F

*Chair:* Freida Reitman

The Midlife Transition of Professional Women: An External and Internal Recalibration, Judith R. Gordon, Boston College; Joy E. Beatty, Boston College; Karen S. Whelan, Samford U.

Professional Women's Mid-Career Satisfaction: Toward a Multilevel Framework, Ellen Ross Auster, York U.

Women's Versus Men's Managerial Careers: Is It a Case of Comparing Apples and Oranges?, Catherine Kirchmeyer, Wayne State U.

Published in Conference Proceedings

Towards a Model of the Female International Career Move: A Qualitative Study in a European Context, Margaret Linehan, U. College, Cork; James Walsh, U. College, Cork

Published in Conference Proceedings

*Discussant:* Roya Ayman, Illinois Institute of Technology

### Tuesday 2:00 pm

#### 497. Paper: Identity Journeys into a Pluralistic World

- ♦ 2:00-3:20 Hyatt West: Stetson F

*Chair:* Gary N. Powell, U. of Connecticut

Sexuality and Organizational Theorizing: A Queer Theory Approach, Carlos B. González, U. of Massachusetts, Amherst

Sexual Identity Management Strategies: An Exploration of Antecedents and Consequences, Donna Lynn Chrobot-Mason, U. of Colorado, Denver; Scott B. Button, American Institutes for Research

Winner of Dorothy Harlow Award

Published in Conference Proceedings

Disruptions to Women's Social Identity: A Comparative Study of Workplace Stress Experienced by Women in Three Geographic Regions, Margaret A. Shaffer, Hong Kong Polytechnic U.; Janice R. W. Joplin, Southern Illinois U., Edwardsville; Myrtle P. Bell, U. of Texas,

Arlington; Theresa Lau, Hong Kong Polytechnic U.; Ceyda Oguz, Hong Kong Polytechnic U.

Songs of Ourselves: Employees' Deployment of Social Identity In Encounters with Self and Others, W. E.

Douglas Creed, Boston College; Maureen Scully, Massachusetts Institute of Technology

*Discussant:* Margaret A. Lucero, U. of Wyoming

### Tuesday 3:40 pm

#### 498. Special Session: Organizational Talk: The Transformational Potential of a Feminist Approach

- ♦ 3:40-5:00 Hyatt West: Stetson F

*Chair:* Ann C. Baker, George Mason U.

*Presenters:* Susan A. Comerford, U. of Vermont; Mary J.J. Fambrough, Case Western Reserve U.

### Tuesday 5:30 pm

#### 499. Meeting: GDO Division Business Meeting

- ♦ 5:30-7:30 Hyatt West: Stetson F

### Tuesday 6:30 pm

#### 500. GDO Division Social Hour

- ♦ 6:30-7:00 Hyatt West: Stetson F

### Wednesday 10:40 am

#### 501. Paper: Diverse Perspectives within Teams

- ♦ 10:40-12:00 Hyatt West: Stetson F

*Chair:* Robin Johnson, Darden Business School, U. of Virginia

Team Innovation and Perceptions of Equality: What Difference Does Diversity Make?, Steven H. Cady, Bowling Green State U.; Joanie Valentine, Kaleidoscope Solutions, Inc

Looking into the Black Box: A Social Network Approach to Diversity, Communication, and Work Team Effectiveness, Margarita C. Mayo, U. of Western Ontario, Ivey School of Business

Pluralistic Perspectives Within Teams: Relational Dissimilarity, Perceptions of Group Processes, and Affective Outcome for Group Members, Kenneth H. Price, U. of Texas, Arlington; David A. Harrison, U. of Texas, Arlington; Anna T. Florey, U. of Texas, Arlington; Joanne H. Gavin, U. of Texas, Arlington; Nancy Rowe, U. of Texas, Arlington

Context Matters: The Effects of Diversity on Group Interaction Patterns and Outcomes in Heterogeneous and Homogeneous Contexts, Susan R. Salgado, New York U.; Luis L. Martins, U. of Connecticut; Frances J. Milliken, New York U.; Batia M. Wiesenfeld, New York U.

Relational Demography Within Groups: An Empirical Test of a Theoretical Model, Christine Marie Riordan, U. of Georgia; Elizabeth Wier Weatherly, U. of Georgia

*Discussant:* Joycelyn Finley-Hervey, Jackson State U.

### Wednesday 12:20 pm

#### 502. Symposium: The Changing Nature of Sexual Harassment in Organizations: A Look At Under-Researched Issues

- ♦ 12:20-2:10 Hyatt West: Stetson F

*Chair:* Deborah E. Knapp, Cleveland State U.

Same-Sex Sexual Harassment: A Legal Review with

Implications for Organizational Policy, Gary A. Kustis, O'Brien, Passen & Associates, Inc.; Deborah E. Knapp, Cleveland State U.

Same-Sex Sexual Harassment Against Men: Toward a

Broader Theory of Sexual Harassment, Margaret S. Stockdale, Southern Illinois U., Carbondale; Michelle E. Wood, Southwest Missouri State U.; Leena Batra, Southern Illinois U., Carbondale

A Model of the Link Between Workplace Romance and

Sexual Harassment, Charles A. Pierce, Montana State U., Bozeman; Herman Aguinis, U. of Colorado, Denver

The Moderating Effects of Other Types of Harassment

Stressors on Sexual Harassment Outcomes, Kimberly T. Schneider, U. of Texas, El Paso; Robert T. Hitlan, U. of Texas, El Paso; Armando X. Estrada, U. of Texas, El Paso

*Discussants:* Jeanette N. Cleveland, Colorado State U.;

Louise F. Fitzgerald, City U., UK

# Health Care Management

**Program Chair: Jacqueline Zinn, Temple University**  
**Workshop Chair: Sharon Topping, University of North Carolina**

	Start	Regular Program	Shared Program
<b>Fri-</b>	6:00 pm	503. HCM Welcome Reception & Introductions ♦ S: Gball 3	
	7:30 pm	504. Junior Faculty Breakout Sessio ♦ S: Gball 2	
		505. HCM Break-Out sessions ♦ S: Gball 3	
<b>Saturday</b>	8:00 am	506. HCM Breakfast ♦ S: Gball 2	
	8:30 am	507. Research, Teaching, & Service: ♦ S: Gball 3	100. IAOM: Managerial Effectiveness in Latin America ♦ S: Alpine II
	10:15 am	508. Strategies for Success ♦ S: Gball 3	
	10:30 am		110. IAOM: Competing in Latin America ♦ S: Alpine II
	12:00 pm	509. HCM Lunch ♦ S: Gball 3	
	1:00 pm	510. Grantwriting: What You Need to ♦ S: Gball 3	
	1:30 pm		118. IAOM: Challenges & Approaches to Quality ♦ S: Alpine II
	2:00 pm		120. CAR/CM/ONE/HCM/PNS Small Division Images and Member Identities ♦ HW: Acapulco
	2:30 pm	511. HCM: The Two Journeys of Academe ♦ S: Gball 2	
		512. The Two Journeys of Academe: T ♦ S: Gball 3	
	3:00 pm		123. Management of the Tenure Proce ♦ S: Alpine II
4:00 pm	513. Career Opportunities: Pluralis ♦ S: Gball 3		
6:00 pm		127. IAOM: Business Meeting & Dinner ♦ S: Alpine II	
<b>Sun-</b>	7:30 am	514. Continental Breakfast and Netw ♦ S: Gball 2	
	8:00 am	515. HCM: Faculty Forum on Emerging Topics ♦ S: Gball 3	
	10:00 am		148. CAR: Career: A Musical Production ♦ S: WmTell
	10:30 am	516. HCM: Editors on Research ♦ S: Gball 3	
<b>Monday</b>	8:45 am	517. Division Welcome ♦ HW: Columbian	
	9:00 am	518. P: Hospital Financial Strategy ♦ HW: Columbian	
	1:00 pm	519. P: Balancing Physician Roles ♦ HW: Columbian	
	2:30 pm	520. P: Trust and Teamwork ♦ HW: Columbian	
	4:10 pm	521. Distinguished Speaker ♦ HW: Columbian	
	5:30 pm	522. M: Business Meeting ♦ HW: Columbian	
	6:30 pm	523. Social Hour ♦ HW: Columbian	
<b>Tue-</b>	8:30 am		343. JP: Culture and Control in HCOs ♦ HE: Wacker West (5)
	8:50 am	524. P: Healthcare Market Change ♦ HW: Columbian	286. JP: Dynamic Environments ♦ HE: GndBall C(N)
	10:30 am		289. JP: E-mail and E-commerce ♦ HE: Columbus E/F
	2:00 pm	525. P: Workforce Reduction and Stress ♦ HW: Columbian	
	3:40 pm	526. P: Perspectives on Managed Care ♦ HW: Columbian	
<b>Wed</b>	9:00 am	527. P: Professional Learning ♦ HW: Columbian	295. JP: Organizational Citizenship ♦ HE: GndBall D(N)
	10:40 am		296. JP: Turnover and Retention ♦ HE: GndBall C(N) 366. JP: Health Services Research ♦ HE: Wacker West (3)

### Friday 6:00 pm

#### **503. HCM Welcome Reception and Introductions: Doctoral Students and Junior Faculty**

- ♦ 6:00-7:30 Swiss: Gball 3

*By invitation only*

*Coordinator:* Sharon Topping, U. of North Carolina, Chapel Hill

*Facilitators:* Margarete Arndt, Clark U.; Barbara Bigelow, Clark U.; John D. Blair, Texas Tech U.; Kathryn H. Dansky, Pennsylvania State U.; Myron D. Fottler, U. of Alabama, Birmingham; Bruce J. Fried, U. of North Carolina, Chapel Hill; Leonard H. Friedman, Oregon State U.; David Grazman, U. of Southern California; Timothy J. Hoff, State U. of New York, Albany; Donna Malvey, U. of South Florida; Stephen J. O'Connor, U. of Wisconsin, Milwaukee; Grant T. Savage, U. of Alabama, Tuscaloosa; John Valentine, Florida Atlantic U.; Bryan Weiner, Tulane U.; Eric S. Williams, U. of Missouri, Columbia

### Friday 7:30 pm

#### **504. Junior Faculty Breakout Session: Forming Networks for Your Teaching and Research Needs**

- ♦ 7:30-9:00 Swiss: Gball 2

*By invitation only*

*Facilitators:* John D. Blair, Texas Tech U.; Barbara Bigelow, Clark U.; Kathryn H. Dansky, Pennsylvania State U.; Stephen J. O'Connor, U. of Wisconsin, Milwaukee; Grant T. Savage, U. of Alabama, Tuscaloosa; Bryan Weiner, Tulane U.

#### **505. Doctoral Students Break-Out Session: Forming Networks for Your Teaching and Research Needs**

- ♦ 7:30-9:00 Swiss: Gball 3

*By invitation only*

*Facilitators:* Margarete Arndt, Clark U.; Bruce J. Fried, U. of North Carolina, Chapel Hill; Myron D. Fottler, U. of Alabama, Birmingham; David Grazman, U. of Southern California; Timothy J. Hoff, State U. of New York, Albany; Eric S. Williams, U. of Missouri, Columbia

### Saturday 8:00 am

#### **506. HCM Continental Breakfast and Networking Forum for Doctoral Students and Junior Faculty**

- ♦ 8:00-8:30 Swiss: Gball 2

*By invitation only*

*Coordinator:* Sharon Topping, U. of North Carolina, Chapel Hill

*Facilitators:* Charles Braun, Marshall U.; Christy H. Lemak, U. of Florida; Eric S. Williams, U. of Missouri, Columbia

### Saturday 8:30 am

#### 507. Research, Teaching, & Service: A Balanced Academic Life

- ♦ 8:30-10:00 Swiss: Gball 3

*By invitation only*

*Chair:* Kathryn H. Dansky, Pennsylvania State U.

*Panel:* Bruce J. Fried, U. of North Carolina, Chapel Hill; Kathleen Montgomery, U. of California, Riverside; John Valentine, Florida Atlantic U.; Donna Malvey, U. of South Florida

### Saturday 10:15 am

#### 508. Strategies for Success

- ♦ 10:15-12:00 Swiss: Gball 3

*By invitation only*

*Chair:* Jon Chilingerian, Brandeis U.

*Panel:* David Grazman, U. of Southern California; Christy H. Lemak, U. of Florida; Barbara Bigelow, Clark U.; Margarete Arndt, Clark U.; Ann Langley, U. of Quebec, Montreal; Gary J. Young, Boston U.

### Saturday 12:00 pm

#### 509. Lunch: Pizza as a Networking Tool for Doctoral Students and Junior Faculty

- ♦ 12:00-1:00 Swiss: Gball 3

*Facilitators: All Panelists & Chairs. By invitation only*

*Organizer:* Sharon Topping, U. of North Carolina, Chapel Hill

### Saturday 1:00 pm

#### 510. Grantwriting: What You Need to Know to Get Funded

- ♦ 1:00-2:15 Swiss: Gball 3

*By invitation only*

*Chair:* Thomas D'Aunno, U. of Chicago

*Panel:* Mary L. Fennell, Brown U.; Grant T. Savage, U. of Alabama, Tuscaloosa; Maria A. Friedman, HCFA

### Saturday 2:30 pm

#### 511. HCM: The Two Journeys of Academe: The Dissertation Journey

- ♦ 2:30-4:00 Swiss: Gball 2

*For Doctoral Students Only*

*Chair:* Eric A. Goodman, Fort Hays State U.

*Panel:* Myron D. Fottler, U. of Alabama, Birmingham; Timothy J. Hoff, State U. of New York, Albany; David J. Ketchen, Jr., Louisiana State U.

#### 512. The Two Journeys of Academe: The Promotion and Tenure Journey

- ♦ 2:30-4:00 Swiss: Gball 3

*Junior Faculty Only*

*Chair:* Jacqueline S. Zinn, Temple U.

*Panel:* Leonard H. Friedman, Oregon State U.; Stephen J. O'Connor, U. of Wisconsin, Milwaukee; E. Jose Proenca, Widener U.; Bryan Weiner, Tulane U.

### Saturday 4:00 pm

#### 513. Career Opportunities: Pluralism in Health Care

- ♦ 4:00-5:30 Swiss: Gball 3

*By invitation only*

*Chair:* Charles Braun, Marshall U.

*Panel:* John Hyde, U. of Mississippi Medical Center; Michael Calloway, Sheps Center, U. of North Carolina; Eric S. Williams, U. of Missouri, Columbia; Peter A. Weil, American College of Healthcare Executives

### Sunday 7:30 am

#### 514. Continental Breakfast and Networking Forum for Doctoral Students and Junior Faculty

- ♦ 7:30-8:00 Swiss: Gball 2

*Coordinator:* Sharon Topping, U. of North Carolina, Chapel Hill

*Facilitators:* Leonard H. Friedman, Oregon State U.; Kathleen Montgomery, U. of California, Riverside; E. Jose Proenca, Widener U.

### Sunday 8:00 am

#### 515. Faculty Forum: Emerging Topics in Health Services Research From the Interorganizational and Organizational Perspective

- ♦ 8:00-10:30 Swiss: Gball 3

*By invitation only*

*Chair:* Jane C. Banaszak-Holl, U. of Michigan

*Panel:* Louise F. Fitzgerald, City U., UK; Keith G. Provan, U. of Arizona; Gloria J. Bazzoli, Northwestern U.; Jeffrey A. Alexander, U. of Michigan; Thomas D'Aunno, U. of Chicago; John D. Blair, Texas Tech U.; Myron D. Fottler, U. of Alabama, Birmingham

### Sunday 10:30 am

#### 516. Advancing Your Research Career: Advice From the Editors

- ♦ 10:30-12:00 Swiss: Gball 3

*By invitation only*

*Chair:* Jon Chilingerian, Brandeis U.

*Panel:* Margarete Arndt, Clark U.; Barbara Bigelow, Clark U.; James P. Johnson, Editor, Journal of Healthcare Management; Rita D. Kosnik, Associate Editor, Academy of Management Journal; Sheila Puffer, Editor, Academy of Management Executive; Stephen M. Shortell, U. of California, Berkeley

### Monday 8:45 am

#### 517. Division Welcome

- ♦ 8:45-9:00 Hyatt West: Columbian

*Program Chair:* Jacqueline S. Zinn, Temple U.

### Monday 9:00 am

#### 518. Paper: Financial Strategy and Performance in Hospitals

- ♦ 9:00-10:20 Hyatt West: Columbian

*Chair:* Bruce J. Fried, U. of North Carolina, Chapel Hill  
Community Control and Pricing patterns of Nonprofit Hospitals: Findings and Antitrust Implications, Gary J. Young, Boston U.; Kamal Desai, Boston U.  
Published in Conference Proceedings

Does Reengineering Really Work? An Examination of the Context and Outcomes of Hospital Reengineering Initiatives, Stephen Lee Walston, Cornell U.; John R.

Kimberly, U. of Pennsylvania / INSEAD; Lawton Robert Burns, U. of Pennsylvania

Interorganizational Strategies in the Health Industry: Effects on Hospital Financial Performance, Gloria J. Bazzoli, Northwestern U.; Benjamin Chan, Health Research and Educational Trust; Stephen M. Shortell, U. of California, Berkeley

Winner of HCM Division Best Paper Award  
Published in Conference Proceedings

*Discussant:* Lawrence Van Horn, U. of Rochester

### Monday 1:00 pm

**519.** Paper: **The Physician as Employee, Manager, Entrepreneur: Balancing New Roles**

♦ 1:00-2:10 Hyatt West: Columbian

*Chair:* Robert C. Myrtle, U. of Southern California  
The Paradox of Legitimacy: Factors Decreasing the Likelihood of Physician Executives Practicing Medicine, Timothy J. Hoff, State U. of New York, Albany  
Physician Transition Journeys: Developing Dual Commitment on the Road from Private Practice to Employment, Jeffery A. Thompson, U. of Minnesota  
Winner of HCM Division Best Paper Based on a Dissertation Award

Relationship Navigator or Relationship Ostrich? Linking Stakeholder Management Styles to Key Firm Resources, John D. Blair, Texas Tech U.; Starr A. Blair, Texas Tech U.; Myron D. Fottler, U. of Alabama, Birmingham; Timothy W. Nix, Texas Tech U.; Gregory Tyge Payne, Texas Tech U.; Grant T. Savage, U. of Alabama, Tuscaloosa

*Discussant:* Eric S. Williams, U. of Missouri, Columbia

### Monday 2:30 pm

**520.** Paper: **Trust and Teamwork in Hospital Settings**

♦ 2:30-3:50 Hyatt West: Columbian

*Chair:* Kathryn H. Dansky, Pennsylvania State U.  
Absence Culture: The Effects of Union Membership Within Work Groups and Industrial Relations Climate, Roderick D. Iverson, U. of Melbourne, Australia; Donna M. Buttigieg, Templeton College, U. of Oxford; Catherine Maguire, U. of Melbourne, Australia  
Trust in Mangement as a Mediator of Empowerment in Health Services Employees, E. Jose Proenca, Widener U.  
Selected Determinants of Performance within a Set of Health Care Teams, Karl J. McCleary, Loma; S. Robert Hernandez, U. of Alabama, Birmingham

*Discussant:* Timothy J. Hoff, State U. of New York, Albany

### Monday 4:10 pm

**521.** HCM Distinguished Speaker Presentation

♦ 4:10-5:10 Hyatt West: Columbian

*Chair:* Barbara Bigelow, Clark U.  
*Distinguished Speaker:* Patrick G. Hays, Blue Cross/ Blue Shield Association

### Monday 5:30 pm

**522.** Meeting: **Division Business Meeting**

♦ 5:30-6:15 Hyatt West: Columbian

*Chair:* Stephen J. O'Connor, U. of Wisconsin, Milwaukee

### Monday 6:30 pm

**523.** Social Hour

♦ 6:30-7:30 Hyatt West: Columbian  
*Chair:* Barbara Bigelow, Clark U.

### Tuesday 8:50 am

**524.** Paper: **Health Care Market Transformation: Theory and Evidence**

♦ 8:50-10:10 Hyatt West: Columbian

*Chair:* Margarete Arndt, Clark U.  
VA Medical Centers As A Safety Net In A Changing Urban Environment, Blair D. Gifford, U. of Colorado, Denver; Diane C. Cowper, Hines VA Hospital; Larry M. Manheim, Northwestern U.  
Radical Change in Alberta Health Care: The Recomposition of an Organizational Field, Trish Reay, U. of Alberta  
A Critical Review of Market Level Health Care Strategy Literature, 1991-1998, Rebecca Wells, U. of Michigan; Jane C. Banaszak-Holl, U. of Michigan  
*Discussant:* Christopher L. Shook, U. of Texas, Arlington

### Tuesday 2:00 pm

**525.** Paper: **Workforce Reduction and Employee Stress in Hospitals**

♦ 2:00-3:20 Hyatt West: Columbian

*Chair:* Kathleen Montgomery, U. of California, Riverside  
Workforce Reduction Practices and Perceptions of Organizational Dysfunction in Canadian Hospitals, Kent Vernon Rondeau, U. of Alberta; Terry Hubert Wagar, St. Mary's U.  
Predicting Who Resigns and Who Gets Laid-Off in a Hospital Environment of Repeated Downsizing: An Event History Analysis, Roderick D. Iverson, U. of Melbourne, Australia; Jacqueline A. Pullman, U. of Melbourne, Australia  
The Direct and Mediating Roles of Personality and Moods in Nursing Burnout in Two Hospitals, Kelly Lee Zellars, U. of Alabama, Birmingham  
*Discussant:* L. Michele Issel, U. of Illinois, Chicago

### Tuesday 3:40 pm

**526.** Paper: **Three Perspectives on Performance in Managed Care**

♦ 3:40-5:00 Hyatt West: Columbian

*Chair:* John Valentine, Florida Atlantic U.  
The Effects of Open Access on Member Satisfaction and Intentions to Remain in an HMO, John E. Gamble, U. of South Alabama; Marjorie L. Icenogle, U. of South Alabama; Norman B. Bryan, Georgia State U.; Daniel A. Rickert, PrimeHealth, Inc.  
Winner of HCM Division Best Theory-to-Practice Paper

Strategic Factors in HMO Mergers and Acquisitions, Robert Weech-Maldonado, Pennsylvania State U., U. Park  
All Care is Managed: Evidence from Mental Health Providers on the Impact of Utilization Controls, Bruce J. Fried, U. of North Carolina, Chapel Hill; Sharon Topping, U. of North Carolina, Chapel Hill; Joseph P. Morrissey, U. of North Carolina, Chapel Hill; Scott Stroup, U. of North Carolina, Chapel Hill

*Discussant:* Eric G. Kirby, Texas Tech U.

**Wednesday 9:00 am****527. Paper: Spanning the "Knowledge Gap": Learning by Health Care Professionals**

- ♦ 9:00-10:20 Hyatt West: Columbian

*Chair:* Judith W. Alexander, U. of South Carolina

**Comprehending Patient Service Quality Expectations for**

**Health Care.**, Stephen J. O'Connor, U. of Wisconsin, Milwaukee; Hanh Q. Trinh, U. of Wisconsin, Milwaukee; Richard M. Shewchuk, U. of Alabama, Birmingham

Published in Conference Proceedings

**The Effectiveness of Teaching Medical and Allied**

**Health Professionals Methods and Tools for Improving Practice,** Diane M. Irvine, U. of Toronto; Ross G. Baker, U. of Toronto; John Bohnen, St. Michael's Hospital; Catherine Zahn, Toronto Hospital; Michael Murray, U. of Toronto; Jennifer Carryer, U. of Toronto

**Implementing Computerized Medical Records: Physicians'**

**Response to Change,** Camille K. Barsukiewicz, State U. of New York, Cortland

*Discussant:* Jeanine Warisse Turner, Georgetown U.

# Human Resources

**Program Chair: Lynn Shore, Georgia State University**  
**Workshop Chair: Lois Tetrick, University of Houston**

	Start	Regular Program	Shared Program	
<b>Friday</b>	11:15 am		75. Tour to McDonald's University • OS: McDonald's U.	
	1:00 pm		79. Practitioner Series: Introduction to the Inquiry Process and Research Projects • S: Gball 3	
	5:00 pm		81. Critical Mgmt. Doctoral Workshop • HW: Dusable	
	6:00 pm		85. Reception for the New Doctoral • S: Gball I	
<b>Saturday</b>	7:30 am		87. Critical Management Studies: B • HW: Comiskey	
	8:00 am	528. HR Doctoral Consortium • HW: Regency Ball B(S)	89. Practitioner Series: Developing and Critiquing Action Research Projects • HE: Columbus C/D 91. Critical Management Studies: P • HW: Columbian 92. Critical Management Studies: • HW: Buckingham 93. Critical Management Studies: P • HW: Comiskey 95. New Doctoral Student Consortiu • S: Gball I	
	8:30 am		100. IAOM: Managerial Effectiveness in Latin America • S: Alpine II	
	9:00 am	529. HR Junior Faculty Consortium • HW: Regency Ball C(N)		
	10:00 am	530. HR Editors' Round Table • HW: Toronto		
	10:30 am		110. IAOM: Competing in Latin America • S: Alpine II	
	1:30 pm		118. IAOM: Challenges & Approaches to Quality • S: Alpine II	
	3:00 pm	531. HR: Strategic Research Agenda • HW: Toronto	123. Management of the Tenure Proce • S: Alpine II	
	4:00 pm		125. Critical Management Studies: P • HW: Comiskey	
	5:30 pm	532. HR Division Reception • HW: Regency Ball C(N)		
	6:00 pm		127. IAOM: Business Meeting & Dinner • S: Alpine II	
<b>Sunday</b>	6:30 pm		128. Reception for Practitioner Ser • HE: Columbus C/D 130. Critical Management Studies: • HW: Comiskey	
	7:30 am		131. Critical Management Studies: B • HW: Comiskey	
	8:00 am		132. Launching an Academic-Practiti • HE: Columbus C/D	
	8:30 am	533. HR Doctoral Consortium • HW: Regency Ball B(S) 534. Junior Faculty Consortium • HW: Regency Ball C(N) 535. HR Meeting of IR & HR Directors • S: Davos		
	9:00 am		139. OB & HR: Senior Faculty Consor • HE: Columbus K/L 142. Critical Management Studies: • HW: Columbian 143. Critical Management Studies: P • HW: Buckingham 145. Critical Management Studies: P • HW: Comiskey	
	10:00 am	536. Linking the HR Classroom to HR • HE: Skyway 272		
	10:30 am		150. Mentoring Workshop • HW: Goldcoast	
	<b>Monday</b>	8:30 am	537. S: The World of Contingent Work • HW: Field	
		9:00 am	538. P: Issues in Compensation • HW: McCormick	271. JP: Big Five Pers. Dimensions • HE: GndBall C(N) 210. JS: Measurement Issues in SHRM • S: Gball 3
		10:40 am	539. P: Selection & Organizational Fit • HW: Field 540. P: Job Design • HW: McCormick	274. JP: Goal Orientation • HE: GndBall C(N) 182. Stigmatized Groups • HW: Regency Ball D(N)
12:20 pm		541. P: HR's Impact on Org Performance • HW: Field	217. JS: Organizational Entry Journey • HE: GndBall B 219. JS: Feedback Based Interventions • HE: GndBall F	
1:00 pm		542. S: Individual Differences • HW: McCormick		
2:30 pm		543. P: Recruitment and Entry • HW: Field 544. P: Dysfunctional Work Behaviors • HW: McCormick	185. Genetic Testing and Privacy • HW: Goldcoast 316. IP: Strategic Human Resources • HE: Wacker West (4)	
4:10 pm		545. Connecting Your Teaching Curri • HW: McCormick	227. JS: Work Safety Improvement • HE: GndBall B 231. JS: The Good, The Bad, and The Ugl • HW: Comiskey 233. JS: OB-HR Theme: Ind./Collectivism • S: Gball I	
5:30 pm		546. Ice Cream Social • HW: Goldcoast		
<b>Tuesday</b>		8:30 am	547. S: HR & Strategy in Service Firms • HW: Field 548. P: Compensation Effectiveness • HW: McCormick	339. IP: Selection & Appraisal • HE: Wacker West (1) 191. Agreeing to Disagree • HW: Regency Ball D(N) 239. JS: Sexual Harassment Perspectives • S: Gball 3
		8:50 am		288. JP: Expatriates • HE: Columbus E/F
	10:30 am	549. S: Multi-Rater Feedback Systems • HW: Field 550. P: Team & Leadership Processes • HW: McCormick	241. JS: Relational Experiences at Work • HW: Comiskey	
	2:00 pm	551. P: Strategic Determinants of HR • HW: Field 552. P: Flexible Work Arrangements • HW: McCormick	290. JP: Balancing Work and Family • HE: Columbus E/F	
	3:40 pm	553. HR Business Meeting • HW: Field	249. JS: Contingent Work Consequences • HE: GndBall F 251. JS: Management through Racial Lens • S: Gball 3 356. IP: Affective Reactions • HE: Wacker West (3)	
	5:30 pm	554. HR Social Hour • HW: Water Tower		
	<b>Wednesday</b>	8:30 am	555. P: Strategic HR M Management • HW: Field	256. JS: Global Convergence in HRM • HW: Comiskey 360. IP: Personality/Dispositions • HE: Wacker West (2)
		9:00 am		294. JP: Job Satisfaction • HE: GndBall C(N)
10:40 am		556. P: Performance Assessment • HW: Field 557. S: HR Outsourcing • HW: McCormick	296. JP: Turnover and Retention • HE: GndBall C(N) 297. JP: Proc. and Dist. Justice • HE: GndBall D(N) 261. JS: Issues and Solutions in Global • HE: GndBall E 262. JS: Work and Vacation • HE: GndBall F	

12:20 pm

202.HRM lessons from 13 countries • HW: Water Tower  
270.JS: Outsourcing: Driver of Change • S: Gball 3**Saturday 8:00 am****528. HR Doctoral Consortium**

♦ 8:00-5:30 Hyatt West: Regency Ball B(S)  
*Preregister with Sandy Wayne at (312) 996-2799 or sjwayne@uic.edu.*  
*Organizer:* Sandy J. Wayne, U. of Illinois, Chicago  
*Coordinators:* Talya N. Bauer, Portland State U.; Joseph J. Martocchio, U. of Illinois, Urbana-Champaign  
*Presenters:* Maureen L. Ambrose, U. of Colorado; Daniel M. Cable, U. of North Carolina, Chapel Hill; Angelo S. DeNisi, Texas A&M U.; Robert L. Dipboye, Rice U.; Chris Earley, Indiana U.; Cynthia V. Fukami, U. of Denver; Robert Gatewood, U. of Georgia; Herbert G. Heneman III, U. of Wisconsin, Madison; Mark Huselid, Rutgers U.; Susan E. Jackson, Rutgers U., New Brunswick; Maria L. Kraimer, U. of Illinois, Chicago; Amy L. Kristof-Brown, U. of Iowa; Bruce M. Meglino, U. of South Carolina; Mark Mendenhall, U. of Tennessee, Chattanooga; Robert H. Moorman, West Virginia U.; Raymond A. Noe, Ohio State U.; Miguel A. Quinones, Rice U.; Eduardo Salas, Navy Personnel Research and Development Center; David O. Ulrich, U. of Michigan; Kevin J. Williams, State U. of New York, Albany; Patrick M. Wright, U. of Quebec; Jing Zhou, Texas A&M U., College Station

**Saturday 9:00 am****529. HR Junior Faculty Consortium**

♦ 9:00-5:00 Hyatt West: Regency Ball C(N)  
*The fee for participation is \$40. Preregister with Debra Cohen at (202) 994-7055, by fax at (202) 994-4930*  
*Organizer:* Debra J. Cohen, George Washington U.  
*Coordinators:* Jose M. Cortina, George Mason U.; John E. Delery, U. of Arkansas, Fayetteville  
*Presenters:* Richard J. Klimoski, George Mason U.; Gary C. McMahan, U. of Texas, Arlington; Craig J. Russell, U. of Oklahoma; Donald Schwab, U. of Wisconsin; M. Susan Taylor, U. of Maryland; Arup Varma; Ellen M. Whitener, U. of Virginia

**Saturday 10:00 am****530. Editors' Round Table: Joint Session Junior Faculty and Doctoral Consortia**

♦ 10:00-12:00 Hyatt West: Toronto  
*By invitation only*  
*Organizers:* Debra J. Cohen, George Washington U.; Sandy J. Wayne, U. of Illinois, Chicago  
*Panel:* Edward Conlon, U. of Notre Dame; Rodger W. Griffith, Georgia State U.; John R. Hollenbeck, Michigan State U.; Gregory B. Northcraft, U. of Illinois, Urbana-Champaign; Paul Swiercz, Aston U.; Lois E. Tetrick, U. of Houston; David O. Ulrich, U. of Michigan; Robert P. Vecchio, U. of Notre Dame

**Saturday 3:00 pm****531. Establishing a Research Agenda for Strategic HRM: Issues and Opportunities**

♦ 3:00-5:30 Hyatt West: Toronto  
*Organizer:* Diana L. Deadrick, Old Dominion U.  
*Coordinators:* Mary R. Watson, Vanderbilt U.; Patrick M. Wright, U. of Quebec  
 : Mark Huselid, Rutgers U.

*Facilitators:* Peter J. Dowling, U. of Tasmania; Barry A. Gerhart, Vanderbilt U.; Thomas A. Kochan, Massachusetts Institute of Technology; Mary R. Watson, Vanderbilt U.; Patrick M. Wright, U. of Quebec

**Saturday 5:30 pm****532. HR Division Reception**

♦ 5:30-7:30 Hyatt West: Regency Ball C(N)  
*Organizer:* Lois E. Tetrick, U. of Houston

**Sunday 8:30 am****533. HR Doctoral Consortium**

♦ 8:30-12:00 Hyatt West: Regency Ball B(S)  
*Preregister with Sandy Wayne at (312) 996-2799, by fax (708) 479-4697.*  
*Organizer:* Sandy J. Wayne, U. of Illinois, Chicago  
*Coordinators:* Talya N. Bauer, Portland State U.; Joseph J. Martocchio, U. of Illinois, Urbana-Champaign  
*Presenters:* Timothy T. Baldwin, Indiana U., Bloomington; Alison E. Barber, Michigan State U.; Michael A. Campion, Purdue U., West Lafayette; Daniel C. Feldman, U. of South Carolina; Gerald R. Ferris, U. of Illinois, Urbana-Champaign; Stephen W. Gilliland, U. of Arizona; Stanley M. Gully, Rutgers U.; K. Michele Kacmar, Florida State U.; Jerome A. Katz, St. Louis U.; Brian S. Klaas, U. of South Carolina; Deniz S. Ones, U. of Minnesota; Jean M. Phillips, Rutgers U.; Christopher Robert, U. of Illinois; Sara L. Rynes, U. of Iowa; Daniel B. Turban, U. of Missouri, Columbia; Ellen M. Whitener, U. of Virginia

**534. Junior Faculty Consortium**

♦ 8:30-12:00 Hyatt West: Regency Ball C(N)  
*Preregister with Debra Cohen at (202) 994-7055, by fax at (202) 994-4930.*  
*Organizer:* Debra J. Cohen, George Washington U.  
*Coordinators:* Jose M. Cortina, George Mason U.; John E. Delery, U. of Arkansas, Fayetteville  
*Presenters:* Robert Gatewood, U. of Georgia; Stephen J. Havlovic, Simon Fraser U.; K. Michele Kacmar, Florida State U.; Judith A. Tansky, Ohio State U.; Dianna Stone; Chuck Williams, Texas Christian U.; Larry J. Williams, Virginia Commonwealth U.

**535. UCIRHRP Meeting: Directors of Industrial Relations and Human Resources Programs.**

♦ 8:30-10:30 Swiss: Davos  
*Preregister with Michael Moore at (517) 355-1801 or moorem@pilot.msu.edu.*  
*Organizer:* Michael J. Jedel, Georgia State U.

**Sunday 10:00 am****536. Linking the HR Classroom to HR Practice: A Best Practices Approach**

♦ 10:00-12:00 Hyatt East: Skyway 272  
*Organizer:* Diana L. Deadrick, Old Dominion U.  
*Coordinator:* Mary A. Gowan

*Facilitators:* Mary A. Gowan; Stella Nkomo, U. of North Carolina, Charlotte; Rebecca A. Thacker, Ohio U., Athens

### Monday 8:30 am

#### **537.** Symposium: **The Pluralistic World of Contingent Work**

- ♦ 8:30-10:20 Hyatt West: Field

*Chairs:* Melissa S. Cardon, Columbia U.; Donna Blancero, Arizona State U.

: George Marron, Arizona State U.

: Glen E. Kreiner, Arizona State U., Main

Contingent Work and Institutional Commitment, Melissa S. Cardon, Columbia U.

The Role of Perceptions of Marginalization in Understanding Commitment and Perceived Organizational Support Among Contingent Workers, Tracey Honeycutt Sigler, Western Washington U.; Courtney Shelton Hunt, Northern Illinois U.

Are 'Contingent Workers' Contingent?: Exploring the Significance of the Varied Psychological Contracts of Temporary Workers, David Finegold, U. of Southern California; Laurie Bassi, American Society for Training and Development; Alec R. Levenson, Milken Institute; Ann Majchrzak, U. of Southern California; Mark Van Buren, American Society for Training and Development

'Second-Class Citizen'ship Behavior: Psychological Contracts and Prosocial Behavior in a Faculty Population, Donna Blancero, Arizona State U.; Glen E. Kreiner, Arizona State U., Main; George Marron, Arizona State U.; Delia Saenz, Arizona State U.

*Discussants:* Melissa Barringer, U. Massachusetts, Amherst; Scott A. Johnson, Arizona State U.

### Monday 9:00 am

#### **538.** Paper: **Issues in Compensation**

- ♦ 9:00-10:20 Hyatt West: McCormick

*Chair:* Joseph J. Martocchio, U. of Illinois, Urbana-Champaign

The Role of Organizational Justice in Pay and Employee Benefit Satisfaction, and Its Effects on Work Attitudes, Michel Tremblay, CIRANO; Bruno Sire, U. of Toulouse; David B. Balkin, U. of Colorado, Boulder

The Construct of Contingent Pay Satisfaction: Adding a New Dimension to the Pay Satisfaction Questionnaire, Michael C. Sturman, Louisiana State U.; Jeremy C. Short, Louisiana State U.

Cultural Specifics and Universals in Employee Responses to Pay Contingencies, Christine M. Hagan, Florida Atlantic U.; Mark F. Peterson, Florida Atlantic U.

Welfare Creation and Managerial Pay: MVA and EVA as Determinants of Executive Compensation, Anand S. Desai, Kansas State U.; Ali Fatemi, Kansas State U.; Jeffrey P. Katz, Kansas State U.

*Discussants:* James H. Dulebohn, Georgia State U.; Greg Hundley, Purdue U.

### Monday 10:40 am

#### **539.** Paper: **Person - Organization Fit and Employee Selection**

- ♦ 10:40-12:00 Hyatt West: Field

*Chair:* K. Michele Kacmar, Florida State U.

The Use of Person-Group fit for Employment Selection: A Missing Link in Person-Environment Fit, James D. Werbel, Iowa State U.

Published in Conference Proceedings

Personality and Personnel Selection: Reexamining the Impact of Motivated Distortion on Construct Validity, Brent Smith, Cornell U.

An Examination of Calculator Use on Employment Tests of Mathematical Ability, Susan M. Burroughs, U. of Tennessee, Knoxville; Mark N. Bing, U. of Tennessee, Knoxville

College Grade Point Average as a Selection Device: Ethnic Group Differences and Adverse Impact of a Forgotten Predictor of Job Performance, Philip L. Roth, Clemson U.; Philip Bobko, Gettysburg College

*Discussants:* Robert E. Ployhart, Michigan State U.; Craig J. Russell, U. of Oklahoma

#### **540.** Paper: **Job Design and Work Place Accomodation**

- ♦ 10:40-12:00 Hyatt West: McCormick

*Chair:* Richard J. Klimoski, George Mason U.

An Examination of Ergonomic Training on Organizational Strain: A Person-Environment Fit Perspective, Angela K. Miles, Florida State U.; Pamela L. Perrewe, Florida State U.



Trust in Lean Production Systems: Lean Job Design and Workers' Trust in Management at Korean Automobile Plants, Dongyoub Shin, Yonsei U.; Jiman Lee, INSEAD

Job Category and Adaptation to Change, Robert C.

Satterwhite, Georgia Institute of Technology; Linda Hoopes, ODR, Inc.; Jack Feldman, Georgia Institute of Technology

Limits on ADA Effectiveness: The Mediating Role of Beliefs in Requesting Accommodation, David C. Baldrige, U. of Connecticut; John F. Veiga, U. of Connecticut

*Discussants:* Scott J. Behson, State U. of New York, Albany; Ellen Ernst Kossek, Michigan State U.

Published in Conference Proceedings

### Monday 12:20 pm

#### **541.** Paper: **Impact of Human Resources on Organizational Performance**

- ♦ 12:20-2:10 Hyatt West: Field

*Chair:* Debra J. Cohen, George Washington U.

Human Resource Management Practices and Voluntary Turnover: Theoretical and Empirical Integration, Ty Menna, U. of Arkansas, Fayetteville; John E. Delery, U. of Arkansas, Fayetteville; Nina Gupta, U. of Arkansas, Fayetteville; Kent S. Faught, U. of Arkansas, Fayetteville

Designing a HR System: The Roles of HR Specialists and Senior Managers, John F. Mc Mackin, Dublin City University Business School; Kathy Monks, Dublin City University Business School

Drug Testing Programs and Their Impact on Workplace Accidents, Frank S. Lockwood, Tallahassee Community College; Brian S. Klaas, U. of South Carolina; John E. Logan, U. of South Carolina; William R. Sandberg, U. of South Carolina

Relational Principal-Agent Contracts, Employment Risk, and Firm Survival, Luis R. Gomez-Mejia, Arizona State U.,

Main; Manuel Nuñez-Nickel, Universidad de Jaen; Isabel Gutierrez, U. Carlos III

*Discussants:* Janet H. Marler, Cornell U.; Ellen M. Whitener, U. of Virginia

### Monday 1:00 pm

**542.** Symposium: **Incorporating Personality in Theories and Research on Organizational Processes: Individual Differences in Behavior and Affect in Organizations**

- 1:00-2:10 Hyatt West: McCormick

*Chair:* Stéphane Côté, U. of Michigan

Jobs, Careers, and Callings: Individual Differences in Goals for Reemployment, Amy Wrzesniewski, U. of Michigan

When Emotions Run Amok: Exploring the Roles of Affect in Counterproductive Behavior at Work, Suzy Fox, U. of South Florida; Paul E. Spector, U. of South Florida; Don Miles, U. of South Florida

Integrity in the Executive Suite: Leaders who Lie, Cheat, and Steal, Judith M. Collins, Michigan State U.; Paul M.

Muchinsky, U. of North Carolina, Greensboro

A Conditional Model of the Role of Individual Differences in Organizations, Stéphane Côté, U. of Michigan; Debbie S. Moskowitz, McGill U.

Individual Differences in Feedback Propensities and Their Relationship to Training Performance, David Herold, Georgia Institute of Technology

*Discussant:* Benjamin Schneider, U. of Maryland

### Monday 2:30 pm

**543.** Paper: **Recruitment and Organizational Entry**

- 2:30-3:50 Hyatt West: Field

*Chair:* Mary A. Gowan, U. of Central Florida

Establishing Person-Organization Fit During Organizational Entry, Daniel M. Cable, U. of North Carolina, Chapel Hill; Charles K. Parsons, Georgia Institute of Technology

Effects of Message Framing in Job Advertisements on Organizational Attractiveness, Todd Jay Thorsteinson, U. of Idaho; Scott Highhouse, Bowling Green State U.; Tania Fay, U. of Idaho

The Role of Salary Negotiations in Recruitment Outcomes, Christopher O. L. H. Porter, Michigan State U.; Donald E. Conlon, Michigan State U.; Alison E. Barber, Michigan State U.

Recruitment and Job Choice: The Effects of Early Recruitment Practices on the Decision to Apply to an Organization, Christopher Jon Collins, U. of Maryland; Cynthia Kay Stevens, U. of Maryland

*Discussants:* Marcie A. Cavanaugh, Cornell U.; James A. Breugh, U. of Missouri, St. Louis

Published in Conference Proceedings

**544.** Paper: **Dysfunctional Workplace Behaviors: Violence, Sexual Harassment, Non-Contingent Punishment, and Aggression**

- 2:30-3:50 Hyatt West: McCormick

*Chair:* Jonathan Monat, California State U., Long Beach

Workplace Violence in Public Schools: Risk Factors, Consequences, and Intervention Strategies, Robert R.

Sinclair, U. of Tulsa; Lee W. Croll, U. of Tulsa; James E. Martin, Wayne State U.

The Effects of Event Appraisal and Coping on Outcomes of Sexual Harassment, Paul Jacques, State U. of New York, Binghamton; Nagaraj Sivasubramaniam, State U. of New York, Binghamton; William D. Murry, State U. of New York, Binghamton

Winner of HR Divisions Best Student Paper Award

Subordinates as Targets of Noncontingent Punishment: A Victimology Perspective, William H. Bommer, Georgia State U.; Karl F. Aquino, Georgia State U.

Published in Conference Proceedings

Attributional Style, Negative Affect, Self-Control, and Personal History as Predictors of Workplace Aggression, Scott C. Douglas, Florida State U.; Mark J. Martinko, Florida State U.

