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

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.  
Interactive Papers – Janet M. Dukerich, U. of Texas, Austin  
Caucuses – Timothy M. Stearns, California State U., Fresno  
Proceedings Editor – Stephen J. Havlovic, Simon Frazer U.  
Local Arrangements – Kenneth R. Thompson, De Paul U.  
Conference Coordinator - William Snavely, Miami U.  
Exhibitors – Phillip Stone, GTE Enterprises  
Placements – Geralyn M. Franklin, U. of Texas, San Antonio  
Business Operations – Nancy Urbanowtiz, AoM Headquarters  
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
Welcome to the 59th annual meeting of the Academy of Management at the Hyatt Regency Hotel in Chicago, August 6-11, 1999. It provides a marvelous opportunity to express your views and hear the unique voices of others about “Change and Development Journeys Into a Pluralistic World,” – our conference theme.

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

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

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

- Change management scholarship, teaching, and practice in a needed direction.

- Draw all segments of our profession together by focusing on an issue that is too large for any one to accomplish alone, but too important for anyone to ignore.

- Appeal to management scholars, consultants, and practitioners in the U.S. and abroad because each group and culture have important ideas to contribute and learn on the theme.

Theme: Change and Development Journeys into a Pluralistic World

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

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

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

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

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

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

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

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

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

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

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

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

Program Agenda

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

1. Professional development workshops. A variety 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.

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

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

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

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

- A panel at 3:40 p.m. on Tuesday organized by Sandra Waddock (Boston College) includes Milton Blood (AACSB), Karl Weick (U. of Michigan), Henry Mintzberg (McGill U.), Peter Senge (MIT), and James Post (Boston U.) in a discussion on transforming management education for the 21st century.
- Rosabeth Kanter (Harvard U.) and Robert Shapiro (Monsanto) speak at 2:00 p.m. on Tuesday about how the change imperative is reshaping business strategy, organization process, career opportunities and life itself.
- Marina Whitman (former member of President’s Council of Economic Advisors) speaks on the
changing role of the American corporation at 10:40 a.m. on Wednesday.

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

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

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

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

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

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

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

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

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

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

Jean M. Bartunek, Program Chair-Elect  
Boston College
Thank You
to the Academy's Division Program Chairs and Workshop Chairs

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<th>Division</th>
<th>Division Program Chairs</th>
<th>Professional Develop. Workshop Chairs</th>
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<tr>
<td>Careers</td>
<td>Jay Mahoney, Montclair State U.</td>
<td>Susan Adams, Bentley College</td>
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<td>Entrepreneurship</td>
<td>Robert Hisrich, Case Western Reserve U.</td>
<td>Thomas Dean, U. of Colorado, Boulder</td>
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<td>Gender and Diversity in Organizations</td>
<td>Audrey J. Murrell, U. of Pittsburgh</td>
<td>Laura Graves, Clark U.</td>
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<td>Health Care Management</td>
<td>Jacqueline Zinn, Temple U.</td>
<td>Sharon Topping, U. of North Carolina</td>
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<td>Human Resources</td>
<td>Lynn M. Shore, Georgia State U.</td>
<td>Lois Tetrick, U. of Houston</td>
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<td>International Management</td>
<td>Farok Contractor, Rutgers U - Newark</td>
<td>Srilata Zaheer, U of Minnesota</td>
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<td>Management Education &amp; Development</td>
<td>James Stoner, Fordham U</td>
<td>Robert DeFillippi, Suffolk U.</td>
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<td>Management History</td>
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<td>Jane Whitney Gibson, Nova Southeastern U.</td>
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<td>Managerial &amp; Organizational Cognition</td>
<td>Kathleen M. Sutcliffe, U. Of Michigan</td>
<td>Theresa Lant, New York U.</td>
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<td>Management Consulting</td>
<td>Anthony F. Buono, Bentley College</td>
<td>Bill Vroman, Strategic Planning, Inc.</td>
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<td>Robert Klassen, U. of Western Ontario</td>
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<td>Organizational Communication &amp; Information Systems</td>
<td>JoAnne Yates, Massachusetts Institute of Technology</td>
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<td>John M. Jermier, U. of South Florida</td>
<td>Gordon Rands, Western Illinois U.</td>
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<td>Public &amp; Nonprofit Division</td>
<td>Mary Tschirhart, Indiana U.</td>
<td>Ralph S. Brower, Florida State U.</td>
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<td>Research Methods</td>
<td>Karen Golden-Biddle, U. of Alberta</td>
<td>Thomas Lee, U. of Washington</td>
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<td>Social Issues in Management</td>
<td>Dawn Elm, U. of St. Thomas</td>
<td>Jeanne M. Logsdon, U. of New Mexico</td>
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<td>Technology &amp; Innovation Management</td>
<td>Deborah Dougherty, Rutgers U.</td>
<td>Philip Anderson, Dartmouth College</td>
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Thank You
to the Chicago '99 Local Arrangements Committee Members