*Discussants:* David A. Waldman, Arizona State U., West; Suzanne Masterson, U. of Cincinnati

### Monday 4:10 pm

**545.** **Connecting Your Teaching Curriculum to the American Compensation Association Body of Knowledge Study**

- 4:10-5:20 Hyatt West: McCormick

*Organizer:* Stella Nkomo, U. of North Carolina, Charlotte

*Speakers:* Debra J. Cohen, George Washington U.; Pat Llantino, American Compensation Association

### Monday 5:30 pm

**546.** **Ice Cream Social**

- 5:30-6:30 Hyatt West: Goldcoast

*Recipient of the Heneman Career Achievement Award, sponsored by Irwin-McGraw Hill, will be announced.*

### Tuesday 8:30 am

**547.** Symposium: **Human Resource Practices, Business Strategy, and Performance in Service Organizations**

- 8:30-10:10 Hyatt West: Field

*Chair:* Patrick M. Wright, Cornell U.

Customer Segmentation and High Performance Work Practices: Segment Strategies, Human Resource Practices, and Performance in Insurance, Brent Keltner, Rand Corporation

What Makes a High-Performance Workplace? Evidence from Retail Bank Branches, Larry W. Hunter, U. of Pennsylvania

Determinants of Performance in Telecommunications Customer Service and Sales, Rosemary Batt, Cornell U.

*Discussant:* John E. Delery, U. of Arkansas, Fayetteville

**548.** Paper: **Compensation System Effectiveness**

- 8:30-10:10 Hyatt West: McCormick

*Chair:* Ronald Jay Karren, U. of Massachusetts, Amherst

A Goal-setting Framework for Gainsharing Effectiveness, Elaine C. Hollensbe, U. of Kansas; James P. Guthrie, U. of Kansas

The Cost of Agency: The Effect of Managerial Stockholdings on Employee Participation in Company Financial Returns, Nien-Chi Liu, National Tsinghua U.; Avner Ben-Ner, U. of Minnesota

How Do Company Differences in Pay for Performance Strategy Influence Intrinsic Motivation, Extrinsic

Motivation, and Overall Motive?, Meiyu Fang, National Central U.; Barry A. Gerhart, Vanderbilt U.

A Comparative Examination of Traditional and Non-Traditional Compensation Systems, Atul Mitra, Lyon College; Nina Gupta, U. of Arkansas, Fayetteville

*Discussants:* Daniel G. Gallagher, James Madison U.; Paul Mulvey, North Carolina State U.

### Tuesday 10:30 am

**549.** Symposium: New Approaches to Understanding Employees' Affective and Behavioral Responses to Multi-Rater Feedback Systems

- ♦ 10:30-11:50 Hyatt West: Field

*Chair:* Raymond A. Noe, Ohio State U.

*Organizer:* Marcia J. Simmering, Louisiana State U.

Toward Greater Understanding of the Construct Validity of Managerial Performance Ratings, Steven E. Scullen, North Carolina State U.

Self-Ratings and Reactions to Feedback: It's Not How You Finish but Where You Start, Lisa M. Keeping, U. of Akron; Jeanne D. Makiney, U. of Akron; Paul E. Levy, U. of Akron; Myungho Moon, U. of Akron; Lynn M. Gillette, U. of Akron

What Leads to Employee Development? An Investigation of Situational Influences, Personality, and Reactions to Feedback, Marcia J. Simmering, Louisiana State U.; Jason A. Colquitt, U. of Florida; Christopher O. L. H. Porter, Michigan State U.; Raymond A. Noe, Ohio State U.

*Discussant:* Cheri Ostroff, Arizona State U.

**550.** Paper: Team and Leadership Processes

- ♦ 10:30-11:50 Hyatt West: McCormick

*Chair:* Anson Seers, Virginia Commonwealth U.

Who is Supporting Whom?: Quality Team Effectiveness and Perceived Organizational Support, John Howes, AlliedSignal Inc.; Russell Salvador Cropanzano, Colorado State U.; Alicia Ann Grandey, Colorado State U.; Carolyn Mohler, Colorado State U.

Preference for Team-Based Rewards: Construct Development and Initial Validation, Michelle K. Duffy, U. of Kentucky;

Jason D. Shaw, Drexel U.; Eric M. Stark, Washington

Personality and Preferred Managerial Style: Evidence from the U. S. and New Zealand, Charles D. Stevens, North Dakota State University; James P. Guthrie, U. of Kansas; Ronald A. Ash, U. of Kansas; Charles Joseph Coate, Geneseo College-SUNY

The Makings of a Team Leader: The FFM and Cognitive Ability, Simon Taggar, Memorial U. of Newfoundland; Sudhir Saha, Memorial U. of Newfoundland

*Discussants:* Elizabeth Ravlin, U. of South Carolina; Christine Marie Riordan, U. of Georgia

### Tuesday 2:00 pm

**551.** Paper: Strategic Determinants of Human Resource Practices

- ♦ 2:00-3:20 Hyatt West: Field

*Chair:* David B. Balkin, U. of Colorado, Boulder

The Shamrock Organization: Determinants and Consequences of Externalization, Venkat Bendapudi, Ohio State U., Columbus; Ronald A. Ash, U. of Kansas

Published in Conference Proceedings

Strategic and Environmental Determinants of HRM

Innovations in Post-Socialist Poland, Marc Glenn

Weinstein, U. of Oregon; Krzysztof Obloj, U. of Warsaw

Do Part Timers Pull Their Own Weight: Evidence from a Software-Intensive Industry, James W. Bronson, U. of Wisconsin, Whitewater; William L. Dougan, U. of North Dakota

Information Value in High Involvement Work Systems: The Adoption of Participation in Hospitals, Gil A. Preuss, Case Western Reserve U.

*Discussants:* Susan E. Jackson, Rutgers U., New Brunswick; Judith A. Tansky, Ohio State U.

**552.** Paper: Flexible Work Arrangements

- ♦ 2:00-3:20 Hyatt West: McCormick

*Chair:* Charles E. Lance, U. of Georgia

An Individual-Level Model of Telecommuting, David G.

Allen, U. of Memphis; Robert W. Renn, U. of Memphis;

Rodger W. Griffith, Georgia State U.

Teleworking: Frameworks for Organizational Research,

Kevin Daniels, U. of Sheffield; David Andrew Lamond,

Macquarie U.; Peter Standen, Edith Cowan University

Role Conflict and the Effects of Flexible Work Arrangements on Applicant Attraction, Barbara L. Rau, U. of Wisconsin, Oshkosh; MaryAnne M. Hyland, Rutgers U., Livingston; , "Dick" Baynton, Industry Consultant

Telecommuting: Manager Control and Employee

Development in One Public and Two Private

Organizations ORGANIZATIONS, Cecily D. Cooper, U.

of Southern California; Nancy B. Kurland, U. of Southern

California; Diane E. Bailey, Stanford U.

*Discussants:* Karen J. Jansen, Cornell U.; Raymond T.

Sparrowe, Cleveland State U.

### Tuesday 3:40 pm

**553.** HR Business Meeting

- ♦ 3:40-5:00 Hyatt West: Field

*Division Chair:* Robert Gatewood, U. of Georgia

### Tuesday 5:30 pm

**554.** HR Social Hour

- ♦ 5:30-7:30 Hyatt West: Water Tower

### Wednesday 8:30 am

**555.** Paper: Strategic Human Resource Management

- ♦ 8:30-10:20 Hyatt West: Field

*Chair:* John Lust, Illinois State U.

Development of an Instrument to Assess the Strategic

Orientation of HRM, Nagaraj Sivasubramaniam, State U.

of New York, Binghamton; K Galen Kroeck, Florida

International U.

Published in Conference Proceedings

The Impact of Industrial Relations Climate, Organizational

Commitment, and Union Loyalty on Organizational

Performance: A Longitudinal Study, Stephen J. Deery, U.

of Melbourne, Australia; Roderick D. Iverson, U. of

Melbourne, Australia

Winner of HR Division Best Paper Award

Published in Conference Proceedings

Strategic Utility Analysis, Elizabeth F. Cabrera, Universidad

Carlos III, Madrid; Ángel Cabrera, Instituto de Empresa

Examining the Human Resource Architecture: The Moderating Effects of Strategic Orientation, David P. Lepak, U. of Maryland; Scott A. Snell, Pennsylvania State U.

*Discussant:* Edilberto Montemayor, Michigan State U.

### Wednesday 10:40 am

**556.** Paper: **Assessing Employee Performance**

- 10:40-12:00 Hyatt West: Field

*Chair:* Lucy McClurg, Georgia State U.

Adaptation to Changing Task Contexts: Effects of General Cognitive Ability, Openness, and Conscientiousness, Jeffrey A. LePine, U. of Florida; Jason A. Colquitt, U. of Florida; Christopher P. Purdy, U. of Florida

Performance Differentiation in Peer Appraisals: Procedural and Attitudinal Factors, Suzanne J. Farmer, Central Michigan U.; John A. Drexler, Jr., Oregon State U.; Terry A. Beehr, Central Michigan U.

Employee Input in the Development of Performance Appraisal Systems, Bennett Cherry, U. of Arizona; Stephen W. Gilliland, U. of Arizona

Accuracy and Its Determinants in Distributional Assessment, Jeffrey S. Kane, Chinese U. of Hong Kong

*Discussants:* Howard J. Klein, Ohio State U.; Kenneth G. Wheeler, U. of Texas, Arlington

**557.** Symposium: **HR outsourcing: determinants and consequences**

- 10:40-12:00 Hyatt West: McCormick

*Chair:* Herbert G. Heneman III, U. of Wisconsin, Madison

Outsourcing the HR function: The Effects of Strategic Orientation, David P. Lepak, U. of Maryland; Sharyn Gardner, U. of Maryland

The Outsourcing of Human Resource Activities in Canada, Michel Tremblay, CIRANO; Paul Lanoie, CIRANO; Michel Patry, CIRANO; Michelle Lacombe, CIRANO

HR Outsourcing: Determinants of PEO Client Reactions, John McClendon, Temple U.

HR Outsourcing in Small and Medium Enterprises, Brian S. Klaas, U. of South Carolina; Thomas W. Gainey, U. of South Carolina

# International Management

Program Chair: Farok Contractor, Rutgers University

Workshop Chair: Srilata Zaheer, University of Minnesota

	Start	Regular Program	Shared Program
<b>Friday</b>	1:00 pm	558. International Human Resource M ♦ HW: Dusable 559. IM: Polar Winds to Tropical Pa ♦ HW: Field	78. International Research Collabo ♦ HW: Goldcoast
	5:00 pm		87. Critical Mgmt. Doctoral Workshop ♦ HW: Dusable
	6:00 pm		85. Reception for the New Doctoral ♦ S: Gball I
	7:00 pm	560. IM Workshop for Non-US Partici ♦ HW: Field	
<b>Saturday</b>	7:30 am		87. Critical Management Studies: B ♦ HW: Comiskey
	8:00 am		91. Critical Management Studies: P ♦ HW: Columbian 92. Critical Management Studies: ♦ HW: Buckingham 93. Critical Management Studies: P ♦ HW: Comiskey 95. New Doctoral Student Consortiu ♦ S: Gball I 96. RM & IM Intro. to Network Analysis ♦ HE: Skyway 261
	8:30 am		98. IM & RM: Workshop on Hierarchi ♦ HW: Regency Ball A(S) 100. IAOM: Managerial Effectiveness in Latin America ♦ S: Alpine II
	9:00 am	561. IMD Junior Faculty Consortiu ♦ HW: Haymarket 562. IMD Doctoral Consortiu ♦ HW: Picasso	103. International Research Collabo ♦ HE: GndBall E 105. Teaching International Managem ♦ HW: Goldcoast
	10:00 am		108. OD/IM/MED/GDO/CAR: Time Management ♦ HE: Skyway 269
	10:30 am		109. SME Development Programs in Ec ♦ HW: McCormick 110. IAOM: Competing in Latin America ♦ S: Alpine II
	1:00 pm		113. IPC: SME Development Programs ♦ HW: McCormick
	1:30 pm		117. IM & BPS: European and North A ♦ HW: Goldcoast 118. IAOM: Challenges & Approaches to Quality ♦ S: Alpine II 123. Management of the Tenure Proce ♦ S: Alpine II
	3:00 pm		
	3:45 pm	563. IM: Korean Case of Restructuring ♦ HW: Goldcoast	
	4:00 pm		125. Critical Management Studies: P ♦ HW: Comiskey
	6:00 pm		127. IAOM: Business Meeting & Dinner ♦ S: Alpine II
	6:30 pm	564. IM PDW Reception ♦ HW: Regency Ball A(S)	130. Critical Management Studies: ♦ HW: Comiskey
	<b>Sunday</b>	7:30 am	
8:30 am		565. IMD Junior Faculty Consortiu ♦ HW: Haymarket 566. IM Division Doctoral Consortiu ♦ HW: Picasso	138. Management Research & Particip ♦ S: Neuchatel
9:00 am			140. International Research Collabo ♦ HE: GndBall E 142. Critical Management Studies: ♦ HW: Columbian 143. Critical Management Studies: P ♦ HW: Buckingham 145. Critical Management Studies: P ♦ HW: Comiskey
10:30 am		567. IM Barry Richman Awards ♦ HW: Wrigley	
<b>Monday</b>	8:30 am		180. Cultural Complexity ♦ HW: Regency Ball D(N)
	8:45 am	568. Division Welcome ♦ HE: Columbus C/D	
	9:00 am	569. P: Institutional Theory & Int'l M ♦ HE: Columbus H 570. P: Emerging Country Investment ♦ HE: Columbus C/D	298. IP: Global Alliances ♦ HE: Wacker West (1)
	10:40 am	571. P: Cross-cultural Issues in IM ♦ HE: Columbus H 572. P: Knowledge & Global Firms ♦ HE: Columbus C/D	276. JP: Organizational Partnerships ♦ HE: Columbus E/F
	12:20 pm		279. JP: Organizational Commitment ♦ HE: Columbus E/F
	1:00 pm	573. P: MNE Theory & Explaining FDI ♦ HE: Columbus H 574. P: Global Mindsets/Global Leaders ♦ HE: Columbus C/D	
	2:30 pm	575. P: Expatriations on Expatriation ♦ HE: Columbus H 576. P: Reacting to Global Environment ♦ HE: Columbus C/D	282. JP: Outside Directors ♦ HE: Columbus E/F 223. JS: Knowledge and Boundaries ♦ HE: GndBall E 313. IP: Emerging Markets ♦ HE: Wacker West (1) 186. S: Cross-border Knowledge Tran ♦ HW: Water Tower 315. IP: Management Changes in Japan ♦ HE: Wacker West (3)
	4:10 pm	577. P: Cultural Misfits ♦ HE: Columbus H 578. P: Cross-border Alliances ♦ HE: Columbus C/D	188. Knowledge Transfer ♦ HW: Water Tower 189. Corp. Govern. in Plural World ♦ HW: Regency Ball D(N)
	8:50 am	579. P: Mode of Entry Foreign Markets ♦ HE: Columbus H 580. P: Multicultural Teams ♦ HE: Columbus C/D	288. JP: Expatriates ♦ HE: Columbus E/F
	<b>Tuesday</b>	10:30 am	581. P: Entrepren In Emerging Nations ♦ HE: Columbus H 582. P: Values in Global Companies ♦ HE: Columbus C/D
2:00 pm		583. P: Building a Global Strategy ♦ HE: Columbus H 584. P: Knowledge Across Borders ♦ HE: Columbus C/D	351. IP: Change, Commitment & Culture ♦ HE: Wacker West (3)
3:40 pm		585. Distinguished Scholar Forum ♦ HE: Columbus H	250. JS: NOFIA ♦ HW: Comiskey
5:30 pm		586. IM Business Meeting & Social ♦ HE: Columbus C/D	
8:30 am			256. JS: Global Convergence in HRM ♦ HW: Comiskey 361. IP: Investment, Trade & Knowledge ♦ HE: Wacker West (3)
<b>Wednesday</b>	9:00 am	587. P: HRM in the Global Firm ♦ HE: Columbus H 588. P: Integration/Control For Affil ♦ HE: Columbus C/D	258. JS: Project management ♦ S: Engleberg
	10:40 am	589. P: Conflict & Negotiation Mgt ♦ HE: Columbus H 590. P: Int'l Expansion & Evolution ♦ HE: Columbus C/D	296. JP: Turnover and Retention ♦ HE: GndBall C(N) 261. JS: Issues and Solutions in Global ♦ HE: GndBall E
	12:20 pm	591. M: IM Member Feedback/Reflection ♦ HE: Columbus H	266. JS: MNCs and Knowledge Transfer ♦ HE: Columbus E/F 202. HRM lessons from 13 countries ♦ HW: Water Tower

### Friday 1:00 pm

#### 558. International Human Resource Management: Where Are We Now and Where Are We Going?

- ♦ 1:00-5:00 Hyatt West: Dusable
- Workshop to take stock of research in international HRM*  
*Organizers:* Schon L. Beechler, Columbia U.; Mary Ann Von Glinow, Florida International U.  
*Panel:* Sully Taylor, Portland State U.; Nakiye A. Boyacigiller, San Jose State U.; Vladimir Pucik, IMD; Allan Bird, California Polytechnic U.

#### 559. IM: Polar Winds to Tropical Paradises: Management Research in the Americas

- ♦ 1:00-6:00 Hyatt West: Field
- Participative workshop to develop a research program on the Americas*  
*Organizer:* Betty Jane Punnett, U. of the West Indies / U. of Windsor  
*Presenters:* Terri R. Lituchy, Concordia U., Montreal; Annabella Davila, Instituto Tecnológico y de Estudios Superiores de Monterrey; Andrea Blackwood-Harriot, U. of West Indies; Neusa Santos, Universidad Pontificia Católica, Brazil; Paul Simmonds, Florida State U.; Diana Wong, Bowling Green State U.; Jose G. Vargas-Hernandez, Universidad de Colima

### Friday 7:00 pm

#### 560. IM Workshop for Non-US Participants at the Academy of Management

- ♦ 7:00-9:00 Hyatt West: Field
- How to network and have fun at the Academy! (Light refreshments provided)*  
*Organizers:* Ellen Kaye Gehrke, U. S. International U.; Susan C. Schneider, HEC, Geneva  
*Presenters:* Carlos Garcia-Pont, IESE; Kazuhiro Asakawa, Keio Business School; Mary Ann Von Glinow, Florida International U.; Richard T. Mowday, U. of Oregon; Per-Ola Ulvenblad, Halmstad U.

### Saturday 9:00 am

#### 561. IMD Junior Faculty Consortium

- ♦ 9:00-5:30 Hyatt West: Haymarket
- By invitation only*  
*Coordinator:* Sully Taylor, Portland State U.  
*Panel:* Christopher Bartlett, Harvard U.; Schon L. Beechler, Columbia U.; Nakiye A. Boyacigiller, San Jose State U.; Hal B. Gregersen, Brigham Young U.; Mauro F. Guillen, Princeton/U. of Pennsylvania; Joyce S. Osland, U. of Portland; Stephen B. Tallman, Cranfield U. / U. of Utah; Eleanor Westney, Massachusetts Institute of Technology

#### 562. IMD Doctoral Consortium

- ♦ 9:00-5:30 Hyatt West: Picasso
- By invitation only*  
*Coordinator:* Udo Zander, Institute of International Business / Stockholm School of Business

### Saturday 3:45 pm

#### 563. Restructuring and Transformation in Asia: The Korean Case

- ♦ 3:45-5:45 Hyatt West: Goldcoast

- Chair:* Hak-Chong Lee, Yonsei U.  
*Panel:* Michael Byungnam Lee, LG Management Development Institute; Yukiko Fukagawa, Aoyama Gakuin U.; Richard Steers, U. of Oregon  
*Presenters:* Ku-Hyun Jung, Yonsei U.; Ingyu Oh, U. of Waikato; Hun-Joon Park, Bowling Green State U.

### Saturday 6:30 pm

#### 564. IM PDW Reception

- ♦ 6:30-8:00 Hyatt West: Regency Ball A(S)
- For Junior Faculty and Doctoral Consortium and Workshop participants*  
*Organizer:* Srilata A. Zaheer, U. of Minnesota

### Sunday 8:30 am

#### 565. IMD Junior Faculty Consortium

- ♦ 8:30-12:00 Hyatt West: Haymarket
- By invitation only*  
*Coordinator:* Sully Taylor, Portland State U.

#### 566. IM Division Doctoral Consortium

- ♦ 8:30-10:30 Hyatt West: Picasso
- By invitation only*  
*Coordinator:* Udo Zander, Institute of International Business / Stockholm School of Business

### Sunday 10:30 am

#### 567. Barry M. Richman Dissertation Awards Finalists

- ♦ 10:30-12:00 Hyatt West: Wrigley
- Finalists for the IM Best Dissertation Award will present their research*  
*Chair:* John Michael Geringer, California Polytechnic U.  
*Coordinator:* Udo Zander, Institute of International Business / Stockholm School of Business

### Monday 8:45 am

#### 568. Division Welcome

- ♦ 8:45-9:00 Hyatt East: Columbus C/D
- Welcomers:* Farok J Contractor, Rutgers U., Newark/New Brunswick; Srilata A. Zaheer, U. of Minnesota; Stephen B. Tallman, Cranfield U. / U. of Utah; Douglas Nigh, U. of South Carolina; John Michael Geringer, California Polytechnic U.

### Monday 9:00 am

#### 569. Paper: Institutional Theory Applied to Multinational Operations

- ♦ 9:00-10:20 Hyatt East: Columbus H
- Chair:* Yair Aharoni, Tel Aviv U.  
Mitigating the Liability of Foreignness: Corporate Citizenship in Global Companies, Charles J. Fombrun, New York U.; Naomi A. Gardberg, New York U.  
When the Cat's Away: A Content Analysis of MNC Overseas Recruitment Print Ads, Siew Meng Leong, National U. of Singapore; Hwee Hoon Tan, National U. of Singapore; Marissa Loh, National U. of Singapore  
A Research Note on the Phenotype Interpretation of Isomorphism and Diversity: Company Structures and Strategies in the International Computer Industry, Geert Duysters, U. of Maastricht / MERIT; John Hagedoorn, U. of Maastricht / MERIT  
Organizational Adaptation in Transition Economies: A Study of the Central European Banking Industry, Laszlo Tihanyi,

California State U., Fullerton; W. Harvey Hegarty, Indiana U., Bloomington

Published in Conference Proceedings

*Discussant:* Srilata A. Zaheer, U. of Minnesota

**570.** Paper: **Emerging Country Investment: Managerial Attitudes and Strategy**

- ♦ 9:00-10:20 Hyatt East: Columbus C/D

*Chair:* Daniel Fogel, U. of Pittsburgh

Competitive Positioning and Rivalry in Emerging Market

Risk-Assessment, Gerry McNamara, Michigan State U.; Paul Vaaler, Tufts U.

Managerial Attitudes Towards Technology and Innovation in Developed and Developing Countries, Pedro David Perez, Cornell U.; Lois Peters, Rensselaer Polytechnic Institute

Japanese Firm's Investment Strategies In Emerging

Economies, Andrew Delios, Hong Kong U. of Science and Technology; Witold Jerzy Henisz, U. of Pennsylvania

*Discussant:* Bindu Vyas, Rutgers U., Newark/New Brunswick

**Monday 10:40 am**

**571.** Paper: **Cross-cultural Issues in International Management**

- ♦ 10:40-12:00 Hyatt East: Columbus H

*Chair:* Nancy J. Adler, McGill U.

Evolution of Culture Assimilators: Toward Theory-Based

Assimilators, Dharm P. S. Bhawuk, U. of Hawaii

Innovation in Cross-Cultural Alliances: Institutional Forces

that Can Lead to a Competitive Advantage, Kimberly-Ann Eddleston, U. of Connecticut

Work Goals in Israel: Change in Their Importance Among the Same People, Over the Course of Time, Itzhak Harpaz,

U. of Haifa; Moshe Sharabi, U. of Haifa

Published in Conference Proceedings

Reflections on Hofstede's Mas/Fem Dimension: New Evidence from China, Carolyn Erdener, Hong Kong Baptist U.

*Discussant:* Karen L. Newman, McDonough School of Business, Georgetown U.

**572.** Paper: **Managing and Acquiring Knowledge in Global Firms**

- ♦ 10:40-12:00 Hyatt East: Columbus C/D

*Chair:* Andrew C. Inkpen, Thunderbird

The Making of High Knowledge Acquirers: Understanding the Nature of Knowledge Enablers in International Joint

Ventures and Their Foreign Parents, Marjorie A. Lyles, Indiana U., Indianapolis; John Harald Aadne, Intellectual

Capital Services; Georg F. von Krogh, U. of St. Gallen

Technological Evolution in Multinational Subsidiaries: An Empirical Investigation, Paul C. Almeida, Georgetown U.;

Anupama Phene, U. of Texas, Dallas

Time's Arrow: The Impact of Differences in the Time Perspective on Knowledge Management in a Multicultural

Context, Mary J. Waller, U. of Illinois, Urbana-Champaign; Cristina B. Gibson, Center for Effective

Organizations, USC

Knowledge as Property: The Commercialization of Biotechnology in the United States and France, Michelle

Gittelman, New York U.

Published in Conference Proceedings

*Discussant:* Michael David Lord, Wake Forest U.

**Monday 1:00 pm**

**573.** Paper: **Theories of the Multinational Enterprise: Explaining Foreign Direct Investment**

- ♦ 1:00-2:10 Hyatt East: Columbus H

*Chair:* Thomas James Wesson, York U.

Mode, Size, and Location of Foreign Direct Investment and Industry Price Mark-Up, Wilbur C. Chung, New York U.

Foreign Direct Investment by Japanese Multinationals: An Empirical Analysis of the Internalization Theory, Heather

K. Berry, U. of California, Los Angeles; Mariko

Sakakibara, U. of California, Los Angeles

When do International Acquisitions Create Value for Bidding Firms?: An Event Study Test, Yangmin Kim, Texas A&M

U., College Station

Country of Origin Determinants of Foreign Direct

Investment in an Emerging Market: The Case of Mexico,

Douglas E. Thomas, Texas A&M U.

*Discussant:* Tailan Chi, U. of Wisconsin, Milwaukee

**574.** Paper: **Global Mindsets and Global Leaders**

- ♦ 1:00-2:10 Hyatt East: Columbus C/D

*Chair:* David Hunt, U. of Southern Mississippi

Building Global Mindset for Competitive Advantage: A

Conceptual Integration of Global Mindset, International

Human Resource Management and Organizational

Performance in Multinational Corporations, Schon L.

Beechler, Columbia U.; Sully Taylor, Portland State U.;

Nakiye A. Boyacigiller, San Jose State U.; Orly Levy, U.

of Wisconsin, Madison

What We Talk about When We Talk about "Global

Mindset"?, Orly Levy, U. of Wisconsin, Madison; Schon

L. Beechler, Columbia U.; Sully Taylor, Portland State U.;

Nakiye A. Boyacigiller, San Jose State U.

Validity of a Theory of Leadership Across Cultures: A Meta-

Analysis, Syed Aqeel Tirmizi, Lahore U of Management

Sciences, Pakistan

Leadership Behaviors and Outcomes in Intercultural Work

Relationships, Donald L. Ferrin, U. of Minnesota

*Discussant:* Sylvia Sloan Black, U. of North Carolina, Chapel Hill

**Monday 2:30 pm**

**575.** Paper: **Expatriations on Expatriation**

- ♦ 2:30-3:50 Hyatt East: Columbus H

*Chair:* Rajib Sanyal, College of New Jersey

An Empirical Examination of Expatriate Managerial

Behaviors and Multiple Indicators of Effectiveness, Jeffrey

Patrick Shay, Cornell U.; J. Bruce Tracey, Cornell U.

Going global: A cross-cultural study of the willingness of new hires to accept expatriate assignments, Mary Cianni,

Towers Perrin; Phyllis Tharenou, Monash U., Caulfield

 Selection of Expatriates for Regional Business

Operations in Asia: A Study of MNE Managers in

Singapore, Osman-Gani M. A. Ahad, Nanyang

Technological U., Singapore; Wee-Liang Tan, Nanyang

Technological U., Singapore; Thian-Ser Toh, Singapore

Management University

Increasing the Skill Utilization of Expatriates, Mark C. Bolino, U. of South Carolina; Daniel C. Feldman, U. of South Carolina

*Discussant:* Rosalie L. Tung, Simon Fraser U.

**576.** Paper: **Reacting to Changes in the Global Competitive Environment**

- ♦ 2:30-3:50 Hyatt East: Columbus C/D

*Chair:* Thomas C. Lawton, U. of London

NAFTA, Environmental Regulations and Firm Strategies, Alan M. Rugman, Templeton College, U. of Oxford; John Kirton, U. of Toronto

Are French Decision Makers Becoming Less Risk Averse? A Comparative Study of Risky Strategic Decisions in France and the U.S., D. Lynne Persing, Ecole Superieure de Commerce de Toulouse; Denis Lacoste, U. de Toulouse 2/ Ecole Superieure de Commerce de Toulouse; Long W. Lam, U. of Houston, Clear Lake

Adapting to Globalization: Gearing Up in the US Machine Tool Industry, David Michael Berg, U. of Texas, Dallas

Competitive Rivalry in Multinational Markets: Strategic Options and Their Determinants, Hao Ma, Bryant College  
*Discussant:* Sumit Kumar Kundu, Saint Louis U.

**Monday 4:10 pm**

**577.** Paper: **Cultural Misfits and the Liability of Foreignness**

- ♦ 4:10-5:30 Hyatt East: Columbus H

*Chair:* Dail L. Fields, George Washington U.

The Liability of Foreignness: An Empirical Test in the Global Banking Industry, Arvind Parkhe, Indiana U., Bloomington; Stewart R. Miller, Indiana U., Bloomington

Organizational Culture and Effectiveness: The Case of Foreign Firms in Russia, Carl F. Fey, Stockholm School of Economics; Daniel R. Denison, U. of Michigan

Culture Differences and IJV Performance: Do National and Organizational Cultures Matter?, Vijay Pothukuchi, Rutgers U.; Fariborz Damanpour, Rutgers U., Newark

Cross-Cultural Understanding and International Management: Some Considerations on a Conceptual Framework for Conflict Resolution in Management in Foreign Cultures, Brij Nino Kumar, U. of Erlangen-Nuremberg; Karen Hoffmann, U. of Erlangen-Nuremberg

*Discussant:* Lena Zander, Institute of International Business / Stockholm School of Business

**578.** Paper: **Cross-border Alliances**

- ♦ 4:10-5:30 Hyatt East: Columbus C/D

*Chair:* Anil Gupta, U. of Maryland

Interdependence, Cultural Congruence, and Social Connectedness Between Alliance Partners: The Determinants of Global Strategic Alliance Survival, Christine M. Chan, Chinese U. of Hong Kong; Shige Makino, Chinese U. of Hong Kong

Published in Conference Proceedings

The Impact of the Traits of Local Partner Firms on International Joint Venture's Performance: The Analysis of 117 IJVs in South Korea, Dong-Sung Cho, Seoul National U.; Hyeon-Deog Cho, Seoul National U.

Building a Foreign Sales Base: The Roles of Capabilities and Alliances for Entrepreneurial and Established

Semiconductor Firms, Michael J. Leiblein, Ohio State U., Columbus; Jeffrey J. Reuer, INSEAD

Cultural Distance and Joint Ventures, Jeffrey B. Kaufmann, U. of Illinois, Urbana-Champaign; Hugh M. O'Neill, U. of North Carolina, Chapel Hill

*Discussant:* James A Woodley, Rutgers U., Newark

**Tuesday 8:50 am**

**579.** Paper: **Choosing the Optimal Organizational Mode for Foreign Market Entry**

- ♦ 8:50-10:10 Hyatt East: Columbus H

*Chair:* Harry Barkema, U. of Tilburg

The Foreign Market Servicing Behavior of Large Multinational Corporations: An Empirical Investigation, Jane F. Craig, U. of New South Wales

Published in Conference Proceedings

How Much Do Country, Industry And Firm Matter? A Meta-Analysis of Modes of Foreign Entry Decisions, Mousumi Bhattacharya, Syracuse U.

Entry Mode Selection During International Expansion: The Case of MNEs in an Emerging Market, Yadong Luo, U. of Hawaii

The Impact of Cultural and Geographic Distance, Country Experience and Multiple Sources of Technological Competencies on the Choice Between Foreign Direct Investment and Technology Licensing, Andrea Fosfuri, Universidad Carlos III, Madrid; Ashish Arora, Carnegie Mellon U.

*Discussant:* Jaeyong Song, Columbia U.

**580.** Paper: **Multicultural and Spatially-Separated Teams**

- ♦ 8:50-10:10 Hyatt East: Columbus C/D

*Chair:* Jean Boddewyn, Baruch College/City U. of New York  
Contrast and Flow: Two Perspectives for Examining Multicultural Teamwork, Esther Wyss-Flamm, Case Western Reserve U.

The Influence of Status Cues on the Task Effectiveness of Multinational Management Teams, Christina Lea Butler, London Business School

The Cultural Context of Teams: An Integrative Model of National Culture, Work Team Characteristics, and Team Effectiveness, Jasmine Tata, Loyola U., Chicago  
Published in Conference Proceedings

Social Contact in a Geographically Distributed Team: A Social Network Perspective, Aparna Joshi, Rutgers U., New Brunswick; Paula M. Caligiuri, Rutgers U., New Brunswick

*Discussant:* Wesley David Sine, Cornell U.

**Tuesday 10:30 am**

**581.** Paper: **Entrepreneurial Leadership in Emerging Markets**

- ♦ 10:30-11:50 Hyatt East: Columbus H

*Chair:* Kevin B. Lowe, U. of North Carolina, Greensboro  
Privitization and Economic Liberalization: the Role of the Entrepreneur as a Catalyst for Change in Transition Economies, Ben L. Kedia, U. of Memphis; Charles Clay Dibrell, U. of Memphis; Paula D. Harveston, U. of Memphis

The Role of Pioneering Advantage in the Entrepreneurial Transformation of Newly Privatized Enterprise, Jonathan Paul Doh, American U.

Implicit Leadership Theory and Culture: The Case of Mexico and the U.S., Jerry C. Wofford, U. of Texas, Arlington; Stephen Lovett, San Diego State U.; J. Lee Whittington, Texas Wesleyan U.; Terry M. Coalter, Jacksonville U.

 A Cross-Cultural Study of Leader Power in the U.S. and South Korea, M. Afzalur Rahim, Western Kentucky U.; Nam Hyeon Kim, Keimyung U., South Korea; David T. Antonioni, U. of Wisconsin, Madison; Clement Psenicka, Youngstown State U.

*Discussant:* Samir Youssef, American U., Cairo

**582.** Paper: **Values in Global Companies: Ethics, Creativity & Job Satisfaction**

- ♦ 10:30-11:50 Hyatt East: Columbus C/D

*Chair:* Colette Frayne, California State Polytechnic U., San Luis Obispo

Creativity in a Cultural Context, Rose Trevelyan, Australian Graduate School of Management

A Single Framework for the Ethical and Strategic Global Manager, Scott J. Reynolds, U. of Minnesota  
Published in Conference Proceedings

Effect of Cultural Variation on the Behavioral Response to Declining Job Satisfaction, David C. Thomas, U. of Auckland; Kevin Au, Chinese U. of Hong Kong

*Discussant:* Simcha Ronen, Tel Aviv U.

**Tuesday 2:00 pm**

**583.** Paper: **Building a Global Strategy: Structure, Configuration and Diversification**

- ♦ 2:00-3:20 Hyatt East: Columbus H

*Chair:* Rakesh B. Sambharya, Rutgers U., Camden

Centers of Excellence in Multinational Corporations, Julian Birkinshaw, London Business School; Prescott C. Ensign, U. of Western Ontario; Tony S. Frost, U. of Western Ontario, Ivey School of Business

Diversification Strategy, Keiretsu Affiliation, and Capital Structure in Japanese Multinational Enterprises, John Michael Geringer, California Polytechnic U.; David M. Olsen, U. of Utah

Self-Regulation and the Sanctuary Strategy: Competitive Advantage through Domestic Cooperation by Japanese Firms, Ulrike Schaede, U. of California

Influence of Industry and Firm-level Effects on Global Strategy: A Variance Components Analysis, Alfredo J. Mauri, Baruch College/City U. of New York; Brett P. Matherne, Georgia State U.

Institutional Pressures, Strategic Responses, and Foreign Subsidiary Performance, Deyin Xu, York U.

*Discussant:* Hemant Merchant, Simon Fraser U.

**584.** Paper: **Transfer of Knowledge and Technology Across Borders**

- ♦ 2:00-3:20 Hyatt East: Columbus C/D

*Chair:* Anju Seth, U. of Illinois, Urbana-Champaign

Technology Spillovers from Foreign Direct Investment in the Indian Pharmaceutical Industry, Susan Elizabeth Feinberg, U. of Maryland; Sumit K. Majumdar, Imperial College of Science, Technology and Medicine

Managing Technology Transfer Across Borders: Normative and Cognitive Considerations, Kamal Ahmed Munir, McGill U.

Technology Transfer Capacity: a Missing Link in the Theory of the Multinational Corporation, Xavier Martin, New York U.; Robert Salomon, New York U.

The Transfer of Knowledge in the Multinational Corporation: Considering Context, Adva Dinur, Temple U.; Andrew C. Inkpen, Thunderbird; Robert Hamilton, Temple U.

*Discussant:* Joanne Oxley, U. of Michigan

**Tuesday 3:40 pm**

**585.** AICM-IMD Distinguished Scholar Forum: "Vertical and Horizontal Individualism and Collectivism: Implications for International Comparative Management

- ♦ 3:40-5:15 Hyatt East: Columbus H

*Co-Chairs:* Joseph L. C. Cheng, U. of Illinois, Urbana-Champaign; Dick Peterson, U. of Washington

*Speaker:* Harry C. Triandis, U. of Illinois, Urbana-Champaign

*Panelists:* Wayne F. Cascio, U. of Colorado, Denver; Peter W. Dorfman, New Mexico State U.; Chris Earley, Indiana U.; Karlene A. Roberts, U. of California, Berkeley

**Tuesday 5:30 pm**

**586.** IM Business Meeting and Social

- ♦ 5:30-7:00 Hyatt East: Columbus C/D

*Barry Richman Dissertation Award; Best Paper Award; Best Reviewer Awards; Review of Division Finances; RECEPTION: Delicious Goodies and Intelligent Company*

*Chair:* Stephen B. Tallman, Cranfield U. / U. of Utah

*Facilitators:* John Michael Geringer, California Polytechnic U.; Srilata A. Zaheer, U. of Minnesota; Douglas Nigh, U. of South Carolina; Farok J Contractor, Rutgers U., Newark/New Brunswick

**Wednesday 9:00 am**

**587.** Paper: **Human Resource Management in the Global Firm**

- ♦ 9:00-10:20 Hyatt East: Columbus H

*Chair:* Dick Peterson, U. of Washington

A Comparison of Pay Values by Organizational Type in China, Russia, and the United States: Support for the Divergence, Crossvergence or Convergence Theories of Cultural Values Adaptation?, Jane K. Giacobbe-Miller, U. of Massachusetts; Daniel J. Miller, Central Connecticut State U.; Vladimir I. Victorov, St. Petersburg State Technical U.  
Published in Conference Proceedings

Human Resource Management Practices and Firm Performance in Chinese Enterprises: An Exploratory Test of Best Practice Theory Versus Contingency Theory, Lihua Olivia Wang, Northwestern U.; Larry J. L. Farh, Hong Kong U. of Science and Technology; Linlian Luo, Tong Ji U.  
Published in Conference Proceedings

Training and Human Resource Development Among Indigenous Firms and MNC Affiliates in East and Southeast Asia, Kenneth R. Bartlett, U. of Illinois, Urbana-Champaign; Johngeok Bae, Hanyang U.; Shyh-Jer Chen,

National Sun Yat-Sen U.; John J. Lawler, U. of Illinois, Urbana-Champaign

**A Cultural Analysis of Organizational Commitment and Turnover Intentions in a Collectivist Society**, Syeda Arzu Wasti, U. of Illinois, Urbana-Champaign  
Published in Conference Proceedings

*Discussant:* Dharm P. S. Bhawuk, U. of Hawaii

**588.** Paper: **Integration and Control over Foreign affiliates and Production Units**

- ♦ 9:00-10:20 Hyatt East: Columbus C/D

*Chair:* Sriram Beldona, Rutgers U., Newark/New Brunswick  
Revisiting the Headquarters-Subsidiary Relationship in the Multinational Corporation, Stewart Johnston, U. of Melbourne, Australia

Control Exercised by U.S. Multinationals Over Their Overseas Affiliates: Does Location Make a Difference?, Malika Richards, Drexel U.

Foreign Control and Survival of Joint Ventures: An Examination of Japanese IJVs in Asia, Jane Lu, U. of Western Ontario; Louis Hebert, U. of Western Ontario  
Strategic Idiosyncrasy Versus Depth of Product Renewal: Integrating an Individual Production Unit into Global Multi-plant Operations, Markus Alexander Collet, Cheneviere&Co.

*Discussant:* Mahesh Joshi, St. Joseph's U.

**Wednesday 10:40 am**

**589.** Paper: **Conflict and Negotiation Management in Multi-cultural Firms**

- ♦ 10:40-12:00 Hyatt East: Columbus H

*Chair:* Nickolas Athanassiou, Northeastern U.

Tendencies for Escalatory Behavior: Mexican Versus U.S. Managers and Professionals, Charles R. Greer, Texas Christian U.; Gregory K. Stephens, Texas Christian U.

Whistle-Blowing Behavior in a Global Economy: An Extended Model, Michael T. Rehg, Air Force Institute of Technology; Arvind Parkhe, Indiana U., Bloomington

The Influence of Personality, Social Perceptions, and Goals on Negotiation Behavior and Outcomes: A Chinese Study, Alfred Jaeger, McGill U.; Xiaoyun Wang, McGill U.; Arif Butt, McGill U.; Troy Anderson, McGill U.; Zhenzhong Ma, McGill U.; David Saunders, McGill U.

Why Don't They Fight Each Other? Cultural Diversity and Operational Unity in Multinational Peacekeeping Forces, Efrat Elron, Hebrew U.; Boas Shamir, Hebrew U.; Eyal Ben-Ari, Hebrew U.

*Discussant:* Tatiana Kostova, U. of South Carolina

**590.** Paper: **International Expansion and Evolution**

- ♦ 10:40-12:00 Hyatt East: Columbus C/D

*Chair:* Anisya S. Thomas, Stockholm School of Economics  
Toward a Contingency Model of Incremental International Expansion: the Impact of Firm, Industry and Host Country Characteristics, Jay H. Rhee, San Jose State U.; Joseph L. C. Cheng, U. of Illinois, Urbana-Champaign

Flows of Local Market Knowledge within the Firm: An Expanded View of Entry into New International Markets, Michael David Lord, Wake Forest U.; Annette L. Ranft, West Virginia U.