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<thead>
<tr>
<th>Committee Role</th>
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<tbody>
<tr>
<td>Chair</td>
<td>Kenneth Thompson</td>
<td>DePaul University</td>
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<tr>
<td>Deputy Chair</td>
<td>Nick Mathys</td>
<td>DePaul University</td>
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<td>5K run &amp; external special events</td>
<td>Jasmine Tata</td>
<td>Loyola University</td>
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<tr>
<td>Logo 1999</td>
<td>Tracey Thompson</td>
<td>Carnegie Mellon U</td>
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<td>Registration Packet Coord</td>
<td>Maryann Albrecht</td>
<td>University of Illinois. Chicago</td>
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<td>Security</td>
<td>Margaret Posig</td>
<td>DePaul University</td>
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<td>Shirts &amp; special functions</td>
<td>Cynthia Sutton</td>
<td>Indiana University - South Bend</td>
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<td>Signage</td>
<td>Jill Kickul and Lisa Gundry</td>
<td>DePaul University</td>
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<td>Sites &amp; rest guide</td>
<td>Judi Strauss</td>
<td>Benedictine University</td>
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<td>Site coordination</td>
<td>Owaïs Succiari</td>
<td>DePaul University</td>
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<td>Temporary labor</td>
<td>S. Tim Keaveney</td>
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<td>Joseph P. Yaney</td>
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<td>LANEtwork coord</td>
<td>Harold Welsch</td>
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<td>Sponsorships</td>
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<td>Exhibits</td>
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<td>Placement</td>
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<td>Worcester Polytechnic Institute</td>
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<td>Philip Stone</td>
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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).

**POSITION STATEMENT ON PLACEMENT ACTIVITIES**

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.

**EXCERPT FROM THE ACADEMY’S CODE OF ETHICAL CONDUCT**

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

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<td>Cason-Hall</td>
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**Sponsor of the Monday afternoon coffee break**
- Changing Nature of Work: 101
- CRM Films, Inc.: 604
- Dearborn: 106
- Dow Jones/Wall St. Journal: 501
- Dryden Press: 408
- ECCH: 304
- Elsevier Science, Inc: 118
- Fast Company: 309
- Greenwood/Quorum: 500
- Houghton-Mifflin: 203
- i-CASE series: 605
- International Programs Committee: 411
- Irwin/McGraw-Hill: 505

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<td>The Free Press</td>
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**Sponsor of the Cyber Café**
- University of Chicago Press: 126
- Walden University: 502
- 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
TYPES OF SESSIONS

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

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

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

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

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

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

Professional Development Workshops (PDW) (formerly known as preconference activites) 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.

PROCEEDINGS

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

ABBREVIATIONS USED IN PROGRAM GUIDE

<table>
<thead>
<tr>
<th>Abbreviation</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>AA</td>
<td>All Academy Theme session</td>
</tr>
<tr>
<td>AOM</td>
<td>Academy of Management</td>
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<tr>
<td>BPS</td>
<td>Business Policy &amp; Strategy Division</td>
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<tr>
<td>CA</td>
<td>Caucus session</td>
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<tr>
<td>CAR</td>
<td>Careers Division</td>
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<tr>
<td>CM</td>
<td>Conflict Management Division</td>
</tr>
<tr>
<td>ENT</td>
<td>Entrepreneurship Division</td>
</tr>
<tr>
<td>GDO</td>
<td>Gender and Diversity in Organizations Division</td>
</tr>
<tr>
<td>HCM</td>
<td>Health Care Management Division</td>
</tr>
<tr>
<td>HR</td>
<td>Human Resources Division</td>
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<tr>
<td>IAOM</td>
<td>Ibero Academy of Management</td>
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<td>IM</td>
<td>International Management Division</td>
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<tr>
<td>IP</td>
<td>Interactive Paper session</td>
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<td>IPC</td>
<td>International Program Committee</td>
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<tr>
<td>JS</td>
<td>Jointly-sponsored symposium by several divisions</td>
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<tr>
<td>M</td>
<td>Meeting</td>
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<tr>
<td>MC</td>
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<td>Management Education &amp; Development Division</td>
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<tr>
<td>MH</td>
<td>Management History Division</td>
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<tr>
<td>MOC</td>
<td>Managerial &amp; Organizational Cognition Division</td>
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<tr>
<td>OB</td>
<td>Organizational Behavior Division</td>
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<tr>
<td>OCIS</td>
<td>Organizational Communication &amp; Information Systems Division</td>
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<tr>
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<td>Organization Development &amp; Change Division</td>
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<tr>
<td>OM</td>
<td>Operations Management Division</td>
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<td>OMT</td>
<td>Organization &amp; Management Theory Division</td>
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<tr>
<td>ONE</td>
<td>Organizations &amp; the Natural Environment</td>
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<tr>
<td>OS</td>
<td>Off Site</td>
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<tr>
<td>P</td>
<td>Paper session</td>
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<td>Professional Development Workshop</td>
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<td>S</td>
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<td>Shared Professional Development Workshop</td>
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<td>T</td>
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<td>TIM</td>
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<tr>
<td>Teaching Oriented Session</td>
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Session begins prior to the time indicated