Published in Conference Proceedings

Growing in a Foreign Soil: A Review of Subsidiary Evolution, Cyril Daniel Bouquet, U. of Western Ontario  
Capabilities, Survival and the Profitability of Foreign Subsidiaries, Andrew Delios, Hong Kong U. of Science and Technology; Paul W. Beamish, U. of Western Ontario  
*Discussant:* Udo Zander, Institute of International Business / Stockholm School of Business

**Wednesday 12:20 pm**

**591.** Meeting: **IM Division Member Feedback and Reflection**

- ♦ 12:20-2:10 Hyatt East: Columbus H

*Members of the IM Division are urged to provide feedback and suggestions for organizing the next meeting, as well as comments on the overall running of the division. We depend on member ideas and initiatives to develop our mission.*

*Chair:* Stephen B. Tallman, Cranfield U. / U. of Utah

*Division Welcomers:* Douglas Nigh, U. of South Carolina; Srilata A. Zaheer, U. of Minnesota

*Facilitator:* Farok J Contractor, Rutgers U., Newark/New Brunswick

# Management Education and Development

Program Chair: James Stoner, Fordham University

Workshop Chair: Robert DeFillippi, Suffolk University

	Start	Regular Program	Shared Program
<b>Friday</b>	11:15 am		75. Tour to McDonald's University ♦ OS: McDonald's U.
	1:00 pm	592. MED Workshop: Bringing life to management education ♦ S: Gball 2 593. MED: Exploring Change ♦ S: Gball 1	76. ENT, MED & MOC Workshop on Creative Classroom Action ♦ HW: Ogden 79. Practioner Series: Introduction to the Inquiry Process and Research Projects ♦ S: Gball 3
	3:00 pm	594. MED: Self-Managed Teams in Classroom ♦ S: Gball 1	
	5:00 pm		81. Critical Mgmt. Doctoral Workshop ♦ HW: Dusable
	5:30 pm	595. MED: Escape from Cluelessness ♦ HW: Toronto	
<b>Saturday</b>	7:30 am		87. Critical Management Studies: B ♦ HW: Comiskey
	8:00 am	596. MED: Experiential Learning ♦ HE: Skyway 284 597. MED: Contemplation Methods ♦ HE: Skyway 285	89. Practioner Series: Developing and Critiquing Action Research Projects ♦ HE: Columbus C/D 91. Critical Management Studies: P ♦ HW: Columbian 92. Critical Management Studies: ♦ HW: Buckingham 93. Critical Management Studies: P ♦ HW: Comiskey 97. GDO/MED/ODC/CAR: Career Identities in Academia ♦ HE: Skyway 269
	8:30 am		100. IAOM: Managerial Effectiveness in Latin America ♦ S: Alpine II 101. Service Learning Project: Restoring the Chicago Wilderness ♦ OS: See Contact
	9:00 am		105. Teaching International Managem ♦ HW: Goldcoast
	10:00 am	598. MED: Work with Diverse Students ♦ HE: Skyway 284 599. MED: Undergrad Bus Experience ♦ HE: Skyway 285	108. OD/IM/MED/GDO/CAR: Time Management ♦ HE: Skyway 269
	10:30 am		110. IAOM: Competing in Latin America ♦ S: Alpine II
	1:00 pm	600. MED: Pedagogy for Plurality ♦ HE: Skyway 284 601. MED: Contract Grading ♦ HE: Skyway 285	115. MED/ODC/GDO: Spirituality at Work ♦ HE: Skyway 269
	1:30 pm		118. IAOM: Challenges & Approaches to Quality ♦ S: Alpine II
	3:00 pm	602. MED: Employee Change ♦ HE: Skyway 284 603. MED: Human Spirit ♦ HE: Skyway 285	123. Management of the Tenure Proce ♦ S: Alpine II 124. ODC/MED/GDO: The Power of Music ♦ HE: Skyway 269
	4:00 pm		125. Critical Management Studies: P ♦ HW: Comiskey
	6:00 pm		127. IAOM: Business Meeting & Dinner ♦ S: Alpine II
	6:30 pm	604. MED & Jnl. of Management Ed. Reception ♦ HW: Toronto	128. Reception for Practitioner Ser ♦ HE: Columbus C/D 130. Critical Management Studies: ♦ HW: Comiskey
9:00 pm	605. OBTS/MED Talent Show ♦ HW: Toronto		
<b>Sunday</b>	7:30 am		131. Critical Management Studies: B ♦ HW: Comiskey
	8:00 am	606. MED: Communication-Focused Curriculum ♦ S: Alpine I 607. MED Doctoral Consortium. Chang ♦ HE: Skyway 269	132. Launching an Academic-Practiti ♦ HE: Columbus C/D 134. MED/OCIS: Mastering the Case Method of Teaching ♦ HW: Regency Ball D(N) 135. Business & Volunteering Connec ♦ S: WmTell 136. ODC & MED: Spirituality in Management ♦ S: Alpine II
	9:00 am		142. Critical Management Studies: ♦ HW: Columbian 143. Critical Management Studies: P ♦ HW: Buckingham 145. Critical Management Studies: P ♦ HW: Comiskey
	10:00 am	608. Breaking Up is Hard to Do ♦ S: Alpine I 609. MED: E-Media Journeys ♦ S: Alpine II	148. CAR: Careering: A Musical Production ♦ S: WmTell 149. ONE, MED, SIM & PNS: Reflection ♦ HE: Skyway 268 150. Mentoring Workshop ♦ HW: Goldcoast
	10:30 am		
<b>Monday</b>	8:30 am	610. Division Welcome ♦ S: Alpine II	
	9:00 am		209. JS: Euphonic Pedagogy: Musical ♦ S: Alpine II 300. IP: Leader Development & Learning ♦ HE: Wacker West (3)
	10:40 am	611. T: The Anatomy of Fire ♦ S: Alpine II	274. JP: Goal Orientation ♦ HE: GndBall C(N) 215. JS: From Both Sides Now: Perspecti ♦ HW: Comiskey 216. JS: Mentoring in a Pluralistic Env ♦ S: Gball 3
	12:20 pm	612. P: Making the Internet Work ♦ S: Alpine II	221. JS: The Gendered Classroom ♦ S: Gball 3
	1:00 pm		312. IP: Education & Knowledge ♦ HE: Wacker West (5)
	2:30 pm	613. S: Distance Learning Technologies ♦ S: Alpine II	226. JS: Doctoral Education Trends ♦ S: Gball 3
	4:10 pm	614. S: Technology mediated distance I ♦ S: Alpine II	230. JS: Causal Mapping Tutorial ♦ HW: Picasso 320. IP: Self-directed Change ♦ HE: Wacker West (3)
<b>Tuesday</b>	8:30 am	615. S: Classrooms Without Walls ♦ S: Alpine II	236. JS: Project-Based Learning ♦ HE: GndBall F 238. JS: Reclaiming Past Knowledge ♦ S: Neuchatel
	8:50 am		287. JP: Cognitive Maps ♦ HE: GndBall D(N)
	10:30 am	616. P: Thinking about the Basi ♦ S: Alpine II	192. OD: Past, Present, Future ♦ HW: Water Tower 243. JS: Global Corporate Citizenship ♦ S: Gball 3 244. JS: The Academy and the Media ♦ S: Gball I 348. IP: International Education Issues ♦ HE: Wacker West (5)
	2:00 pm	617. S: Carnegie Academy ♦ S: Alpine II	246. JS: Re-thinking What We Think ♦ S: Gball 3
	3:40 pm	618. MAD session - Learning Maps ♦ S: Alpine II	247. JS: Mgmt and OD Across Borders ♦ HE: GndBall B
	5:30 pm	619. M: Business Meeting ♦ S: Alpine II	
	6:30 pm	620. Social ♦ S: Alpine II	

Wed-	8:30 am	621.P: Story-Telling, Improvisation, ♦ S: Alpine II	197.Moral Center in Pluralism ♦ HW: Water Tower 363.IP: Improving Learning/Teaching ♦ HE: Wacker West (5)
	10:40 am	622.P: Improving What We Do ♦ S: Alpine II	368.IP: Using Groups Effectively ♦ HE: Wacker West (5)
	12:20 pm	623.P: The Natural Role of Diversity ♦ S: Alpine II 624.S: Emotional Intelligence ♦ S: Gball I	265.JS: Negotiation Teaching Initiative ♦ HE: GndBall D(N) 202.HRM lessons from 13 countries ♦ HW: Water Tower

### Friday 1:00 pm

#### 592. Bringing Life to Management Education: Creating Real Organizations for Real Learning

- ♦ 1:00-5:00 Swiss: Gball 2

*Organizer:* Steven M. Maser, Willamette U.

*Presenters:* J. Frederick Truitt, Willamette U.; Kathleen Powers, Willamette U.; John A. Miller, Bucknell U.; Larry K. Michaelsen, U. of Oklahoma; Tammy Bunn Hiller, Bucknell U.

#### 593. Exploring Change through "Impossible Projects"

- ♦ 1:00-2:30 Swiss: Gball 1

*Introduction:* James A. F. Stoner, Fordham U.

*Presenter:* Jeffrey D. Ford, Ohio State U.

### Friday 3:00 pm

#### 594. Self-Managed Teams in the Classroom: Process and Problems

- ♦ 3:00-5:00 Swiss: Gball 1

*Presenter:* Robert Silvers, Central Washington U.

### Friday 5:30 pm

#### 595. Escape from Cluelessness

- ♦ 5:30-7:00 Hyatt West: Toronto

*Introduction:* Colleen Jones, U. of Nebraska

*Presenter:* Lee G. Bolman, U. of Missouri, Kansas City

### Saturday 8:00 am

#### 596. Making Experiential Learning More Effective

- ♦ 8:00-9:30 Hyatt East: Skyway 284

*Organizer:* Erwin Rausch, Didactic Systems, Inc.

*Facilitators:* John B. Washbush, U. of Wisconsin, Whitewater; Jeffrey A. Mello, Golden Gate U.

#### 597. Helping Students and Practitioners Navigate their Journeys: Contemplative Methods as Anchors in Times of Discontinuous Change

- ♦ 8:00-9:30 Hyatt East: Skyway 285

*Organizer:* Robert Silvers, Central Washington U.

*Presenters:* Robert Silvers, Central Washington U.; Judith White, California State U., Monterey Bay

### Saturday 10:00 am

#### 598. Working with Diverse Students: Designing Strategies to Assist Faculty in Doing Their Homework

- ♦ 10:00-11:30 Hyatt East: Skyway 284

*Organizer:* Susan A. Comerford, U. of Vermont

*Presenters:* Jill Dailey, George Mason U.; Mary J.J. Fambrough, Case Western Reserve U.; Esther Wyss-Flamm, Case Western Reserve U.

#### 599. Development of an Integrative Undergraduate Business Experience

- ♦ 10:00-11:30 Hyatt East: Skyway 285

*Organizer:* D. Kent Zimmerman, James Madison U.

### Saturday 1:00 pm

#### 600. Pedagogy for Plurality: Journeys with Students beyond "The One Best Way"

- ♦ 1:00-2:30 Hyatt East: Skyway 284

*Coordinators:* Ian C. Palmer, U. of Technology, Sydney; Cynthia Hardy, U. of Melbourne, Australia

*Presenters:* Ian C. Palmer, U. of Technology, Sydney; Cynthia Hardy, U. of Melbourne, Australia

#### 601. Contract Grading: Encouraging Commitment to the Learning Process through Voice in the Evaluation Process

- ♦ 1:00-2:30 Hyatt East: Skyway 285

*Organizer:* Tammy Bunn Hiller, Bucknell U.

*Presenters:* Tammy Bunn Hiller, Bucknell U.; Amy B. Hietapelto, Michigan Technological U.

### Saturday 3:00 pm

#### 602. Employee Change and Development in a Pluralistic Work Setting

- ♦ 3:00-4:30 Hyatt East: Skyway 284

*Presenter:* Minnette A. Bumpus, American U.

#### 603. Hospitable to the Human Spirit: An Imperative for Organizations

- ♦ 3:00-4:30 Hyatt East: Skyway 285

*Introduction:* Anne M. McCarthy, Colorado State U.

*Presenter:* Dorothy A. Marcic, Vanderbilt U.

### Saturday 6:30 pm

#### 604. Journal of Management Education and MED Reception, sponsored by SAGE Publications

- ♦ 6:30-8:00 Hyatt West: Toronto

*Hosts:* Diana Billimoria, Case Western Reserve U.; Bill Ferris, Western New England College

### Saturday 9:00 pm

#### 605. OBTS/MED Talent Show

- ♦ 9:00-10:00 Hyatt West: Toronto

*Organizer:* D. Kent Zimmerman, James Madison U.

### Sunday 8:00 am

#### 606. Creating a Communication-Focused Business Curriculum

- ♦ 8:00-10:00 Swiss: Alpine I

*Organizer:* Mary C. Meisenhelter, York College of Pennsylvania

*Panel:* Becky Smith, York College of Pennsylvania; Ken Slaysman, York College of Pennsylvania; Chris Meisenhelter, York College of Pennsylvania; Janice Jackson, York College of Pennsylvania; Mary Graham, York College of Pennsylvania; Normandie Gaitley, York College of Pennsylvania; Dominic Delli Carpini, York College of Pennsylvania

#### 607. MED Doctoral Consortium. Change and Development: The Journey from Student to Teacher

- ♦ 8:00-12:00 Hyatt East: Skyway 269

*Preregistration required*

*Organizers:* Patricia M. Fandt, U. of Washington, Tacoma;  
Richard O. Abderhalden, U. of Washington, Tacoma  
*Facilitators:* David J. Lemak, Washington State U., Tri-  
Cities; David Van Fleet, Arizona State U., West

**Sunday 10:00 am****608. Breaking Up is Hard to Do**

- ♦ 10:00-12:00 Swiss: Alpine I

*Presenters:* Peter J. Frost, U. of British Columbia; Carolyn P. Egri, Simon Fraser U.; Ken Keleman, Western Washington U.

**609. E-Media Journeys in the Pluralistic World of the Academy**

- ♦ 10:00-12:00 Swiss: Alpine II

*Organizer:* Charles Wankel, St. John's U., New York

*Presenters:* Alan B. Eisner, Pace U.; Raghu Garud, New York U.

*Panel:* Scott J. Behson, State U. of New York, Albany; Michelle Bowring, Athabasca U.; Norman B. Bryan, Georgia State U.; Deborah J. Dwyer, U. of Toledo; Bernard Forgues, IAE, Tours; Hugh Gunz, U. of Toronto; Catherine Hajnal, U. of New Brunswick, Fredericton; Scott W. Kunkel, U. of San Diego; Dwight K. Lemke, James Cook U.; Jeffrey Lewis, Pitzer College; Terrell G. Manyak, Nova Southeastern U.; Pablo Martin De Holan, INCAE (Costa Rica); Paul Miesing, State U. of New York, Albany; Terence T. Rock, U. of Calgary; Paul Shrivastava, Bucknell U.; Bob Stephens, Wellington Polytechnic; Chuck Williams, Texas Christian U.; George Walker, Sam Houston State U.

*Presenters:* Charles Wankel, St. John's U., New York; Roger Dunbar, New York U.

**Monday 8:30 am****610. Division Welcome**

- ♦ 8:30-8:50 Swiss: Alpine II

*SCHEDULING NOTE:* Immediately following the Division Welcome, the joint ODC-MED session: "Euphonic Pedagogy: The Teaching of Musical Themes as a Metaphor for Organizational Effectiveness." will start in this room (Alpine Room II) at 9:00 am.

*Division Chair:* William P. Ferris, Western New England College

*Program Chair:* James A. F. Stoner, Fordham U.

*Professional Development Workshop Chair:* Robert DeFillippi, Suffolk U.

*Division Chair-Elect:* Charles Wankel, St. John's U., New York

**Monday 10:40 am****611. Symposium: The Anatomy of Fire: An Internet Change and Development Journey in a Changing World**

- ♦ 10:40-12:00 Swiss: Alpine II

*Organizer:* Judith A. Neal, U. of New Haven

*Discussants:* Tom Brown, Management General; Regina A. Greenwood, Kettering U.; Kenneth Murrell, U. of West Florida

**Monday 12:20 pm****612. Paper: Making the Internet Work for All of Us**

- ♦ 12:20-2:10 Swiss: Alpine II

*Chair:* Joao da Cunha, Universidade Nova de Lisboa



Bridging the Gap: Challenges and Prescriptions for Interactive Distance Education, Margaret Brindle, Duquesne U.; Laurie L. Levesque, Carnegie Mellon U.



Enhancing Business Education Using an Internet-Based Simulation: An Application to Distance Learning, Owen P. Hall, Jr., Pepperdine U.; Thomas J. Dudley, Pepperdine U.



An Exploratory Study of Predictors of Student Satisfaction In Internet-based MBA Courses, J. B. Arbaugh, U. of Wisconsin, Oshkosh  
Published in Conference Proceedings

Distance Learning Receptivity: The Impact of Technology, Reputation, Constraints and Learning Preferences, Edward W. Christensen, Monmouth U.; Eric H. Kessler, Pace U.; Uzoamaka P. Anakwe, Pace U.

*Discussants:* Martina Merkle, U. of St. Gallen; Terrell G. Manyak, Nova Southeastern U.; Scott R. Herriott, Maharishi University of Management; Charles Wankel, St. John's U., New York

**Monday 2:30 pm****613. Symposium: Using Distance Learning Technologies to Teach Management**

- ♦ 2:30-3:50 Swiss: Alpine II

*Chairs:* Anil Nair, Old Dominion U.; Steven D. Maurer, Old Dominion U.



A Knowledge Infusion Model For Transforming Experiential Classroom Learning Onto Internet Media: An Illustration, Bhatt Vadlamani, Baruch College/City U. of New York



Distance Learning Using Satellite Broadcast Technology, Anne Raymond Savage, Old Dominion U.



Anytime/Anyplace: HRM Course On The Web, Randall B. Dunham, U. of Wisconsin



National Technological University's Distance Learning Programs, Gearold R. Johnson, National Technological U



Opportunities And Challenges Of Distance Learning Technologies, Suresh Kotha, U. of Washington

*Discussant:* Suresh Kotha, U. of Washington

**Monday 4:10 pm****614. Symposium: Technology Mediated Distance Learning: A Multi-Level Perspective**

- ♦ 4:10-5:30 Swiss: Alpine II

*Chair:* Kurt A. Heppard, U. S. Air Force Academy



Technology-Mediated Distance Learning: Adult Education, Steve G. Green, U. S. Air Force Academy



Technology-Mediated Distance Learning: Undergraduate Education, Charles Wankel, St. John's U., New York



Technology-Mediated Distance Learning: Graduate Education, Paul Shrivastava, Bucknell U.

 Technology-Mediated Distance Learning: Post-Graduate Education, Kurt A. Heppard, U. S. Air Force Academy

 Technology-Mediated Distance Learning: Undergraduate Education, Frances Amatucci, Salem State College

 Technology-Mediated Distance Learning: Post-Graduate Education, Timothy S. Reed, U. of Colorado, Boulder; Keith H. Brigham, U. of Colorado, Boulder

### Tuesday 8:30 am

**615.** Symposium: Classrooms Without Walls: Action-Learning and Service-Learning as Evolutionary Responses to Pluralistic Demands on Management Education

- ♦ 8:30-10:10 Swiss: Alpine II

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

 The Shift To Real World Learning: Opportunities and Challenges For Management Education, Diana Billimoria, Case Western Reserve U.

 The Role of Action Learning in Management Education, Kim S. Cameron, Case Western Reserve U.

 Moving Our Classrooms Into the Community: Service-Learning As a Pedagogical Tool, Amy L. Kenworthy, U. of North Carolina, Chapel Hill

*Discussant:* Edward Zlotkowski, American Association for Higher Education

### Tuesday 10:30 am

**616.** Paper: Thinking Deeply about the Basics

- ♦ 10:30-11:50 Swiss: Alpine II

*Chair:* Bonnie S. O'Neill, U. of Wisconsin, Milwaukee

Teaching Management as Liberal Art and Social Function, Jeffery N. Decker, Whittier College

The Importance of Liberal Arts and Fundamental Education for the Next Millenium of Managers, Philip Bobko, Gettysburg College; Manuel J. Tejada, Gettysburg College

 The Paradox of Teaching Organizational Behavior to Undergraduates: A Proposed Model and Empirical Findings, Jo Ellen Moore, Southern Illinois U., Edwardsville; Lisa A. Burke, Louisiana State U. in Shreveport; Timothy T. Baldwin, Indiana U., Bloomington

*Discussants:* Jane Schmidt-Wilk, Maharishi University of Management; Cheryl Tromley, Fairfield U.; Sandra West King, Frostburg State U.

### Tuesday 2:00 pm

**617.** Symposium: The Carnegie Academy for the Scholarship of Teaching and Learning

- ♦ 2:00-3:20 Swiss: Alpine II

*Chair:* Cynthia V. Fukami, U. of Denver

 An Integrated Business Course: An Examination and an Assessment, Donna Blancero, Arizona State U.

 The Management 101 Project: Re-Understanding Management - in Threes, John A. Miller, Bucknell U.

 Collaborative Learning in an MBA Program: Practicing What We Preach with Teamwork, Cynthia V. Fukami, U. of Denver

*Discussants:* Pat Hutchings, The Carnegie Foundation/U. of Wyoming, Laramie; Richard T. Mowday, U. of Oregon

### Tuesday 3:40 pm

**618.** Becoming Business Partners: Constructing a More Accurate Workplace Reality Through the Use of Learning Maps

- ♦ 3:40-5:15 Swiss: Alpine II

*Chair:* Jane Galloway Seiling, Business Performance Group

*Presenters:* Sheila McNamee, U. of New Hampshire; Craig E. Carroll, U. of Texas, Austin; Eric Flasck, Root Learning, Inc.

### Tuesday 5:30 pm

**619.** Meeting: Business Meeting

- ♦ 5:30-6:30 Swiss: Alpine II

*Division Chair:* William P. Ferris, Western New England College

### Tuesday 6:30 pm

**620.** Social

- ♦ 6:30-8:30 Swiss: Alpine II

### Wednesday 8:30 am

**621.** Paper: Story-Telling, Improvisation, and Cinema in the Classroom

- ♦ 8:30-10:20 Swiss: Alpine II

*Chair:* Mary C. Meisenhelter, York College of Pennsylvania

 Towards a Science of Stories: Implications for Management Education, Jonathan T. Down, Oregon State U.; Jonathan King, Oregon State U.

Winner of MED Division Best Paper in Management Education  
Published in Conference Proceedings

 Yes And... : Introducing Improvisational Theatre Techniques to the Management Classroom, Dan Moshavi, San Jose State U.

 Understanding the Use of Feature Films in Classroom Learning, Charles S. Mathews, Florida Gulf Coast U.; Charles J. Fornaciari, Florida Gulf Coast U.

*Discussants:* Abdelmagid M. Mazen, Suffolk U.; Thomas Hawk, Frostburg State U.; Kathleen Powers, Willamette U.

### Wednesday 10:40 am

**622.** Paper: Improving What We Do in the Classroom

- ♦ 10:40-12:00 Swiss: Alpine II

*Chair:* William P. Ferris, Western New England College

 Learning Developmental Coaching Through Experience, James Michael Hunt, Babson College; Joseph R. Weintraub, Babson College

Winner of MED Division Best Paper in Management Development  
Published in Conference Proceedings

 Casuistry and the Business Case Method, Martin Calkins, S.J., Santa Clara U.

Instructional Methods and Mental Models of Students:An Empirical Investigation, Sucheta S. Nadkarni, U. of Kansas*Discussants:* David E. Morgan, U. of New South Wales; Bruce A. Schooling, Point Loma Nazarene U.; Richard Stackman, U. of Washington, Tacoma**Wednesday 12:20 pm****623. Paper: The Natural Role of Diversity in Management Education**

- ♦ 12:20-2:10 Swiss: Alpine II

*Chair:* Linda Hite, Indiana U. / Purdue U., Fort Wayne

: Daniel J. Miller, U. S. Air Force Academy

: Kent D. Miller, New York U.

The Effects of Gender Diversity And Team Coaching on Small-Group Performance in a Student Case Competition, Marc Orlitzky, Australian Graduate School of Management; John D. Benjamin, American U.Changes in Attitudes of Hispanic and Anglo Management Students Surrounding a Workforce Diversity Intervention, Jacqueline N. Hood, U. of New Mexico; Helen J. Muller, U. of New Mexico; Patricia Seitz, Albuquerque Technical Vocational InstituteRethinking the Journey of Management Education: Diversity as a Natural Phenomena, Madeline M. Crocitto, State U. of New York, Old WestburyOlder Students...Diversity...Generation X...and Now Y?:The Ever-Changing Management Education Landscape-Dealing With What's Next, Martin J Hornyak, U. S. Air Force Academy; Alexandra Anna, U. S. Air Force Academy; Daniel J. Miller, U. S. Air Force Academy*Discussants:* Nicholas Miceli, Morgan State U.; Bruce Teague, U. of Pennsylvania; Joan L. Wiener, Drexel U.; Laurie P. Milton, U. of Calgary**624. Symposium: Is Emotional Intelligence One of the Retained Learnings of Our MBAs? Are We Preparing Them to Manage and Lead?**

- ♦ 12:20-2:10 Swiss: Gball I

*Chair:* Richard E. Boyatzis, Case Western Reserve U.Competencies and Learning, Kim S. Cameron, Case Western Reserve U.Teaching for Emotional Competence, Diana Billimoria, Case Western Reserve U.Reaching Across the Curriculum: Emotional Competence -- It's Not Just for OB Anymore!, Poppy L. McLeod, Case Western Reserve U.Does Management Education Really Make a Difference in Developing Students' Emotional Intelligence?, Richard E. Boyatzis, Case Western Reserve U.

# Management History

**Program Chair: Eileen Kelly, Ithaca College**  
**Workshop Chair: Jane W. Gibson, Nova Southeastern University**

	Start	Regular Program	Shared Program
<b>Fri-</b>	1:00 pm		79. Practitioner Series: Introduction to the Inquiry Process and Research Projects ♦ S: Gball 3
	5:00 pm		81. Critical Mgmt. Doctoral Workshop ♦ HW: Dusable
<b>Saturday</b>	7:30 am		87. Critical Management Studies: B ♦ HW: Comiskey
	8:00 am		89. Practitioner Series: Developing and Critiquing Action Research Projects ♦ HE: Columbus C/D
	8:30 am		91. Critical Management Studies: P ♦ HW: Columbian
	10:30 am		92. Critical Management Studies: ♦ HW: Buckingham
	1:00 pm	625. MH New Member Workshop ♦ HW: Dusable	93. Critical Management Studies: P ♦ HW: Comiskey
	1:30 pm		100. IAOM: Managerial Effectiveness in Latin America ♦ S: Alpine II
	2:00 pm	626. MH Ph.D./Faculty Workshop ♦ HW: Dusable	110. IAOM: Competing in Latin America ♦ S: Alpine II
	3:00 pm	627. MH Doctoral Student Workshop ♦ HW: Dusable	
	4:00 pm		118. IAOM: Challenges & Approaches to Quality ♦ S: Alpine II
	6:00 pm		123. Management of the Tenure Proce ♦ S: Alpine II
	6:30 pm		125. Critical Management Studies: P ♦ HW: Comiskey
<b>Sunday</b>	7:30 am		127. IAOM: Business Meeting & Dinner ♦ S: Alpine II
	8:00 am		128. Reception for Practitioner Ser ♦ HE: Columbus C/D
	8:30 am	628. MH Change Theme Workshop ♦ HW: Dusable	130. Critical Management Studies: ♦ HW: Comiskey
	9:00 am		131. Critical Management Studies: B ♦ HW: Comiskey
	10:00 am	629. MH: Getting Pubs. ♦ HW: Dusable	132. Launching an Academic-Practiti ♦ HE: Columbus C/D
<b>Monday</b>	8:50 am	630. Division Welcome ♦ HW: Burnham	142. Critical Management Studies: ♦ HW: Columbian
	9:00 am	631. P: Organizational Culture ♦ HW: Burnham	143. Critical Management Studies: P ♦ HW: Buckingham
	10:40 am	632. P: Employee Rights ♦ HW: Burnham	145. Critical Management Studies: P ♦ HW: Comiskey
	1:00 pm	633. P: Operations and Logistics ♦ HW: Burnham	
	2:30 pm	634. S: Hawthorne Studies ♦ HW: Burnham	211. JS: Ghosts of Academies Past, Pres ♦ S: Gball I
	4:10 pm	635. A Worthy Cause: A Celebration ♦ HW: Burnham	275. JP: Pluralistic Practice ♦ HE: GndBall D(N)
	5:30 pm	636. M: Business Meeting ♦ HW: Burnham	
	6:00 pm	637. Social Hour ♦ HW: Burnham	317. IP: Evolution of Theory ♦ HE: Wacker West (5)
<b>Tue-</b>	8:30 am		340. IP: Recent Developments in Theory ♦ HE: Wacker West (2)
	8:50 am		287. JP: Cognitive Maps ♦ HE: GndBall D(N)
	9:00 am	638. P: Leadership in Organizations ♦ HW: Burnham	
	10:30 am	639. P: Research and Technology ♦ HW: Burnham	
	2:00 pm	640. P: Higher Education ♦ HW: Burnham	
<b>W</b>	9:00 am	641. P: International Perspectives ♦ HW: Burnham	

### Saturday 1:00 pm

#### **625. New Member Workshop: Introduction to the Management History Division, Its Mission and Domain**

♦ 1:00-2:00 Hyatt West: Dusable

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

Academy of Management Overview, Richard M. Hodgetts, Florida International U.

Management History Division Domain, Paula Phillips

Carson, U. of Southwestern Louisiana

Introduction of Executive Committee and their Roles, Kerry

Carson, U. of Southwestern Louisiana

### Saturday 2:00 pm

#### **626. Doctoral Student and Junior Faculty Workshop: Making the Annual Meeting Work For You**

♦ 2:00-3:00 Hyatt West: Dusable

*Chair:* Michael Plater, U. of Florida

Managing your Time, Jane W. Gibson, Nova Southeastern U.

Understanding the Program, Eileen P. Kelly, Ithaca College

Volunteering and Getting Involved, Alfred A. Bolton, Averett College

### Saturday 3:00 pm

#### **627. Doctoral Student Workshop: Navigating the Dissertation Process: Views From the Front**

♦ 3:00-4:30 Hyatt West: Dusable

*Chair:* John Hannon, Nova Southeastern U.

Current Student Perspective, Julia Teahen, Baker College

Recent Graduate Perspective, Jorge M. Herrera, Nova

Southeastern U.; Anne F. Nelson, High Point University

Dissertation Chair Perspective, Richard M. Hodgetts, Florida

International U.; Daniel A. Wren, U. of Oklahoma

### Sunday 8:30 am

#### **628. Change and Development Journeys in Academia: Professional Development in a Pluralistic World**

♦ 8:30-10:00 Hyatt West: Dusable

*Chair:* Regina A. Greenwood, Kettering U.

Getting Papers Accepted at National and Regional

Conferences, Alfred A. Bolton, Averett College

Reviewing Papers for National Regional Conferences, Paula Phillips Carson, U. of Southwestern Louisiana  
Writing Effective Book Reviews, Jane W. Gibson, Nova Southeastern U.

### Sunday 10:00 am

#### 629. Change and Development Journeys in Academia II: Getting Published

- ♦ 10:00-11:30 Hyatt West: Dusable

*Organizers:* Jorge M. Herrera, Nova Southeastern U.; Richard M. Hodgetts, Florida International U.

Getting Articles Published, Peter B. Petersen, Johns Hopkins U.; Daniel A. Wren, U. of Oklahoma

Getting Books Published, Richard M. Hodgetts, Florida International U.; Dewey E. Johnson, California State U., Fresno

Getting Cases Published, Donald F. Kuratko, Ball State U. **Monday 8:50 am**

#### 630. Management History Division Welcome

- ♦ 8:50-9:00 Hyatt West: Burnham

*Continental Breakfast for MH Members Sponsored by Ithaca College.*

*Division Chair:* Michael Plater, U. of Florida

*Program Chair:* Eileen P. Kelly, Ithaca College

### Monday 9:00 am

#### 631. Paper: Multiple Perspectives on Organizational Culture and Change

- ♦ 9:00-10:20 Hyatt West: Burnham

*Chair:* Mohammed Ahmed, Ameer Institute of Technology

Cloaked Culture and Veiled Diversity: Why Theorists Ignored Early U.S. Workforce Diversity, Lois Landis Kurowski, U. of Illinois, Urbana-Champaign

Ronald B. Shuman Best Graduate Student Paper Award  
 Published in Conference Proceedings

The Key to High-Performing Suggestion Systems: Lessons From Their History in Sweden and Japan, Louise Ostberg, U. of Massachusetts, Amherst; Alan G. Robinson, U. of Massachusetts, Amherst; Dean M. Schroeder, Valparaiso U.

Historical Transformation: A Study in Organizational Change, Venkataraman Nilakant, U. of Canterbury

*Discussants:* Edwin W. Arnold, Auburn U., Montgomery; K. Thomas Chandy, State U. of New York, Binghamton; Nell T. Hartley, Robert Morris College

### Monday 10:40 am

#### 632. Paper: Historical Insights on Employee Rights

- ♦ 10:40-12:00 Hyatt West: Burnham

*Chair:* Carol Harvey, Assumption College

A Historical, Cross-Disciplinary Examination of the Construct of Employee Entitlement, Stefanie E. Naumann, U. of the Pacific; Barbara D. Minski, Louisiana State U.; Michael C. Sturman, Louisiana State U.

The Psychological Contract Then and Now: the Impact of the Contingent Worker, Grant H. Fenner, U. of Memphis; Thomas R. Miller, U. of Memphis

Industrial Democracy v. Democratic Realism: Early 20th-Century Philosophical Debates in Management Thought, Ellen S. O'Connor, Stanford U.

*Discussants:* Thomas Carey, Western Michigan U.; Wendell Fountain, Fountain & Associates, Inc.; Jorge M. Herrera, Nova Southeastern U.

Winner of John F. Mee Management History Contribution Award  
 Published in Conference Proceedings

### Monday 1:00 pm

#### 633. Paper: Re-Examining Operations and Logistics Strategies

- ♦ 1:00-2:10 Hyatt West: Burnham

*Chair:* Jay Heizer, Texas Lutheran U.

The Misplaced Origin of Just-In-Time (JIT) Production

Methods, Peter B. Petersen, Johns Hopkins U.

Published in Conference Proceedings

Frederick W. Taylor's 1899 Pig Iron Experiments:

Examining Fact, Fiction, and Lessons to be Learned for the Millennium, Charles D. Wrege, Cornell U.; Richard M. Hodgetts, Florida International U.

*Discussants:* Robert P. Jones, Westinghouse Savannah River Co.; Franz T. Lohrke, U. of South Florida

### Monday 2:30 pm

#### 634. Symposium: Reflections on the Hawthorne Studies 75 Years Later

- ♦ 2:30-3:50 Hyatt West: Burnham

*Chair:* Jane W. Gibson, Nova Southeastern U.

*Presenters:* Daniel A. Wren, U. of Oklahoma; Alfred A. Bolton, Averett College; Regina A. Greenwood, Kettering U.; Richard M. Hodgetts, Florida International U.; Charles D. Wrege, Cornell U.; Julia K. Teahen, Baker College; John Hannon, Nova Southeastern U.; Dewey E. Johnson, California State U., Fresno

*Discussant:* Charles W. Blackwell, Nova Southeastern U.

### Monday 4:10 pm

#### 635. A Worthy Cause: A Celebration of James C. Worthy

- ♦ 4:10-5:10 Hyatt West: Burnham

*Organizers:* Regina A. Greenwood, Kettering U.; Daniel A. Wren, U. of Oklahoma

*Presenters:* Anne S. Huff, U. of Colorado / Cranfield School of Management; John G. Joos, Informed Decisions, Inc.; David G. Moore, U. of North Florida; William H. Newman, Columbia U.; Walter D. Scott, Northwestern U.; Robert B. Duncan, Northwestern U.

### Monday 5:30 pm

#### 636. Meeting: Management History Business Meeting

- ♦ 5:30-6:00 Hyatt West: Burnham

*Division Chair:* Michael Plater, U. of Florida

*Program Chair:* Eileen P. Kelly, Ithaca College

Daniel A. Wren, U. of Oklahoma

Winner of Ronald G. Greenwood Award

Jim Paul, New Mexico State U.; Dan L. Costley, New Mexico State U.; Jon P. Howell, New Mexico State U.; Peter W. Dorfman, New Mexico State U.

Winners of the Paul Hersey Award

Lois Landis Kurowski, U. of Illinois, Urbana-Champaign

Winner of Ronald F. Shuman Best Graduate Student Paper Award

Edwin W. Arnold, Auburn U., Montgomery

Winner of Management History Division Best Reviewer Award  
Ellen S. O'Connor, Stanford U.  
Winner of John F. Mee Management Contribution Award

### Monday 6:00 pm

#### 637. Management History Social Hour

♦ 6:00-8:00 Hyatt West: Burnham  
*Reception Sponsored by the Journal of Leadership Studies and Baker College in memory of James C. Worthy.*

### Tuesday 9:00 am

#### 638. Paper: How History Matters in Understanding Leadership in Organizations

♦ 9:00-10:10 Hyatt West: Burnham  
*Chair:* Robert Ford, U. of Central Florida  
Bennis and Hodgetts in Conversation, Alfred A. Bolton, Averett College; John G. Joos, Informed Decisions, Inc.  
The Mutability of Charisma in Leadership Research, Jim Paul, New Mexico State U.; Dan L. Costley, New Mexico State U.; Jon P. Howell, New Mexico State U.; Peter W. Dorfman, New Mexico State U.  
Winners of the Paul Hersey Award  
*Discussants:* Jorge M. Herrera, Nova Southeastern U.; Thomas J. Hench, U. of Wisconsin, La Crosse

### Tuesday 10:30 am

#### 639. Paper: Creative Approaches to Examining Research and Technology in Management History

♦ 10:30-11:50 Hyatt West: Burnham  
*Chair:* Michael Plater, U. of Florida  
The Past is Prologue: History, Review, and Meta-Analysis of Behavioral Management, Alexander D. Stajkovic, U. of California, Irvine; Fred Luthans, U. of Nebraska; Gary R. Henderson, U. of California, Irvine  
Patterns of R&D Knowledge Diffusion in the Emergence of a New High Technology Product: The Flat Panel Display Industry from 1969 to 1989, Jennifer W. Spencer, U. of Houston  
The Evolution of Social Arrangements for Shaping and Delivering Large-Scale Engineering Projects: The Search for an Elusive Optimal Model, Serghei Floricel, U. of Québec -- Trois-Rivières; Roger Miller, U. of Québec, Montreal  
*Discussants:* Joseph J. Eassa, Jr., Palm Beach Atlantic College; Ira T. Kaplan, Hofstra U.; John Trinkhaus, Baruch College/City U. of New York

### Tuesday 2:00 pm

#### 640. Paper: Higher Education's Role in Shaping Management Thought

♦ 2:00-3:20 Hyatt West: Burnham  
*Chair:* Stephanie E. Newell, Eastern Michigan U.  
Creating a Faculty's Academic Genealogy: A Case Study of Method, Outcomes, and Benefits, Stanley G. Harris, Auburn U.; Scott K. Campbell, Auburn U.  
Importers of Managerial Ideas: Turkish Academia Before and After the Second World War, Behlul Usdiken, Sabanci U.; Demet Cetin, Bogazici U.



The Corporate University and Its History, Betty J. Birkenmeier, U. of Southwestern Louisiana; Kerry D.

Carson, U. of Southwestern Louisiana; Paula Phillips  
Carson, U. of Southwestern Louisiana  
*Discussants:* Kenneth E. Aupperle, U. of Akron; Alvin L. Gibson, U. of Alabama; Franz T. Lohrke, U. of South Florida

### Wednesday 9:00 am

#### 641. Paper: International Perspectives on Management History

♦ 9:00-10:20 Hyatt West: Burnham  
*Chair:* David A. De Cenzo, Towson U.  
Multinational Enterprise in Ancient Phoenicia, Karl James Moore, Templeton College, U. of Oxford; David Charles Lewis, Templeton College, U. of Oxford  
From Heresies to Orthodoxies: The Organizational Renewal Movement in Australia 1966-1996, Andrew B. Griffiths, Queensland U. of Technology, Gardens Point; Dexter Dunphy, Australian Graduate School of Management  
Volvo: A Historical Perspective on the Evolution of Corporate Identity, Henrik Glimstedt, Stockholm School of Economics; Anisya S. Thomas, Stockholm School of Economics  
*Discussants:* David Hunt, U. of Southern Mississippi; Terrell G. Manyak, Nova Southeastern U.; William Wilkerson, U. of Virginia

# Managerial and Organizational Cognition

Program Chair: Kathleen Sutcliffe, University of Michigan

Workshop Chair: Theresa Lant, New York University

	Start	Regular Program	Shared Program
<b>Friday</b>	1:00 pm		76. ENT, MED & MOC Workshop on Creative Classroom Action ♦ HW: Ogden 79. Practitioner Series: Introduction to the Inquiry Process and Research Projects ♦ S: Gball 3
	5:00 pm		80. BPS/OMT/RM/MOC: Conversations to Build Theory in Trans-disciplinary Research ♦ HW: Horner
<b>Saturday</b>	8:00 am		89. Practitioner Series: Developing and Critiquing Action Research Projects ♦ HE: Columbus C/D 90. Three Conversations to Build T ♦ HW: Horner
	8:30 am		100. IAOM: Managerial Effectiveness in Latin America ♦ S: Alpine II
	10:00 am		107. Complexity & Management, Panels 1-2 ♦ HE: Columbus A
	10:30 am		110. IAOM: Competing in Latin America ♦ S: Alpine II
	1:30 pm		118. IAOM: Challenges & Approaches to Quality ♦ S: Alpine II
	2:00 pm		119. MOC/OMT: Legitimacy & Identity ♦ HE: GndBall A
	2:30 pm		122. Complexity & Management, Panels 3-4 ♦ HE: Columbus A
	3:00 pm		123. Management of the Tenure Process ♦ S: Alpine II
<b>Sun-</b>	6:00 pm		127. IAOM: Business Meeting & Dinner ♦ S: Alpine II
	6:30 pm		128. Reception for Practitioner Ser ♦ HE: Columbus C/D
<b>Sun-</b>	8:00 am		132. Launching an Academic-Practiti ♦ HE: Columbus C/D
	8:30 am	642. MOC: Cognition in the Rough - ♦ HW: Horner 643. Cognition in the Rough - Docto ♦ HW: Burnham	137. MOC/OMT/ODC: Three Conversations about Concepts of Time in Organizations ♦ S: Engleberg 179. Identity Markers ♦ HW: Water Tower
<b>Monday</b>	8:40 am	644. Division Welcome ♦ HW: Picasso	
	9:00 am	645. P: Unleashing Knowledge ♦ HW: Picasso	272. JP: Service Orientation ♦ HE: GndBall D(N) 208. JS: Cognition and TMTs ♦ HW: Comiskey
	10:40 am	646. P: Managers' Backgrounds and SID ♦ HW: Picasso	305. IP: Enactment & Expectancies ♦ HE: Wacker West (3)
	12:20 pm	647. P: Expectancies and Illusions ♦ HW: Picasso	278. JP: Shared Cognition ♦ HE: GndBall D(N) 218. JS: Change and Feminism Journeys ♦ HE: GndBall E
	2:30 pm		280. JP: Virtual Teams ♦ HE: GndBall C(N) 281. JP: Scripts and Scenarios ♦ HE: GndBall D(N) 222. JS: Individual Differences In Perc ♦ HE: GndBall B 224. JS: Cognitive Strategic Groups (K) ♦ HE: GndBall F
	4:10 pm		284. JP: Escalation of Commitment ♦ HE: GndBall D(N) 229. JS: Spirituality at Work ♦ HE: GndBall F 230. JS: Causal Mapping Tutorial ♦ HW: Picasso
<b>Tuesday</b>	8:30 am		339. IP: Selection & Appraisal ♦ HE: Wacker West (1) 190. Cognition's Evolution (K) ♦ HW: Water Tower
	8:50 am		287. JP: Cognitive Maps ♦ HE: GndBall D(N)
	10:30 am	648. P: Thinking and Learning ♦ HW: Picasso	
	2:00 pm	649. P: Cognitive Systems and Change ♦ HW: Picasso	246. JS: Re-thinking What We Think ♦ S: Gball 3 350. IP: Groups: Composition & Process ♦ HE: Wacker West (2)
<b>Tuesday</b>	3:40 pm	650. The Complexity Advantage ♦ HW: Picasso	292. JP: Sensemaking and Change ♦ HE: GndBall D(N)
	5:50 pm	651. M: Business Mtng, Awards, Social ♦ HW: Picasso	
	8:30 am	652. P: Cognitive Processes: New Links ♦ HW: Picasso	252. JS: Self-Efficacy ♦ HE: Columbus E/F
<b>Wed</b>	10:40 am		367. IP: Managerial Knowledge ♦ HE: Wacker West (4)
	12:20 pm		267. JS: Social Identification ♦ HE: GndBall E

## Sunday 8:30 am

### 642. MOC: Cognition in the Rough - Faculty Workshop

♦ 8:30-12:00 Hyatt West: Horner

A Workshop for Research in Managerial and Organizational Cognition.

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

Facilitators: Robert Lord, U. of Akron; Linda Argote, Carnegie Mellon U.; Neal M. Ashkanasy, U. of Queensland; Michel Bougon, Bryant College; Andrea J. Casey, George Washington U.; Colin Eden, U. of Strathclyde; Jack Feldman, Georgia Institute of Technology; Dennis A. Gioia, Pennsylvania State U.; Mary Jo Hatch, Cranfield U.; Lynn Isabella, U. of

Virginia; Gerry Johnson, Cranfield U.; Theresa K. Lant, New York U.; Frances J. Milliken, New York U.; Joseph F. Porac, U. of Illinois, Urbana-Champaign; Rhonda K. Reger, U. of Maryland; Majken Schultz, Copenhagen Business School; David Schwandt, George Washington U.; Sim B. Sitkin, Duke U.; Dov Eden, Tel Aviv U.

### 643. Cognition in the Rough - Doctoral Student Workshop

♦ 8:30-12:00 Hyatt West: Burnham

A workshop for research in Managerial Cognition. Preregistration required

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

Facilitators: Andrea J. Casey, George Washington U.; Dov Eden, Tel Aviv U.; Jack Feldman, Georgia Institute of Technology; Linda Argote, Carnegie Mellon U.; Neal M.

Ashkanasy, U. of Queensland; Michel Bougon, Bryant College; Robert Lord, U. of Akron; Colin Eden, U. of Strathclyde; Dennis A. Gioia, Pennsylvania State U.; Mary Jo Hatch, Cranfield U.; Lynn Isabella, U. of Virginia; Gerry Johnson, Cranfield U.; Theresa K. Lant, New York U.; Frances J. Milliken, New York U.; Joseph F. Porac, U. of Illinois, Urbana-Champaign; Rhonda K. Reger, U. of Maryland; Majken Schultz, Copenhagen Business School; David Schwandt, George Washington U.; Sim B. Sitkin, Duke U.

### Monday 8:40 am

#### 644. Division Welcome

- 8:40-9:00 Hyatt West: Picasso

*Program Chair:* Kathleen M. Sutcliffe, U. of Michigan

### Monday 9:00 am

#### 645. Paper: Unleashing Knowledge in Organizations: Managers as Creative Theorists

- 9:00-10:20 Hyatt West: Picasso

*Chair:* Frances J. Milliken, New York U.

Ordinary Theorists in the Chocolate Industry, Roland

Georges Calori, EM LYON

Organizational Dynamics, Issue Importance, and Creativity in Problem Solving, Jennifer L. Palmer, U. of Tennessee,

Knoxville; Kelly G. Shaver, College of William and Mary

Knowledge Conceptualisation as a Determinant of

Organisational Unlearning Goals: An Empirical Study,

Kate M. Andrews, Queensland U. of Technology; Brian L.

Delahaye, Queensland U. of Technology

*Discussant:* Zur Shapira, New York U.

### Monday 10:40 am

#### 646. Paper: Managers' Backgrounds and Strategic Decision Processes: Fine-Tuning What We Know

- 10:40-12:00 Hyatt West: Picasso

*Chair:* Dale Rude, U. of Houston

The Impact of Functional Issue Classification on Managerial

Decision Processes: A Study in the Telecommunications

Industry, Philip Gerald Bayster, Bell Communications

Research; Cameron M. Ford, U. of Central Florida

Published in Conference Proceedings

The Influence of Occupational Experience on the

Comprehensiveness of Strategic Decision Making, Kevin

H. Steensma, Pennsylvania State U., U. Park; Theodore L.

Liberti, Pennsylvania State U., U. Park

The Role of Managerial Characteristics in Strategic Issue

Diagnosis: A Study of the Influence of Cognitive and

Demographic Factors on Managers' Threat and

Opportunity Interpretation, Causal Understanding and Data

Search, Bård Kuvaas, Norwegian School of Management;

Geir Kaufmann, Norwegian School of Management

*Discussant:* John Stuart Bunderson, Washington U.

### Monday 12:20 pm

#### 647. Paper: Positive Expectancies, Illusions of Control, and Overconfidence as Influences on Performance

- 12:20-2:10 Hyatt West: Picasso

*Chair:* Karen Thompson, State U. of New York at Buffalo

The Influence of Positive-affect on Expectancy Motivation:

Integrating Affect and Cognition into Motivation Theories,

Amir Erez, U. of Florida; Alice M. Isen, Cornell U.;

Christopher P. Purdy, U. of Florida

Published in Conference Proceedings

Trading on Illusions: Unrealistic Perceptions of Control, and

Trading Performance, Mark Fenton-O'Creevy, Open U.;

Nigel Nicholson, London Business School; Emma Soane,

London Business School; Paul Willman, London Business

School

The Impact of Positive Illusions on Performance, Mark D.

Cannon, Vanderbilt U.

The Effects of Overconfidence on the Performance of Product

Introductions: Evidence from an Exploratory Field Study,

Mark Simon, Oakland U.; Susan M. Houghton, Georgia

State U.; Sonia Savelli, Oakland U.

*Discussant:* Mary Ann Glynn, Emory U.

### Tuesday 10:30 am

#### 648. Paper: Shaping Thinking, Learning, and Knowledge Generation

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

*Chair:* Andrea J. Casey, George Washington U.

Switching Cognitive Gears Between Automatic and

Conscious Thinking: Drawing Lessons From Successful

vs. Failed Events, Shmuel Ellis, Tel Aviv U.; Inbar Daniel,

Tel Aviv U.

Winner of MOC Division Best Paper Award

Published in Conference Proceedings

The Evolution of Search Strategies for Knowledge by

Organizations, Leyland Lucas, Rutgers U., Newark; dt

ogilvie, Rutgers U.

Information Cues and Decision Making: The Effects of

Learning, Momentum, and Social Comparison in

Competing Teams, Theresa K. Lant, New York U.;

Patricia F. Hewlin, New York U.

*Discussant:* Ray Aldag, U. of Wisconsin

### Tuesday 2:00 pm

#### 649. Paper: Cognitive Systems, Transitions, and Change in a Pluralistic World

- 2:00-3:20 Hyatt West: Picasso

*Chair:* Jan E. Bouwen, K.U. Leuven

A Cognitive Model of Firm and Industry Level Strategic

Change, Frank C. Schultz, U. of Minnesota

Forms, Frames and Fit: Managing Transitions in

Organizational Sense-making in a Pluralistic World,

Terance J. Wolfe, California State U., Northridge;

Mingfang Li, California State U., Northridge

Markets as Cognitive Systems: Identities and Equivocality in

the US Minivan Market 1982-1988, Joseph F. Porac, U. of

Illinois, Urbana-Champaign; Jose Antonio Rosa, U. of

Illinois, Urbana-Champaign; Yuri Mishina, U. of Illinois,

Urbana-Champaign; Jelena Spanjol, U. of Illinois, Urbana-

Champaign

*Discussant:* Margarethe F. Wiersema, U. of California, Irvine

### Tuesday 3:40 pm

#### 650. Distinguished Speaker: The Complexity Advantage

- 3:40-5:00 Hyatt West: Picasso

*Susanne Kelly, Vice President and Research Director of Complexity*

*and Organizational Technology at Citigroup will discuss her*

*experiences with managing complexity, documented in her recent book titled The Complexity Advantage.*

*Welcomer:* Neal M. Ashkanasy, U. of Queensland

*Speaker:* Susanne Kelly, Citigroup

### Tuesday 5:50 pm

#### **651.** Meeting: **Business Meeting, Best Paper Awards, and Social Hour**

- ♦ 5:50-7:30 Hyatt West: Picasso

*Award Recipients Include: Best Paper Award to Shmuel Ellis and Inbar Daniel of Tel Aviv University. Best Student Co-authored Paper Award to David Brandon and Michael Pratt of U. of Illinois. Service awards also will be presented.*

*Division Chair:* Lynn Isabella, U. of Virginia

### Wednesday 8:30 am

#### **652.** Paper: **Cognitive Processes: Ignored Factors and New Linkages**

- ♦ 8:30-10:20 Hyatt West: Picasso

*Chair:* Peter Allen Stanwick, Auburn U.

One Foot in Each Camp: The Dual Identification of Contract Workers, Elizabeth George, U. of Queensland; Prithviraj Chattopadhyay, U. of Queensland

A Laboratory Experiment Testing the Antecedents of Leader Cognitions, Vicki L. Goodwin, U. of North Texas; Jerry C. Wofford, U. of Texas, Arlington; Nancy Boyd, U. of North Texas

Normative Cognitive Maps, Harold E. Klein, Temple U.

*Discussant:* Pamela S. Barr, Georgia State U.

# Management Consulting

Program Chair: Anthony Buono, Bentley College  
Workshop Chair: Bill Vroman, Strategic Planning, Inc.

	Start	Regular Program	Shared Program
Fri-	11:15 am		75. Tour to McDonald's University ♦ OS: McDonald's U.
	1:00 pm	653. MC: The Successful Management ♦ OS: Loyola U.	79. Practitioner Series: Introduction to the Inquiry Process and Research Projects ♦ S: Gball 3
	5:00 pm		81. Critical Mgmt. Doctoral Workshop ♦ HW: Dusable
Saturday	7:30 am		87. Critical Management Studies: B ♦ HW: Comiskey
	8:00 am		89. Practitioner Series: Developing and Critiquing Action Research Projects ♦ HE: Columbus C/D
			91. Critical Management Studies: P ♦ HW: Columbian
			92. Critical Management Studies: ♦ HW: Buckingham
			93. Critical Management Studies: P ♦ HW: Comiskey
	8:30 am		100. IAOM: Managerial Effectiveness in Latin America ♦ S: Alpine II
	9:00 am	654. Viewpoints on International Bu ♦ HW: Wright 655. MC: The Successful Management ♦ OS: Loyola U.	
	10:00 am		107. Complexity & Management, Panels 1-2 ♦ HE: Columbus A
	10:30 am		110. IAOM: Competing in Latin America ♦ S: Alpine II
	1:00 pm		112. BPS & MC A Case Critique Collo ♦ HW: Field
	1:30 pm		118. IAOM: Challenges & Approaches to Quality ♦ S: Alpine II
	2:30 pm		122. Complexity & Management, Panels 3-4 ♦ HE: Columbus A
	3:00 pm		123. Management of the Tenure Proce ♦ S: Alpine II
4:00 pm		125. Critical Management Studies: P ♦ HW: Comiskey	
6:00 pm		127. IAOM: Business Meeting & Dinner ♦ S: Alpine II	
6:30 pm		128. Reception for Practitioner Ser ♦ HE: Columbus C/D	
Sunday	7:30 am		130. Critical Management Studies: ♦ HW: Comiskey
	8:00 am	656. MC: Consulting as a Setting fo ♦ HW: Stetson A	131. Critical Management Studies: B ♦ HW: Comiskey
	9:00 am		132. Launching an Academic-Practiti ♦ HE: Columbus C/D
			142. Critical Management Studies: ♦ HW: Columbian
			143. Critical Management Studies: P ♦ HW: Buckingham
Monday	10:00 am	657. MC: Tensions in Consultant-Clint Relations ♦ HW: Stetson A	145. Critical Management Studies: P ♦ HW: Comiskey
	8:30 am	658. P: New Directions in Consulting ♦ S: Davos	
	10:40 am		213. JS: Change and Development in ODC ♦ HE: GndBall E
	12:20 pm	659. T: Tomorrow's Prof Services Firms ♦ S: Davos	278. JP: Shared Cognition ♦ HE: GndBall D(N)
	2:30 pm		186. S: Cross-border Knowledge Tran ♦ HW: Water Tower
	4:10 pm	660. Courage and Values ♦ S: Davos	
5:30 pm	661. M: Business Meeting ♦ S: Davos		
Tuesday	8:30 am		236. JS: Project-Based Learning ♦ HE: GndBall F
	10:30 am	662. P: New Paradigms for Consultation ♦ S: Davos	343. IP: Culture and Control in HCOs ♦ HE: Wacker West (5)
	2:00 pm		245. JS: Sweet Home Chicago ♦ HW: Comiskey
	3:40 pm		291. JP: Knowledge Creation & Evolution ♦ HE: GndBall C(N)
Wed-	8:30 am		196. Authors on fostering change ♦ HW: Regency Ball D(N)
	9:00 am	663. P: Consulting Interventions ♦ S: Davos	257. JS: Knowledge-Action Nexus ♦ S: Gball 3
	10:40 am		360. IP: Personality/Dispositions ♦ HE: Wacker West (2)
	12:20 pm		259. JS: Knowledge in Service Firms (K) ♦ HE: Columbus K/L
			270. JS: Outsourcing: Driver of Change ♦ S: Gball 3

## Friday 1:00 pm

### 653. MC: The Successful Management Consultant Workshop: Processes, Skills and Tools

- ♦ 1:00-9:00 Off Site: Loyola U.

Registration fee \$50. Contact Jim Warren, Center for Collaborative Management: Phone/fax 310/826-5049; e-mail jrw1ccm@aol.com  
Coordinators: James R. Warren, Center for Collaborative Management; Georges Trepo, HEC, Paris

Presenters: Steven A. Savia, The Sage Group; Rickie Moore, ISEOR / E. M. Lyon / U. of Southern California; Marc Bonnet, U. of Lyon; Alyson Parham, Partek Enterprise Group; Suzanne Geigle, Pricewaterhouse Coopers; Marilyn E. Harris, Central Michigan U.

## Saturday 9:00 am

### 654. Viewpoints on International Business Consulting

- ♦ 9:00-5:00 Hyatt West: Wright
- Chairs: Thomas C. Head, Roosevelt University; Peter F. Sorensen, Benedictine U.

Presenters: Paulo Goelzer, IGA; Joanne Preston, Pepperdine U.; Gerald Mount, Amoco/Benedictine U.; Terry Armstrong, U. of West Florida; Robert T. Golembiewski, U. of Georgia; Lichia Saner-Yu, Centre for Socio-Economic Development

### 655. MC: The Successful Management Consultant Workshop: Processes, Skills and Tools

- ♦ 9:00-6:00 Off Site: Loyola U.
- Registration fee \$50. Contact Jim Warren, Center for Collaborative Management: Phone/fax 310/826-5049; e-mail jrw1ccm@aol.com  
Coordinators: Georges Trepo, HEC, Paris; James R. Warren, Center for Collaborative Management

*Presenters:* Steven A. Savia, The Sage Group; Rickie Moore, ISEOR / E. M. Lyon / U. of Southern California; Marilyn E. Harris, Central Michigan U.; Marc Bonnet, U. of Lyon; Alyson Parham, Partek Enterprise Group; Suzanne Geigle, Pricewaterhouse Coopers

### Sunday 8:00 am

#### **656. MC: Consulting as a Setting for Academic Research**

- ♦ 8:00-9:50 Hyatt West: Stetson A

*Presenter:* Robert T. Golembiewski, U. of Georgia

### Sunday 10:00 am

#### **657. Managing Common Points of Tension in Consultant-Client Relations**

- ♦ 10:00-12:00 Hyatt West: Stetson A

*Effective consulting requires immense skill and insight. This seminar points out the factors that mitigate the tension in the consultant-client relationship.*

*Chair:* Richard Dunford, Macquarie U.

*Presenters:* Yasemin Aksoy, Tulane U.; Suzanne Geigle, Pricewaterhouse Coopers; Robert Jenevsky, Ecole Hoteliere de Lausanne, Switzerland

### Monday 8:30 am

#### **658. Paper: Welcome Session & New Directions in Consulting**

- ♦ 8:30-10:20 Swiss: Davos

*Chairs:* Anthony F. Buono, Bentley College; Kurt Motamedi, Pepperdine U.

DNA Management: A Genetic Approach for Managers and Consultants, Ned S. Schwartz, Western New England College

Post-Violence Interventions: Will Bullet-Proof Windows

Replace the "Glass Ceiling"?, Lynne McClure, McClure Associates Management Consultants; William B. Werther, Jr., Miami U.

Collection and Connection: The Anatomy of Knowledge

Sharing in Professional Service Firms, Leigh M. Weiss, Harvard U.

*Discussants:* David Jamieson, Pepperdine U.; Geraldine Kiesel, Central Michigan U. / AK Research and Training  
Published in Conference Proceedings

### Monday 12:20 pm

#### **659. Theme: The Changing Dynamics of Tomorrow's Pluralistic Professional Services Firms: Sharing Perspectives, Learnings, and Collaboration Opportunities**

- ♦ 12:20-2:10 Swiss: Davos

*The MC Division Theme Session presents an opportunity to (1) hear multiple perspectives on consulting in a professional service firm environment and (2) explore potential practitioner-academic collaboration.*

Growth and Growing Pains in a Specialized Consulting

Environment, Larry Ambrose, Perrone-Ambrose Associates Inc.

Workforce and Human Resources Trends in Professional Services Firms, Heather E. Bock, Arthur Andersen LLP

Successful Merger and Synthesis of Large Professional Services Firms, John Furcon, Pricewaterhouse Coopers  
Taking Diversity Into the Next Century, Doug Harris, The Kaleidoscope Group

The Need for Organization Development Skills in the Professional Services Firm of the Future, Michael O'Malley, Deloitte & Touche Consulting Group  
Professional Services Firms: Observations and Suggestions for a Pluralistic, Applied Research Agenda, Ken C. Weidner, Loyola U., Chicago  
*Facilitator:* Ken C. Weidner, Loyola U., Chicago

### Monday 4:10 pm

#### **660. Distinguished Speaker: Courage and Values -- Missing in Action**

- ♦ 4:10-5:20 Swiss: Davos

*The author of Managing The Professional Services Firm and True Professionalism: The Courage To Care About Your People, Your Clients, And Your Career will reflect on challenges facing the management consulting profession as we approach the 21st century.*

*Chair:* Anthony F. Buono, Bentley College

*Speaker:* David Maister, Maister Associates Inc.

### Monday 5:30 pm

#### **661. Meeting: Business Meeting & Social Hour**

- ♦ 5:30-7:00 Swiss: Davos

*Chair:* Flemming Poulfelt, Copenhagen Business School

### Tuesday 10:30 am

#### **662. Paper: New Paradigms for Consultation**

- ♦ 10:30-11:50 Swiss: Davos

*Chair:* Joanne Preston, Pepperdine U.

The Challenges of Developing the Role of the Professional Management Consultant, Marilyn E. Harris, Central Michigan U.

In Search of an Integrated Approach to Management

Consulting Interventions, Marc Bonnet, U. of Lyon; Rickie Moore, ISEOR / E. M. Lyon / U. of Southern California  
Management Consulting for Sensemaking, Torbjorn Stjernberg, Göteborg U.; Andreas Werr, Stockholm School of Economics

*Discussants:* James J. Carroll, Georgian Court College/James J. Carroll Consulting; Joseph W. Weiss, Bentley College

### Wednesday 9:00 am

#### **663. Paper: New Perspectives on Consulting Interventions**

- ♦ 9:00-10:20 Swiss: Davos

*Chair:* James Fairfield-Sonn, U. of Hartford

Adapting Focus Group Methods to Large Groups:

Mobilization in the U.S. Army Reserve, Leslie E.

Overmyer Day, Organizational Consulting; Eileen A. Hogan, Kutztown U.

How Consultants Can Help Organizations Survive the ERP

Frenzy, Miguel P. Caldas, EAESP-FGV, São Paulo; Thomaz Wood, Jr., EAESP-FGV, São Paulo

Perceptions on Management Consulting -- Myths or

Realities?, Kim Moller, Oxford Research; Flemming Poulfelt, Copenhagen Business School

*Discussants:* Linda Hoopes, ODR, Inc.; Alberto Zanzi, Suffolk U.

# Organizational Behavior

Program Chair: Robert Liden, University of Illinois, Chicago  
Workshop Chair: Terence R. Mitchell, University of Washington

	Start	Regular Program	Shared Program	
<b>Friday</b>	1:00 pm		79. Practitioner Series: Introduction to the Inquiry Process and Research Projects ♦ S: Gball 3	
	5:00 pm		81. Critical Mgmt. Doctoral Workshop ♦ HW: Dusable	
	6:00 pm		84. OB/OMT Junior Faculty Consorti ♦ HW: Water Tower 85. Reception for the New Doctoral ♦ S: Gball I 86. OB/ODC/OMT Doctoral Consortium ♦ OS: Loyola U.	
<b>Saturday</b>	7:30 am		87. Critical Management Studies: B ♦ HW: Comiskey	
	8:00 am		89. Practitioner Series: Developing and Critiquing Action Research Projects ♦ HE: Columbus C/D 91. Critical Management Studies: P ♦ HW: Columbian 92. Critical Management Studies: ♦ HW: Buckingham 93. Critical Management Studies: P ♦ HW: Comiskey 95. New Doctoral Student Consortiu ♦ S: Gball I	
	8:30 am	664. OB: Take the Plunge! Developin ♦ OS: De Paul U.	100. IAOM: Managerial Effectiveness in Latin America ♦ S: Alpine II 101. Service Learning Project: Restoring the Chicago Wilderness ♦ OS: See Contact	
	9:00 am		102. OB/ODC/OMT Doctoral Consortium ♦ HE: Columbus E/F 106. OB/OMT Junior Faculty Consorti ♦ HW: Water Tower	
	10:30 am		110. IAOM: Competing in Latin America ♦ S: Alpine II	
	1:00 pm	665. OB Not-So-Junior Faculty Mid-C ♦ HE: Columbus K/L		
	1:30 pm		118. IAOM: Challenges & Approaches to Quality ♦ S: Alpine II	
	3:00 pm		123. Management of the Tenure Proce ♦ S: Alpine II	
	4:00 pm		125. Critical Management Studies: P ♦ HW: Comiskey	
	6:00 pm		126. OB/OMT/BPS Junior Faculty Cons ♦ HW: Water Tower 127. IAOM: Business Meeting & Dinner ♦ S: Alpine II	
	6:30 pm		128. Reception for Practitioner Ser ♦ HE: Columbus C/D 130. Critical Management Studies: ♦ HW: Comiskey	
<b>Sunday</b>	7:30 am		131. Critical Management Studies: B ♦ HW: Comiskey	
	8:00 am		132. Launching an Academic-Practiti ♦ HE: Columbus C/D	
	9:00 am		139. OB & HR: Senior Faculty Consor ♦ HE: Columbus K/L 142. Critical Management Studies: ♦ HW: Columbian 144. OB/OMT Junior Faculty Consorti ♦ HW: Water Tower 145. Critical Management Studies: P ♦ HW: Comiskey 146. OB/ODC/OMT Doctoral Consortium ♦ HW: Regency Ball A(S)	
	10:00 am	666. OB Incorporating New Research ♦ HE: Columbus I/J	147. How To Make Academy of Managem ♦ HW: Toronto	
<b>Monday</b>	8:30 am	667. P: Leader roles ♦ HW: Regency Ball B(S)	179. Identity Markers ♦ HW: Water Tower	
	9:00 am	668. P: Organizational commitment ♦ HW: New Orleans	271. JP: Big Five Pers. Dimensions ♦ HE: GndBall C(N) 205. JS: Organization Culture Research ♦ HE: GndBall B 206. JS: Errors in Organizations ♦ HE: GndBall E 299. IP: Motivation/Self-Efficacy ♦ HE: Wacker West (2)	
	10:40 am	669. P: Job performance ♦ HW: Atlanta 670. P: Leader-member exchange ♦ HW: New Orleans	274. JP: Goal Orientation ♦ HE: GndBall C(N) 214. JS: Time and Organizations ♦ HE: GndBall F 181. Affective Trust ♦ HW: Water Tower 215. JS: From Both Sides Now: Perspecti ♦ HW: Comiskey 182. Stigmatized Groups ♦ HW: Regency Ball D(N) 304. IP: Psychological Contracts ♦ HE: Wacker West (2)	
	12:20 pm	671. P: Goal setting ♦ HW: Atlanta 672. P: Justice ♦ HW: New Orleans 673. S: Positive and negative discreti ♦ HW: Regency Ball B(S)	279. JP: Organizational Commitment ♦ HE: Columbus E/F 217. JS: Organizational Entry Journey ♦ HE: GndBall B	
	2:30 pm	674. P: Group composition ♦ HW: Atlanta 675. S: Management, Organization and H ♦ HW: Regency Ball B(S)	280. JP: Virtual Teams ♦ HE: GndBall C(N) 222. JS: Individual Differences In Perc ♦ HE: GndBall B 314. IP: Jobs & Roles in Organizations ♦ HE: Wacker West (2)	
	4:10 pm	676. Mad Hour ♦ HW: Regency Ball B(S)	283. JP: Team Effectiveness ♦ HE: GndBall C(N) 284. JP: Escalation of Commitment ♦ HE: GndBall D(N) 285. JP: Organizational Performance ♦ HE: Columbus E/F 227. JS: Work Safety Improvement ♦ HE: GndBall B 232. JS: Organizational Creativity ♦ S: Gball 3 233. JS: OB-HR Theme: Ind./Collectivism ♦ S: Gball I 319. IP: Making and Breaking Trust ♦ HE: Wacker West (2)	
	5:30 pm	677. M: Business Meeting ♦ HW: Regency Ball B(S)		
	6:45 pm	678. Social Hour ♦ HW: Regency Ball B(S)		
	<b>Tue-</b>	8:30 am	679. S: "Everything I need to know abo ♦ HW: Regency Ball B(S)	190. Cognition's Evolution (K) ♦ HW: Water Tower 237. JS: Trust in Virtual Worlds ♦ HW: Comiskey 191. Agreeing to Disagree ♦ HW: Regency Ball D(N) 340. IP: Recent Developments in Theory ♦ HE: Wacker West (2)

	10:30 am	680.P: Group process ♦ HW: Atlanta 681.P: OCB ♦ HW: New Orleans	240.JS: Individualism-Collectivism ♦ HW: Colombian 241.JS: Relational Experiences at Work ♦ HW: Comiskey 242.JS: Leadership and Evaluations ♦ HW: Regency Ball B(S)
	2:00 pm	682.P: Justice and performance ♦ HW: Atlanta 683.P: Power and politics ♦ HW: New Orleans 684.S: Advances in team research: Inc ♦ HW: Regency Ball B(S)	290.JP: Balancing Work and Family ♦ HE: Columbus E/F 349.IP: Org. Learning & Change ♦ HE: Wacker West (1) 350.IP: Groups: Composition & Process ♦ HE: Wacker West (2)
	3:40 pm	685.P: Transformational leadership ♦ HW: Atlanta 686.P: Social exchange and networks ♦ HW: New Orleans 687.S: Organizational Learning From C ♦ HW: Regency Ball B(S)	249.JS: Contingent Work Consequences ♦ HE: GndBall F 355.IP: Organizational Learning ♦ HE: Wacker West (2)
Wednesday	8:30 am	688.P: Global work attitudes ♦ HW: Regency Ball B(S)	252.JS: Self-Efficacy ♦ HE: Columbus E/F 253.JS: Pluralism and Work ♦ HE: GndBall B 197.Moral Center in Pluralism ♦ HW: Water Tower 360.IP: Personality/Dispositions ♦ HE: Wacker West (2)
	9:00 am		294.JP: Job Satisfaction ♦ HE: GndBall C(N) 295.JP: Organizational Citizenship ♦ HE: GndBall D(N)
	10:40 am	689.S: Cynicism and trust in workplac ♦ HW: Regency Ball B(S)	296.JP: Turnover and Retention ♦ HE: GndBall C(N) 262.JS: Work and Vacation ♦ HE: GndBall F 263.JS: Equity in Pay and Promotions ♦ HW: Comiskey 200.Participation in Diverse Grps. ♦ HW: Regency Ball D(N) 264.JS: Cutting Edge of Leadership: Th ♦ S: Gball 3 365.IP: Power & Politics ♦ HE: Wacker West (2)
	12:20 pm	690.S: Structuring Service Interactio ♦ HW: Atlanta 691.P: Stress ♦ HW: New Orleans	201.Work transition journeys (SC) ♦ HE: GndBall A 267.JS: Social Identification ♦ HE: GndBall E 269.JS: Anger in Organizations ♦ HW: Comiskey

### Saturday 8:30 am

#### 664. OB: Take the Plunge! Developing Skills Using Electronic Technology in the Teaching of Management

♦ 8:30-4:30 Off Site: De Paul U.

Pre-register with Joe Garcia at 360-650-3916 or  
Joseph\_Garcia@wwu.edu

Coordinator: Joseph E. Garcia, Western Washington U.

Presenters: Randall B. Dunham, U. of Wisconsin; Joseph E. Garcia, Western Washington U.; Robert D. Marx, U. of Massachusetts, Amherst; Guido H. Slangen, Rensselaer Polytechnic Institute at Hartford; Randall G. Sleeth, Virginia Commonwealth U.; Joan L. Wiener, Drexel U.

### Saturday 1:00 pm

#### 665. OB Not-So-Junior Faculty Mid-Career Forum

♦ 1:00-5:30 Hyatt East: Columbus K/L

Preregistration required

Coordinator: Blake E. Ashforth, Arizona State U., Main

Panel: Arthur P. Brief, Tulane U.; Barbara A. Gutek, U. of Arizona; Douglas T. Hall, Boston U.; Angelo J. Kinicki, Arizona State U.; Christine Oliver, York U.; Mary Ann Von Glinow, Florida International U.

### Sunday 10:00 am

#### 666. OB Incorporating New Research into OB Teaching

♦ 10:00-12:00 Hyatt East: Columbus I/J

Organizers: Jennifer M. George, Texas A&M U., College Station; Ricky W. Griffin, Texas A&M U.

Panel: Arthur P. Brief, Tulane U.; Jeffrey R. Edwards, U. of North Carolina, Chapel Hill; Jennifer M. George, Texas A&M U., College Station; Ricky W. Griffin, Texas A&M U.; Anne M. O'Leary-Kelly, U. of Arkansas, Fayetteville; Greg R. Oldham, U. of Illinois, Urbana-Champaign; Sandra L. Robinson, U. of British Columbia; James P. Walsh, U. of Michigan

### Monday 8:30 am

#### 667. Paper: Multiple Roles of Leaders in Managing Work Groups

♦ 8:30-10:20 Hyatt West: Regency Ball B(S)

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

The Leader's Role in Organizations: The Moderating Effects of Leader Behavior on Perceived Sexual Harassment, William D. Murry, State U. of New York, Binghamton; Nagaraj Sivasubramaniam, State U. of New York, Binghamton; Paul Jacques, State U. of New York, Binghamton

Published in Conference Proceedings

Leadership, Work Environment, and the Stress-Buffering Effects of Job Engagement, Thomas Watson Britt, Walter Reed Army Institute of Research; Paul D. Bliese, Walter Reed Army Institute of Research

The Consequences of Leader Weighting of Team Member Input: Managing a Leadership Dilemma, Jean M. Phillips, Rutgers U.

Team Leadership as Event Management: Theory Development and Empirical Tests, Frederick P. Morgeson, Texas A&M U.

Leadership, Commitment and Trust in Workgroups: Group-Based or Individual Differences?, Deanne N. Den Hartog, Free U., Amsterdam

A Social Network Analysis of Social Representations of Leadership, Juan-Carlos Pastor, U. of Western Ontario  
Discussant: Steven John Armstrong, U. of Lincolnshire & Humberside, Lincoln, UK.

### Monday 9:00 am

#### 668. Paper: Antecedents and Outcomes of Organizational Commitment

♦ 9:00-10:20 Hyatt West: New Orleans

Chair: Dwight Frink, U. of Mississippi

Linking Commitment to Work Behaviors: Commitment to a Strategy, Daniel Adam Weissbein, Michigan State U.; Kevin Edward Plamondon, Michigan State U.; J. Kevin Ford, Michigan State U.; Christine Renee Scheu, Michigan State U.

Dispositional Affectivity and Explanatory Style as Predictors of Work Attitudes, Behavior, and Performance, William L.

Gardner, U. of Mississippi; Elizabeth J. Rozell, Southwest Missouri State U.; James H. Barnes, U. of Mississippi  
The Impact of Race on an Employee's Level of Organizational Commitment: An Examination of the Moderating Effect of Perceived Job Alternatives., Craig A. Martin, U. of Memphis; Robert R. Taylor, U. of Memphis  
Exploring the Employee-Customer Link: How Work Group Emotional Fronts Impact Customers, Steven Douglas Pugh, San Diego State U.

Negative Push, Positive Pull: Differentiated Work Commitment in a Turbulent Career Environment, Brian J. McAulay, Sherman College of Straight Chiropractic; Gerald Zeitz, Temple U.

*Discussant:* Rabi S. Bhagat, U. of Memphis

### Monday 10:40 am

#### **669.** Paper: **Issues Surrounding Job Performance**

- ♦ 10:40-12:00 Hyatt West: Atlanta

*Chair:* Robert Eisenberger, U. of Delaware

Efficacy-Performance Patterns in Response to Unambiguous Performance Feedback, Giuseppe Audia, London Business School

When Are High Performers More or Less Likely to Turnover? A Mediated Test of the Performance-Turnover Relationship, David G. Allen, U. of Memphis; Rodger W. Griffith, Georgia State U.; Laurence Fink, U. of Toledo

The Effects of Humor on Individual and Group Task Performance, Allan Filipowicz, Harvard Business School  
A Feedback Seeking, Social Cognitive, and Goal Setting Model of Work Quality and Quantity, Robert W. Renn, U. of Memphis; Donald B. Fedor, Georgia Institute of Technology; W. Kevin Barksdale, U. of Memphis  
 Published in Conference Proceedings

Effects of Multiple Sources of Motivation on Task Performance, Judith A. Scully, U. of Florida; Amy L. Brownlee, U. of Florida; Mary D. Brtek, U. of Florida; Henry L. Tosi, U. of Florida

*Discussant:* John Cotton, Marquette U.

#### **670.** Paper: **Investigations on Good and Bad Leader-Subordinate Relationships**

- ♦ 10:40-12:00 Hyatt West: New Orleans

*Chair:* Robert P. Vecchio, U. of Notre Dame

Employee Retaliation: The Neglected Consequence of Poor Leader-Member Relations, Joellyn Townsend, Assessment Solutions, Inc.; James S. Phillips, U. of Houston; Teri J. Elkins, U. of Houston

Testing the Cultural Boundaries of a Model of Trust: Subordinate-Manager Relationships in Norway and the United States, Ellen M. Whitener, U. of Virginia; Martha L. Maznevski, U. of Virginia; Snorre R. Saebø, Human Factors AS/Oslo Norway; Bjorn Z. Ekelund, Human Factors AS/Oslo Norway

Birds of a Feather...? How Supervisor-Subordinate Dissimilarity Moderates the Influence of Supervisor Behaviors on Workplace Attitudes., Walter J. Ferrier, U. of Kentucky; Michelle K. Duffy, U. of Kentucky

Balanced and Unbalanced Leadership Relationships: A Three-Sample Investigation into the Outcomes Associated With Four Different Types of Leader-Member Exchanges, Claudia C. Cogliser, Oregon State U.; Chester A.

Schriesheim, U. of Miami; Terri A. Scandura, U. of Miami; Linda L. Neider, U. of Miami  
Leader-Member Exchange and its Dimensions: Effects of Self and Other Effort on Relationship Quality, John M. Maslyn, Vanderbilt U.; Mary Uhl-Bien, U. of Central Florida

*Discussant:* Anson Seers, Virginia Commonwealth U.

### Monday 12:20 pm

#### **671.** Paper: **Goal Setting, Goal Commitment, and Performance**

- ♦ 12:20-2:10 Hyatt West: Atlanta

*Chair:* James Terborg, U. of Oregon

Conscious Goal Setting Versus Subconscious Motives: Longitudinal and Concurrent Effects on the Performance of Entrepreneurial Firms, Kay B. Tracy, K. Tracy Associates; Edwin A. Locke, U. of Maryland; Monika M. Renard, West Virginia U.

The Relative Effect of Learning, Outcome, and Proximal Goals on a Complex Task, Gerard H. Seijts, U. of Manitoba; Gary P. Latham, U. of Toronto

The Assessment of Goal Commitment: A Measurement Model Meta-Analysis, Howard J. Klein, Ohio State U.; Michael J. Wesson, Michigan State U.; John R. Hollenbeck, Michigan State U.; Richard P. DeShon, Michigan State U.

Another Paper on Goals, Self-Efficacy and Performance, But a Very Different Set of Findings, Jeffrey B. Vancouver, Ohio U.; Amy A. Williams, New York U.; Charles M. Thompson, Ohio U., Athens

Mood and the Goal Setting-Performance Relationship, Mark A. Davis, U. of North Texas; Susan L. Kirby, Texas Tech U.; Bryan D. Little, U. of Kentucky; Donna E. Fletcher, Texas Tech U.

*Discussant:* Mary D. Zalesny, Battelle, Inc.

#### **672.** Paper: **Justice: Domestic and International Perspectives**

- ♦ 12:20-2:10 Hyatt West: New Orleans

*Chair:* Craig Pinder, U. of Victoria

Perceptions of the Beneficiaries of Nepotism Policies, Brian Welle, New York U.

Features of the Value Function for Voice and Their Consistency Across Subjects From Four Countries: Great Britain, Mexico, The Netherlands, and The United States, Kenneth H. Price, U. of Texas, Arlington; Thomas W. Hall, U. of Texas, Arlington; James E. Hunton, U. of South Florida; Kees Van den Bos, Leiden University; Stephen Lovett, San Diego State U.; Mark J. Tippet, U. of Exeter

Procedural Justice Perceptions and Self-Efficacy in an Employment Testing Context: A Replication with Extensions, Don C. Mosley, Mississippi State U.; Carl P. Maertz, Mississippi State U.; Talya N. Bauer, Portland State U.; Richard Posthuma, Purdue U., West Lafayette; Michael A. Campion, Purdue U., West Lafayette

Are the Scales of Justice Tipped in Favor of Procedural or Distributive Justice? An Investigation of the US, India, and Germany, Rajnandini Pillai, California State U., San Marcos; Eric S. Williams, U. of Missouri, Columbia  
Is the System Fair?: Linking Social Identity, Organizational Justice and Psychological Contract Theories, Rhonda Pfaltzgraff-Carlson, Harmony Management Consulting

*Discussant:* Aaron Cohen, U. of Haifa

**673.** Symposium: **Positive and negative discretionary behavior: Exploring the relationship between organizational citizenship behavior and deviant workplace behavior**

- ♦ 12:20-2:10 Hyatt West: Regency Ball B(S)

*Chair:* Christina L. Stamper, U. of North Carolina, Wilmington

Benevolence and Betrayal: Positive and Negative Discretionary Behaviors in Interpersonal Relationships, Randall P. Settoon, Southeastern Louisiana University; Kevin W. Mossholder, Louisiana State U.

A Multi-Dimensional Scaling Study of Positive and Negative Discretionary Behaviors at Work, Rebecca Bennett, U. of Toledo; Christina L. Stamper, U. of North Carolina, Wilmington

Sportspersonship at Work: The Effects of Social and Formal Competition on Discretionary Behaviors, Joseph P. Daly, Appalachian State U.; Steven M. Sommer, U. of Nebraska

Towards an Understanding of the Relationship Between Verbal Aggression in the Workplace and Organizational Citizenship Behavior, Mary B. Marrs, Idaho State U.; Daniel B. Turban, U. of Missouri, Columbia

Integrating Organizational Retaliatory and Citizenship Behaviors Into Models of Job Performance: Two Sides of the Same Coin?, Jennifer D. Kaufman, Tulane U.; Paul E. Tesluk, Tulane U.

*Discussant:* Thomas Tripp, Washington State U.

**Monday 2:30 pm**

**674.** Paper: **Perspectives on Group Composition**

- ♦ 2:30-3:50 Hyatt West: Atlanta

*Chair:* Dennis P. Bozeman, U. of Houston

Taking Teams to Task: A Normative Model for Designing or Recalibrating Work Teams, Marifran Mattson, Purdue U., West Lafayette; Troy V. Mumford, Purdue U., West Lafayette; G. Scott Sintay, Purdue U., West Lafayette  
Published in Conference Proceedings

The More We Are Alike, the More Confident We Become: The Mediating Effect of Group-Efficacy on the Relationship Between Team Heterogeneity and Team Performance and Reputation, Kristi M. Lewis, Oregon State U.; Cristina B. Gibson, Center for Effective Organizations, USC

When Self-Managed Work Teams Work: How Self-Management and Demographic Diversity Influence Team Effectiveness, Peter W. Hom, Arizona State U.; Charles C. Manz, U. of Massachusetts, Amherst; John P. Millikin, Motorola

The Impact of Relational Demography on Teamwork: When Differences Make a Difference, Charles A. O'Reilly III, Stanford U.; Katherine Y. Williams, Stanford U.; Sigal G. Barsade, Yale U.

Winner of OB Division Best Paper Award  
Published in Conference Proceedings

A Longitudinal Investigation of Group Characteristics and Work Group Performance: A Cross-Cultural Comparison, Dong I. Jung, San Diego State U.; Ki Bok Baik, Kookmin U.; John J. Sosik, Pennsylvania State U., Great Valley  
Published in Conference Proceedings

*Discussant:* David Vollrath, Indiana U., South Bend

**675.** Symposium: **Management, Organization and Human Nature**

- ♦ 2:30-3:50 Hyatt West: Regency Ball B(S)

*Chairs:* Livia Markóczy, Cranfield U.; Jeffrey Goldberg, Cranfield U.

*Discussants:* Martin G. Evans, U. of Toronto; Barbara Pierce, U. of Western Ontario; Deborah A. Waldron, U. of Auckland; Roderick White, U. of Western Ontario

**Monday 4:10 pm**

**676.** **Mad Hour**

- ♦ 4:10-5:30 Hyatt West: Regency Ball B(S)

**Monday 5:30 pm**

**677.** Meeting: **Business Meeting**

- ♦ 5:30-6:45 Hyatt West: Regency Ball B(S)

**Monday 6:45 pm**

**678.** **Social Hour**

- ♦ 6:45-8:00 Hyatt West: Regency Ball B(S)

**Tuesday 8:30 am**

**679.** Symposium: **"Everything I need to know about teams and organizations I learned at the ball park": An examination of sports as a model and metaphor**

- ♦ 8:30-10:10 Hyatt West: Regency Ball B(S)

*Chair:* Nancy R. Katz, Harvard U.

Three-Game Management: Picturing Organizational Complexity, Robert W. Keidel, U. of Pennsylvania  
"Playing by the Rules", Joshua D. Margolis, U. of Michigan  
"From Harlem Globetrotter to Business Team Coach: Bringing Lessons I Learned on the Basketball Court into the Executive Suite", Maureen O'Brien, OB Management Consultants

"Sports Teams as Model and Laboratory", Nancy R. Katz, Harvard U.

*Discussant:* Michael B. McCaskey, Chicago Bears Football Team

**Tuesday 10:30 am**

**680.** Paper: **Group Structure, Process, and Performance**

- ♦ 10:30-11:50 Hyatt West: Atlanta

*Chair:* Arthur G. Jago, U. of Missouri, Columbia

Social Influences in the Group Information Sharing Process: An Investigation of the Effects of Social Perceptions on Group Behavior and Performance, Peter H. Kim, U. of Southern California

Work Group Design and Autonomy: A Field Study of the Interaction Between Task Interdependence and Group Autonomy, Claus W. Langfred, Washington U.

Measuring Internal Customer Satisfaction: A Comparison of Team Perceptions and Those of Their Internal Customers, G. Ronald Gilbert, Florida International U.

The Link Between Emotions and Team Effectiveness: How Teams Engage Members and Build Effective Task Processes, Vanessa Urch Druskat, Case Western Reserve U.; Steven B. Wolff, Marist College

Published in Conference Proceedings

Comparing the Effects of Trust and Reward Structures on Group Problem Solving, Kurt T. Dirks, Simon Fraser U.; Donald L. Ferrin, U. of Minnesota

*Discussant:* Dennis Nagao, Georgia Institute of Technology

**681.** Paper: **Organizational Citizenship Behaviors: A Focus on Antecedents**

- 10:30-11:50 Hyatt West: New Orleans

*Chair:* Robert H. Moorman, West Virginia U.

A Common Conceptual Space for Employee Extra-Role Behaviors, Badrinarayan Shankar Pawar, City U. of Hong Kong; Kenneth K. Eastman, Oklahoma State U.

Attributions of the "Causes" of Performance as an Alternative Explanation of the Organizational Citizenship Behavior / Organizational Performance Relationship, Daniel Gregory Bachrach, Indiana U., Bloomington; Elliot Bendoly, Indiana U., Bloomington; Philip M. Podsakoff, Indiana U., Bloomington

Understanding Prosocial Constructs in Organizational Behavior Theory and Research: Toward a Role Theory Conceptualization, Morgeson Phillip Morgeson, Texas A&M U., College Station

Three Components of Commitment: Their Effects on In-role and Extra-role Performance in the People's Republic of China, Zhen Xiong Chen, Hong Kong Baptist U.; Anne Marie Francesco, Hong Kong Baptist U./ Pace U.

Organization- and Interpersonal-Focused Organizational Citizenship Behavior: Evidence for Differential Prediction, Christina L. Stamper, U. of North Carolina, Wilmington; Jennifer D. Kaufman, Tulane U.; Paul E. Tesluk, Tulane U.

*Discussant:* Denise Daniels, Seattle Pacific U.

### Tuesday 2:00 pm

**682.** Paper: **Relations Between Justice, Performance, and Performance Appraisal**

- 2:00-3:20 Hyatt West: Atlanta

*Chair:* Lynda St. Clair, Bryant College

The Role of Fairness and Privacy in Electronic Performance Monitoring and Control Systems: Some Preliminary Findings, Bradley J. Alge, Ohio State U., Columbus

Cutting Off Your Nose to Spite Your Face? Why Graduates Damage the Reputational Rankings of Their Alma Maters, Daniel M. Cable, U. of North Carolina, Chapel Hill;

Charles K. Parsons, Georgia Institute of Technology

A Construct Validation of a Measure of Organizational Justice, Jason A. Colquitt, U. of Florida

Managing Recipient Responses to Performance Evaluation: The Influence of Multiple Justice Mechanisms, Robert Leonard Holbrook, U. of Central Arkansas

Cruising for Justice: Determinants of Distributive and Interactional Justice in Extended Service Encounters, Donald E. Conlon, Michigan State U.; Linn Van Dyne, Michigan State U.; Morgan Milner, Michigan State U.

*Discussant:* Ralph Katerberg, U. of Cincinnati

**683.** Paper: **Power and Politics in Organizational Settings**

- 2:00-3:20 Hyatt West: New Orleans

*Chair:* Michael M. Crant, U. of Notre Dame

Addressing Politics in Matrix Teams, Lawrence Alan Witt, U. of New Orleans

Influencing Others' Impressions: The Use of Impression Management Tactics in Combination, Mark C. Bolino, U. of South Carolina; William H. Turnley, Kansas State U.

Individual and Organizational Consequences of CEO

Claimed Handicapping: What's Good for the Goose May Not Be Good for the Gander, Phyllis Anne Siegel, Rutgers U.

Antecedents and Outcomes of Subordinate Perceptions of

Power in Supervisor-Subordinate Relationships: An Integrated Model, Steven M. Farmer, Clarkson U.; Herman Aguinis, U. of Colorado, Denver

Published in Conference Proceedings

Relationships Between Interpersonal Power and Followers'

Satisfaction: A Leadership Perspective, Paul Matthew Percy, King College

Winner of OB Division Best Dissertation-Based Paper Award

*Discussant:* James W. Bishop, U. of Tampa

**684.** Symposium: **Advances in Team Research: Incorporating Levels of Analysis for Stronger Theory, Measurement, and Analysis**

- 2:00-3:20 Hyatt West: Regency Ball B(S)

*Chairs:* Sandi Lynne Dinger, State U. of New York, Binghamton; Francis J. Yammarino, State U. of New York, Binghamton

Groups, Teams and Student Samples, Sarah Koover-Misra, U. of Colorado, Denver; Gary Colbert, U. of Colorado, Denver; Kenneth L. Bettenhausen, U. of Colorado, Denver

Organizational Linkages Analysis in Group Research, Paul S. Goodman, Carnegie Mellon U.

Teams in Context: A Longitudinal, Multi-method Field Investigation of Team Effectiveness in Intercollegiate Men's Ice Hockey, Francis J. Yammarino, State U. of New York, Binghamton; Sandi Lynne Dinger, State U. of New York, Binghamton

*Discussant:* Lawrence Brawley, U. of Waterloo

### Tuesday 3:40 pm

**685.** Paper: **Current Issues in the Study of Transformational Leadership**

- 3:40-5:00 Hyatt West: Atlanta

*Chair:* Jeffrey A. Miles, U. of the Pacific

Face Dances: A Theoretical Consideration of Aspects of Leader Self-System, Impression Management Tactics and Charisma, John J. Sosik, Pennsylvania State U., Great Valley

Managing Multiple Demands: Leadership Profiles of Managers Who Meet and Who Do Not Meet the Expectations of All Members of Their Organizational Role-Set, Robert Hooijberg, Rutgers U.; Jaepil Choi, Rutgers U.