Session extends beyond the time indicated

AUDIIO AND VIDEO TAPING

Video and audio tapes of selected sessions will be made available, as a result of a new policy by the Academy Board of Governors. These recordings are in conformance with the standing policy that no recordings of Academy sessions or activities are permitted unless written consent is obtained from the Academy Vice President and Program Chair, Andrew Van de Ven, and all participants in the sessions being recorded. Such permission must be secured prior to the meetings.
# Conference Program Guide
## Friday Morning, August 6, 1999

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<thead>
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<th>Time</th>
<th>Location</th>
<th>Event Description</th>
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## Friday Afternoon, August 6, 1999

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<td>Swiss: Gball I</td>
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<td>Practitioner Series: Introduction to the Inquiry Process and Research Projects</td>
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<td>IM: Polar Winds to Tropical Paradises: Management Research in the Americas</td>
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<td>ENT Workshop on Case Method</td>
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<td>Hyatt West: Burnham</td>
<td>DM Doctoral Consortium</td>
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<td>Hyatt West: Dusable</td>
<td>International Human Resource Management: Where Are We Now and Where Are We Going?</td>
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<td>4:00</td>
<td>Swiss: Gball 2</td>
<td>MED Workshop: Bringing life to management education</td>
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<td>Hyatt West: San Francisco</td>
<td>Confict Management Division's Junior Faculty Research Incubator on Conflict &amp; Diversity</td>
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<td>Hyatt West: Ogden</td>
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<td>Hyatt West: Wright</td>
<td>ENT: How Learn to be Entrepreneurial?</td>
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<td>Hyatt West: Soldier Field</td>
<td>ODC, SIM, ONE: Business and Sustainable Development to Environmental Executives from McDonalds, Monsanto, BP-Amoco, Deere, and IGA</td>
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## Friday Evening, August 6, 1999