The Effectiveness of Transactional and Transformational Leader Behaviors in Chinese Organizations: Evidence from Taiwan, Xiao-Ping Chen, Indiana U., Bloomington; Jiing-Lih Farh, Hong Kong U. of Science and Technology

The Distinction between Charisma and Vision, Naresh Khatri, Nanyang Technological U., Singapore; Tracy Lee Hway, Nanyang Technological U., Singapore

Moral Reasoning and Transformational Leadership, Nick Turner, U. of Sheffield; Julian Barling, Queen's U.

*Discussant:* Ronald Deluga, Bryant College

**686.** Paper: **Current Approaches to the Study of Social Exchange and Networks**

- 3:40-5:00 Hyatt West: New Orleans

*Chair:* Carolyn Birmingham, U. of Oklahoma

Boundary Management in Social Support Relationships: The Case of Peer Support in Work Organizations, Samuel B. Bacharach, Cornell U.; Peter Bamberger, Technion, Israel Institute of Technology; Valerie M. McKinney, Cornell U.

Individual and Structural Origins of Friendship and Social Position Among Professionals, Paul M. Olk, U. of California, Irvine; Deborah E. Gibbons, Georgia State U.  
Published in Conference Proceedings

The Workplace Social Exchange Network: An Integrative Model, Michael S. Cole, Auburn U.; William S. Schaninger, Jr., Auburn U.

Exchange Processes of Interpersonal Helping in the Social Structure of Work Groups, Kai Lamertz, Concordia U., Montreal

Winner of OB Division Best Dissertation-Based Paper Award  
Published in Conference Proceedings

The Concurrent Impact of Internal and External Network Ties on Group Performance, Priti Pradhan Shah, U. of Minnesota; Russel W. Rogers, U. of Minnesota; Norman Chervany, U. of Minnesota; Kurt T. Dirks, Simon Fraser U.

*Discussant:* Lisa J. Gebhardt, Arizona State U.

**687.** Symposium: **Organizational Learning From Crisis: Towards an Appreciation and Use of Crisis' Positive Properties**

- 3:40-5:00 Hyatt West: Regency Ball B(S)

*Chairs:* Christophe Roux-Dufort, Ecole des Hautes Etudes Commerciales; Maria L. Nathan, U. of Texas, San Antonio

Exploring the Barriers to Learning from Crisis, Denis Smith, Sheffield University Management School; Dominic Elliott, De Montfort U.

Crisis Management and Negative Emotional Residue, Christine M. Pearson, U. of North Carolina, Chapel Hill

Crisis and the Art of Learning Vicariously, Maria L. Nathan, U. of Texas, San Antonio; Sarah Kovoov-Misra, U. of Colorado, Denver

Post-Crisis Learning to Preventive Learning: Some Empirical Evidence for a Preventive Crisis Learning Management Tool, Christophe Roux-Dufort, Ecole des Hautes Etudes Commerciales; Jean-Marie Jacques, U. of Notre Dame; Laurent Gatot, U. of Notre Dame

*Discussant:* Paul Shrivastava, Bucknell U.

**Wednesday 8:30 am****688.** Paper: **Views of Oneself and the Organization**

- 8:30-10:20 Hyatt West: Regency Ball B(S)

*Chair:* Kenneth Brown, U. of Iowa

Objective and Subjective Work Characteristics and Well-Being: Contemporaneous, Panel, and Replicative Tests, Jason D. Shaw, Drexel U.; Nina Gupta, U. of Arkansas, Fayetteville

Engaging the Human Spirit at Work: Exploring the Psychological Conditions of Meaningfulness, Safety, and Availability, Douglas R. May, U. of Nebraska; Richard L. Gilson, U. of Nebraska; Lynn Harter, U. of Nebraska

Be Specific! The Role of Context in Core Evaluations of the World and the Self, Gilad Chen, George Mason U.; Thomas G. Goddard, American Accreditation HealthCare Commission/URAC; Wendy J. Casper, Personnel Decision Research Institutes and George Mason U

Organizational Cynicism: An Examination Using Social Exchange Theory and Contemporary Workplace Outcomes, Pamela Brandes, Southern Connecticut State University; Ravi Dharwadkar, Syracuse U.; James W. Dean, U. of North Carolina, Chapel Hill

Sanctioning Systems, Decision Frames, and Cooperation, Ann E. Tenbrunsel, U. of Notre Dame; David Messick, Northwestern U.  
Published in Conference Proceedings

*Discussant:* Keith James, Colorado State U.

**Wednesday 10:40 am****689.** Symposium: **Cynicism and trust in workplace relationships**

- 10:40-12:00 Hyatt West: Regency Ball B(S)

*Chair:* Anne M. O'Leary-Kelly, U. of Arkansas, Fayetteville

Cynicism at Work: the Social Dynamics of Extreme Distrust in Organizations, Daniel J. McAllister, McDonough School of Business, Georgetown U.

The Effects of Cynicism on the Development and Destruction of Interpersonal Trust, Ellen M. Whitener, U. of Virginia

The Development of Workplace Cynicism and Trust: Is it Who You Know or Who You Are?, Jonathan L. Johnson, U. of Arkansas; Anne M. O'Leary-Kelly, U. of Arkansas, Fayetteville

*Discussants:* Susan E. Brodt, Duke U.; James W. Dean, U. of North Carolina, Chapel Hill

**Wednesday 12:20 pm****690.** Symposium: **Structuring Service Interactions for Effective Service Delivery: New Research Findings**

- 12:20-2:10 Hyatt West: Atlanta

*Chair:* Larry W. Hunter, U. of Pennsylvania

Customer Reactions to Service Relationships and Encounters, Bennett Cherry, U. of Arizona; Barbara A. Gutek, U. of Arizona; Anita D. Bhappu, U. of Arizona

Customer/Provider versus Provider/Provider Relationships: Impact on Trust, Service Quality and Intent to Recommend, Jody Hoffer Gittell, Harvard U.

The Effects of Gender Bias on Phone-Based Service Encounters, Dan Moshavi, San Jose State U.

Effects of Explanations and Waiting Duration Information on Perceptions of Service Delivery Delays, Stephen W. Gilliland, U. of Arizona; Markus Groth, U. of Arizona

*Discussant:* Barbara A. Gutek, U. of Arizona

**691.** Paper: **Frazzled, Fried, and Fit-To-Be-Tied: Stress in the Workplace**

- 12:20-2:10 Hyatt West: New Orleans

*Chair:* Gary J. Blau, Temple U.

Coping Across Four Stages of an Organizational Merger, Angelo J. Kinicki, Arizona State U.; Mel Fugate, Arizona State U., Main; Christine L. Scheck, Northern Illinois U.

A Conservation of Resources Model of the Dynamics of Emotional Labor, Céleste M. Brotheridge, U. of Manitoba

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Experimental analysis of a Cognitive Model of the Stress

Response, Jerry C. Wofford, U. of Texas, Arlington; Vicki L. Goodwin, U. of North Texas

Pulled Apart: Role Stress in Informal Intraorganizational

Networks, Markus Vodosek, U. of Michigan

An Empirical Examination of a Stress-Based Framework of

Survivor Responses to Downsizing, Gretchen M. Spreitzer, U. of Southern California; Aneil K. Mishra, Wake Forest U.

*Discussant:* James Campbell Quick, U. of Texas, Arlington

# Operations Management

**Program Chair: Robert Klassen, University of Western Ontario**  
**Workshop Chair: Tom Choi, Arizona State University**

	Start	Regular Program	Shared Program
<b>Fri</b>	1:00 pm	692. OM Doctoral Consortium ♦ HW: Burnham	
	5:00 pm		81. Critical Mgmt. Doctoral Workshop ♦ HW: Dusable
<b>Saturday</b>	7:00 am	693. OM Doctoral Consortium ♦ HW: Burnham	
	7:30 am		87. Critical Management Studies: B ♦ HW: Comiskey
	8:00 am		91. Critical Management Studies: P ♦ HW: Columbian 92. Critical Management Studies: ♦ HW: Buckingham 93. Critical Management Studies: P ♦ HW: Comiskey
	8:30 am		100. IAOM: Managerial Effectiveness in Latin America ♦ S: Alpine II
	10:30 am		110. IAOM: Competing in Latin America ♦ S: Alpine II
	1:00 pm	694. Visions for the OM Field for t ♦ HW: Atlanta	
	1:30 pm		118. IAOM: Challenges & Approaches to Quality ♦ S: Alpine II
	3:00 pm	695. OM Teaching Approaches ♦ HW: Atlanta	123. Management of the Tenure Proce ♦ S: Alpine II
	4:00 pm		125. Critical Management Studies: P ♦ HW: Comiskey
	5:00 pm	696. OM Cocktail Social ♦ HW: Hong Kong	
	6:00 pm		127. IAOM: Business Meeting & Dinner ♦ S: Alpine II
6:30 pm		130. Critical Management Studies: ♦ HW: Comiskey	
<b>Sunday</b>	7:30 am		131. Critical Management Studies: B ♦ HW: Comiskey
	8:00 am	697. How OM Fits in the Business Sc ♦ HW: Atlanta	
	9:00 am		142. Critical Management Studies: ♦ HW: Columbian 143. Critical Management Studies: P ♦ HW: Buckingham 145. Critical Management Studies: P ♦ HW: Comiskey
	10:00 am	698. Executives' Views of Key OM-Re ♦ HW: Atlanta	
<b>Monday</b>	8:30 am	699. P: Welcome and Quality management ♦ S: Engleberg	
	9:00 am		272. JP: Service Orientation ♦ HE: GndBall D(N)
	10:40 am	700. P: Global operations ♦ S: Engleberg	
	1:00 pm	701. P: New product development ♦ S: Engleberg	
	2:30 pm	702. P: Leveraging information in OM ♦ S: Engleberg	281. JP: Scripts and Scenarios ♦ HE: GndBall D(N)
	4:10 pm		285. JP: Organizational Performance ♦ HE: Columbus E/F
	5:30 pm	703. M: Business meeting & Social hour ♦ S: Engleberg	
	8:30 am	704. P: Supply chain management ♦ S: Engleberg	
<b>Tue-</b>	10:30 am	705. T: McDonald's 'Made for You' ♦ HW: Goldcoast	
	2:00 pm	706. P: Operations strategy ♦ S: Engleberg	
	3:40 pm		293. JP: Supply Chain Management ♦ HE: Columbus E/F 354. JP: Issues in Operations Mgmt ♦ HE: Wacker West (1)
<b>W</b>	9:00 am		294. JP: Job Satisfaction ♦ HE: GndBall C(N) 258. JS: Project management ♦ S: Engleberg

### Friday 1:00 pm

#### 692. OM Doctoral Consortium

- ♦ 1:00-5:00 Hyatt West: Burnham

*Preregistration required*

*Chairs:* Jack Meredith, Wake Forest U.; Manus Rungtusanatham, Arizona State U., Main

*Presenters:* Karen Brown, Seattle U.; Randall B. Dunham, U. of Wisconsin; Joy Field, Boston College; Janelle Heineke, Boston U.; Jayanth Jayaram, U. of Oregon; Nancy Lea Hyer, Vanderbilt U.; Mallie Pullman, Southern Methodist U.; Urban Wemmerlov, U. of Wisconsin

### Saturday 7:00 am

#### 693. OM Doctoral Consortium

- ♦ 7:00-12:30 Hyatt West: Burnham

*Preregistration required*

*Chairs:* Jack Meredith, Wake Forest U.; Manus Rungtusanatham, Arizona State U., Main

*Presenters:* Ram Narasimhan, Michigan State U.; John Anderson, U. of Minnesota; Kimberly A. Bates, U. of Toronto; Kevin . Dooley, Arizona State U., Main; Barbara Flynn, Wake Forest U.; Chan Hahn, Bowling Green State

U.; Keong Leong, Ohio State U.; K. K. Sinha, U. of Minnesota; Shawnee Vickery, Michigan State U.

### Saturday 1:00 pm

#### 694. Visions for the OM Field for the Next Millennium

- ♦ 1:00-2:30 Hyatt West: Atlanta

*Chair:* Roger Schroeder, U. of Minnesota

*Presenters:* Dick Chase, U. of Southern California; Kevin . Dooley, Arizona State U., Main; Roberto Filippini, Aarhus School of Business; Aleda Roth, U. of North Carolina, Chapel Hill; Danny Samson, U. of Melbourne, Australia

### Saturday 3:00 pm

#### 695. Innovative Teaching Approaches

- ♦ 3:00-4:30 Hyatt West: Atlanta

*Chair:* Christopher M. McDermott, Rensselaer Polytechnic Institute

*Presenters:* Robert Handfield, Michigan State U.; Diane H. Parente, Pennsylvania State U., Erie; Susan Walsh Sanderson, National Science Foundation/Rensselaer Polytechnic Institute; Dwight Smith-Daniels, Arizona State U., Main

### Saturday 5:00 pm

**696. OM Cocktail Social**

- ♦ 5:00-6:30 Hyatt West: Hong Kong

*By invitation only*

*Organizer:* Thomas Y. Choi, Arizona State U., Main

**Sunday 8:00 am****697. How OM Fits in the Business School**

- ♦ 8:00-10:00 Hyatt West: Atlanta

*Chair:* Barbara Flynn, Wake Forest U.

*Presenters:* John Anderson, U. of Minnesota; William H. Glick, Arizona State U., Main; Chan Hahn, Bowling Green State U.; Barbara Flynn, Wake Forest U.; Shawnee Vickery, Michigan State U.

**Sunday 10:00 am****698. Executives' Views of Key OM-Related Issues and Topics**

- ♦ 10:00-12:00 Hyatt West: Atlanta

*Chairs:* Kenneth K. Boyer, DePaul U.; Rohit Verma, DePaul U.

*Presenters:* John Dwyer, U.S. Department of Agriculture; Richard Gilgan, Bank One; Noshir Khory, Motorola

**Monday 8:30 am****699. Paper: Division welcome and Quality management: determinants and outcomes**

- ♦ 8:30-10:20 Swiss: Engleberg

*Program Chair:* Robert D. Klassen, U. of Western Ontario

*Chair:* Joseph G. Ecker, Rensselaer Polytechnic Institute

The Context of Convergent Quality, John E. Ettl, U. of Michigan; Michael D. Johnson, U. of Michigan; William H. A. Johnson, York U.

Impacts on IT-based Services on Service Quality: A Structural Equation Modeling Approach, Fay X. Zhu, Christopher Newport U.; Walter W. Wymer, Christopher Newport U.

Quality and Work Force Practices: The Managerial Performance Implication, Ravi Kathuria, Saint Joseph's U.; Elizabeth B. Davis, Saint Joseph's U.

Published in Conference Proceedings

Employee Attitudes Toward the Implementation of Change: the Case of TQM, Kenneth Howard Doerr, U. of Miami; Manuel J. Tejada, Gettysburg College

*Discussants:* Karen R. Chinander, U. of Miami; Carl Pegels, State U. of New York at Buffalo; Peggy M. Lee, Emory U.; Richard E. White, U. of North Texas

**Monday 10:40 am****700. Paper: International operations: evolving perspectives and methods**

- ♦ 10:40-12:00 Swiss: Engleberg

*Chair:* Sang M. Lee, U. of Nebraska

Talking POM: Creating A Dialogue Between Three Different Approaches to Production and Operations Management, Kathryn Lee Blackmon, London Business School; Anders Drejer, Aalborg U.; Chris Voss, London Business School

Published in Conference Proceedings

The Dynamic and Evolutionary Character of Organizational Models -- An Analysis of the Reflective and Toyota Production Systems as Implemented at Volvo and Toyota, Frits Kristiaan Pil, U. of Pittsburgh; Takahiro Fujimoto, U. of Tokyo

**Plant Roles in the Management of Multinational**

Manufacturing Firms, Thomas H. Brush, Purdue U., West Lafayette; Catherine Maritan, State U. of New York, Buffalo; Aneel Karnani, U. of Michigan

*Discussant Panelists:* Barbara Flynn, Wake Forest U.; Paul Gemmel, U. of Ghent

**Monday 1:00 pm****701. Paper: New product development: from inception to launch**

- ♦ 1:00-2:10 Swiss: Engleberg

*Chair:* Nancy Lea Hyer, Vanderbilt U.

Activities and Drivers in the Radical Product Development Process, Christopher M. McDermott, Rensselaer Polytechnic Institute; Theresa Taylor Coates, Rensselaer Polytechnic Institute

Determinants of New Product Manufacturability, Morgan Swink, Michigan State U.

Successful Execution of Product Development Projects: The Effects of Project Management Formality, Autonomy and Resource Flexibility, Mohan V. Tatikonda, U. of North Carolina, Chapel Hill; Stephen R. Rosenthal, Boston U.

Published in Conference Proceedings

*Discussant:* Neil Jones, U. of Western Ontario

**Monday 2:30 pm****702. Paper: Leveraging external information in manufacturing**

- ♦ 2:30-3:50 Swiss: Engleberg

*Chair:* Atsuto Nishio, Takushoku U.

Information Processing alternatives for Coping with Manufacturing Environment Complexity, Barbara Flynn, Wake Forest U.; E. James Flynn, Wake Forest U.

Information Utilization in Global Manufacturing Network Design and Management, Sheldon R. Smith, Brigham Young U., Hawaii; Stanley E. Fawcett, Brigham Young U.

Inward Operational Technology Transfer: An Information Processing-Based Typology, Gregory Neal Stock, Hofstra U.; Mohan V. Tatikonda, U. of North Carolina, Chapel Hill

*Discussants:* Cecil Bozarth, North Carolina State U.; Laura Swanson, Southern Illinois U., Edwardsville; Rebecca Duray, U. of Colorado, Colorado Springs

**Monday 5:30 pm****703. Meeting: Business Meeting and Social Hour**

- ♦ 5:30-7:00 Swiss: Engleberg

*Division Chair:* Peter T. Ward, Ohio State U.

*Program Chair:* Robert D. Klassen, U. of Western Ontario

*Professional Development Workshop Chair:* Thomas Y.

Choi, Arizona State U., Main

*Division Chair-Elect:* Cecil Bozarth, North Carolina State U.

**Tuesday 8:30 am****704. Paper: Supply chain management**

- ♦ 8:30-10:10 Swiss: Engleberg

*Chair:* Owen P. Hall, Jr., Pepperdine U.

Buyers and Suppliers: Different strokes for different folks, Nazli Wasti, Middle East Technical University, Ankara

A Comparison of Centralized and Decentralized Purchasing

Structures, Steve Gove, Arizona State U.; George A. Zsidisin, Arizona State U.; Suzanne M. Stuckwisch, Pricewaterhouse Coopers; Thomas E. Hendrick, Arizona State U.



Specifications in Outsourcing: A Case Study, Rajesh Nellore, SCANIA.; Jaideep G. Motwani, Grand Valley State U.

Strategies for Supplier Evaluation: A Framework for Potential Advantages and Limitations, Lyn Purdy, U. of Western Ontario; Frank Safayeni, U. of Waterloo  
*Discussants*: Hale Kaynek, U. of Texas, Pan American; Stanley E. Fawcett, Brigham Young U.; Kiran J. Desai, Salem Teikyo U.; Jayanth Jayaram, U. of Oregon

**Tuesday 10:30 am****705. Theme: Change and Development: McDonald's Launch of "Made For You" System**

- ♦ 10:30-11:50 Hyatt West: Goldcoast

*McDonald's is going through a dramatic restructuring of its operations. In addition to exploring the design process, launch and early results, this session will consider the research and teaching implications of reconfiguring operations.*

*Chair*: Kenneth K. Boyer, DePaul U.

*Distinguished Speaker*: Lynn Crump-Caine, McDonald's Corporation, Group Vice-President of Operations

*Discussant*: Peter T. Ward, Ohio State U.

**Tuesday 2:00 pm****706. Paper: Operations strategy and competitive advantage**

- ♦ 2:00-3:20 Swiss: Engleberg

*Chair*: Diane H. Parente, Pennsylvania State U., Erie

Measurement Issues in Empirical Research: Improving

Measures of Operations Strategy and Advanced

Manufacturing Technology, Mark Pagell, Kansas State U.;

Kenneth K. Boyer, DePaul U.

Mass Customization Approaches: A Typology and Empirical

Validation, Rebecca Duray, U. of Colorado, Colorado

Springs; Peter T. Ward, Ohio State U.

Differentiators Between High and Low Performing

Manufacturing Firms: An Empirical Study, Mile

Terziovski, Monash U., Caulfield

*Discussants*: Linda C. Angell, Pennsylvania State U.; Charles

Lackey, U. of Texas, Brownsville; Kimberly A. Bates, U.

of Toronto

# Organization and Management Theory

Program Chair: Joseph Porac, University of Illinois, Urbana-Champaign

Workshop Chair: Eric Abrahamson, Columbia U.

	Start	Regular Program	Shared Program	
<b>Friday</b>	5:00 pm		80.BPS/OMT/RM/MOC: Conversations to Build Theory in Trans-disciplinary Research ♦ HW: Horner 81.Critical Mgmt. Doctoral Workshop ♦ HW: Dusable	
	6:00 pm		84.OB/OMT Junior Faculty Consorti ♦ HW: Water Tower 85.Reception for the New Doctoral ♦ S: Gball I 86.OB/ODC/OMT Doctoral Consortium ♦ OS: Loyola U.	
<b>Saturday</b>	7:30 am		87.Critical Management Studies: B ♦ HW: Comiskey	
	8:00 am		90.Three Conversations to Build T ♦ HW: Horner 91.Critical Management Studies: P ♦ HW: Columbian 92.Critical Management Studies: ♦ HW: Buckingham 93.Critical Management Studies: P ♦ HW: Comiskey 95.New Doctoral Student Consortiu ♦ S: Gball I	
	8:30 am		100.IAOM: Managerial Effectiveness in Latin America ♦ S: Alpine II	
	9:00 am		102.OB/ODC/OMT Doctoral Consortium ♦ HE: Columbus E/F 106.OB/OMT Junior Faculty Consorti ♦ HW: Water Tower	
	10:30 am		110.IAOM: Competing in Latin America ♦ S: Alpine II	
	1:30 pm		118.IAOM: Challenges & Approaches to Quality ♦ S: Alpine II	
	2:00 pm		119.MOC/OMT: Legitimacy & Identity ♦ HE: GndBall A 121.OCIS & OMT: Working Collaboratively Across Intranets and Internet ♦ OS: See Contact	
	3:00 pm		123.Management of the Tenure Proce ♦ S: Alpine II	
	4:00 pm		125.Critical Management Studies: P ♦ HW: Comiskey	
	6:00 pm		126.OB/OMT/BPS Junior Faculty Cons ♦ HW: Water Tower 127.IAOM: Business Meeting & Dinner ♦ S: Alpine II	
6:30 pm		130.Critical Management Studies: ♦ HW: Comiskey		
<b>Sunday</b>	7:30 am		131.Critical Management Studies: B ♦ HW: Comiskey	
	8:00 am		133.BPS & OMT: The Craft of Review ♦ HW: Toronto	
	8:30 am		137.MOC/OMT/ODC: Three Conversations about Concepts of Time in Organizations ♦ S: Engleberg	
	9:00 am	707.OMT Teaching Workshop ♦ HE: GndBall B	142.Critical Management Studies: ♦ HW: Columbian 143.Critical Management Studies: P ♦ HW: Buckingham 144.OB/OMT Junior Faculty Consorti ♦ HW: Water Tower 145.Critical Management Studies: P ♦ HW: Comiskey 146.OB/ODC/OMT Doctoral Consortium ♦ HW: Regency Ball A(S)	
	10:00 am	708.OMT: Perspectives on the Knowl ♦ HE: GndBall A		
<b>Monday</b>	8:30 am		179.Identity Markers ♦ HW: Water Tower	
	9:00 am	709.OMT Scholar Award ♦ HE: Columbus I/J	272.JP: Service Orientation ♦ HE: GndBall D(N) 205.JS: Organization Culture Research ♦ HE: GndBall B 206.JS: Errors in Organizations ♦ HE: GndBall E 207.JS: Managing Growth ♦ HE: GndBall F 211.JS: Ghosts of Academies Past, Pres ♦ S: Gball I	
	10:40 am	710.P: Communities of Practice (K) ♦ HE: Columbus G 711.P: Ambiguity and Sensemaking (K) ♦ HE: Columbus I/J 712.P: Institutionalization (I) ♦ HE: Columbus K/L	275.JP: Pluralistic Practice ♦ HE: GndBall D(N) 214.JS: Time and Organizations ♦ HE: GndBall F 303.IP: Executive Issues ♦ HE: Wacker West (1) 306.IP: Organizational Forms ♦ HE: Wacker West (4)	
	12:20 pm	713.P: Interorganization networks(N) ♦ HE: Columbus G 714.P: Knowledge Dynamics (K) ♦ HE: Columbus I/J 715.P: Corporate Control ♦ HE: Columbus K/L	277.JP: Radical Change ♦ HE: GndBall C(N) 183.Constructing Markets ♦ HW: Water Tower 220.JS: Virtuality and work ♦ HW: Comiskey	
	1:00 pm		184.Weick & Waterman on Change ♦ HW: Regency Ball D(N)	
	2:30 pm	716.P: Organizational Change ♦ HE: Columbus G 717.T: Whither OT? ♦ HE: Columbus I/J 718.P: Institution Entrepreneurs (I) ♦ HE: Columbus K/L	282.JP: Outside Directors ♦ HE: Columbus E/F 224.JS: Cognitive Strategic Groups (K) ♦ HE: GndBall F 187.Organizational Discourse ♦ HW: Regency Ball D(N) 316.IP: Strategic Human Resources ♦ HE: Wacker West (4)	
	4:10 pm	719.P: Intraorganization Networks (N) ♦ HE: Columbus G 720.S: New Organizational Forms (I) ♦ HE: Columbus I/J 721.P: Macrocultural processes (K) ♦ HE: Columbus K/L	228.JS: Managing Knowledge (K) ♦ HE: GndBall E 189.Corp. Govern. in Plural World ♦ HW: Regency Ball D(N)	
	5:40 pm	722.M: OMT Business Meeting & Social ♦ HE: Columbus K/L		
	<b>Tuesday</b>	8:30 am	723.S: Competition in industries ♦ HE: Columbus G 724.P: Buyer-Seller Networks(N) ♦ HE: Columbus I/J 725.P: Managerial Fads(K) ♦ HE: Columbus K/L	190.Cognition's Evolution (K) ♦ HW: Water Tower 340.IP: Recent Developments in Theory ♦ HE: Wacker West (2) 343.IP: Culture and Control in HCOs ♦ HE: Wacker West (5)
		8:50 am		286.JP: Dynamic Environments ♦ HE: GndBall C(N)
10:30 am		726.P: Structure of knowledge (K) ♦ HE: Columbus G 727.P: Corporate Governance ♦ HE: Columbus I/J 728.P: Institution Transformation (I) ♦ HE: Columbus K/L	344.IP: Alliances & Stakeholders ♦ HE: Wacker West (1)	
2:00 pm		729.P: Peripheral Workers ♦ HE: Columbus G 730.P: Interorganization Alliances(N) ♦ HE: Columbus I/J 731.P: Market Mediators ♦ HE: Columbus K/L	193.Replicating Knowledge (K) ♦ HW: Water Tower 194.S: Institutional Change (I) ♦ HW: Regency Ball D(N)	

	3:40 pm	732.P: Market Dynamics ♦ HE: Columbus G 733.S: Social Class and Strategy ♦ HE: Columbus I/J 734.P: Structure and Environment ♦ HE: Columbus K/L	292.IP: Sensemaking and Change ♦ HE: GndBall D(N)
<b>Wednesday</b>	8:30 am	735.P: Social capital(N) ♦ HE: Columbus I/J 736.S: Results from NOFIA ♦ HE: Columbus K/L	253.JS: Pluralism and Work ♦ HE: GndBall B 254.JS: Competitive Dynamics (I) ♦ HE: GndBall E
	9:00 am	737.P: Identities and Organizing ♦ HE: Columbus G	
	10:40 am	738.P: Environmental Uncertainty ♦ HE: Columbus G 739.P: Organizational Culture ♦ HE: Columbus I/J	259.JS: Knowledge in Service Firms (K) ♦ HE: Columbus K/L 260.JS: Rationalism and Pluralism ♦ HE: GndBall B 367.IP: Managerial Knowledge ♦ HE: Wacker West (4)
	12:20 pm		268.JS: Organizational Capabilities (K) ♦ HE: GndBall F 203.P: Path Dependence and Creation ♦ HW: Regency Ball D(N)

### Sunday 9:00 am

#### 707. Teaching Workshop: Sharing Resources for Managing Experiential Learning

- ♦ 9:00-12:00 Hyatt East: GndBall B

Organizer: Paul A. Fouts, Golden Gate U.

Presenters: Anne H Reilly, Loyola U.; Tracy Thompson, U. of Washington, Tacoma; Robert F. Dennehy, Pace U.; Cheryl Harvey, Wilfrid Laurier U.; Kim Morouney, Wilfrid Laurier U.; David M. Boje, New Mexico State U.; Grace Ann Rosile, New Mexico State U.; Ronald R. Sims, College of William and Mary

### Sunday 10:00 am

#### 708. OMT: Perspectives on the Knowledge Industry

- ♦ 10:00-12:00 Hyatt East: GndBall A

Organizer: Christopher Davis McKenna, Johns Hopkins U.

Presenters: Lars Engwall, Uppsala U.; James O'Shea, The Chicago Tribune; Denis St. Martin, Carleton U.; Mauro F. Guillen, Princeton/U. of Pennsylvania; Donald Jacobs, Northwestern U.; John R. Landry, Harvard Business Review

### Monday 9:00 am

#### 709. OMT Welcome and 1999 Distinguished Scholar Award and Invited Address

- ♦ 9:00-10:20 Hyatt East: Columbus I/J

Division Welcomer: Joseph F. Porac, U. of Illinois, Urbana-Champaign

Chair: Eric Abrahamson, Columbia U.

Speaker: C. R. Hinings, U. of Alberta

### Monday 10:40 am

#### 710. Paper: Communities of Practice in Shaping Knowledge Creation in Organizations (Knowledge)

- ♦ 10:40-12:00 Hyatt East: Columbus G

Chair: Thekla . Rura-Polley, U. of Technology, Sydney  
Communities of Practise in a High-Technology Firm: The

Impact of Internal and External Sources of Knowledge on Individual Performance, Robin Teigland, Institute of International Business; Julian Birkinshaw, London Business School

Creating Shared Meaning Across Occupational Communities:

An Ethnographic Study of a Production Floor, Beth A. Bechky, U. of Pennsylvania

Winner of the Sage-Louis R. Pondy Best Dissertation-Based Paper Award

Knowledge Management of Management Scholars:

Pluralism, Collaboration, and Knowledge Productivity,

Paul F. Skilton, Arizona State U.; William H. Glick,

Arizona State U., Main; Robert M. Wiseman, Michigan State U.

Discussant: John Seely Brown, Xerox, Palo Alto Research Center

#### 711. Paper: Ambiguity, Sensemaking, and Managerial Improvisation (Knowledge)

- ♦ 10:40-12:00 Hyatt East: Columbus I/J

Chair: dt ogilvie, Rutgers U.

Learning, Ambiguity, and the Myths of Management, Jerker C. Denrell, Institute of International Business

Nonsensemaking in Organizations: An Exploratory

Theoretical Framework, Sally Maitlis, U. of Sheffield;

Thomas B. Lawrence, U. of Victoria

Improvisation: A Theoretical Model of its Dimensions,

Antecedents, Outcomes, and Moderating Variables, Dusya

M. Vera, U. of Western Ontario, Ivey School of Business;

Mary M. Crossan, U. of Western Ontario, Ivey School of Business

Discussant: Frances J. Milliken, New York U.

#### 712. Paper: The Process of Institutionalization (Institutions)

- ♦ 10:40-12:00 Hyatt East: Columbus K/L

Chair: Tiffany L. Galvin, U. of Texas, Dallas

Memetics: An Evolutionary Perspective on the

Institutionalization Process, Patrick L. Schultz, Texas Tech U.

Learning Along the Way: A Case Study of Population Level

Learning Processes in Job Design, Lisa E. Cohen, U. of California, Berkeley

Facade and Means to Control - The Use of ISO 9000

Standards in For-Profit-Organizations, Peter Walgenbach, U. of Mannheim

The Reflection of Institutional Myths in the Structuring of a

National Medical Research Initiative, Judith Birdsell,

Alberta Heritage Foundation for Medical Research;

Pushkala Prasad, Lund U.; Wilfred Zerbe, U. of Calgary

Discussant: Pamela S. Tolbert, Cornell U.

### Monday 12:20 pm

#### 713. Paper: The Content and Consequences of Interorganizational Networks (Networks)

- ♦ 12:20-2:10 Hyatt East: Columbus G

Chair: Ha T. Hoang, Case Western Reserve U.

Interorganizational Networks and Social Structure: Status

Groups in the Population of Canadian Business Schools, Robert J. David, Cornell U.

Learning Through Networks: Effects of Partner Experience

on Acquisition Premiums, Pamela Haunschild, Stanford

U.; Christine M. Beckman, Stanford U.

Published in Conference Proceedings

The Exchange of Experience in a Moral Economy: Embedded Ties and Vicarious Learning in Kibbutz Agriculture, Paul Ingram, Columbia U.; Tal Simons, Tel Aviv U.  
Published in Conference Proceedings

The Impact of Illegal/Unethical Corporate Behavior on Interorganizational Networks, Bilian Ni, Stanford U.; Pamela Haunschild, Stanford U.; Karen L. Page, Stanford U.

*Discussant:* Mark S. Mizruchi, U. of Michigan

**714.** Paper: **The Dynamics of Knowledge Within Organizations (Knowledge)**

- 12:20-2:10 Hyatt East: Columbus I/J

*Chair:* Jacqueline Meszaros, U. of Washington, Bothell  
Knowledge Dynamics: Reconciling Competing Hypotheses of Knowledge Flow, Anne Marie Knott, U. of Pennsylvania; Bill McKelvey, U. of California, Los Angeles

Exploring Inflows of Knowledge into Subunits of MNCs: A Relevance Theory Perspective, Martin Schulz, U. of Washington

Competing for Attention: The Challenge of Sharing Knowledge in an Information-rich Organization, Morten T. Hansen, Harvard U.; Martine R. Haas, Harvard U.

Learning to Build a Car: An Empirical Investigation of Organizational Learning, Gary A. Mischke, U. of Manitoba; Bruno Dyck, U. of Manitoba; Frederick Starke, U. of Manitoba; Michael K. Mauws, U. of Alberta

*Discussant:* Bruce Kogut, U. of Pennsylvania

**715.** Paper: **Acquisitions, Divestitures, and Corporate Control**

- 12:20-2:10 Hyatt East: Columbus K/L

*Chair:* Marc-David L. Seidel, U. of Texas, Austin

Adaptive Adjustments: An Interorganizational Extension of the Principle of Minimum Intervention, Kurt A. Heppard, U. S. Air Force Academy; Christine S. Koberg, U. of Colorado, Boulder

Antitrust and the Market for Corporate Control: Railroad Acquisitions, 1825-1922, Frank R. Dobbin, Princeton U.; Timothy Dowd, Emory U.

Managerial Hierarchies, Market Control, and the Risk of Organizational Disbanding, Patricia H. Thornton, Duke University; William Ocasio, Northwestern U.

Structural Embeddedness and The Market for Corporate Control, Mikolaj Jan Piskorski, Harvard U.

*Discussant:* Donald A. Palmer, U. of California, Davis

**Monday 2:30 pm**

**716.** Paper: **Inciting and Managing Organizational Change**

- 2:30-3:50 Hyatt East: Columbus G

*Chair:* Anjali Sastry, U. of Michigan

Local Rule Theory: An Ecological Model of Organizational Stability and Change., Tim Haslett, Monash U.; Charles Osborne, Monash U.

Organizational Portfolio Theory: Performance-Driven Organizational Change, Lex Donaldson, The University of New South Wales

Explaining the Likelihood of Organizational Change: A Cognitive-Behavioral Theory Perspective, Jerayr

Haleblian, U. of California, Riverside; Nandini Rajagopalan, U. of Southern California  
Managerial Action and Personal Control in the Implementation of Planned Change, David Partington, Cranfield U.

*Discussant:* John R. Kimberly, U. of Pennsylvania / INSEAD

**717.** Theme: **Whither OT? Issues and Dilemmas Challenging Organizational Analysis**

- 2:30-3:50 Hyatt East: Columbus I/J

*Co-Chairs:* Laurie P. Milton, U. of Calgary; Janice L. Thomas, U. of Calgary  
: C. R. Hinings, U. of Alberta

Doing Organizational Science, Karen Golden-Biddle, U. of Alberta; Karen D. Locke, College of William and Mary; Trish Reay, U. of Alberta

New Challenges for Organization Research and Theory,

Janice M. Beyer, U. of Texas, Austin

Reflecting on the Future of Processual Research, C. R.

Hinings, U. of Alberta

*Discussant:* Paul M. Hirsch, Northwestern U.

**718.** Paper: **Institutional Entrepreneurs and the Creation of New Organizational Forms (Institutions)**

- 2:30-3:50 Hyatt East: Columbus K/L

*Chair:* Henrich R. Greve, U. of Tsukuba

Social Movement Theory and the Evolution of New

Organizational Forms, Anand Swaminathan, U. of

California, Davis; James B. Wade, U. of Illinois, Urbana-Champaign

Published in Conference Proceedings

Institutional Entrepreneurs: Engineers, Catalysts and Innovators, Silvia Dorado, McGill U./ Radcliffe Public Policy Institute

Let the Children Play: Interorganizational Entrepreneurship and Children Programming in the Middle East, Benson L.

Honig, Haifa University; Joseph Lampel, U. of Nottingham

The Social Structure of Entrepreneurial Activity: Geographic

Concentration of Footwear Production in the U.S., 1940-

1989, Olav Sorenson, U. of Chicago; Giuseppe Audia,

London Business School

*Discussant:* Frank R. Dobbin, Princeton U.

**Monday 4:10 pm**

**719.** Paper: **Intraorganizational Networks in Action (Networks)**

- 4:10-5:30 Hyatt East: Columbus G

*Chair:* Giuseppe Labianca, Tulane U.

Too Much of A Good Thing? Social Networks, Influence Behaviors, and Team Performance, Morten T. Hansen,

Harvard U.; Jeffrey Pfeffer, Stanford U.; Joel Podolny, Stanford U.

Published in Conference Proceedings

Informal Networks, Social Control, and Third Party

Cooperation, Martin Gargiulo, INSEAD

Published in Conference Proceedings

Sponsorship: A Blessing and a Curse, Raymond T. Sparrowe,

Cleveland State U.; Robert C. Liden, U. of Illinois, Chicago

On the Shape of Informal Organizations, Reed E. Nelson, Southern Illinois U.

*Discussant:* David Krackhardt, Carnegie Mellon U.

**720.** Symposium: **The Emergence of New Organizational Forms (Institutions)**

- ♦ 4:10-5:30 Hyatt East: Columbus I/J

*Chairs:* Heather A. Haveman, Cornell U./Columbia U.; Robert J. David, Cornell U.

Heterogeneity vs. Homogeneity in a New Organizational Form: Magazine-Publishing Companies in America, Heather A. Haveman, Cornell U./Columbia U.

The Institutionalization of the Management Consulting Industry, Robert J. David, Cornell U.

Exploration and Firm Survival in the Early U.S. Bicycle Industry, Anand Swaminathan, U. of California, Davis; Glen Dowell, U. of Michigan

The Instability of Organizational Forms in Institutional Context: The Evolution of Standard Forms in Global Exchange Services, Marc Ventresca, Northwestern U.

Building New Forms with the Ruins of Old Order: The Rise of Financial Intermediaries in the Czech Republic, Hayagreeva Rao, Emory U.; Paul M. Hirsch, Northwestern U.

*Discussant:* Howard E. Aldrich, U. of North Carolina, Chapel Hill

**721.** Paper: **Macro-cultural Processes in Organizational Fields (Knowledge)**

- ♦ 4:10-5:30 Hyatt East: Columbus K/L

*Chair:* Suzanne M. Carter, U. of Notre Dame

Tournament Rituals in Macro-culture Formation: The Grammy Awards 1974-1993, Narasimhan Anand, London Business School; Mary R. Watson, Vanderbilt U.

The Career of a Popular Construct: A Pluralistic Journey of Understandings of Empowerment, Jean M. Bartunek, Boston College; Gretchen M. Spreitzer, U. of Southern California

Ready to Wear? The Tailoring of Legitimizing Accounts, W. E. Douglas Creed, Boston College; Maureen Scully, Massachusetts Institute of Technology; John Austin, U. of Washington, Bothell

The Relationship Between Industry Macro-culture and Executive Perceptions of Strategic Issues, John W. O'Neill, Johnson and Wales U.; Laura L. Beauvais, U. of Rhode Island

*Discussant:* Charles J. Fombrun, New York U.

**Monday 5:40 pm**

**722.** Meeting: **OMT Business Meeting and Social Hour**

- ♦ 5:40-7:00 Hyatt East: Columbus K/L

*Chair:* Christine Oliver, York U.

**Tuesday 8:30 am**

**723.** Symposium: **Competition Among Organizations as Industries Evolve**

- ♦ 8:30-10:10 Hyatt East: Columbus G

*Chair:* William P. Barnett, Stanford U.

*Organizer:* Aimee-Noelle Swanson, Stanford U.

Competition Among Organizations As Industries Evolve, Aimee-Noelle Swanson, Stanford U.; William P. Barnett, Stanford U.

Market Resource Distribution and the Partitioning of Dutch Newspaper Organizations, Christophe Boone, Maastricht U.; Glenn R. Carroll, U. of California, Berkeley; Arjen van Witteloostuijn, U. of Maastricht

Adaptation and Selection in the Evolution of the Early US Magazine Industry, Heather A. Haveman, Cornell U./Columbia U.

Aging, Obsolescence and Organizational Innovation, Jesper B. Sorensen, U. of Chicago; Toby E. Stuart, U. of Chicago

The Geography of Competition, Olav Sorensen, U. of Chicago

*Discussant:* Terry Amburgey, U. of Kentucky

**724.** Paper: **Trust and Transactional Networks at the Buyer-Supplier Interface (Networks)**

- ♦ 8:30-10:10 Hyatt East: Columbus I/J

*Chair:* Martin Gargiulo, INSEAD

Making and Acting Upon Trustworthiness Assessments in Buyer - Supplier Relations, David W. Allison, U. of Michigan

The Structuration of Interfirm Ties: The Case of Stick Versus Switch Decisions, Brian Uzzi, Northwestern U.; Michael Alan Sacks, Northwestern U.

Two Faces of Trust: Professional Client Relations in Knowledge Work, Anurag Sharma, U. of Massachusetts, Amherst

Sales-Interactions as the Building Blocks of Industrial Markets: Towards a Study of the Micro-Foundations of Exchange Among Firms, Asaf Darr, U. of Haifa

*Discussant:* Ron Burt, U. of Chicago

**725.** Paper: **Managerial Fads and the Adoption of New Ideas for Organizing (Knowledge)**

- ♦ 8:30-10:10 Hyatt East: Columbus K/L

*Chair:* John M. Mezas, U. of Miami

"In Search of Excellence": Fads, Success Stories, and Communication Bias, David Strang, Stanford U.; Michael W. Macy, Cornell U.

Winner of West Publishing Best Paper Award  
Published in Conference Proceedings

Knowledge Industries and Idea Entrepreneurs, Eric Abrahamson, Columbia U.; Gregory B. Fairchild, Columbia U.

The Catalyst Role of Innovation: Organizational Cognition and Shifts in Search Intensity, Henrich R. Greve, U. of Tsukuba; Alva H. Taylor, Northwestern U.

Institutional and Economic Influences on the Adoption and Extensiveness of Managerial Innovation: The Case of Reengineering in Hospitals, Stephen Lee Walston, Cornell U.; Lawton Robert Burns, U. of Pennsylvania; John R. Kimberly, U. of Pennsylvania / INSEAD

*Discussant:* Anne Miner, U. of Wisconsin, Madison

**Tuesday 10:30 am**

**726.** Paper: **The Structure and Distribution of Knowledge in Organizations (Knowledge)**

- ♦ 10:30-11:50 Hyatt East: Columbus G

*Chair:* Charles Galunic, INSEAD

 The Cognocratic Organization: Towards a Knowledge Theory of the Firm, Filipe M. Santos, Stanford U.

Patterns of Knowledge Distribution in Organizations, Vikas Anand, U. of Arkansas; Paul F. Skilton, Arizona State U.; Barbara W. Keats, Arizona State U., Main

The Architecture of Organizational Cognition, Ángel Cabrera, Instituto de Empresa; David B. Allen, Instituto de Empresa

*Discussant:* Mary Ann Glynn, Emory U.

**727.** Paper: **Corporate Governance and the Relationships Among Boards, Shareholders, and CEOs**

- ♦ 10:30-11:50 Hyatt East: Columbus I/J

*Chair:* Margarethe F. Wiersema, U. of California, Irvine  
Integrating Agency and Stewardship Theories: The Moderating Role of the Environment, Ann K. Buchholtz, U. of Georgia; Deborah L. Kidder, U. of Connecticut

Foreign Share Ownership and Corporate Behavior in Japan, Christina Linn Ahmadjian, Columbia U.; Gregory E. Robbins, Columbia U.

A Behavioral Perspective of Strategic Initiative Adoption: The Case of Stock Repurchase Programs, William Gerard Sanders, Brigham Young U.; Mason A. Carpenter, U. of Wisconsin, Madison

Published in Conference Proceedings

Managing Impressions: Managerial Choices and the Proxy Statement Performance Graph, Gary T. Moskowit, Southern Methodist U.