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<td>5:00</td>
<td>Swiss: Gball I</td>
<td>Reception for the New Doctoral Student Consortium</td>
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<td>6:00</td>
<td>Swiss: Gball 3</td>
<td>HCM Welcome Reception &amp; Introductions</td>
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<td>Hyatt West: Toronto</td>
<td>MED: Escape from Cluelessness</td>
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<td>7:00</td>
<td>Hyatt West: Wrigley</td>
<td>ODC &amp; BPS: Org. Learning as Developmental Journey</td>
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<td>Hyatt West: Stetson F</td>
<td>TIM/OCIS Doctoral Consortium</td>
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<td>Hyatt West: Field</td>
<td>IM Workshop for Non-US Participants at the Academy of</td>
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<td>Swiss: Gball 2</td>
<td>Junior Faculty Breakout Session: Forming</td>
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<td>GDP: Finding a Job</td>
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<td>Hyatt West: Homer</td>
<td>BPS/OMT/RRM/MOC: Conversations to Build Theory in Trans-disciplinary Research</td>
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<td>Hyatt West: Ogden</td>
<td>ENT New Faculty Consortium</td>
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<td>Hyatt West: Hong Kong</td>
<td>BPS Doctoral Consortium</td>
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<tr>
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<td>Hyatt West: GndBall E</td>
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<td>Hyatt West: Comiskey</td>
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<tr>
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Saturday Morning, August 7, 1999
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<th>Time</th>
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<tbody>
<tr>
<td>12:00</td>
<td><strong>MOC/OMT: Legitimacy &amp; Identity</strong></td>
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<td>12:30</td>
<td><strong>HR Junior Faculty Consortium</strong></td>
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<td>1:00</td>
<td><strong>New Doctoral Student Consortium</strong></td>
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<td>1:30</td>
<td><strong>OCIS Mid-Career Faculty Workshop</strong></td>
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<td>2:00</td>
<td><strong>OB/OMT Junior Faculty Consortium</strong></td>
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<tr>
<td>2:30</td>
<td><strong>M: Board of Governors Meeting</strong></td>
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<tr>
<td>3:00</td>
<td><strong>International Research Collaborations</strong></td>
</tr>
<tr>
<td>3:30</td>
<td><strong>Critical Management Studies: Parallel Tracks</strong></td>
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<td>4:00</td>
<td><strong>OB/ODC/OMT Doctoral Consortium</strong></td>
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<td>4:30</td>
<td><strong>IM &amp; RM: Workshop on Hierarchical Linear Modeling</strong></td>
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<td><strong>IM &amp; BM: European and North American Research Diversity?</strong></td>
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<td><strong>IM: Korean Case of Restructuring</strong></td>
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<td>6:00</td>
<td><strong>Critical Management Studies: Parallel Tracks</strong></td>
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<td>6:30</td>
<td><strong>BPS &amp; MC A Case Critique Colloquium</strong></td>
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<td>7:00</td>
<td><strong>IPC: SME Development Programs</strong></td>
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<td><strong>Practitioner Series: Developing and Critiquing Action Research Projects</strong></td>
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<td><strong>BPS New Faculty Consortium</strong></td>
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<td>8:30</td>
<td><strong>IAOM: Challenges &amp; Approaches to Quality</strong></td>
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<td>9:00</td>
<td><strong>Management of the Tenure Process for Hispanic Academics</strong></td>
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<td>9:30</td>
<td><strong>GDO Research Workshop: Exploring the Intersection of Race and Gender</strong></td>
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<td>10:00</td>
<td><strong>Visions for the OM Field for the Next</strong></td>
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<td>10:30</td>
<td><strong>OB Not-So-Junior Faculty Mid-Career Forum</strong></td>
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<tr>
<td>11:00</td>
<td><strong>Complexity &amp; Management, Panels 1-2</strong></td>
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<td><strong>Complexity &amp; Management, Panels 3-4</strong></td>
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<td><strong>MH New Member Workshop</strong></td>
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<td><strong>MH Ph.D./Faculty Workshop</strong></td>
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<td>1:00</td>
<td><strong>HCM: The Two Journeys of Academe</strong></td>
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<td><strong>Three Conversations to Build Theory in Trans-disciplinary Research</strong></td>
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<td><strong>ENT New Faculty Consortium</strong></td>
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<td><strong>ENT Innovation in Education</strong></td>
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<td><strong>Critical Management Studies: Parallel Tracks</strong></td>
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<td><strong>BPS Cutting Edge Empirical Methods</strong></td>
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<td>4:00</td>
<td><strong>ODC: Complexity Theory</strong></td>
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<td><strong>TIM at the End of the Millenium: A Century of</strong></td>
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<td><strong>TIM at the End of the Millenium: Preparations</strong></td>
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<td>5:30</td>
<td><strong>MED: Pedagogy for Plurality</strong></td>
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<td>6:00</td>
<td><strong>MED: Employee Change</strong></td>
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<td>6:30</td>
<td><strong>MED: Contract Grading</strong></td>
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<td>7:00</td>
<td><strong>RM &amp; IM Intro. to Network Analysis</strong></td>
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<td><strong>RM Workshop on Interpretive Research Traditions</strong></td>
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<td>8:00</td>
<td><strong>SIM: Faculty Wkshop on Complexity Theory</strong></td>
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<td><strong>MED/OCD/GDO: Spirituality at Work</strong></td>
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<td><strong>ODC/MED/GDO: The Power of Music</strong></td>
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<td><strong>RM: Meta-Analysis Workshop</strong></td>
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<td>10:00</td>
<td><strong>RM: Quality Ethnography</strong></td>
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<td><strong>OB: Take the Plunge! Developing Skills Using Electronic Technology in the Teaching of Management</strong></td>
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<td><strong>MC: The Successful Management Consultant Workshop: Processes, Skills and Tools</strong></td>
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<td><strong>ENT Endowed Organizational Collaboration for Chicago Wild</strong></td>
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<tr>
<td>12:00</td>
<td><strong>OCIS &amp; OMT: Working Collaboratively Across Intranets and Internet</strong></td>
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### Saturday Evening, August 7, 1999

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<td>Swiss: Alpine II</td>
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<td>9:00</td>
<td>Hyatt West: New Orleans</td>
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### Sunday Morning, August 8, 1999