*Discussant:* Edward J. Zajac, Northwestern U.

**728.** Paper: **Institutional Transformation in Organizational Fields (Institutions)**

- ♦ 10:30-11:50 Hyatt East: Columbus K/L

*Chair:* William L. Dougan, U. of North Dakota  
Institutional Contradictions, Praxis, and Institutional Transformation: A Dialectical Perspective, Myeong-Gu Seo, Boston College; W. E. Douglas Creed, Boston College

The Dynamics of the Bulgarian Newspaper Industry in a Period of Transition: Organizational Adaptation, Structural Inertia, and Political Change, Stanislav Dobrev, Tulane U.

From the Big-time to the Small time, the Change in the National Collegiate Athletics Association, Marvin Washington, Northwestern U.

Field Stability and Institutional Change: The Recomposition of Professional and Business Associations in the U.S. Field of Finance, 1945-1993, Michael Lounsbury, Cornell U.

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

### Tuesday 2:00 pm

**729.** Paper: **Work and Careers on the Periphery of Organizations**

- ♦ 2:00-3:20 Hyatt East: Columbus G

*Chair:* Joseph P. Broschak, U. of Illinois, Urbana-Champaign  
Being There: The Acceptance and Marginalization of Part-Time Professional Employees, Thomas B. Lawrence, U. of Victoria; Vivien S. Clark, Wilfred Laurier U.

Published in Conference Proceedings

Factors Contributing to Success of Teleworkers, Sumita Raghuram, Fordham, U.; Raghu Garud, New York U.; Batia M. Wiesenfeld, New York U.

Predicting the Use of External Labor Arrangements: A Test Reconciling the Transaction Costs Perspective with the

Development of Organizational Capabilities, John K. Masters, Western Illinois U.; Grant Miles, U. of North Texas

Social Networks in the Open Labor Market: An Exploration of Independent Contractors' Careers, Laura Werber Castaneda, Stanford U.

*Discussant:* Peter Daniel Sherer, U. of Oregon

**730.** Paper: **The Formation and Maintenance of Interorganizational Alliances (Networks)**

- ♦ 2:00-3:20 Hyatt East: Columbus I/J

*Chair:* Ivan M. Manev, U. of Maine  
The Emergence of Alliance Systems, Christoph Ferdinand Lechner, U. of St. Gallen; Günter Müller-Stewens, U. of St. Gallen

Antecedents to Cross-Industry Cooperation: The Case of the Domestic Airline Industry, 1983-1996, Darla J. Domke-Damonte, Coastal Carolina U.; Bruce T. Lamont, Florida State U.

Resolving the Opportunism Minimization-Opportunity Maximization Paradox, Mark Hillam Hansen, Brigham Young U.; Robert E. Hoskisson, U. of Oklahoma; Jay B. Barney, Ohio State U.

On the Selection of Governance Structures for Inter-Firm Collaboration, Josep Rialp-Criado, U. Autònoma de Barcelona; Vicente Salas-Fumás, U. de Zaragoza

*Discussant:* Gautam Ahuja, U. of Texas, Austin

**731.** Paper: **Market Mediators in Market Making**

- ♦ 2:00-3:20 Hyatt East: Columbus K/L

*Chair:* Timothy G. Pollock, U. of Wisconsin, Madison  
Getting on the Radar Screen at Wall Street: Antecedents of Attracting New Coverage by Securities Analysts, Hayagreeva Rao, Emory U.; Gerald F. Davis, U. of Michigan; Henrich R. Greve, U. of Tsukuba

Market Development and the Matthew Effect: An Analysis of Reputation, Information Collection, and Seasoning in IPO Markets, Sarah Clay Mavrinnac, U. of Western Ontario  
Published in Conference Proceedings

Third Party Exchange: Search Firms and CEO Search, Rakesh Khurana, Massachusetts Institute of Technology  
*Discussant:* Mitchell Y. Abolafia, State U. of New York, Albany

### Tuesday 3:40 pm

**732.** Paper: **The Market Dynamics of Organizational Fields**

- ♦ 3:40-5:00 Hyatt East: Columbus G

*Chair:* Jane C. Banaszak-Holl, U. of Michigan  
Resource Partitioning, the Founding of Specialist Firms, and Innovation: The American Feature Film Industry, 1912-1929, John M. Mezas, U. of Miami; Steven J. Mezas, New York U.

Creating the Enemy: Population Level Change Through the Creation of a Specialized Niche by Generalist Network Realignment in the U.S. Airline Industry, Marc-David L. Seidel, U. of Texas, Austin

Organizational and Interorganizational Effects on Corporate Expansion: Impacts of Relation-Specific and General Assets on Interfirm Link Continuity During International Expansion, Xavier Martin, New York U.

From Red Vienna to the Anschluss: Ideological Competition Among Viennese Newspapers During the Rise of National Socialism, William P. Barnett, Stanford U.; Michael Johannes Woywode, U. of Mannheim  
*Discussant:* James B. Wade, U. of Illinois, Urbana-Champaign

**733.** Symposium: **The More Things Change . . . : The Persistence of Class as a Factor in Organizational Strategy and Structure**

- ♦ 3:40-5:00 Hyatt East: Columbus I/J

*Chair:* Richard S. Marens, U. of Washington  
The Circulation of Elites: A Trickle-Up Theory, Linda Brewster Stearns, U. of California, Riverside  
Class, Corporate Elites, and Corporate Behavior, Donald A. Palmer, U. of California, Davis  
Financial Markets and Classes in Late Capitalism, Gerald F. Davis, U. of Michigan  
Institutional Shortcomings: Negotiating Hegemony in the Climate Change Negotiations, David L. Levy, U. of Massachusetts, Boston  
*Discussants:* G. William Domhoff, U. of California, Santa Cruz; Walter R. Nord, U. of South Florida

**734.** Paper: **Strategy, Structure, and Organizational Environments**

- ♦ 3:40-5:00 Hyatt East: Columbus K/L

*Chair:* Dwight K. Lemke, James Cook U.  
Being Efficiently Fickle: A Dynamic Theory of Organizational Choice, Jack A. Nickerson, Washington U.; Todd R. Zenger, Washington U.  
Measuring the Concept of Contingency Fit in Organizational Research: Theoretical Advances and New Empirical Evidence from China, Kai A. Schlevogt, Harvard U.; Lex Donaldson, The University of New South Wales  
Contrasting Organizational Learning and Contingency Theory: A Study of the Interaction Effects of Formalization and Uncertainty on Performance, Ofer Meilich, Washington U.  
Organization and Management in the Versatile Project-based Organization, John Rodney Turner, Erasmus U., Rotterdam; Anne Keegan, Erasmus U., Rotterdam  
*Discussant:* William H. Glick, Arizona State U., Main

**Wednesday 8:30 am**

**735.** Paper: **What is Social Capital Worth? (Networks)**

- ♦ 8:30-10:20 Hyatt East: Columbus I/J

*Chair:* Raymond T. Sparrowe, Cleveland State U.  
Social Capital: The Good, the Bad, and the Ugly, Paul S. Adler, U. of Southern California; Seok-Woo Kwon, U. of Southern California  
An Integrated Examination of the Public and Private Good Aspects of Human and Social Capital, Melvin L. Smith, U. of Pittsburgh  
Communal Social Capital, Linking Social Capital, and Economic Outcomes, Hongseok Oh, Pennsylvania State U.; Daniel J. Brass, Pennsylvania State U.  
Supervision and Social Capital, Mindy W. Douthit, U. of Chicago  
Social Capital for Free: The Culture of Consideration Amongst Engineers, Paul D. Nugent, State U. of New York, Albany

*Discussant:* Roberto Fernandez, Stanford U.

**736.** Symposium: **Empirical Findings from the International Research Program on New Organization Forms for the Information Age (NOFIA)**

- ♦ 8:30-10:20 Hyatt East: Columbus K/L

*Chair:* Arie Y. Lewin, Duke U.

-  Co-evolution of Cooperation: Historical Analysis of Interfirm Networks, 1870-1996, Arie Y. Lewin, Duke U.; Mitchell P. Koza, INSEAD; Marie-Laure Djelic, ESSEC
-  Co-evolution of IT-enabled Organizational Changes in Japanese Retailing Industry: A Longitudinal Study (1980-1997), Yoshiaki Hanaoka, Waseda U.; Tomoaki Sakano, Waseda U.
-  IT Enabled on Organizations and Performance: U. S. General Merchandising Industry (1980-1997), Starling D. Hunter, Massachusetts Institute of Technology
-  From Hierarchy to Market: Co-evolution of New Forms of Organizing in the German Automotive and Chemical Industry, Hannes Utikal, U. of Cologne; Oda Schliebusch, U. of Cologne; Ludwig Theuvsen, U. of Cologne
-  Comparative Analysis of Korean and German Argumentation Rationality of Strategic Decisions, Dong-Sung Cho, Seoul National U.; Axel von Werder, Technical U. of Berlin  
*Discussant:* Frans A. J. van den Bosch, Erasmus U., Rotterdam

**Wednesday 9:00 am**

**737.** Paper: **Identities and Identification in Organizational Processes**

- ♦ 9:00-10:20 Hyatt East: Columbus G

*Chair:* Celia V. Harquail, U. of Virginia  
A Process Model of Organizational Identity, Mary Jo Hatch, Cranfield U.; Majken Schultz, Copenhagen Business School  
Beyond Collective Organizational Identity: Empirical Evidence for Multiple Subidentities, Loren T. Gustafson, Seattle Pacific U.; Rhonda K. Reger, U. of Maryland  
Boundary Management in New Product Teams: A Replication and Extension, Susanne G. Scott, U. of Massachusetts, Dartmouth  
*Discussant:* Stuart Albert, Massachusetts Institute of Technology

**Wednesday 10:40 am**

**738.** Paper: **Defining and Measuring Uncertainty in Organizational Environments**

- ♦ 10:40-12:00 Hyatt East: Columbus G

*Chair:* Amy B. Hietapelto, Michigan Technological U.  
Uncertainty Revisited: Nonlinear, Chaotic Changes On The Journey Toward Decision Resolution, Mavis A. Cheney, U. of Texas, Arlington; A. David Harrison, U. of Texas, Arlington  
Executive Perceptions of Environmental Uncertainty Sources: A Taxonomy, Richard L. Priem, U. of Texas, Arlington; Leonard G. Love, U. of Texas, Arlington; Margaret A. Shaffer, Hong Kong Polytechnic U.

Published in Conference Proceedings

Divergence Between Informant and Archival Measures of theEnvironment: Real Differences, Artifact, or PerceptualError?, Mousumi Bhattacharya, Syracuse U.; Kathleen K.

Wheatley, Syracuse U.; D. Harold Doty, Syracuse U.

*Discussant:* Philip Bromiley, U. of Minnesota**739.** Paper: **The Contours of Organizational Culture**

- ♦ 10:40-12:00 Hyatt East: Columbus I/J

*Chair:* Aneil K. Mishra, Wake Forest U.A Proposed Model of Total Quality Culture in Organizations,

James R. Detert, U. of Minnesota; Roger Schroeder, U. of

Minnesota; John Mauriel, U. of Minnesota

Disentangling Subcultures: The Differentiated Influence ofSocietal and Organizational Factors, Danna N. Greenberg,

Boston College

Social Differentiation and Cultural Convergence asCompeting and Co-existing Organizational Processes,

Ruth A. Anderson, Duke U.; Charlene A. Allred, Duke

University; Sue Owensby; Reuben R. McDaniel, U. of

Texas, Austin

*Discussant:* Susan C. Schneider, HEC, Geneva

# Organizational Development and Change

**Program Chair: Rami Shani, California Polytechnic State University San Luis Obispo**  
**Workshop Chair: Ronald E. Purser, University of Washington**

	Start	Regular Program	Shared Program	
<b>Friday</b>	11:15 am		75. Tour to McDonald's University ♦ OS: McDonald's U.	
	1:00 pm		77. ODC, SIM, ONE: Business and Su ♦ HW: Soldier Field 79. Practitioner Series: Introduction to the Inquiry Process and Research Projects ♦ S: Gball 3	
	5:00 pm		81. Critical Mgmt. Doctoral Workshop ♦ HW: Dusable 82. ODC & BPS: Org. Learning as Developmental Journey ♦ HW: Wrigley	
	6:00 pm		85. Reception for the New Doctoral ♦ S: Gball I 86. OB/ODC/OMT Doctoral Consortium ♦ OS: Loyola U.	
<b>Saturday</b>	7:30 am		87. Critical Management Studies: B ♦ HW: Comiskey	
	8:00 am		88. ENT & ODC Workshop on Entrepreneurship Portfolios ♦ HE: GndBall D(N) 89. Practitioner Series: Developing and Critiquing Action Research Projects ♦ HE: Columbus C/D 91. Critical Management Studies: P ♦ HW: Columbian 92. Critical Management Studies: ♦ HW: Buckingham 93. Critical Management Studies: P ♦ HW: Comiskey 95. New Doctoral Student Consortiu ♦ S: Gball I 97. GDO/MED/ODC/CAR: Career Identities in Academia ♦ HE: Skyway 269	
	8:30 am		100. IAOM: Managerial Effectiveness in Latin America ♦ S: Alpine II	
	9:00 am		102. OB/ODC/OMT Doctoral Consortium ♦ HE: Columbus E/F 104. Organizational Learning as a D ♦ HW: Wrigley	
	10:00 am		108. OD/IM/MED/GDO/CAR: Time Management ♦ HE: Skyway 269	
	10:30 am	740. ODC: Complexity Theory ♦ HW: Stetson D	109. SME Development Programs in Ec ♦ HW: McCormick 110. IAOM: Competing in Latin America ♦ S: Alpine II	
	1:00 pm		113. IPC: SME Development Programs ♦ HW: McCormick 114. ODC & ONE: Educating Leaders for Environmental Change ♦ HW: Stetson C 115. MED/ODC/GDO: Spirituality at Work ♦ HE: Skyway 269	
	1:30 pm		118. IAOM: Challenges & Approaches to Quality ♦ S: Alpine II	
	3:00 pm		123. Management of the Tenure Proce ♦ S: Alpine II 124. ODC/MED/GDO: The Power of Music ♦ HE: Skyway 269	
	4:00 pm		125. Critical Management Studies: P ♦ HW: Comiskey	
	6:00 pm		127. IAOM: Business Meeting & Dinner ♦ S: Alpine II	
	6:30 pm		128. Reception for Practitioner Ser ♦ HE: Columbus C/D 130. Critical Management Studies: ♦ HW: Comiskey	
	<b>Sunday</b>	7:30 am		131. Critical Management Studies: B ♦ HW: Comiskey
		8:00 am		132. Launching an Academic-Practiti ♦ HE: Columbus C/D 135. Business & Volunteering Connec ♦ S: WmTell 136. ODC & MED: Spirituality in Management ♦ S: Alpine II
8:30 am			137. MOC/OMT/ODC: Three Conversations about Concepts of Time in Organizations ♦ S: Engleberg	
9:00 am		741. ODC Consortium for Alternative ♦ HE: Columbus E/F	142. Critical Management Studies: ♦ HW: Columbian 143. Critical Management Studies: P ♦ HW: Buckingham 145. Critical Management Studies: P ♦ HW: Comiskey 146. OB/ODC/OMT Doctoral Consortium ♦ HW: Regency Ball A(S)	
10:00 am			148. CAR: Careering: A Musical Production ♦ S: WmTell	
<b>Monday</b>	8:00 am	742. P: Welcome & Strategic Change ♦ HE: Columbus A		
	9:00 am		209. JS: Euphonic Pedagogy: Musical ♦ S: Alpine II	
	10:40 am	743. P: Designing and Assessing Change ♦ HE: Columbus A	275. JP: Pluralistic Practice ♦ HE: GndBall D(N) 276. JP: Organizational Partnerships ♦ HE: Columbus E/F 213. JS: Change and Development in ODC ♦ HE: GndBall E 279. JP: Organizational Commitment ♦ HE: Columbus E/F 219. JS: Feedback Based Interventions ♦ HE: GndBall F	
	12:20 pm		184. Weick & Waterman on Change ♦ HW: Regency Ball D(N) 280. JP: Virtual Teams ♦ HE: GndBall C(N) 281. JP: Scripts and Scenarios ♦ HE: GndBall D(N) 186. S: Cross-border Knowledge Tran ♦ HW: Water Tower 225. JS: Beyond Armchair Feminism III ♦ HW: Comiskey 226. JS: Doctoral Education Trends ♦ S: Gball 3	
	1:00 pm	744. S: Revisiting ODC Education ♦ HE: Columbus A		
	2:30 pm	745. P: Transformation: Int'l Perspect ♦ HE: Columbus A		
	4:10 pm	746. P: Action Learning and Dialogue ♦ HE: Columbus A	283. JP: Team Effectiveness ♦ HE: GndBall C(N) 232. JS: Organizational Creativity ♦ S: Gball 3	
<b>T</b>	8:30 am	747. P: High Perf. Self Managed Teams ♦ HE: Columbus A	236. JS: Project-Based Learning ♦ HE: GndBall F	
	10:30 am	748. P: Managing Change Complexity ♦ HE: Columbus A	192. OD: Past, Present, Future ♦ HW: Water Tower 244. JS: The Academy and the Media ♦ S: Gball I	

	2:00 pm	749.S: Social Learning for Change ♦ HE: Columbus A	349.JP: Org. Learning & Change ♦ HE: Wacker West (1) 245.JS: Sweet Home Chicago ♦ HW: Comiskey 194.S: Institutional Change (I) ♦ HW: Regency Ball D(N) 246.JS: Re-thinking What We Think ♦ S: Gball 3
	3:40 pm	750.Distinguished Speaker ♦ HE: Columbus A	291.JP: Knowledge Creation & Evolution ♦ HE: GndBall C(N) 292.JP: Sensemaking and Change ♦ HE: GndBall D(N) 247.JS: Mgmt and OD Across Borders ♦ HE: GndBall B 195.S: Emergent IT & Org. Change ♦ HW: Water Tower 196.A: Authors on fostering change ♦ HW: Regency Ball D(N)
	5:30 pm	751.M: Business Meeting & Social Hour ♦ HE: Columbus A	
Wed	8:30 am	752.P: Missing Elements in OD & C ♦ HE: Columbus A	257.JS: Knowledge-Action Nexus ♦ S: Gball 3
	10:40 am	753.S: Lessons from Theater ♦ HE: Columbus A	297.JP: Proc. and Dist. Justice ♦ HE: GndBall D(N) 199.S: Academic-Pract. Sensemaking ♦ HW: Water Tower

### Saturday 10:30 am

#### 740. Complexity, Evolutionary Theory, and Organizations

- ♦ 10:30-3:00 Hyatt West: Stetson D

*Chair:* Alfonso Montuori, California Institute of Integral Studies

*Presenters:* Telmo Pievani, U. of Bergamo; Gianluca Bocchi, Milan Polytechnic

### Sunday 9:00 am

#### 741. ODC Consortium for Alternative Doctoral Programs in Executive Management and Organization Development

- ♦ 9:00-12:00 Hyatt East: Columbus E/F

*Organizers:* Peter F. Sorensen, Benedictine U.; Therese Yaeger, Benedictine U.

*Panel:* Kurt Motamedi, Pepperdine U.; Joanne Preston, Pepperdine U.; Richard J. Boland, Jr., Case Western Reserve U.; John Aram, Case Western Reserve U.; Henrik H. Larsen, Copenhagen Business School; Maureen O'Hara, Saybrook Graduate School; Frank Friedlander, Fielding Institute

### Monday 8:00 am

#### 742. Paper: Division Welcome Continental Breakfast Strategic Change and Knowledge Management

- ♦ 8:00-10:20 Hyatt East: Columbus A

*Division Welcomer:* A.B. Rami Shani, California Polytechnic State U. San Luis Obispo

*Chair:* Christopher G. Worley, Pepperdine U.

*Tacit Knowledge and Knowledge Management: The Keys to Sustainable Competitive Advantage*, Roy Howard Lubit, Columbia U.

*The Role of Tacit Knowledge in the Team Building Process: Explanations and Interventions*, Walter Scott Sherman, Pepperdine U.; Miriam Y. Lacey, Pepperdine U.

*Acceptance of Strategic Vision: An Analysis of the Vision Creation Process*, Laurie Larwood, U. of Nevada; Cecilia Falbe, State U. of New York, Albany

*Alternative Practices to Strategic Change Management*, Quy Huy, INSEAD

*Discussants:* Paul Lillrank, Helsinki University of Technology; Eli Berniker, Pacific Lutheran U.

### Monday 10:40 am

#### 743. Paper: Designing and Assessing Organizational Change

- ♦ 10:40-12:00 Hyatt East: Columbus A

*Chair:* Kay McGlashan McGlashan-Glasgow, California Polytechnic State U. San Luis Obispo

*Academy of Management ThemeSummit '99: A Pluralistic Program Evaluation*, Stephen P. Fitzgerald, California School of Professional Psychology

*Implementing Change: Matching Change Type to Implementation Methods.*, Robert W Waldersee, Queensland U. of Technology, Gardens Point; Andrew B. Griffiths, Queensland U. of Technology, Gardens Point; Lenka Bilik, Australian Graduate School of Management  
*Choosing the Depth of Organizational Intervention: From Revisions to Reconsiderations*, Julie Wolfram Cox, Monash U., Caulfield

*The Balanced Change Card: A Framework for Designing and Assessing Organizational Change Processes*, Esther Koster, U. of Amsterdam; Wim Bouman, Friesland Coberco Dairy Foods

*Discussants:* Harvey Kolodny, U. of Toronto; Simcha Ronen, Tel Aviv U.

### Monday 1:00 pm

#### 744. Symposium: Revisiting the Role of Experiential and Case-Based Education in OD&C

- ♦ 1:00-2:10 Hyatt East: Columbus A

*Chair:* Glenn H. Varney, Bowling Green State U.

*Discussants:* Tom G. Cummings, U. of Southern California; Alan Glassman, California State U., Northridge; Robert T. Golembiewski, U. of Georgia; James M. McFillen, Bowling Green State U.

### Monday 2:30 pm

#### 745. Paper: Systemic Transformation: An International Perspective

- ♦ 2:30-3:50 Hyatt East: Columbus A

*Chair:* William Torbert, Boston College

*Developing the "Extended Web" Model: A Cultural Framework for Organizational Development*, Loizos T. Heracleous, National U. of Singapore

 *Using an Outsider-Insider Frame of Reference in Studying the Process of Change*, Maria Aggestam, Lund U.  
*The Bi-Cultural Broker: A New Role for Change Agents in Multi-National Organizations*, Maria Cecilia McMillen, Universidad de San Francisco de Quito; Maria Eugenia Arias

*Discussants:* Joanne Preston, Pepperdine U.; Samir Youssef, American U., Cairo

### Monday 4:10 pm

#### **746.** Paper: **Action Learning, Organizational Learning, and Dialogue**

- ♦ 4:10-6:00 Hyatt East: Columbus A

*Chair:* Ronald R. Sims, College of William and Mary  
Creating Conversations for Change: Lessons from Learning History Projects, George L. Roth, Massachusetts Institute of Technology

Winner of ODC Division Best Practice-Related Paper  
Published in Conference Proceedings

Overcoming Emotional Barriers, Control Imperatives, and Power Disparities in Organizational Transformation, Myeong-Gu Seo, Boston College

It's Not the Seed, it's the Soil: Social Psychological Influences on Outcomes of Organizational Change Programs, Amy C. Edmondson, Harvard U.; Anita Williams Woolley, Harvard U.

Dialogue as a Path of Change and Development in a Pluralistic World, Mary Ann Hazen, U. of Detroit Mercy  
*Discussants:* Peter Docherty, National Institute for Working Life, Stockholm; Michael Marquardt, George Washington U.

### Tuesday 8:30 am

#### **747.** Paper: **High Performance Work Systems and Self Managed Teams**

- ♦ 8:30-10:10 Hyatt East: Columbus A

*Chair:* Peter J. Robertson, U. of Southern California  
Effects of Self Managing Work Teams as an Organization Development Intervention: A Literature Review, Ozgur Guner, Bowling Green State U.; Sherry E. Sullivan, Bowling Green State U.; S. Gayle Baugh, U. of West Florida

Published in Conference Proceedings

Field of Dreams: High Performance Work Systems in Greenfield Plant Start-Ups, Wendy S. Becker, Pennsylvania State U.

High Performance Work Organizations: Toward a Common Definition and Propositions for Implementation, Bradley L. Kirkman, U. of North Carolina, Greensboro; Kevin B. Lowe, U. of North Carolina, Greensboro; Dianne P. Young, Center for Creative Leadership; Ashley A. Palmer, U. of North Carolina, Greensboro

*Discussants:* Susan G. Cohen, U. of Southern California; Frances A. Viggiani, Alfred U.

### Tuesday 10:30 am

#### **748.** Paper: **Managing Change Complexity: Beyond Lewin's Legacy**

- ♦ 10:30-11:50 Hyatt East: Columbus A

*Chair:* Tom G. Cummings, U. of Southern California  
The De-Development of Contemporary Organizations, Paul Nutt, Ohio State U., Columbus

Winner of ODC Division Best Paper  
Published in Conference Proceedings

Towards a Processual Framework for Understanding Change, Patrick Dawson, U. of Aberdeen

 Extending Kurt Lewin's Legacy into the Emerging Pluralistic World, Kurt Motamedi, Pepperdine U.  
On the Aesthetic Dimension of Leading Learning and Change, Claus Otto Scharmer, Massachusetts Institute of Technology

*Discussants:* Jan Lowstedt, Stockholm School of Economics; Amy C. Edmondson, Harvard U.

### Tuesday 2:00 pm

#### **749.** Symposium: **Social Learning for Change and Development**

- ♦ 2:00-3:20 Hyatt East: Columbus A

*Chair:* L. David Brown, Boston U.

Social Learning as Changes in Rules, Norms & Beliefs: A Theoretical Perspective Applied to Corporate

Environmentalism, Andrew Hoffman, Boston U.; Darcy Ashman, School for International Training

Developing Democracy: Interorganizational Networks and Social Learning in Bangladesh, Darcy Ashman, School for International Training

Business, Government and Civil Society Collaborations: Grounds for Sustainable Change through Social Learning, Steve Waddell, Institute for Development Research

Transorganizational Dialogue and Learning for Whole Systems Change: The Case of the Swedish Natural Step, Hilary Bradbury, Case Western Reserve U.

*Discussant:* Rajesh Tandon, PRIA

### Tuesday 3:40 pm

#### **750.** Invited Address: **Dr. Rajesh Tandon Executive Director, Society For Participatory Research in Asia**

- ♦ 3:40-5:10 Hyatt East: Columbus A

*Dr. Tandon has been a pioneer in applying the insights of action research to the problems of promoting development that benefits the poor and disenfranchised around the world. His talk would focus on organizational renewal for social change organizations.*

*Organizer:* A.B. Rami Shani, California Polytechnic State U. San Luis Obispo

### Tuesday 5:30 pm

#### **751.** Meeting: **Business Meeting & Social Hour, Kenneth Murrell & A.B. Rami Shani**

- ♦ 5:30-8:30 Hyatt East: Columbus A

### Wednesday 8:30 am

#### **752.** Paper: **Missing Elements in Organizational Change**

- ♦ 8:30-10:20 Hyatt East: Columbus A

*Chair:* Newton Margulies, U. of California, Los Angeles  
From Hierarchy to Egalarchy: The Changing Scope of Personal Sovereignty at Work, Eric H. Neilsen, Case Western Reserve U.

Everyday Thinking in Organizational Change: The Role of 'Organizing Man', Jan Lowstedt, Stockholm School of Economics

Organizational Change as an Infective Process, Jeffrey D. Ford, Ohio State U.

Community in the Workplace, James L. Koch, Santa Clara U.; Robert J. Rossi, American Institutes for Research; Mark A. Royal, International Survey Research

*Discussants:* Asya Pazy, Tel Aviv U.; Karen S. Whelan, Samford U.

**Wednesday 10:40 am****753. Symposium: Lessons from Theater: Beyond Metaphor**

- ♦ 10:40-12:00 Hyatt East: Columbus A

*Chairs:* Stephen S. Taylor, Boston College; David M. Boje, New Mexico State U.

Tamara and Other Postmodern Theatric(s), David M. Boje, New Mexico State U.

Theater in Management: An Analysis of the Modern Play of Management, Mary Jo Hatch, Cranfield U.

Commonalities between Off-Off Broadway Theatre and Contemporary Organizational Consulting: Manifestations of Postmodernism -- A Social Gestalt Perspective,

Raymond Saner, Center for Socio-Economic Development

Actors and Organizational Development Consultants: Parallel Skill Sets, Leslie Stager Jacques, U. of Otago

# Organizational Communication and Information Systems

Program Chair: JoAnne Yates, MIT Sloan School of Management

Workshop Chair: Mark Keil, Georgia State University

	Start	Regular Program	Shared Program
Fri	5:00 pm		83. TIM/OCIS Doctoral Consortium ♦ HW: Stetson F
	6:00 pm		85. Reception for the New Doctoral ♦ S: Gball I
Saturday	8:00 am		94. TIM/OCIS Junior Faculty Consortium ♦ HW: Stetson E 95. New Doctoral Student Consortiu ♦ S: Gball I
	8:30 am		99. TIM/OCIS Doctoral Consortium ♦ HW: Stetson F
	10:30 am		100. LAOM: Managerial Effectiveness in Latin America ♦ S: Alpine II 110. LAOM: Competing in Latin America ♦ S: Alpine II
	12:00 pm	754. OCIS Mid-Career Faculty Worksh ♦ HW: Regency Ball D(N)	
	1:30 pm		118. LAOM: Challenges & Approaches to Quality ♦ S: Alpine II
	2:00 pm		121. OCIS & OMT: Working Collaboratively Across Intranets and Internet ♦ OS: See Contact
	3:00 pm		123. Management of the Tenure Proce ♦ S: Alpine II
	6:00 pm	755. OCIS Professional Development ♦ HW: Regency Ball D(N)	127. LAOM: Business Meeting & Dinner ♦ S: Alpine II
S		134. MED/OCIS: Mastering the Case Method of Teaching ♦ HW: Regency Ball D(N)	
Monday	8:00 am	756. Welcome ♦ HW: Dusable	
	8:30 am	757. P: Remote Collaboration ♦ HW: Dusable	
	10:40 am	758. P: Hierarchies ♦ HW: Dusable	214. JS: Time and Organizations ♦ HE: GndBall F
	12:20 pm	759. P: IS Management ♦ HW: Dusable	278. JP: Shared Cognition ♦ HE: GndBall D(N) 220. JS: Virtuality and work ♦ HW: Comiskey 221. JS: The Gendered Classroom ♦ S: Gball 3
	2:30 pm	760. T: OCIS Theme Panel ♦ HW: Dusable	280. JP: Virtual Teams ♦ HE: GndBall C(N)
Tuesday	4:10 pm		284. JP: Escalation of Commitment ♦ HE: GndBall D(N)
	8:30 am	761. P: Knowledge Transfer ♦ HW: Dusable	237. JS: Trust in Virtual Worlds ♦ HW: Comiskey
	10:30 am	762. P: Technology & Structure ♦ HW: Dusable	289. JP: E-mail and E-commerce ♦ HE: Columbus E/F
	2:00 pm		353. JP: Current Trends in OCIS ♦ HE: Wacker West (5)
	3:40 pm	763. Distinguished Speaker ♦ HW: Dusable	291. JP: Knowledge Creation & Evolution ♦ HE: GndBall C(N) 195. S: Emergent IT & Org. Change ♦ HW: Water Tower
	5:30 pm	764. M: Business Meeting ♦ HW: Dusable	
Wednesday	6:30 pm	765. Social Hour ♦ HW: Dusable	
	9:00 am	766. P: Motivations ♦ HW: Dusable	
	10:40 am	767. P: Technology Use ♦ HW: Dusable	

## Saturday 12:00 pm

### 754. OCIS Mid-Career Faculty Workshop

- ♦ 12:00-5:00 Hyatt West: Regency Ball D(N)

Coordinator: Daniel Robey, Georgia State U.

Facilitators: Edward W. Miles, Georgia State U.; Ilze Zigurs, U. of Colorado; Kate M. Kaiser, Marquette U.

## Saturday 6:00 pm

### 755. OCIS Professional Development Workshop

#### Reception

- ♦ 6:00-8:00 Hyatt West: Regency Ball D(N)

All OCIS members and OCIS-sponsored PDW attendees are invited.

Organizer: Mark Keil, Georgia State U.

## Monday 8:00 am

### 756. Division Welcome

- ♦ 8:00-8:30 Hyatt West: Dusable

Program Chair: JoAnne Yates, Massachusetts Institute of Technology

## Monday 8:30 am

### 757. Paper: Technology-Enabled Remote Collaboration Within and Between Organizations

- ♦ 8:30-10:20 Hyatt West: Dusable

Chair: Condon Conna, Nova Southeastern U.

#### Communicating Trust in the Inter-Organizational Virtual

Organization, Eva C. Fuehrer, Karl Franzens U. Graz; Neal M. Ashkanasy, U. of Queensland

#### Development of Expertise Coordination Patterns in Electronic

Teams, Alex B. Citurs, Case Western Reserve U.;

Youngjin Yoo, Case Western Reserve U.

#### Diffusion Processes: Remote Collaboration Technologies in

the Media Production Industries, Ellen . Baker, U. of

Technology, Sydney; John Geirland, Loyola Marymount

U.; Tom Fisher, U. of Technology, Sydney; Annmarie

Chandler, U. of Technology, Sydney

Discussant: Catherine Durnell Cramton, George Mason U.

## Monday 10:40 am

### 758. Paper: Communicating Within Organizational Hierarchies

- ♦ 10:40-12:00 Hyatt West: Dusable

Chair: John Stephan, State U. of New York, Buffalo

#### Formal Structure as a System of Constraints on

Organizational Discourse, P. Robert Duimering, Wilfrid

Laurier U.

#### Executive Leadership: The Case Against Impartiality,

Randall S. Peterson, Cornell U.

The Impact of Threat Sensitivity and Face Giving on

Information Transfer in Organizational Hierarchies, Renee Tynan, U. of Notre Dame

*Discussant:* Andrea B. Hollingshead, U. of Illinois, Urbana-Champaign

**Monday 12:20 pm****759.** Paper: **Managing the Information Systems Organization**

- ♦ 12:20-2:10 Hyatt West: Dusable

*Chair:* Pamela Specht, U. of Nebraska, Omaha

Does Tenure Pay in Information Systems?, Sandra Slaughter, Carnegie Mellon U.; Soon Ang, Nanyang Technological U.; Wendy Li, Carnegie Mellon U.

Linking IS-User Partnerships to IS Performance: A Socio-Cognitive Perspective, Mani R. Subramani, U. of Minnesota; John C. Henderson, Boston College; Jay Coopridge, Bentley College

The Impact of IS Contextual Factors on the Adoption of TQM in Systems Development, Thiagarajan Ravichandran, Rensselaer Polytechnic Institute

Information Systems in the Chinese Business Culture: The Challenge to Configurational Theories, Maris G. Martinsons, City U. of Hong Kong; Ada Wong, City U. of Hong Kong; Frank H. Gregory, Freelance consultant and journalist

*Discussant:* Susan J. Winter

**Monday 2:30 pm****760.** Theme: **Change and Development Journeys into a Pluralistic World: Implications for Management of Technology and Communication in Organizations**

- ♦ 2:30-3:50 Hyatt West: Dusable

*Organizer:* Gerardine DeSanctis, Duke U.

Organization Re-Design: Transforming the It Function, V. Sambamurthy, U. of Maryland

Values and Managing Change, Daniel Robey, Georgia State U.

Learning and Information Technology, Maryam Alavi, U. of Maryland

New Issues of Information Privacy and Ethics, Richard O. Mason, Southern Methodist U.

**Tuesday 8:30 am****761.** Paper: **Knowledge Transfer & Translation within and between Organizations and Communities of Practice**

- ♦ 8:30-10:10 Hyatt West: Dusable

*Chair:* Anita D. Bhappu, U. of Arizona

IS Professionals as Brokers and Translators of Knowledge Between Communities of Practice: A Research Framework, Suzanne D. Pawlowski, Georgia State U.

*Winner of OCIS Division Top Student Paper Award*

Webs of Knowledge: An Examination of Knowledge Types and Knowledge Flows in Electronic Communities of Practice, Molly McLure Wasko, U. of Maryland; Samer Faraj, U. of Maryland

Absorptive Capacity: Its Dimensions and Relationship to Corporate Culture and Innovation Success, Susan J. Harrington, Georgia College and State U.; Tor Guimaraes, Tennessee Technological U.

*Discussant:* Steve Sawyer, Syracuse U.

**Tuesday 10:30 am****762.** Paper: **Interactions Between Information Technology and Structure**

- ♦ 10:30-11:50 Hyatt West: Dusable

*Chair:* JoAnn Brooks, U. of Michigan

Real Estate on the Web: Investigating the Interplay Between Technology and Structure, Kevin Crowston, Syracuse U.; Steve Sawyer, Syracuse U.; Rolf Wigand, Syracuse U.

Enterprise System Implementation: A Process of Individual Metamorphosis, Olga Volkoff, U. of Western Ontario

Globalization as a Structural Process: The Local/Global Dialectic in the Context of the London Insurance Market, Michael Barrett, U. of Alberta; Loizos T. Heracleous, National U. of Singapore

*Winner of OCIS Division Top Paper Award  
Published in Conference Proceedings*

*Discussant:* Starling D. Hunter, Massachusetts Institute of Technology

**Tuesday 3:40 pm****763.** OCIS Distinguished Speaker

- ♦ 3:40-5:00 Hyatt West: Dusable

*Speaker:* Linda L. Putnam, Texas A&M U.

**Tuesday 5:30 pm****764.** Meeting: **Business Meeting**

- ♦ 5:30-6:30 Hyatt West: Dusable

*Chair:* Ilze Zigurs, U. of Colorado

**Tuesday 6:30 pm****765.** Social Hour

- ♦ 6:30-7:30 Hyatt West: Dusable

**Wednesday 9:00 am****766.** Paper: **Motivations around Communication and Information Technology**

- ♦ 9:00-10:20 Hyatt West: Dusable

*Chair:* Edward W. Christensen, Monmouth U.

A Motivational Model for Resolving Social Dilemmas in Discretionary Databases, Michael E. Kalman, SPAWAR Systems Center, San Diego; Janet Fulk, U. of Southern California; Peter R. Monge, U. of Southern California

Software Piracy: Why Honest People Cheat, Gove N. Allen, U. of Minnesota

Internet Usage in the Work Environment: A Motivational Study, Murugan Anandarajan, Drexel U.; Claire A. Simmers, St. Joseph's U.; Magid Igbaria, Claremont Graduate U.

*Discussant:* Jon Jaspersen, U. of Oklahoma

**Wednesday 10:40 am****767.** Paper: **Technology Use: GDSS, CAD, and Videoconferencing**

- ♦ 10:40-12:00 Hyatt West: Dusable

*Chair:* Debabroto (Dave) Chatterjee, Washington State U.

Rater Correction Processes in Applicant Selection Using Videoconference Technology: the Role of Attributions,

Derek S. Chapman, U. of Waterloo; Jane Webster, U. of Waterloo

Contrasting Single User and Networked User Group Decision

Support Systems for Strategy Making, Fran Ackermann, U. of Strathclyde; Colin Eden, U. of Strathclyde

Antecedents and Consequences of CAD Use in

Interorganizational Relationships: Testing for an

Interaction Effect, Ben M. Bensaou, INSEAD / European Institute of Business Administration

*Discussant:* Kathy Chudoba, U. of Virginia

# Organization and the Natural Environment

Program Chair: John Jermier, University of South Florida

Workshop Chair: Gordon Rands, Western Illinois University

	Start	Regular Program	Shared Program
Fri-	1:00 pm		77. ODC, SIM, ONE: Business and Su ♦ HW: Soldier Field
	5:00 pm		81. Critical Mgmt. Doctoral Workshop ♦ HW: Dusable
	6:00 pm		85. Reception for the New Doctoral ♦ S: Gball I
Saturday	7:30 am		87. Critical Management Studies: B ♦ HW: Comiskey
	8:00 am		91. Critical Management Studies: P ♦ HW: Columbian 92. Critical Management Studies: ♦ HW: Buckingham 93. Critical Management Studies: P ♦ HW: Comiskey 95. New Doctoral Student Consortiu ♦ S: Gball I
	8:30 am		100. IAOM: Managerial Effectiveness in Latin America ♦ S: Alpine II 101. Service Learning Project: Restoring the Chicago Wilderness ♦ OS: See Contact
	10:30 am		110. IAOM: Competing in Latin America ♦ S: Alpine II
	12:30 pm		111. Organizational Collaboration f ♦ OS: See Contact
	1:00 pm		114. ODC & ONE: Educating Leaders for Environmental Change ♦ HW: Stetson C
	1:30 pm		118. IAOM: Challenges & Approaches to Quality ♦ S: Alpine II
	2:00 pm		120. CAR/CM/ONE/HCM/PNS Small Division Images and Member Identities ♦ HW: Acapulco
	3:00 pm		123. Management of the Tenure Proce ♦ S: Alpine II
	4:00 pm		125. Critical Management Studies: P ♦ HW: Comiskey
	6:00 pm		127. IAOM: Business Meeting & Dinner ♦ S: Alpine II
6:30 pm		129. ONE, SIM Greening the U. ♦ HW: Wright 130. Critical Management Studies: ♦ HW: Comiskey	
Sunday	7:30 am		131. Critical Management Studies: B ♦ HW: Comiskey
	9:00 am		141. SIM & ONE: Teaching Environmental Management ♦ HW: Wright 142. Critical Management Studies: ♦ HW: Columbian 143. Critical Management Studies: P ♦ HW: Buckingham 145. Critical Management Studies: P ♦ HW: Comiskey
	10:00 am		149. ONE, MED, SIM & PNS: Reflection ♦ HE: Skyway 268
Monday	8:45 am	768. Division Welcome ♦ S: Neuchatel	
	9:00 am	769. P: Critical Issues & Environment ♦ S: Neuchatel	273. JP: Strategic Role of Networks ♦ HE: Columbus E/F
	10:40 am	770. P: Subjectivity & Local Action ♦ S: Neuchatel	
	2:30 pm	771. P: Green Strategies ♦ S: Neuchatel	
	4:10 pm		322. IP: Environmental Regulations ♦ HE: Wacker West (5)
	5:30 pm	772. M: Division Business Meeting ♦ S: Neuchatel	
	6:45 pm	773. Division Social ♦ S: Neuchatel	
Tue-	8:30 am		238. JS: Reclaiming Past Knowledge ♦ S: Neuchatel
	10:30 am	774. P: Power & Environmental Mgt. ♦ S: Neuchatel	
	2:00 pm	775. T: The New Age of Biotech Systems ♦ S: Neuchatel	
	3:40 pm	776. S: Emerging Enviro. Regulations ♦ S: Neuchatel	358. IP: Initiatives & Innovations ♦ HE: Wacker West (5)
W	8:30 am		198. Framing Intractable Disputes ♦ HW: Regency Ball D(N)
	10:40 am	777. S: MNC's & Global Enviro. Issues ♦ S: Neuchatel	

## Monday 8:45 am

### 768. Division Welcome

- ♦ 8:45-9:00 Swiss: Neuchatel

## Monday 9:00 am

### 769. Paper: Critical and Emancipatory Approaches to Organization & Environment

- ♦ 9:00-10:20 Swiss: Neuchatel

Chair: Linda C. Forbes, Marist College

Critique of the Free Market Justification for Hazardous

Waste, Stephanie A. Welcomer, U. of Maine; Mark Haggerty, Clarion University

Sustainable Development in the Swiss Food Sector:

Restrictions and Strategies for Cooperations, Simone Maier, Idheap; Matthias Finger, Idheap; Ueli Haldimann, Haldimann Consulting

### Organization and World Design: The Gaia's Hypothesis,

William M. Snyder, Social Capital Group

Discussants: W. Edward Stead, East Tennessee State U.;

Christa L. Walck, Michigan Technological U.; Gordon P.

Rands, Western Illinois U.

## Monday 10:40 am

### 770. Paper: Knowledge, Beliefs, Identities, and Local Environmental Action

- ♦ 10:40-12:00 Swiss: Neuchatel

Chair: Gurudev S. Khalsa, Case Western Reserve U.

Managing in the Millennium: Traditional Ecological

Knowledge (TEK) -- A First Nations Approach to

Sustainability, Gail Whiteman, Queen's U.

Published in Conference Proceedings

Contested Identities: Community-based Collaboration and Its

Implications for Organizational Form, Monica C. Worline,

U. of Michigan; Todd Bryan, U. of Michigan

An Empirical Study of the Effect of Moral Intensity on Environmental Ethical Decision Making, Douglas R. May, U. of Nebraska

*Discussants*: Robert P. Gephart, U. of Alberta; Stewart R. Clegg, U. of Technology, Sydney (UTS); Carolyn P. Egri, Simon Fraser U.

Published in Conference Proceedings

*human-like? The work of complexity theorist and new-age prophet Kevin Kelly provides a focal point for critical analysis.*

*Chair*: Linda C. Forbes, Marist College

*Presenters*: Steven Best, U. of Texas, El Paso; Douglas Kellner, U. of California, Los Angeles

*Discussants*: Nancy DiTomaso, Rutgers U., Newark/New Brunswick; Timothy Luke, Virginia Polytechnic Institute and State U.; Walter R. Nord, U. of South Florida; Paul Shrivastava, Bucknell U.

### Monday 2:30 pm

#### **771.** Paper: Natural Capital, Green Strategies, and Organizational Performance

- ♦ 2:30-3:50 Swiss: Neuchatel

*Chair*: Mark Starik, George Washington U.

Environmental Strategies and Firm Competitiveness: A Critical Review of the Evidence and New Directions, Petra Christmann, Darden Business School, U. of Virginia  
Voluntary Environmental Initiatives: a Resource-Based Perspective, Bruce Paton, U. of California, Santa Cruz  
Natural Capital, Geographic Concentration, and the Emergence of Sustainable Industries, Michael V. Russo, U. of Oregon

*Discussants*: Renato J. Orssatto, U. of Technology, Sydney (UTS); Ian Clelland, U. of Tennessee, Knoxville; James J. Kennelly, Skidmore College

### Monday 5:30 pm

#### **772.** Meeting: Division Business Meeting

- ♦ 5:30-6:30 Swiss: Neuchatel

### Monday 6:45 pm

#### **773.** Division Social

- ♦ 6:45-7:45 Swiss: Neuchatel

### Tuesday 10:30 am

#### **774.** Paper: Institutional Power and Environmental Management

- ♦ 10:30-11:50 Swiss: Neuchatel

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

Different Smokes for Different Folks: a Comparative Study of Paint Shop Waste Management in the United States and Canada, Sandra Rothenberg, Rochester Institute of Technology

Coercion Breeds Variation: The Differential Impact of Isomorphic Pressures on Environmental Strategies, Mark B. Milstein, U. of North Carolina, Chapel Hill; Stuart L. Hart, U. of North Carolina, Chapel Hill; Anne Y. Ilinitch, U. of North Carolina, Chapel Hill

The Political Ecology of Organisations: Framing Business-Environment Relationships, Renato J. Orssatto, U. of Technology, Sydney (UTS)

*Discussants*: Trudy Heller, New Jersey Institute of Technology; Andrew Hoffman, Boston U.; Thomas N. Gladwin, U. of Michigan

### Tuesday 2:00 pm

#### **775.** Symposium: Manufacturing Nature, Naturalizing Machines: Examining the New Age of Fusion Between Biological and Technological Systems

- ♦ 2:00-3:20 Swiss: Neuchatel

*Has evolution led to a new system in which people and the rest of nature have become more engineered while machines are more*

### Tuesday 3:40 pm

#### **776.** Symposium: Emerging Institutional Arrangements for Environmental Regulation

- ♦ 3:40-5:10 Swiss: Neuchatel

*Should government directly regulate firms or should interested parties negotiate regulatory standards, in effect forming new governing institutions? Panelists theorize diverse emerging arrangements and present empirical research on this topic.*

*Chair*: Andrew King, New York U.

Industry Self-Regulation: A Comparison of Nuclear Power and Chemical Manufacturing, Joseph Rees, Virginia Tech  
Environmental Contracts in the United States, Eric Orts, U. of Pennsylvania

The Effect of Environment Standards on Supply Chain Performance, Andrew King, New York U.

Institutional Stability and Institutional Change: Empirical Evidence and Theoretical Implications, Franco Furger, George Mason U.

*Discussant*: Michael J. Piore, Massachusetts Institute of Technology

### Wednesday 10:40 am

#### **777.** Symposium: Multinational Corporations Face Global Environmental Issues: Corporate Strategies for Emerging Governance Structures

- ♦ 10:40-12:00 Swiss: Neuchatel

*Chairs*: David L. Levy, U. of Massachusetts, Boston; Ans Kolk, U. of Amsterdam

*Presenters*: Sandra Rothenberg, Rochester Institute of Technology; Sarianna M. Lundan, U. of Maastricht; Joanne M. Kauffman, Massachusetts Institute of Technology

*Discussant*: Thomas N. Gladwin, U. of Michigan

# Public and Nonprofit Sector

**Program Chair: Mary Tschirhart, Indiana University**  
**Workshop Chair: Ralph S. Brower, Florida State University**

	Start	Regular Program	Shared Program
<b>Fri</b>	5:00 pm		81. Critical Mgmt. Doctoral Workshop ♦ HW: Dusable
	6:00 pm		85. Reception for the New Doctoral ♦ S: Gball I
<b>Saturday</b>	7:30 am		87. Critical Management Studies: B ♦ HW: Comiskey
	8:00 am		93. Critical Management Studies: P ♦ HW: Comiskey
			95. New Doctoral Student Consortiu ♦ S: Gball I
	8:30 am	778. PNS Doctoral Consortium ♦ HW: Acapulco	100. IAOM: Managerial Effectiveness in Latin America ♦ S: Alpine II
			101. Service Learning Project: Restoring the Chicago Wilderness ♦ OS: See Contact
	10:30 am		110. IAOM: Competing in Latin America ♦ S: Alpine II
	12:30 pm		111. Organizational Collaboration F ♦ OS: See Contact
	1:30 pm		118. IAOM: Challenges & Approaches to Quality ♦ S: Alpine II
	2:00 pm		120. CAR/CM/ONE/HCM/PNS Small Division Images and Member Identities ♦ HW: Acapulco
	3:00 pm		123. Management of the Tenure Proce ♦ S: Alpine II
4:00 pm		125. Critical Management Studies: P ♦ HW: Comiskey	
6:00 pm		127. IAOM: Business Meeting & Dinner ♦ S: Alpine II	
6:30 pm		130. Critical Management Studies: ♦ HW: Comiskey	
<b>Sun-</b>	7:30 am		131. Critical Management Studies: B ♦ HW: Comiskey
	8:30 am	779. PNS: Teaching Using the Case S ♦ HE: Skyway 264	
	9:00 am		145. Critical Management Studies: P ♦ HW: Comiskey
<b>Monday</b>	10:00 am		149. ONE, MED, SIM & PNS: Reflection ♦ HE: Skyway 268
	8:45 am	780. Division Welcome ♦ S: Vevey	
	9:00 am	781. P: Images of the Public Sector ♦ S: Vevey	273. JP: Strategic Role of Networks ♦ HE: Columbus E/F
	10:40 am		276. JP: Organizational Partnerships ♦ HE: Columbus E/F
	12:20 pm		277. JP: Radical Change ♦ HE: GndBall C(N)
	1:00 pm	782. P: Interorg Arrangements ♦ S: Vevey	308. IP: Entrepreneur Strategic Issues ♦ HE: Wacker West (1)
	2:30 pm	783. Address: Oliver E. Williamson ♦ S: Gball I	
	4:10 pm	784. M: Business Meeting ♦ S: Vevey	
	5:30 pm	785. Social Hour ♦ S: Vevey	
	8:30 am	786. P: Organizational Change ♦ S: Vevey	
<b>Tue-</b>	10:30 am	787. P: Competing with For-profits ♦ S: Vevey	
	2:00 pm	788. P: HRM Issues for Nonprofits ♦ S: Vevey	290. JP: Balancing Work and Family ♦ HE: Columbus E/F
	3:40 pm		248. JS: Social Enterprise: Organizatio ♦ HE: GndBall E
<b>Wed</b>	9:00 am	789. P: Universal Best Practices? ♦ S: Vevey	357. IP: Public & Nonprofit Management ♦ HE: Wacker West (4)
	10:40 am	790. P: Contracting and Co-production ♦ S: Vevey	295. JP: Organizational Citizenship ♦ HE: GndBall D(N)
	1:00 pm		365. IP: Power & Politics ♦ HE: Wacker West (2)
			204. Developmental Entrepreneurship ♦ HW: Regency Ball C(N)

Program Chair: Mary Tschirhart, Indiana U.

**Saturday 8:30 am**

**778. PNS Doctoral Student Consortium**

♦ 8:30-12:00 Hyatt West: Acapulco  
 Preregister with Lisa Berlinger at [lisa.berlinger@yale.edu](mailto:lisa.berlinger@yale.edu)  
 Organizers: Lisa R. Berlinger, Yale U.; Jennifer Wade, U. of Georgia  
 Panel: Arthur C. Brooks, Georgia State U.; Peter Dobkin Hall; Pier Rogers, New School for Social Research; Judith Y. Weisinger, Northeastern U.; Maria L. Nathan, U. of Texas, San Antonio; Mary Tschirhart, Indiana U.

**779. PNS: Teaching Using the Case Study Method**

♦ 8:30-12:00 Hyatt East: Skyway 264  
 Preregistration: Lisa Berlinger ([lisa.berlinger@yale.edu](mailto:lisa.berlinger@yale.edu))  
 Organizers: Lisa R. Berlinger, Yale U.; Jennifer Wade, U. of Georgia  
 Presenter: Todd D. Jick, Center for Executive Development

**Monday 8:45 am**

**780. Division Welcome**

♦ 8:45-9:00 Swiss: Vevey  
 Division Chair: Danny L. Balfour, Grand Valley State U.

**Monday 9:00 am**

**781. Paper: Images of the Public Sector**

♦ 9:00-10:20 Swiss: Vevey  
 Chair: Lisa Marie Napoli, Indiana U., Bloomington  
Public and Private Service at Loggerheads: Modeling Credibility Gaps in the Expectations of Customers, Jari Vuori, Georgia Institute of Technology; Gordon Kingsley, Georgia Institute of Technology  
Public Administration or Public Management? Organizational Culture in the Public Sector, Lisa Marie Bradley, Queensland U. of Technology; Rachel Louise Parker, Queensland U. of Technology  
The Role of Public Sector Image and Personal Characteristics in Determining Tendency to Work in the Public Sector, Aaron Cohen, U. of Haifa; Yair Zalmanovitch, U. of Haifa; Hani Davidesko, U. of Haifa  
 Discussant: Sonia Ospina, New York U.

**Monday 1:00 pm**

**782. Paper: Frameworks for Understanding Interorganizational Arrangements**

- ♦ 1:00-2:10 Swiss: Vevey

*Chair:* David W. Hart, Mary Washington College  
Do Networks Really Work?: A Framework for Evaluating Public Sector Organizational Networks, Keith G. Provan, U. of Arizona; H. Brinton Milward, U. of Arizona  
 Published in Conference Proceedings

Indirect Accountability in State Local Relations: The Example of Solid Waste Policy in Kentucky, Lenahan Louis O'Connell, U. of Kentucky

Understanding Interorganizational Cooperation: Public-Private Collaboration in Regulating Financial Market Innovation, Sue R. Faerman, State U. of New York, Albany; David P. McCaffrey, State U. of New York, Albany; David Van Slyke, State U. of New York, Albany  
 Winner of PNS Division Best Paper Award  
 Published in Conference Proceedings

*Discussant:* Joseph J. Galaskiewicz, U. of Minnesota

### Monday 2:30 pm

#### 783. Invited Address: Public and Private Governance

- ♦ 2:30-3:50 Swiss: Gball I

*Distinguished Speaker:* Oliver E. Williamson, U. of California, Berkeley

### Monday 4:10 pm

#### 784. Meeting: Business Meeting

- ♦ 4:10-5:30 Swiss: Vevey

*Chair:* Danny L. Balfour, Grand Valley State U.

### Monday 5:30 pm

#### 785. Social Hour

- ♦ 5:30-6:30 Swiss: Vevey

*Hosts:* J. Patrick Murphy, C.M., DePaul U.; Matthew A. Liao-Troth, DePaul U.

### Tuesday 8:30 am

#### 786. Paper: Studies of Organizational Change

- ♦ 8:30-10:10 Swiss: Vevey

*Chair:* Jean F. Hartley, U. of Warwick  
Privatization and Efficiency: Differentiating Ownership Effects From Political, Organizational, and Transitional Effects, Belen Villalonga, U. of California, Los Angeles  
 Winner of PNS Division Best Doctoral Student Paper Award

Exploring Organizational Flexibility as a Major Component in the Organizational Change Process: A Case Study of Former Australian and New Zealand Telecommunications Monopolies, Kellie Caught, Queensland U. of Technology, Gardens Point; Mark A. Shadur, Queensland U. of Technology; Rene Kienzle, Queensland U. of Technology, Gardens Point

"Suffer the Little Children": A Comparative Study of Economic and Bureaucratic Rationalization Processes in Catholic Children's Institutions, Thekla . Rura-Polley, U. of Technology, Sydney

*Discussant:* Laurie N. DiPadova, U. of Utah

### Tuesday 10:30 am

#### 787. Paper: Competing with For-profits: Strategies for Government and Nonprofit Organizations

- ♦ 10:30-11:50 Swiss: Vevey

*Chair:* Mohamed Charih, U. of Quebec

Governments in Business: An Empirical Analysis of the Strategies and Success of Government Linked Corporations in Singapore, Kulwant Singh, National U. of Singapore; Siah Hwee Ang, National U. of Singapore  
 Published in Conference Proceedings

Behavior of Urban Public Authorities Operating in Business-Dominated Markets: Policy Outcomes in Mass Transit, Herman L. Boschken, San Jose State U.

When Missions, Markets, and Politics Collide: Values and Strategy in the Nonprofit Human Services, Peter Frumkin, Harvard U.; Alice Andre-Clark, Harvard U.

*Discussant:* Maria L. Nathan, U. of Texas, San Antonio

### Tuesday 2:00 pm

#### 788. Paper: Human Resource Management Issues for Nonprofit Organizations

- ♦ 2:00-3:20 Swiss: Vevey

*Chair:* Karen Froelich, North Dakota State University  
Masking the Need for Cultural Change: The Influence of Emotion Work in a Nonprofit Organization, Jamie Callahan Fabian, Virginia Polytechnic Institute and State U.

Economics Research on Volunteers: Approaches, Findings, Links, Paul L. Govekar, Nova Southeastern U.; Michele A. Govekar, Ohio Northern U.

The Effects of United Way Membership on Employee Pay in Nonprofit Organizations, Steve Werner, U. of Houston; Robert Konopaske, U. of Houston; Gretchen Gemeinhardt, American Productivity & Quality Center

*Discussant:* Ray Aldag, U. of Wisconsin

### Wednesday 9:00 am

#### 789. Paper: Are there any Universal Best Practices?: An Examination of Governance, Human Resource Management, and Information Technology

- ♦ 9:00-10:20 Swiss: Vevey

*Chair:* Debra Mesch, Indiana U., Indianapolis  
Nonprofit and Private Sector Governance: Are They Really That Different?, Judith L. Miller, State U. of New York, Albany; Rachel Mend Ropp, State U. of New York, Albany

Public and Private Sectors: The Story of Human Resource Management Practices, Shay S. Tzafirir, Technion, Israel Institute of Technology; Gedaliahu H. Harel, Technion, Israel Institute of Technology

The Use of Information Technology by National Unions: An Exploratory Analysis, Jack Fiorito, Florida State U.; William Bass, Florida State U.

*Discussant:* Matthew A. Liao-Troth, DePaul U.

### Wednesday 10:40 am

#### 790. Paper: Getting Work Done: Use and Consequences of Contracting and Co-production

- ♦ 10:40-12:00 Swiss: Vevey

*Chair:* Jack C. Green, Pepperdine U.

The Effects of Ownership and Resources on Employment Externalization Among Small Enterprises in Russia, Raymond Russell, U. of California, Riverside; Robert Hanneman, U. of California, Riverside

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Competition as a Reform Strategy in Public Management,

Peter David Steane, Macquarie U.; Derek H. Walker,  
Macquarie U.

Transforming Stakeholder Value Creation: A Co-production

Approach, Michael J. Rouse, De Montfort U.; Hülya  
Özgel, De Montfort U.

*Discussant:* Michael Card, U. of South Dakota

# Research Methods

**Program Chair: Karen Golden-Biddle, University of Alberta**  
**Workshop Chair: Thomas Lee, University of Washington**

	Start	Regular Program	Shared Program
<b>Fri-</b>	1:00 pm		78. International Research Collabo ♦ HW: Goldcoast
	5:00 pm		80. BPS/OMT/RM/MOC: Conversations to Build Theory in Trans-disciplinary Research ♦ HW: Horner 81. Critical Mgmt. Doctoral Workshop ♦ HW: Dusable
<b>Saturday</b>	7:30 am		87. Critical Management Studies: B ♦ HW: Comiskey
	8:00 am		90. Three Conversations to Build T ♦ HW: Horner 91. Critical Management Studies: P ♦ HW: Columbian 92. Critical Management Studies: ♦ HW: Buckingham 93. Critical Management Studies: P ♦ HW: Comiskey 96. RM & IM Intro. to Network Analysis ♦ HE: Skyway 261
	8:30 am		98. IM & RM: Workshop on Hierarchi ♦ HW: Regency Ball A(S) 100. IAOM: Managerial Effectiveness in Latin America ♦ S: Alpine II
	9:00 am		103. International Research Collabo ♦ HE: GndBall E
	10:00 am	791. RM Workshop on Research in Europe ♦ HE: Skyway 264	
	10:30 am		110. IAOM: Competing in Latin America ♦ S: Alpine II
	1:00 pm	792. RM Workshop on Interpretive Research Traditions ♦ HE: Skyway 265 793. RM: Meta-Analysis Workshop ♦ HE: Skyway 264	
	1:30 pm		118. IAOM: Challenges & Approaches to Quality ♦ S: Alpine II
	3:00 pm	794. RM: Quality Ethnography ♦ HE: Skyway 264	123. Management of the Tenure Proce ♦ S: Alpine II
	4:00 pm		125. Critical Management Studies: P ♦ HW: Comiskey
	6:00 pm		127. IAOM: Business Meeting & Dinner ♦ S: Alpine II
6:30 pm		130. Critical Management Studies: ♦ HW: Comiskey	
<b>Sunday</b>	7:30 am		131. Critical Management Studies: B ♦ HW: Comiskey
	8:00 am	795. RM: Ask the Quantitative Experts ♦ HE: Skyway 261 796. RM Workshop on Multi-Level Analysis ♦ HE: Skyway 265	
	8:30 am		138. Management Research & Particip ♦ S: Neuchatel
	9:00 am		140. International Research Collabo ♦ HE: GndBall E 142. Critical Management Studies: ♦ HW: Columbian 143. Critical Management Studies: P ♦ HW: Buckingham 145. Critical Management Studies: P ♦ HW: Comiskey
	10:00 am	797. RM: Ask the Qualitative Experts ♦ HE: Skyway 261	
<b>Monday</b>	8:30 am	798. Welcome ♦ S: Alpine I	
	9:00 am		210. JS: Measurement Issues in SHRM ♦ S: Gball 3 302. IP: Research Methodologies ♦ HE: Wacker West (5)
	10:40 am	799. P: Structural Modeling ♦ S: Alpine I	
	2:30 pm	800. P: Construct Measurment/Validat'n ♦ S: Alpine I	187. Organizational Discourse ♦ HW: Regency Ball D(N)
	5:30 pm	801. M: Business Meeting ♦ S: Alpine I	
	7:00 pm	802. Social Hour ♦ S: Alpine I	
<b>Tue-</b>	8:30 am	803. P: Secondary Data Analysis ♦ S: Alpine I	191. Agreeing to Disagree ♦ HW: Regency Ball D(N)
	10:30 am	804. P: Qualitative Fieldwork ♦ S: Alpine I	289. JP: E-mail and E-commerce ♦ HE: Columbus E/F
	2:00 pm	805. S: Narrating Org'l Knowledge ♦ S: Alpine I	
	3:40 pm	806. P: Simulations to Answer Method Q ♦ S: Alpine I	
<b>Wed</b>	8:30 am		257. JS: Knowledge-Action Nexus ♦ S: Gball 3
	10:40 am		199. S: Academic-Pract. Sensemaking ♦ HW: Water Tower 264. JS: Cutting Edge of Leadership: Th ♦ S: Gball 3

## Saturday 10:00 am

### 791. Conducting Research in Europe: Multiple Countries, Multiple Cultures, Multiple Challenges

♦ 10:00-12:00 Hyatt East: Skyway 264

*Chair:* D. Lynne Persing, Ecole Superieure de Commerce de Toulouse

*Panel:* Denis Lacoste, U. de Toulouse 2/ Ecole Superieure de Commerce de Toulouse; John McMackin, Dublin City University Business School; Carlos Sanchez-Runde, IESE, U. of Navarra, Barcelona; D. Lynne Persing, Ecole Superieure de Commerce de Toulouse

## Saturday 1:00 pm

### 792. Doing Interpretive Research in Different Traditions: Diverse Genres of Qualitative Inquiry

♦ 1:00-3:00 Hyatt East: Skyway 265

*Chairs:* Anshuman Prasad, U. of New Haven; Pushkala Prasad, Lund U.

*Presenters:* Brad Jackson, U. of Calgary; Ellen S. O'Connor, Stanford U.; Anshuman Prasad, U. of New Haven; Pushkala Prasad, Lund U.

### 793. Uses and Abuses of Meta-Analysis

♦ 1:00-3:00 Hyatt East: Skyway 264

*Chair:* Chuck Williams, Texas Christian U.

*Presenters:* Philip Bobko, Gettysburg College; Michelle A. Dean, U. of North Texas; Philip L. Roth, Clemson U.; Fred S. Switzer III, Clemson U.; Chuck Williams, Texas Christian U.

**Saturday 3:00 pm****794. How Can We Tell if Ethnography Is Well Done? Writers and Reviewers Perspectives on Quality**

- ♦ 3:00-5:00 Hyatt East: Skyway 264

*Chair:* Alex Stewart, Texas Tech U.

*Presenters:* Karen Golden-Biddle, U. of Alberta; Reed E.

Nelson, Southern Illinois U.; Alex Stewart, Texas Tech U.

*Discussants:* Gideon Kunda, Stanford U.; Stephen R. Barley, Stanford U.

**Sunday 8:00 am****795. Ask the Experts, Quantitative**

- ♦ 8:00-10:00 Hyatt East: Skyway 261

*Organizer:* Philip L. Roth, Clemson U.

Managing The Review Process, Jeffrey R. Edwards, U. of North Carolina; John R. Hollenbeck, Michigan State U.; Anne S. Tsui, Hong Kong U. of Science and Technology

Structural Equation Models, Larry J. Williams, Virginia Commonwealth U.; Charles E. Lance, U. of Georgia

Hierarchical Linear Modeling, David A. Hoffman, Texas A&M U.; Mark Gavin, Oklahoma State U.;

Nathan Bennet, Louisiana State U.; Mark Griffin, U. of Queensland

Measurement, Robert J. Vandenberg, U. of Georgia

Missing Data, Philip Roth, Clemson. U.; Fred S. Switzer III, Clemson U.

**796. WABA: Using Within- and Between-Entities Analysis for Examining Multiple Levels of Hypotheses**

- ♦ 8:00-12:00 Hyatt East: Skyway 265

*Preregistration required*

*Chairs:* Fred E. Dansereau, State U. of New York, Buffalo; Chester A. Schriesheim, U. of Miami; Francis J.

Yammarino, State U. of New York, Binghamton

*Presenters:* Stephanie L. Castro, Louisiana State U.; Claudia

C. Cogliser, Oregon State U.; Leslie A. DeChurch, Florida International U.; Tracy X. Zhou, U. of Miami; Fred E.

Dansereau, State U. of New York, Buffalo; Chester A.

Schriesheim, U. of Miami; Francis J. Yammarino, State U. of New York, Binghamton

**Sunday 10:00 am****797. Ask the Experts, Qualitative**

- ♦ 10:00-12:00 Hyatt East: Skyway 261

*Organizer:* Karen D. Locke, College of William and Mary

Data Gathering Methods, Michael Pratt, U. of Illinois

Developing Theoretical Constructs, Mary Yoko Brannen, San Jose State U.

Writing The Qualitative Research Article, Karen Golden-Biddle, U. of Alberta

Approaches From Literary Criticism, Ellen S. O'Connor, Stanford U.

Deconstruction, David Boje, New Mexico State U.

**Monday 8:30 am****798. Welcome**

- ♦ 8:30-9:00 Swiss: Alpine I

*Division Chair:* Robert P. Gephart, U. of Alberta

*Program Chair:* Karen Golden-Biddle, U. of Alberta

**Monday 10:40 am****799. Paper: Advances in Structural Modeling**

- ♦ 10:40-12:00 Swiss: Alpine I

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

What Constitutes Significant Differences in Evaluating

Measurement Invariance?, Gordon W Cheung, Chinese U.

of Hong Kong

Using Confirmatory Factor Analysis of Correlated

Uniquenesses to Estimate Method Variance in Multitrait-

Multimethod Matrices, Steven E. Scullen, North Carolina

State U.

Effects of Model Parsimony and Sampling Error on the Fit of

Structural Equation Models, Gordon W Cheung, Chinese

U. of Hong Kong; Roger B. Rensvold, City U. of Hong

Kong

*Discussants:* Manuel J. Tejada, Gettysburg College; Charles

E. Lance, U. of Georgia; John L. Michela, U. of Waterloo

**Monday 2:30 pm****800. Paper: Construct Measurement and Validation**

- ♦ 2:30-3:50 Swiss: Alpine I

*Chair:* Claudia C. Cogliser, Oregon State U.

Transformational Leadership: A Summary of Behavioral

Dimensions of the Construct and an Assessment of the

Validity of New Scales Measuring Each Dimension,

Stephanie L. Castro, Louisiana State U.; Chester A.

Schriesheim, U. of Miami

The Conceptual Underpinnings of Continuous Turnover Type

Measurement: Applying Fuzzy Logic, Stefan Gaertner,

Georgia State U.; Rodger W. Griffith, Georgia State U.;

Reidar Hagtvedt, Georgia State U.

Development and Initial Validation of the Political Skill

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

Champaign; Howard M. Berkson, U. of Illinois, Urbana-

Champaign; David M. Kaplan, U. of Illinois, Urbana-

Champaign; David C. Gilmore, U. of North Carolina,

Charlotte; M. Ronald Buckley, U. of Oklahoma; Wayne A.

Hochwarter, U. of Alabama; Lawrence Alan Witt, U. of

New Orleans

*Discussants:* Robert J. Vandenberg, U. of Georgia; Mark

Fichman, Carnegie Mellon U.; Michael White, Louisiana

Tech U.

**Monday 5:30 pm****801. Meeting: Business Meeting and Award Presentations**

- ♦ 5:30-7:00 Swiss: Alpine I

*Division Chair:* Robert P. Gephart, U. of Alberta

**Monday 7:00 pm****802. Social Hour**

- ♦ 7:00-8:00 Swiss: Alpine I

**Tuesday 8:30 am****803. Paper: Secondary Data Analysis**

- ♦ 8:30-10:10 Swiss: Alpine I

*Chair:* A. David Harrison, U. of Texas, Arlington



Sampling Design in Strategic Management Research on

Firm Performance: An Analysis and Critique, Jeremy C.

Short, Louisiana State U.; David J. Ketchen, Jr., Louisiana

State U.

Increasing Replication in Strategy Research, Kulwant Singh, National U. of Singapore; Siew Meng Leong, National U. of Singapore; Siah Hwee Ang, National U. of Singapore  
Using Meta-analysis to Detect Interaction Effects, Mark A. Griffin, Queensland U. of Technology; Peter M. Hart, U. of Melbourne, Australia; Craig Shaw, U. of Queensland  
 Published in Conference Proceedings

The Control Group and Meta-Analysis, John E. Hunter, Michigan State U.; Robert Rodgers, U. of Kentucky  
*Discussants*: Donald Duane Bergh, Pennsylvania State U.; Steven W. Floyd, U. of Connecticut; Fred S. Switzer III, Clemson U.; Chuck Williams, Texas Christian U.

State U. of New York, Albany; James Jaccard, State U. of New York, Albany  
Developing a Procedure to Correct for Range Restriction Which Involves Both Organizational Selection and Individual's Rejection of Job Offers, Hyuckseung Yang, U. of Southern California  
*Discussants*: Jodi S. Goodman, Purdue U.; Paul D. Bliese, Walter Reed Army Institute of Research; Stanley M. Gully, Rutgers U.

### Tuesday 10:30 am

#### 804. Paper: **Qualitative Fieldwork: Traditions and Methods**

- ♦ 10:30-11:50 Swiss: Alpine I

*Chair*: Robert P. Gephart, U. of Alberta

Ethnographic Questions and the Question of Ethnography: Journeying From Method to Tradition in a Pluralistic World, Pushkala Prasad, Lund U.; Anshuman Prasad, U. of New Haven

Order from Chaos: Applications of Narrative Methods to Organization Studies, Ellen S. O'Connor, Stanford U.  
 Winner of Sage Publications/RM Division Best Paper Award  
 Published in Conference Proceedings



Using the Focus Group Method for Cross-Cultural Research, Judith Y. Weisinger, Northeastern U.

*Discussants*: Dvora Yanow, California State U., Hayward; Mary Yoko Brannen, San Jose State U.; L. Michele Issel, U. of Illinois, Chicago

### Tuesday 2:00 pm

#### 805. Symposium: **Narrating Organizational Knowledge**

- ♦ 2:00-3:20 Swiss: Alpine I

*Chair*: Karen D. Locke, College of William and Mary

What if Stories were the Unit of Analysis for Research on Knowledge in Organizations? Conceptual and Methodological Implications, Caroline Bartel, New York U.  
Strategic Stories and Improvement of Strategic Thinking, Philip Bromiley, U. of Minnesota; Robin Brown, U. of Minnesota

Re-presenting Organizational Knowledge, Trish Reay, U. of Alberta; Karen D. Locke, College of William and Mary  
Research as Contextualized Stories: Everyday Conversations and Sense Making, Ann L. Cunliffe, U. of New Hampshire

### Tuesday 3:40 pm

#### 806. Paper: **Using Monte Carlo Simulations to Answer Methodological Questions**

- ♦ 3:40-5:00 Swiss: Alpine I

*Chair*: Herman Aguinis, U. of Colorado, Denver

Missing Data in Multiple Item Scales: A Monte Carlo Analysis of Missing Data Techniques, Philip L. Roth, Clemson U.; Fred S. Switzer III, Clemson U.; Deborah Switzer, Clemson U.

The Effectiveness of Methods for Analyzing Multivariate Factorial Data, Robert A. McDonald, State U. of New York, Albany; Charles F. Seifert, Siena College; Steven J. Lorenzet, State U. of New York, Albany; Susan Givens,

# Social Issues in Management

Program Chair: Dawn Elm, University of St. Thomas  
Workshop Chair: Jeanne M. Logsdon, University of New Mexico

	Start	Regular Program	Shared Program
<b>Fri-</b>	1:00 pm		77. ODC, SIM, ONE: Business and Su ♦ HW: Soldier Field
	5:00 pm		81. Critical Mgmt. Doctoral Workshop ♦ HW: Dusable
	6:00 pm		85. Reception for the New Doctoral ♦ S: Gball 1
<b>Saturday</b>	7:30 am	807. SIM Doctoral Consortium ♦ HE: Skyway 272	87. Critical Management Studies: B ♦ HW: Comiskey
	8:00 am		91. Critical Management Studies: P ♦ HW: Columbian
			92. Critical Management Studies: ♦ HW: Buckingham
			93. Critical Management Studies: P ♦ HW: Comiskey
			95. New Doctoral Student Consortiu ♦ S: Gball 1
	8:30 am	808. SIM Faculty Workshop on Corpor ♦ HE: Skyway 268	100. IAOM: Managerial Effectiveness in Latin America ♦ S: Alpine II
			101. Service Learning Project: Restoring the Chicago Wilderness ♦ OS: See Contact
	10:00 am		107. Complexity & Management, Panels 1-2 ♦ HE: Columbus A
	10:30 am		110. IAOM: Competing in Latin America ♦ S: Alpine II
	12:30 pm		111. Organizational Collaboration f ♦ OS: See Contact
	1:30 pm		118. IAOM: Challenges & Approaches to Quality ♦ S: Alpine II
	2:00 pm	809. SIM: Faculty Wkshop on Complexity Theory ♦ HE: Skyway 268	
	3:00 pm		123. Management of the Tenure Proce ♦ S: Alpine II
4:00 pm		125. Critical Management Studies: P ♦ HW: Comiskey	
5:00 pm	810. SIM Welcoming Reception ♦ OS: See Contact		
6:00 pm		127. IAOM: Business Meeting & Dinner ♦ S: Alpine II	
6:30 pm		129. ONE, SIM Greening the U. ♦ HW: Wright	
		130. Critical Management Studies: ♦ HW: Comiskey	
7:00 pm	811. SIM Keynote Address ♦ S: WmTell		
<b>Sunday</b>	7:30 am		131. Critical Management Studies: B ♦ HW: Comiskey
	9:00 am		141. SIM & ONE: Teaching Environmental Management ♦ HW: Wright
			142. Critical Management Studies: ♦ HW: Columbian
			143. Critical Management Studies: P ♦ HW: Buckingham
			145. Critical Management Studies: P ♦ HW: Comiskey
	9:30 am	812. SIM Coffee ♦ S: Vevey	
	10:00 am	813. SIM Research Workshop: Action ♦ S: Vevey	149. ONE, MED, SIM & PNS: Reflection ♦ HE: Skyway 268
<b>Monday</b>	8:30 am	814. Welcome ♦ S: Gball 2	
	9:00 am	815. P: Ethics in Organizations ♦ S: Gball 2	
	10:40 am	816. P: Empirical CSP/Stakeholders ♦ S: Gball 2	181. Affective Trust ♦ HW: Water Tower
			182. Stigmatized Groups ♦ HW: Regency Ball D(N)
	12:20 pm	817. P: Corp. Political Strategy ♦ S: Gball 2	
	1:00 pm		310. IP: Corp. Social Responsibility ♦ HE: Wacker West (3)
	2:30 pm	818. S: Teaching Ethics & Values ♦ S: Gball 2	185. Genetic Testing and Privacy ♦ HW: Goldcoast
4:10 pm	819. S: Stakeholder Pluralism ♦ S: Gball 2	229. JS: Spirituality at Work ♦ HE: GndBall F	
5:30 pm	820. MBA Student Paper Award ♦ S: Gball 2		
<b>Tuesday</b>	8:30 am	821. P: Org. Justice/Deviance ♦ S: Gball 2	239. JS: Sexual Harassment Perspectives ♦ S: Gball 3
			342. IP: Government Relations ♦ HE: Wacker West (4)
	10:30 am	822. S: Business Citizenship ♦ S: Gball 2	243. JS: Global Corporate Citizenship ♦ S: Gball 3
	2:00 pm	823. P: Conceptual Stakeholder Models ♦ S: Gball 2	
	3:40 pm	824. M: Chair Address/Business Meeting ♦ S: Gball 2	358. IP: Initiatives & Innovations ♦ HE: Wacker West (5)
6:00 pm	825. Social Hour ♦ S: Gball 2		
<b>Wed-</b>	8:30 am		197. Moral Center in Pluralism ♦ HW: Water Tower
	9:00 am	826. P: CSP/CSR and Stakeholder Roles ♦ S: Gball 2	
	10:40 am	827. P: International Ethics/CSR ♦ S: Gball 2	
	12:20 pm	828. P: Factors in Ethical Decisions ♦ S: Gball 2	

## Saturday 7:30 am

### 807. SIM Doctoral Consortium

♦ 7:30-5:00 Hyatt East: Skyway 272

*By invitation only*

*Coordinators:* Craig P. Dunn, San Diego State U.; Diane L. Swanson, Kansas State U.

*Presenters:* Lee Burke, George Washington U.; R. Edward Freeman, U. of Virginia; Kathleen A. Getz, American U.; Thomas M. Jones, U. of Washington; D. Jeffrey Lenn, George Washington U.; John F. Mahon, Boston U.; Douglas A. Schuler, Rice U.; Linda Klebe Trevino,

Pennsylvania State U.; Steven L. Wartick, U. of Northern Iowa; James Weber, Duquesne U.; Richard E. Wokutch, Virginia Polytechnic Institute and State U.; Donna J. Wood, U. of Pittsburgh

## Saturday 8:30 am

### 808. SIM Faculty Workshop on Corporate Political Strategies: Antecedents, Effectiveness and the Relationship to Performance

♦ 8:30-11:30 Hyatt East: Skyway 268

*To receive working papers in advance, preregister by July 1 with Amy Hillman at 517-432-3518 or HILLMAN6@PILOT.MSU.EDU*

*Organizers:* Amy Hillman, U. of Western Ontario; Jean Boddewyn, Baruch College/City U. of New York; Lee

Burke, George Washington U.; Gerald Keim, U. of Western Ontario; Douglas A. Schuler, Rice U.

### Saturday 2:00 pm

#### 809. Faculty Workshop on Applications of Complexity Theory to SIM Research

- ♦ 2:00-4:00 Hyatt East: Skyway 268

*Organizers:* Melissa S. Baucus, Utah State U.; Nancy B. Kurland, U. of Southern California

*Facilitators:* Kevin J. Dooley, Arizona State U., Main; William C. Frederick, U. of Pittsburgh; Jeff Goldstein, Adelphi U.; Irene Sanders, U. of Colorado; Thomas Petzinger, Wall Street Journal

### Saturday 5:00 pm

#### 810. SIM Welcoming Reception

- ♦ 5:00-6:30 Off Site: See Contact

*Co-sponsored by SIM and The Society for Business Ethics. To be held at the Regal Knickerbocker Hotel*

*Coordinator:* Deborah Vidaver-Cohen, Florida International U.

### Saturday 7:00 pm

#### 811. SIM Keynote Address: Human Rights and Business Responsibilities in the Global Marketplace

- ♦ 7:00-8:00 Swiss: WmTell

*Co-sponsored by The Society for Business Ethics and the Boston College Center for Corporate Community Relations*

*Coordinator:* Deborah Vidaver-Cohen, Florida International U.

*Keynote Speaker:* Douglass Cassel, Northwestern U.

### Sunday 9:30 am

#### 812. SIM Coffee and Conversation

- ♦ 9:30-10:00 Swiss: Vevey

### Sunday 10:00 am

#### 813. SIM Research Workshop: Action Research

- ♦ 10:00-12:00 Swiss: Vevey

*Coordinator:* Ann K. Buchholtz, U. of Georgia

*Presenters:* Rupert F. Chisholm, Pennsylvania State U., Harrisburg; David L. Brown, Boston U.; Steven L. Wartick, U. of Northern Iowa

### Monday 8:30 am

#### 814. Division Welcome

- ♦ 8:30-9:00 Swiss: Gball 2

*Chair:* Dawn R. Elm, U. of St. Thomas

### Monday 9:00 am

#### 815. Paper: Structural & Role Implications for Ethical Behavior in Organizations

- ♦ 9:00-10:20 Swiss: Gball 2

*Chair:* Gerald F. Cavanagh, U. of Detroit Mercy

*Formal Codes of Ethics Versus Supervisor Expectations For Lying Behavior: An Exploratory Study of Employee Attitudes,* Randi L. Sims, Nova Southeastern U.

*Integrity Testing and the Base Rate of Employee Theft: A Utility Assessment,* Dan R. Dalton, Indiana U., Bloomington; James C. Wimbush, Indiana U., Bloomington

Published in Conference Proceedings

#### Executive Ethical Leadership: Ethics Officers' Perspectives,

Linda Klebe Trevino, Pennsylvania State U., U. Park; Laura Pincus Hartman, U. of Wisconsin, Madison; Michael Brown, Pennsylvania State U.

*Discussants:* Normandie Gaitley, York College of Pennsylvania; Craig VanSandt, Virginia Tech

### Monday 10:40 am

#### 816. Paper: Empirical Assessments of Corporate Social Performance and Stakeholder Theory

- ♦ 10:40-12:00 Swiss: Gball 2

*Chair:* Mary J. Mallott, U. of Hawaii, West Oahu

*Corporate Social Performance And Firm Risk: A Meta-Analytic Review,* Marc Orlitzky, Australian Graduate School of Management; John D. Benjamin, American U.

*Managerial Opportunism and Firm Performance: An Empirical Test of Instrumental Stakeholder Theory,* Shawn L. Berman, Boston U.

*The Influence of Diversity and Stakeholder Role on Corporate Social Orientation,* Wanda J. Smith, Virginia Polytechnic Institute and State U.; Richard E. Wokutch, Virginia Polytechnic Institute and State U.; Bryan S. Dennis, Virginia Polytechnic Institute and State U.

*Discussants:* Duane Windsor, Rice U.; Kathy Lund Dean, Saint Louis U.

### Monday 12:20 pm

#### 817. Paper: Perspectives on Corporate Political Strategy

- ♦ 12:20-2:10 Swiss: Gball 2

*Chair:* John F. Mahon, Boston U.

*Corporate Political Management Readiness: The Relationship of Environment-Organization and Performance,* Robert C. Moussetis, North Central College; Ali Abu-Rahma, United States International University; George Nakos, Clayton College and State U.; Athanassios Kriemadis, U. of Thessaly

Published in Conference Proceedings

*The Allocation of Resources by Interest Groups and Firms: Lobbying, Litigation, and Administrative Regulation,* John M. de Figueiredo, Massachusetts Institute of Technology;

*Rui J. de Figueiredo, U. of California, Berkeley*

*An Option Theory Approach to MNC Mode-of-Entry Decisions,* Kira Kristal Reed, U. of Connecticut

*Corporate Strategy for Political Access: A Multivariate Approach,* Douglas A. Schuler, Rice U.; Kathleen A. Rehbein, Marquette U.; Roxy Cramer, Rice U.

*Discussants:* Jennifer J. Griffin, George Washington U.; Brian Shaffer, U. of Maryland

### Monday 2:30 pm

#### 818. Symposium: Making a Moral Difference: Ethics and Values in the Business School Curriculum

- ♦ 2:30-3:50 Swiss: Gball 2

*Organizer:* Sally J. Power, U. of St. Thomas

*Presenters:* Kenneth E. Goodpaster, U. of St. Thomas; Thomas E. Holloran, U. of St. Thomas; Peter B. Vaill, U. of St. Thomas; Sally J. Power, U. of St. Thomas

### Monday 4:10 pm

**819.** Symposium: **The Changing Landscape of Stakeholder Pluralism: A Focus on SIM Database Research**

- ♦ 4:10-5:30 Swiss: Gball 2

*Organizer:* Eugene Walter Szwajkowski, State U. of New York, Albany

*Chair:* Raymond Figlewicz, U. of Michigan, Dearborn

*Discussants:* Steven Lydenberg, Kinder, Lydenberg, Domini, & Co., Inc.; George W. Potts, OCCAM Research Corp.; John Chelen, Unison Institute; Leslie Korb, State U. of New York, Albany

**Monday 5:30 pm**

**820.** Award for Best MBA Student Corporate Citizenship Paper

- ♦ 5:30-7:00 Swiss: Gball 2

*Chair:* Steven A. Rochlin, Boston College

**Tuesday 8:30 am**

**821.** Paper: **Organizational Justice & Deviance: Breaking Rules at Work**

- ♦ 8:30-10:10 Swiss: Gball 2

*Chair:* Melissa S. Baucus, Utah State U.

Is Corporate Social Responsibility a "Fundamentally Subversive Doctrine"? An Emerging Ethical Profile, Peter E. Mudrack, Kansas State U.; E. Sharon Mason, Brock U.

Employee Fair Treatment and Ethics-Related Outcomes: A Field Survey, Linda Klebe Trevino, Pennsylvania State U., U. Park; Gary R. Weaver, U. of Delaware

Individual Aggressiveness and Minority Status as Moderators of the Relationship Between Perceptions of Injustice and Workplace Deviance, Bella L. Galperin, Concordia U., Montreal

Thick as Thieves: A Social Embeddedness Model of Rule Breaking in Organizations, Tammy L. Mac Lean, Boston College

*Discussants:* Nancy B. Kurland, U. of Southern California; Virginia W. Gerde, U. of New Mexico

**Tuesday 10:30 am**

**822.** Symposium: **Business Citizens: Theory and Practice**

- ♦ 10:30-11:50 Swiss: Gball 2

*Organizer:* Kim S. Davenport, Measuring Corporate Citizenship, Ltd.

*Presenters:* Donna J. Wood, U. of Pittsburgh; Jeanne M. Logsdon, U. of New Mexico; Patsy G. Lewellyn, U. of South Carolina

*Discussant:* Jacqueline F. Strayer, United Technologies Corp.

**Tuesday 2:00 pm**

**823.** Paper: **Stakeholder Models and Roles: Conceptual Frameworks**

- ♦ 2:00-3:20 Swiss: Gball 2

*Chair:* Archie B. Carroll, U. of Georgia

Employees as Critical Stakeholders: A Conceptual Model of Workplace Aggression, Mary B. Marrs, Idaho State U.; Daniel W. Greening, U. of Missouri

Stakeholder Activism and the Corporation: An Organizational Field Approach to Rationalization, Lenahan Louis O'Connell, U. of Kentucky; Carroll U. Stephens, Virginia Tech; Michael Betz, U. of Tennessee; Jon M. Shepard,

Virginia Polytechnic Institute and State U.; Jamie R. Hendry, Virginia Tech

If Fairness is the Problem, is Consent the Solution?

Integrating ISCT and Stakeholder Theory, Harry John Van Buren III, U. of Pittsburgh

*Discussants:* Daniel Gilbert, Gettysburg College; Tara J. Radin, Darden Business School, U. of Virginia  
Published in Conference Proceedings

**Tuesday 3:40 pm**

**824.** Meeting: **Division Chair's Address and Business Meeting**

- ♦ 3:40-5:30 Swiss: Gball 2

*Chair:* D. Jeffrey Lenn, George Washington U.

Once Upon A Time in the Land of SIM..., James Weber, Duquesne U.

*Discussant:* Stefanie Lenway, U. of Minnesota

*Business Meeting Chair:* James Weber, Duquesne U.

*Award Presentations:*

**Doctoral Dissertation Award-** Kathleen A. Getz, American U.;

**SIM Book Award-** Lori Verstegen Ryan, U. of Georgia;

**Best Paper Award-** Douglas A. Schuler, Rice U.

**Sumner Marcus Award-** James Weber, Duquesne U.

**Tuesday 6:00 pm**

**825.** Social Hour

- ♦ 6:00-8:00 Swiss: Gball 2

**Wednesday 9:00 am**

**826.** Paper: **Corporate Social Responsibility and Performance: The Roles of Stakeholders**

- ♦ 9:00-10:20 Swiss: Gball 2

*Chair:* D. Jeffrey Lenn, George Washington U.

Evaluating Corporate Social Responsibility, Responsiveness, and Performance: A Model Using the Stakeholder's Perspective, Jamie R. Hendry, Virginia Tech

The Strategies of Corporate Social Responsibility: A Comparative Institutional Approach, Bryan W. Husted, ITESM/ Instituto de Empresa

Images of Corporate Social Responsibility: Implications for

Internal Stakeholders, Kevin G. Corley, Pennsylvania State U.; Phillip L. Cochran, Pennsylvania State U.

*Discussants:* Steven L. Wartick, U. of Northern Iowa; Mary J. Mallott, U. of Hawaii, West Oahu

**Wednesday 10:40 am**

**827.** Paper: **International Implications for Ethics and Corporate Social Responsibility**

- ♦ 10:40-12:00 Swiss: Gball 2

*Chair:* Brent D. Beal, Texas A&M U.

Differences in Perceptions of Ethicality: U.S. and Asian Business Students, Jiing-Lih Farh, Hong Kong U. of Science and Technology; Brian K. Burton, Western Washington U.; W. Harvey Hegarty, Indiana U., Bloomington

Children's Work and Child Labor in Brazil: Influence of Family Employment and Global Industry on Work

Satisfaction and Perceived Contribution of Work to Life, J. Lawrence French, Virginia Polytechnic Institute and State U.

Corporate Social Responsibility in Chinese State Enterprises:  
From Company Town to "Corporate Social Benefits", Wei  
He, Boston College

Corruption Networks and Implications For Ethical Corruption  
Reform, Richard P. Nielsen, Boston College

*Discussants*: David Palmer, Santa Clara U.; Michael Whitty,  
U. of Detroit Mercy

**Wednesday 12:20 pm**

**828.** Paper: **Factors in Ethical Decision Making**

- ♦ 12:20-2:10 Swiss: Gball 2

*Chair*: Lori Verstegen Ryan, U. of Georgia

Ethical Decision-Making in Times of Organizational Crisis:  
A Framework for Analysis, Sandra L. Christensen, Eastern  
Washington U.; John Kohls, Gonzaga U.

The Effects of Escalating Commitment on Ethical Decision  
Making, Marc D. Street, U. of Tulsa

New Measures for Proposed Dimensions of the Moral  
Intensity of Ethical Issues, Tim Barnett, Louisiana Tech  
U.; Gene Brown, Louisiana Tech U.; Kenneth E. Bass,  
East Carolina U.; Frederick J. Hebert, East Carolina U.

*Discussants*: Janet Gillespie, Elmhurst College; Kristi M.  
Lewis, Oregon State U.

# Technology and Innovation Management

Program Chair: Deborah Dougherty, Rutgers University

Workshop Chair: Philip Anderson, Dartmouth College

	Start	Regular Program	Shared Program
<b>Friday</b>	1:00 pm		79. Practitioner Series: Introduction to the Inquiry Process and Research Projects ♦ S: Gball 3
	5:00 pm		81. Critical Mgmt. Doctoral Workshop ♦ HW: Dusable 83. TIM/OCIS Doctoral Consortium ♦ HW: Stetson F
	6:00 pm		85. Reception for the New Doctoral ♦ S: Gball I
<b>Saturday</b>	7:30 am		87. Critical Management Studies: B ♦ HW: Comiskey
	8:00 am		89. Practitioner Series: Developing and Critiquing Action Research Projects ♦ HE: Columbus C/D 91. Critical Management Studies: P ♦ HW: Columbian 92. Critical Management Studies: ♦ HW: Buckingham 93. Critical Management Studies: P ♦ HW: Comiskey 94. TIM/OCIS Junior Faculty Consortium ♦ HW: Stetson E 95. New Doctoral Student Consortiu ♦ S: Gball I
	8:30 am		99. TIM/OCIS Doctoral Consortium ♦ HW: Stetson F 100. IAOM: Managerial Effectiveness in Latin America ♦ S: Alpine II
	10:00 am		107. Complexity & Management, Panels 1-2 ♦ HE: Columbus A
	10:30 am		110. IAOM: Competing in Latin America ♦ S: Alpine II
	1:00 pm	829. TIM at the End of the Milleniu ♦ HW: Stetson G	
	1:30 pm		118. IAOM: Challenges & Approaches to Quality ♦ S: Alpine II
	2:30 pm		122. Complexity & Management, Panels 3-4 ♦ HE: Columbus A
	3:00 pm	830. TIM at the End of the Milleniu ♦ HW: Stetson G	123. Management of the Tenure Proce ♦ S: Alpine II
	4:00 pm		125. Critical Management Studies: P ♦ HW: Comiskey
	6:00 pm		127. IAOM: Business Meeting & Dinner ♦ S: Alpine II
	6:30 pm		128. Reception for Practitioner Ser ♦ HE: Columbus C/D 130. Critical Management Studies: ♦ HW: Comiskey
	<b>Sunday</b>	7:30 am	
8:00 am		831. Research Issues in Technology ♦ HW: Stetson F	132. Launching an Academic-Practiti ♦ HE: Columbus C/D
9:00 am			142. Critical Management Studies: ♦ HW: Columbian 143. Critical Management Studies: P ♦ HW: Buckingham 145. Critical Management Studies: P ♦ HW: Comiskey
10:00 am		832. TIM: Understanding Patent Data ♦ HW: Stetson E 833. Scholarly Outlets for Research ♦ HW: Stetson F	
<b>Monday</b>	8:00 am	834. Division Welcome ♦ HW: Stetson E	
	8:30 am	835. P: Technological Discontinuities ♦ HW: Stetson E	
	9:00 am		272. JP: Service Orientation ♦ HE: GndBall D(N) 273. JP: Strategic Role of Networks ♦ HE: Columbus E/F
	10:40 am	836. P: Technology, Product Strategy ♦ HW: Stetson E	
	12:20 pm	837. P: Global Views of Innovation ♦ HW: Stetson E	277. JP: Radical Change ♦ HE: GndBall C(N)
	1:00 pm		311. JP: Technology Issues ♦ HE: Wacker West (4)
	2:30 pm	838. P: Institutional Impacts on TIM ♦ HW: Stetson E	223. JS: Knowledge and Boundaries ♦ HE: GndBall E
	4:10 pm	839. Distinguished Speaker ♦ HW: Stetson E	283. JP: Team Effectiveness ♦ HE: GndBall C(N) 285. JP: Organizational Performance ♦ HE: Columbus E/F
	5:30 pm	840. M: TIM Business Meeting ♦ HW: Stetson E	
6:30 pm	841. Social Hour ♦ HW: Stetson E		
<b>Tuesday</b>	8:30 am	842. T: Institutional Environment ♦ HW: Stetson E	235. JS: Change and Performance ♦ HE: GndBall E 286. JP: Dynamic Environments ♦ HE: GndBall C(N)
	8:50 am		
	10:30 am	843. P: Strategic Technology Alliances ♦ HW: Stetson E	
	2:00 pm	844. S: Boundary Crossing, Knowledge ♦ HW: San Francisco 845. P: Interorganizational Technology ♦ HW: Stetson E	193. Replicating Knowledge (K) ♦ HW: Water Tower
	3:40 pm	846. P: Leading for High Performance ♦ HW: Stetson E	291. JP: Knowledge Creation & Evolution ♦ HE: GndBall C(N) 293. JP: Supply Chain Management ♦ HE: Columbus E/F 195. S: Emergent IT & Org. Change ♦ HW: Water Tower
<b>Wed</b>	8:30 am	847. P: Creating Capabilities ♦ HW: Stetson E	
	10:40 am	848. P: Organizing for Innovation ♦ HW: Stetson E	
	12:20 pm	849. S: Capacity for Innovation ♦ HW: Stetson E	203. Path Dependence and Creation ♦ HW: Regency Ball D(N)

**Saturday 1:00 pm**

**829. TIM at the End of the Millenium: A Century of Innovation**

♦ 1:00-2:30 Hyatt West: Stetson G  
Reviews the history of key technological innovations in the 20th century  
Organizer: Oscar Hauptman, Melbourne Business School

**Saturday 3:00 pm**

**830. TIM at the End of the Millenium: Preparations for the Year 2000**

♦ 3:00-4:30 Hyatt West: Stetson G  
Organizer: Oscar Hauptman, Melbourne Business School

**Sunday 8:00 am**

**831. Research Issues in Technology and Innovation Management**

- ♦ 8:00-10:00 Hyatt West: Stetson F

*Discussion of cutting-edge research topics in technology and innovation*

*Chair:* Raghu Garud, New York U.

*Moderator:* Terry Griffith, Washington U.

*Panel:* Peter Karnoe, Copenhagen Business School; Martin Kenney, U. of California, Davis; Michael Lawless, Duke U.; Wanda J. Orlikowski, Massachusetts Institute of Technology

**Sunday 10:00 am****832. TIM: Understanding Patent Data Analysis**

- ♦ 10:00-12:00 Hyatt West: Stetson E

*Workshop describing how to analyze patent citation/classification data*  
*Organizer:* Lori Rosenkopf, U. of Pennsylvania

**833. Scholarly Outlets for Research in Technology and Innovation Management**

- ♦ 10:00-12:00 Hyatt West: Stetson F

*TIM-related publishing opportunities in four scholarly outlets*

*Chair:* Michael K. Badawy, Virginia Polytechnic Institute and State U.

*Presenters:* Philip Anderson, Dartmouth College; Christine Oliver, York U.; Robert A. Burgelman, Stanford U.

**Monday 8:00 am****834. Division Welcome and Continental Breakfast**

- ♦ 8:00-8:30 Hyatt West: Stetson E

*Chair:* George F. Farris, Rutgers U., Newark/New Brunswick

**Monday 8:30 am****835. Paper: Journeying Through Technological Discontinuities: Implications for Theory and Teaching**

- ♦ 8:30-10:20 Hyatt West: Stetson E

*Speakers:* Michael K. Badawy, Virginia Polytechnic Institute and State U.; Michael Lawless, Duke U.

The Rise and Fall of Dominant Designs at the Producer-Consumer Interface, Johannes Pennings, U. of Pennsylvania; Hann Ohl Kim, U. of Pennsylvania

Unraveling the Process of Creative Cooperation:

Complementary Innovation in the Biopharmaceutical Industry, Frank T. Rothaermel, U. of Washington

Beyond Incumbents and Entrants: An Empirical Exploration of Product Line Management Strategy After Radical Technological Change, Neil Jones, U. of Western Ontario

Winner of Stephan Schrader Best Paper Award

Published in Conference Proceedings

**Monday 10:40 am****836. Paper: Technology and Product Strategies: Contingencies, Contexts, and Chaos**

- ♦ 10:40-12:00 Hyatt West: Stetson E

*Chair:* George F. Farris, Rutgers U., Newark/New Brunswick  
*Coordinator and Discussant:* Shahid Yamin, Monash U.

A Contingent Model of New Product Strategy under Degrees of Market Competitiveness, Jayanth Jayaram, U. of Oregon; Roger J. Calantone, Michigan State U.; Robert G. Cooper, McMaster U.; Elko J. Kleinschmidt, McMaster U.

Resource Context and the Returns to Investments in R&D,

Susan K. McEvily, U. of Pittsburgh; Bala Chakravarthy, U. of Minnesota

Winner of TIM Division Best Paper Runner-Up Award

Published in Conference Proceedings

Technological Evolution as a Complex Adaptive System, Lee

Fleming, Harvard Business School; Olav Sorenson, U. of Chicago

Fast Cycle Capability: A Conceptual Integration, Ebi

George, U. of Kansas; V. K. Narayanan, U. of Kansas

**Monday 12:20 pm****837. Paper: Managing Innovation: Perspectives from Around the World**

- ♦ 12:20-2:10 Hyatt West: Stetson E

*Chair:* Gerard Gaynor

*Coordinator and Discussant:* Urs E. Gattiker, Aalborg U.  
: Ganesh N. Prabhu, Indian Institute of Management, Bangalore

Explaining the Decisions to Carry out Product and Process

Innovations: The Spanish Case, Ester Martinez-Ros, U. Carlos III

Organizational Design of R&D Teams: Modeling

Demographic and Relational Characteristics as Interacting Variables, Federico Munari, U. of Bologna; Maurizio Sobrero, U. of Bologna

Product Innovation and Performance of New High

Technology Ventures in China, Haiyang Li, City U. of Hong Kong; Kwaku Atuahene-Gima, City U. of Hong Kong

New Product Development Benchmarks: The Japanese, North

American and UK Consumer Electronics Industries, Nick Oliver, U. of Cambridge; Emma Dewberry, U. of London; Isabelle Dostaler, Laval U.

A Process Typology of University-Industry Joint Product Development Projects, Ganesh N. Prabhu, Indian Institute of Management, Bangalore

**Monday 2:30 pm****838. Paper: Institutional Impacts on TIM: Patenting, Geography, and Market Rigidities**

- ♦ 2:30-3:50 Hyatt West: Stetson E

*Chair:* Paul E. Bierly, James Madison U.

Innovating Against European Rigidities: Institutional Environment and Dynamic capabilities, Magali A. Delmas, U. of California, Santa Barbara

The Effect of Patenting on Liquidity: An Examination of US

Pharmaceutical Firms, Edward F. Levitas, U. of Wisconsin, Milwaukee; Richard J. Martinez, Baylor U.

The Effect of Patent Systems on Firm Innovation: Evidence

from the 1988 Japanese Patent Law Reforms, Mariko Sakakibara, U. of California, Los Angeles; Lee Branstetter, U. of California, Davis

Organizing for Technological Innovation: The Impact of

Geographic Centralization, Aya S. Chacar, London Business School

*Discussant:* Falguni Sen, Fordham U.

**Monday 4:10 pm**

**839. Innovation Streams, Ambidextrous Designs, and Organizational Evolution: Linking TIM with Organization Theory and Strategy**

- ♦ 4:10-5:30 Hyatt West: Stetson E

*Chair:* Jeffrey K. Liker, U. of Michigan

*Distinguished Speaker:* Michael Tushman, Harvard U.

**Monday 5:30 pm**

**840. Meeting: TIM Business Meeting**

- ♦ 5:30-6:15 Hyatt West: Stetson E

*Division Chair:* George F. Farris, Rutgers U., Newark/New Brunswick

**Monday 6:30 pm**

**841. Social Hour**

- ♦ 6:30-7:30 Hyatt West: Stetson E

*Division Chair:* George F. Farris, Rutgers U., Newark/New Brunswick

**Tuesday 8:30 am**

**842. Theme: The Impact of the Institutional Environment upon US and Japanese Firms in Three High Technology Industries**

- ♦ 8:30-10:10 Hyatt West: Stetson E

*This symposium selected as the TIM Theme Session*

*Presenters:* Henry W. Chesbrough, Harvard Business School; Jonathan West, Harvard Business School; Lynne Zucker, U. of California, Los Angeles

*Discussant:* Bruce Kogut, U. of Pennsylvania

**Tuesday 10:30 am**

**843. Paper: Strategies for Strategic Technology Alliances: Contingencies and Constraints Over Time**

- ♦ 10:30-11:50 Hyatt West: Stetson E

*Chair:* John P. Ulhoi, Aarhus School of Business

*Strategic Alliances and Product Development: An Empirical Study of the U.S. Semiconductor Start-up Firms*, Roger Chen, U. of San Francisco; Mingfang Li, California State U., Northridge

*Strategic Alliances and Firm Growth in Schumpeterian Competition*, Jeho Lee, Korea Advanced Institute of Science and Technology; Seung-Ho Park, Rutgers U.; Young Ryu, U. of Texas, Dallas

*Task Partitioning, Communication Activities, and the Performance of Supplier Relations in New Product Development: An Empirical Analysis*, Maurizio Sobrero, U. of Bologna; Omar Nohad Toulon, McGill U.

*Sourcing Strategies in New Product Development: Trade-Offs Between Internal and External Learning*, Eric H. Kessler, Pace U.; Paul E. Bierly, James Madison U.; Shanthi Gopalakrishnan, Fairleigh Dickinson U.

*Discussant:* Melissa A. Schilling, Boston U.

**Tuesday 2:00 pm**

**844. Symposium: Looking for an Edge: Boundary Crossing and Boundary Maintenance in Pluralistic Knowledge Processes**

- ♦ 2:00-3:20 Hyatt West: San Francisco

*Organizers:* Paul F. Skilton, Arizona State U.; Alan O'Sullivan, McGill U.

*Mapping the Organization to the Product: Social and Technical Interdependencies in Product Design*, Alan O'Sullivan, McGill U.

*Boundary Objects and Boundary Spanners: Identifying the Microsocial Processes of Knowledge Creation in Pluralistic Organizational Environments*, David Obstfeld, U. of Michigan

*Who Learns What, and When?: Understanding the Development of Collaboration and Coordination Competence in Pluralistic Knowledge Processes*, Paul F. Skilton, Arizona State U.; William H. Glick, Arizona State U., Main

*Science Platforms and Technology Sourcing: Rethinking the 'Make or Buy' Trade-off*, Peter J. Lane, Arizona State U.; Kevin H. Steensma, Pennsylvania State U., U. Park

*Crossing the Boundary: The Role of External Knowledge in Determining Firm Performance*, Vikas Anand, U. of Arkansas; Charles C. Manz, U. of Massachusetts, Amherst; Peter W. Hom, Arizona State U.

*Discussant:* Deborah Dougherty, Rutgers U.

**845. Paper: Inter-Organizational Technology Development: Transaction Costs, Commitment, and Complementarities**

- ♦ 2:00-3:20 Hyatt West: Stetson E

*Chair:* Meir Russ, Franklin U.

*Interorganizational Development Activities: The Likelihood and Timing of Contracts*, Riitta Katila, U. of Texas, Austin; Paul Y. Mang, McKinsey & Co.

Winner of TIM Division Best Student Paper Award  
Published in Conference Proceedings

*The Antecedents and Consequences of Commitment in Information Technology Strategic Alliances*, Candace E. Young-Ybarra, Chapman U.; George Marcoulides, California State U., Fullerton

*The Impact of Internal Context and Trust on Knowledge and Technology Transfer Activities Within Industry-University Cooperative Ventures*, Michael D. Santoro, Lehigh U.; Shanthi Gopalakrishnan, Fairleigh Dickinson U.

*Beyond Complementarities, Compatibilities, and Synergies: Theoretical and Empirical Views on Interpartner Overlaps in Alliances*, Christopher Tucci, New York U.

*Discussant:* Thomas Chandy, Indiana U., Bloomington

**Tuesday 3:40 pm**

**846. Paper: The Microdynamics of High Performance in High Tech: Leadership and Cooperation**

- ♦ 3:40-5:00 Hyatt West: Stetson E

*Chair:* Joel D Goldhar, Illinois Institute of Technology  
*Climbing the Learning Curve: Leadership Learning and Its Relationship with Leadership Role Performance, Team Decision Processes and Project Performance*, Giles Hirst, Melbourne Business School; Leon Mann, Melbourne Business School; Paul Bain, Melbourne Business School; Andrew Pirola-Merlo, Melbourne Business School  
*Individual Differences, Environmental Scanning, Innovation Framing, and Champion Behaviors: Key Predictors of Project Performance*, Jane M. Howell, U. of Western Ontario; Christine M. Shea, U. of New Hampshire

*Leadership Behavior and Boundary Management Actions Associated with Radical and Incremental Product Development Team Success*, Richard Leifer, Rensselaer

Polytechnic Institute; Shikhar Sarin, Rensselaer Polytechnic Institute  
No Lonely Heroes: High Performers' Approaches to Cooperation Situations, Sabine Sonntag, U. of Amsterdam; Ilka Lange, U. of Giessen  
*Discussant*: Nirmal Sethia, California State Polytechnic U., Pomona

Operational Levers for Radical New Product Development Success, Christopher M. McDermott, Rensselaer Polytechnic Institute  
Managing Technology Development in Radical Innovation, Lois Peters, Rensselaer Polytechnic Institute  
Discussion, Conclusions, and Implications, Douglas Johnson, Hewlett Packard

### Wednesday 8:30 am

#### **847.** Paper: **Building Dynamic Capabilities: Journeying into the Black Box**

- ♦ 8:30-10:20 Hyatt West: Stetson E

*Chair*: Oscar Hauptman, Melbourne Business School  
Organizational Capabilities for Continuous Innovation, Gianmario Verona, Bocconi U., Milan; Davide Ravasi, Bocconi U.

Adaptive Capacity and Innovation Performance, Steven White, Hong Kong U. of Science and Technology  
Collaborative Management of Emergent Constraints: Participant Observation of a Software Development Team, Keith Wesley Rollag, Stanford U.

What's In an Organizational Routine? "Unpacking" Knowledge Management, Daniel Z. Levin, Rutgers U.  
*Discussant*: Cathy A. Rusinko, Villanova U.

### Wednesday 10:40 am

#### **848.** Paper: **Organizing for Innovation: Emerging Constraints and Opportunities**

- ♦ 10:40-12:00 Hyatt West: Stetson E

*Chair*: Thomas Chandy, Indiana U., Bloomington  
*Coordinator and Discussant*: Russell W. Wright, U. of Illinois, Urbana-Champaign

Managing Innovation-Driven Change in the Product Development Process: "If Only We'd Known Sooner", Trudy Heller, New Jersey Institute of Technology  
Process Management and Organizational Adaptation To Technological Change, Mary J. Benner, Columbia U.

Winner of TIM Division Best Student Paper Award  
 Published in Conference Proceedings

Adapting to a New Environment: How a Legacy Software Organization Copes with Volatility and Change, Nancy Staudenmayer, Duke U.; Brett P. Matherne, Georgia State U.; Todd Graves, Lucent Technologies/Bell Laboratories; Audris H. Mockus, Lucent Technologies  
Stop Me Before I Till Again: Managerial Capacity as a Constraint on Investment in Real Options, Michael L. Barnett, New York U.

### Wednesday 12:20 pm

#### **849.** Symposium: **Enhancing the Mature Firm's Capacity for Breakthrough Innovations: Results of a Four Year Longitudinal Multi-Case Study**

- ♦ 12:20-2:10 Hyatt West: Stetson E

*Chair*: Richard Leifer, Rensselaer Polytechnic Institute  
Project Overview, Intent, Rationale, and Methodology, Richard Leifer, Rensselaer Polytechnic Institute  
Triggering Radical Innovation Projects, Mark P. Rice, Rensselaer Polytechnic Institute  
Leadership, Management and Organizational Levers for Radical NPD Success, Richard Leifer, Rensselaer Polytechnic Institute

# Academy of Management Host Institutions

*For many years the Academy has been privileged to work with business schools and universities located near the sites of our annual meetings. These institutions, known as Host Institutions, provided monetary support to the Academy, which helped keep costs to members attractively low. In recent years we have expanded this effort to include multiple benefit levels and institutions outside the immediate geographic area of the meeting.*

*I am please to report another successful year of institutional sponsorship. A record 18 universities and business schools, described below, combined to provide over \$43,000 of sponsorship funding. Clearly all of us owe them a debt of gratitude. I hope you will read about them below and, as you see representatives of those institutions throughout the meeting, please express your gratitude. I know they will appreciate your recognition of their contributions.*

McRae C. (Mac) Banks  
Worcester Polytechnic Institute  
Sponsorship Chair

## Gold Host Institutions

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### INDIANA U. THE KELLEY SCHOOL OF BUSINESS

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The Kelley School of Business at Indiana U. is home to top-rated graduate, undergraduate and executive education programs. Each contributes to overall teaching and research excellence that has helped place Indiana's MBA program in the top 15, its undergraduate program in the top five, has sent more than 900 doctoral graduates to key positions in industry and academe, and has made the executive education program a model for practitioner partnerships that are being adopted by business schools all over the world.

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### CRANFIELD U., CRANFIELD SCHOOL OF MANAGEMENT

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Cranfield School of Management is one of Europe's leading business schools. Located north of London, Cranfield was founded in 1967 and is dedicated to management development. The School's mission is to contribute to the improvement of management practice and leadership in both the national and international arena, through education and research. Cranfield offers a master of business administration (MBA) and a master of science (MSc) in Project Management, Logistics & Transportation, and Distribution & Logistics. A doctor of philosophy (PhD) and master in philosophy (MPhil) in business administration are also available. Cranfield also offers a wide range of executive development programs, both at Cranfield and in-company, including director level development,

strategy & change management, and human resource management.

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### QUEENSLAND U. OF TECHNOLOGY, SCHOOL OF MANAGEMENT

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QUT enrolls nearly 30,000 students making it one of Australia's largest universities, with an outstanding reputation for educational excellence. The U. has three campuses - including Brisbane's only city centre U. campus - and offers more than 130 undergraduate and postgraduate courses in eight major discipline areas. Brisbane, a city with a population of more than 1 million is the capital city of Queensland, Australia's north-east state and one of its fastest growing with a highly desirable, sub-tropical life-style, and an expanding and diversifying economy.

The School of Management within the University's Faculty of Business offers one of Australia's most significant undergraduate management education programs. Some 1200 students are currently enrolled in two of the Faculty's most popular majors - Human Resource Management and Management.

The School offers six undergraduate and five postgraduate degrees and has major teaching and research interests in the areas of management, human resources, business strategy, government-business relations, organizational theory, innovation and organizational change. The School uses cutting edge and technology flexibility as part of its teaching strategy.

Many of the School's 30 full-time academic staff are actively involved in consultancy and research programs with local, national and international businesses and governments. The School's close association with the business community enables it to provide students with a multi-disciplinary approach to management education as well as a critical perspective.

The Australian Centre in Strategic Management, located within the School supports the School's research projects and supervises research degree students in the Masters and Ph.D. programs. The School is vigorously expanding its research capabilities and performance to complement its position as a premier management education provider. A high level of participation in the Academy's national meeting is part of the School's strategy for building its research profile and international research networks.

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### TEXAS A&M U. DEPARTMENT OF MANAGEMENT

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The Department of Management at Texas A&M U. is consistently recognized as one of the most productive management departments in business schools globally. The faculty teach and do research in all areas of management,

including strategic management, organization theory, organizational behavior, human resource management, business and public policy, and the legal environment. The faculty publish in the top scholarly and practitioner journals in their respective fields, serve in key roles in the Academy of Management and other professional associations, write and edit books, serve in important editorial roles for a variety of journals, participate in executive development seminars, and consult. The faculty in Management include: Michael Abelson, Zoe Barsness, Leonard Bierman, Albert Cannella, Adrienne Colella, Tina Dacin, Angelo DeNisi, Lorraine Eden, Jennifer George, Javier Gimeno, Charles Goodman, Ricky Griffin, Don Hellriegel, Michael Hitt, David Hofmann, Gareth Jones, Gerald Keim, David Loree, Fred Morgeson, Ramona Paetzold, Michael Pustay, Peter Rodriguez, Ben Welch, Richard Woodman, Asghar Zardkoobi, and Jing Zhou.

### Silver Host Institutions

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#### ILLINOIS INSTITUTE OF TECHNOLOGY (IIT) STUART SCHOOL OF BUSINESS

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Illinois Institute of Technology (IIT) is a private Ph.D.-granting U. founded in 1890, one of the 17 elite institutions that comprise the Association of Independent Technological Universities (AITU). IIT's Stuart School of Business provides experienced working professionals and career-entry students from all countries with a range of intellectually challenging graduate-level business education programs, taught from a practical perspective, with an emphasis on analytic/quantitative skills and the relationship between business and technology.

Stuart's offerings include an MBA with eleven areas of specialization, the Ph.D. in Management Science offered in the areas of operations and finance, and four unique industry-driven master's programs in Financial Markets & Trading, Environmental Management, Operations & Technology Management, and Marketing Communication.

The Stuart campus is located in the heart of Chicago's Downtown business and finance community in a ten-story building that also houses IIT's Chicago-Kent College of Law. The campus offers state-of-the-art computer labs featuring the latest industry software, a library of more than 500,000 volumes, and the Stuart Career Planning Center.

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#### PENN STATE, THE SMEAL COLLEGE OF BUSINESS ADMINISTRATION

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Invention, integration, and innovation are the watchwords of Penn State's Smear College of Business Administration. It is a combination that places Smear among the top handful of business school in the country at the bachelor's, graduate, and executive levels. The research of our faculty - the invention of new

knowledge - drives our educational programs. The core courses of our bachelor's and MBA programs are integrated, giving students a real-world understanding of business, helping them to become innovative managers. Because Smear is a research-focused business school, we also are a critical source of innovative new solutions for the business community. A leader in managerial communications, the MBA program is close-knit by design - providing students a chance to work directly with our world-class faculty and to develop a sense of community that endures well after graduation.

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#### U. OF ALBERTA

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Founded in 1908, the U. of Alberta is one of Canada's foremost research-intensive institutions of higher learning. The University's main campus in Edmonton is home to nearly 30,000 full and part-time students enrolled in over 60 different undergraduate and graduate-level degree programs. The teaching of Business at the U. of Alberta began in 1916. In 1960 the Faculty of Business became the first business school in Canada to be granted accreditation by the American Assembly of Collegiate Schools of Business. Today, the Faculty of Business is one of Canada's leading business schools, and offers highly-regarded Bachelor of Commerce and Master of Business Administration programs in which some 2,200 students are presently enrolled. The Faculty is extremely active in research and a key participant in Academy events. The Centre for Professional Service Firm Management is at the forefront of research into professional firms and of knowledge-intensive firms more generally. A substantial donation from an outside foundation has initiated considerable effort into understanding the international dimension of family enterprise. A particular interest and research strength of the Faculty is the use of qualitative methodologies in organizational research. Faculty members serve on the editorial boards of the administrative Science Quarterly, Academy of Management Journal, Organization Studies, Journal of Management Studies, Journal of Management Inquiry, and Organizational Research Methods.

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#### U. OF MARYLAND, ROBERT H. SMITH SCHOOL OF BUSINESS

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The Robert H. Smith School of Business is recognized as a national leader in business education. The school provides cross-functional programs (BS, MS, MBA, and Ph.D.) that prepare graduates to lead organizations in an Information Economy fueled by technology, globalization, and constant change. The Smith School faculty combines excellence in teaching with exceptional scholarship. Many of them are recognized as experts in their fields, and the faculty counts among its membership five Fellows of the Academy of Management. Through education, research, executive development, and corporate partnership activities, the Robert H. School of Business is creating a model for the business school of the 21<sup>st</sup> century.

## Local Arrangements U. and Host Institution

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### DEPAUL U.

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The College of Commerce at DePaul U. includes a School of Accountancy, Kellstadt Graduate School of Business, the departments of economics, finance, management, and marketing, a Center for Business and Public Policy and the Driehaus Center for International Business. Its part-time MBA program is ranked in the Top 10 by U.S. News and World Report and its entrepreneurship program enjoys a similar ranking by Success magazine. Excellent teaching and applied research characterize the work of the talented faculty of College. The faculty has been recognized for its innovative efforts for five consecutive years by the Mid-Continent East region of the AACSB. In December 1998, the Kellstadt Graduate School of Business awarded its first MBA degree to students enrolled in the school's part-time MBA program in Hong Kong.

### Host Institutions

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#### DOMINICAN U. THE SCHOOL OF BUSINESS

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The School of Business at Dominican U. is dedicated to achieving excellence in teaching and promoting excellence in learning. We provide our students with the skills they need to succeed in a global economy that faces constant change in technology and organizational structure. Full-time professors who hold doctoral degrees teach approximately 75% of our classes. Our part-time faculty come from a variety of businesses and industries, enhancing the program with their specialized skills and practical expertise. Our students enjoy small classes which foster a rich learning environment and encourage their active participation. They learn not only from their professors but also from one another. The School of Business is also greatly enriched by the cultural diversity of our students. International students from more than twenty countries represent 12% of the student body. Offering five different master's degrees, two joint degrees, and four undergraduate majors, the School of Business is recognized for its outstanding programs in accounting, management, international business, and information systems. The School of Business is accredited by AACSB, the international association for management education.

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#### LOYOLA U. CHICAGO

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Loyola U. Chicago is one of the largest of the 28 Jesuit colleges and U. in the United States; it includes the Loyola U. Medical Center and nine schools on four campuses. Headquartered on Chicago's North Michigan Avenue, the School of Business offers undergraduate, MBA, and graduate programs in Accountancy, Information Systems, and Human Resource Management. The School of Business stresses excellence in teaching and research, strategic

and global approaches to problem solving, and the role of ethics in business decision making. The School has approximately 75 full-time faculty and 2000 students in the U.S., Italy, Greece, Turkey and Thailand. The Loyola School of Business serves the Chicago corporate community through its executive education programs as well as centers for financial studies, futures trading, and family business.

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#### NORTHEASTERN ILLINOIS U.

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Northeastern Illinois U. is a comprehensive, state-supported commuter institution of approximately 10,000 students. The U. prides itself on excellent classroom instruction delivered by highly qualified faculty dedicated to teaching, research, and service. The U. community represents a wide range of cultural and racial backgrounds, and the diverse student body includes many returning adult students, minorities, and people who are the first in their families to attend college. Northeastern serves as an affordable educational and cultural resource for the northern metropolitan Chicago area, fulfilling an important role in Illinois higher education. The College of Business and Management offers five undergraduate degrees: accounting, finance, management, marketing and general business administration as well as two master's degree programs: the Master of Business Administration (MBA) and the Master of Science in Accounting (MSA).

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#### OHIO STATE U. MAX M. FISHER COLLEGE OF BUSINESS

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The Max M. Fisher College of Business at The Ohio State U. provides business management education based on cutting edge faculty research and interaction with corporate executives. Upon completion, the new six-building Fisher College will be one of the few fully integrated Business campuses in the country. The college offers the best of a "private" business school education while providing access to the resources of a major university. It is recognized as one of the top 25 business schools in the nation.

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#### U. OF ILLINOIS AT URBANA-CHAMPAIGN, COLLEGE OF COMMERCE AND BUSINESS ADMINISTRATION

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The College of Commerce and Business Administration has outstanding programs in accounting, business, economics, and finance. It enrolls about 3,000 undergraduates, 600 MBA and masters students, and 175 doctoral candidates from all fifty states and from more than thirty countries worldwide. The college ranks high in the training of future scholars and teachers, historically granting more Ph.D.s in accounting, business, and economics than any other business school in the country. CBA graduates have gone on to assume leadership roles in business, government, and academe. The more than 35,000 alumni of the college stretch around the globe. A distinguished faculty of 183 provides instruction and academic leadership in the teaching, research, and outreach programs of the college. In keeping with the University's strong programs in engineering, technology, and computer science, the college

is a leader in research and teaching in technology management.

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THE U. OF NOTRE DAME, COLLEGE OF BUSINESS ADMINISTRATION

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Founded in 1921, The U. of Notre Dame College of Business Administration enrolls more than 2,100 students. Housed in a new state-of-the-art technology facility, the College offers five programs; the undergraduate program, the Executive MBA program, the traditional MBA program, the MSA program, and the MS in Accountancy program. It also offers custom designed Executive programs. Within the College of Business, undergraduate students can choose from among five majors; accountancy, finance and business economics, management, management information systems (MIS), and marketing. The 1998 Public Accounting Report ranked **both** our undergraduate Accountancy and the newly launched Masters of Science in Accountancy Program # 6 in the country. Our MBA program, which enrolls 287 students, is ranked as one of the top 50 MBA programs nationwide by Business Week magazine. In August 1997, Notre Dame appointed Carolyn Woo as Dean of the College of Business Administration.

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THE U. OF TEXAS AT EL PASO  
COLLEGE OF BUSINESS ADMINISTRATION

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IN 1992, UTEP's College of Business created the Centers for Entrepreneurial Development, Advancement, Research, and Support (CEDARS). The mission of CEDARS was to improve the economic quality of life in the region served by the University. The mission has been carried out through changes in the College's curriculum to address regional issues, continuing education programs that have extended the College's activities beyond the walls of our building, applied research focusing on economic development and service to the community. Components of the outreach programs are The Center for the Study of Western Hemispheric Trade, the Family and Closely Held Business Forum, The Franchise Center, The Small Business Executive Education Program and The Small Business Institute.

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WPI (WORCESTER POLYTECHNIC INSTITUTE)  
DEPARTMENT OF MANAGEMENT

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Founded in 1865, WPI is the nation's third oldest technological university. Its German motto, "Lehr und Kunst," accurately captures both the founding intent and present practice of its educational program that focuses on the integration of theory and practice. The cornerstone of WPI's educational program is the WPI Plan, which requires that all students complete three major projects prior to graduation. The first is a humanities project, which pulls the student's five humanities courses into a single theme based on a one-course equivalent research paper. The second project, equivalent to three courses, focuses on the intersection

of technology and society, to ensure that students have an adequate understanding of the benefits and drawbacks of technology, especially as it relates to societal issues. The final project, also equivalent to three courses, provides a capstone experience in the students' majors. In Management, the final project is conducted for outside clients, prepared as a written report, and presented to both the client and the faculty.

Another unique feature of WPI is its Global Perspectives Program. While WPI offers the traditional study abroad and student exchange programs, its hallmark program in the global arena is its highly acclaimed Global Projects Program. With 13 global project centers, WPI students have the opportunity to complete any or all of their three required projects in another nation or culture. Thus, a student might determine the feasibility of offshore sand mining in Puerto Rico or develop an information system for a bank in Switzerland.

The Department of Management is WPI's academic business unit. The University's original business degree, Management Engineering, was first offered through the Mechanical Engineering Department in the 1940s. In 1972, the Department was founded and now houses four majors: Management (General Business), Management Engineering, Management Information Systems, and Industrial Engineering. Over the years the Department of Management has developed an outstanding reputation for producing graduates that recruiters say have an 18 month head start on the typical college graduate in business, which is one reason the Department typically places 100 percent of its students.

Located in Worcester, Massachusetts, New England's second largest city, WPI is both private and coeducational. Approximately 2700 undergraduates, and 1000 graduate students, are enrolled in the University's 14 academic departments. All are well qualified. At the undergraduate level, the mean SAT is 1300. At the graduate level, the students come with substantial real-world experience; in a recent project management course, virtually all the students were high level managers or executives.

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WRIGHT STATE U.TY, DEPARTMENT OF MANAGEMENT

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Wright State U. is a metropolitan U. named after aviation pioneers Orville and Wilbur Wright. Wright State is a dynamic and diverse institution, with nearly 18,000 students pursuing studies in approximately 100 undergraduate majors and 40 graduate and professional degree programs. The 557-acre main campus, located 12 miles northeast of Dayton, Ohio, has 20 major buildings and a 200-acre biological preserve. Wright State is nationally recognized as a leader in programs and services for people with disabilities. All campus buildings are designed to be accessible to people with disabilities, and most are joined by an extensive underground tunnel system.

The College of Business and Administration is fully accredited at both the graduate and undergraduate levels by

AACSB. Our aim is to create an environment that fosters faculty development and strengthens the college's links with the external community. The college's academic programs teach students to adjust to the rapidly changing conditions of the business world. A broad curriculum is offered, leading to an undergraduate Bachelor of Science degree with majors in accountancy, economics, finance, financial services, human resource management, management, management information systems, marketing, and operations management. The college also offers four graduate degrees: Master of Business Administration, Master of Science in Social and Applied Economics, Master of Science in Logistics Management, and Master of Accountancy.

The Department of Management plays a central role in both graduate and undergraduate business programs, offering core courses in management, organizational behavior, public policy, ethics, and strategy. In addition, Wright State is the only U.S. U. to require all undergraduate business students to take a course on management of technology and environment, which is also taught by the Department of Management.

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#### YORK U. SCHULICH SCHOOL OF BUSINESS

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Established in 1966, the Schulich School of Business (formerly the Faculty of Administrative Studies) at York U. is Canada's largest graduate school of management. Schulich programs emphasize relevance to real-world contexts, an applied focus, globalization, a broad frame of reference, and critical skills such as group, negotiation, and presentation skills. In addition to becoming strong generalists, students have exceptional opportunities for multiple specializations. Areas of study and specialization include management functions (finance, marketing, human resource management, strategic management, accounting, applied economics, operations management, and information systems), industry sectors (financial services, arts and media, and real property), and special areas (international business, entrepreneurship, financial engineering, business and the environment, public management, nonprofit management, and business ethics).

Schulich has become a global business school, with strategic alliances in more than forty-five countries around the world, including academic exchange agreements with twenty-nine leading international management schools.

At the master's level, Schulich offers three degrees: the MBA, the international MBA (IMBA), and the Master of Public Administration (M.P.A.). MBA and MPA students can study on a full-time and/or a part-time basis three semesters a year. Admission is in September or January. Schulich also offers a joint MBA/LL.B degree with Osgoode Hall Law School at York, and a joint MBA/MFA degree with the Faculty of

Fine Arts at York, and a joint MBA degree with Laval U. in Quebec.

The IMBA is a twenty-four-month (six-semester) full-time program that admits 60 students each September. In addition to taking foundations of management and international business courses, students develop specialized region and country expertise, master a foreign language, and spend up to six months working and studying abroad.

The Ph.D. in administration program exposes students to quantitative and qualitative research methods and techniques through core and elective courses. Students may tailor specializations to individual needs in either management functions or thematic issues such as international business and change management.

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## Presidents of the Academy of Management

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1936-40	Charles J. Jamison, U. of Michigan (Founder)	1972	George A. Steiner, U. of California, Los Angeles
1941-47	Robert P. Brecht, U. of Pennsylvania	1972	Charles E. Summer, U. of Washington
1948	Ralph C. Davis, Ohio State U.	1974	Lyman W. Porter, U. of California, Irvine
1949	Erwin H. Schell, Massachusetts Institute of Technology	1975	Herbert G. Hicks, Louisiana State U.
1950	Michael J. Jucius, Ohio State U.	1976	Stanley G. Vance, U. of Tennessee
1951	William H. Newman, Columbia U.	1977	Fremont E. Kast, U. of Washington
1952	John F. Mee, Indiana U.	1978	John B. Miner, Georgia State U.
1953	Franklin Folts, Harvard U.	1979	Rosemary Pledger, U. of Houston
1954	William R. Spriegel, U. of Texas	1980	William F. Glueck, U. of Georgia
1955	Ronald B. Schuman, U. of Oklahoma	1981	Larry L. Cummings, U. of Wisconsin
1956	Franklin G. Moore, U. of Michigan	1982	Max S. Wortman Jr., U. of Tennessee
1957	Alvin Brown, Johns-Manville Corporation	1983	Robert B. Duncan, Northwestern U.
1958	Billy E. Goetz, Massachusetts Institute of Technology	1984	John W. Slocum Jr., Southern Methodist
1959	Merten Mandeville, U. of Illinois	1985	Kathryn M. Bartol, U. of Maryland
1960	Joseph W. Towle, Washington U.	1986	Fred Luthans, U. of Nebraska
1961	George R. Terry, Northwestern U.	1987	Richard M. Steers, U. of Oregon
1962	Harold F. Smiddy, General Electric Company	1988	Don Hellriegel, Texas A&M U.
1963	Harold Koontz, U. of California, Los Angeles	1989	Arthur G. Bedeian, Louisiana State U.
1964	Keith Davis, Arizona State U.	1990	Steven Kerr, U. of Southern California
1965	Dalton McFarland, Michigan State U.	1991	Janice M. Beyer, U. of Texas, Austin
1966	Preston P. Le Breton, U. of Washington	1992	Ramon J. Aldag, U. of Wisconsin
1967	Max D. Richards, Pennsylvania State U.	1993	Donald C. Hambrick, Columbia U.
1968	Ernest Dale, U. of Pennsylvania	1994	Greg R. Oldham, U. of Illinois, Champaign
1969	Paul J. Gordon, Indiana U.	1995	Mary Ann Von Glinow, Florida International U.
1970	Joseph A. Litterer, U. of Massachusetts	1996	Richard T. Mowday, U. of Oregon
1971	William B. Wolf, Cornell U.	1997	Michael A. Hitt, Texas A&M U.
		1998	William H. Starbuck, New York U.
		1999	Anne S. Huff, U. of Colorado

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## FUTURE ANNUAL MEETINGS OF THE ACADEMY OF MANAGEMENT

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2000	August 6-9	Toronto	Royal York & Sheraton Centre
2001	August 5-8	Washington	Washington Hilton, Sheraton Washington & Omni Shoreham
2002	August 11-14	Denver	Colorado Convention Center & Surrounding Hotels
2003	August 3-6	Seattle	Washington State Convention & Trade Center & Surrounding Hotels

10,000 Members - (83% US, 17% International)

Over 90 Countries

22 Divisions and Interest Groups

5,000 participants in the Annual Meeting

Job Placement Service with 1,500 users  
annually

E-mail discussion groups with 36,000  
participants

5 Regional Affiliates: Eastern, Midwest,  
Western, Southern, Southwestern



# Acknowledgements

*We gratefully acknowledge major support for the development of this Academy of Management Chicago '99 conference from the following:*

<p>THE CARLSON SCHOOL OF MANAGEMENT UNIVERSITY OF MINNESOTA 321 19<sup>th</sup> Avenue South Minneapolis, MN 55455</p>	 <p>CARLSON SCHOOL UNIVERSITY OF MINNESOTA</p>
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**BOSTON COLLEGE**

Carroll School of Management  
Boston College  
140 Commonwealth Avenue  
Chestnut Hill, MA 02467-3808

<p><b>GTE CORPORATION</b>  1255 Corporate Drive Irving Texas 75038 (972) 507-5050</p>	
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