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<td>Hyatt East: Columbus H</td>
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<td>Swiss: Alpine II</td>
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### Sunday Morning (continued)

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<th>Hyatt: West</th>
<th>Hyatt: East</th>
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<tr>
<td>7:30</td>
<td>354 Cntl Bkfst</td>
<td>383 Asia Academy of Management</td>
<td>387 TIM: Understanding Patent Data Analysis</td>
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### Sunday Afternoon, August 8, 1999

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<td>357 T: Senge - Distributed Leadership</td>
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### Sunday Evening, August 8, 1999

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<td>458 All AOM Speakers and Meeting</td>
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### Monday Morning, August 9, 1999

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<td>3. AA Swiss: Gbl Ball I</td>
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<td>4. SC Hyatt West: Regency Ball D(N)</td>
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<td>Cultural Complexity</td>
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<td>6. SC Hyatt East: GndBall B</td>
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<td>JS: Errors in Organizations</td>
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<td>JS: Cognition and TMTs</td>
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<td>JP: Strategic Role of Networks</td>
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<td>JP: Motivation/Self-Efficacy</td>
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<td>16. IP Hyatt East: Wacker West (3)</td>
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<td>JP: Leader Development &amp; Learning</td>
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<td>17. IP Hyatt East: Wacker West (4)</td>
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<td>23. CM Hyatt West: Haymarket</td>
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<td>26. HCM Hyatt West: Columbian</td>
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<td>27. HR Hyatt West: Field</td>
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<td>28. HR Hyatt West: McCormick</td>
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<td>30. IM Hyatt East: Columbus H</td>
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<td>36. OB Hyatt West: New Orleans</td>
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<td>37. OB Hyatt West: Atlanta</td>
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<td>38. OB Swiss: Engleberg</td>
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<td>45. PNS Swiss: Vevey</td>
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<td>46. RM Swiss: Alpine I</td>
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<td>47. SIM Swiss: Gbl Ball 2</td>
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<td>48. TIM Hyatt West: Stetson E</td>
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<td>50. Hyatt East: GndBall Reg Area</td>
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<td>51. Hyatt East: Skyway 272</td>
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<td>Global Networking Hospitality</td>
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**Personal Appointments**

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### Monday Afternoon, August 9, 1999

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<tr>
<td>12:30</td>
<td>T: Motorola Case: Int'l Ethics</td>
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<td>Weick &amp; Waterman on Change</td>
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<td>Arie and Andrew on Forms</td>
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<td>P: Macro-cultural processes (K)</td>
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<td>Monday Evening, August 9, 1999</td>
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1997-1999 Trends in Submissions to Academy of Management Conferences

![Graph showing trends in paper and symposium submissions](image-url)
## Chicago '99 Program Statistics

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<td>- accepted for Division Paper session</td>
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### Universities with the Most Participants in Chicago '99 Conference Sessions

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<td>New York U.</td>
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<td>Northwestern U.</td>
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**Personal Appointments**

- 8:00 - 8:30
- 9:00 - 9:30
- 10:00 - 10:30
- 11:00 - 11:30

- Tuesday Morning, August 10, 1999
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<td>1. Change Via Piano &amp; Photos</td>
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<td>3. T: Tension &amp; Change: What to do?</td>
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<td>4. S: Institutional Change (I)</td>
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<tr>
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<td>5. Replicating Knowledge (K)</td>
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<tr>
<td>3:00</td>
<td>7. S: Management through Racial Lens</td>
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<tr>
<td>3:30</td>
<td>8. S: Social Enterprise: Organizational</td>
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<tr>
<td>4:00</td>
<td>9. JS: Sweet Home Chicago</td>
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<td>10. JS: Re-thinking What We Think</td>
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<td>11. JS: Contingent Work Consequences</td>
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<td>15. JP: Issues in Operations Mgmt</td>
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<td>16. JP: Organizational Learning</td>
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<td>82. Distinguished Speaker</td>
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</table>
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](http://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.

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*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.

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*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.

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Neusa Santos Pontificia Universidade Brazil
Heidi Vernon Northeastern U. USA
Celeste Wilderom U. of Tilburg The Netherlands
Diana Wong China (USA)
### Wednesday Morning, August 11, 1999

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<td><strong>1.</strong> AA</td>
<td>Hyatt East: GndBall A</td>
<td>177</td>
<td>T: AQ: What is change about?</td>
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<td><strong>2.</strong> AA</td>
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<td>169 T: Radicals in the classroom</td>
<td>178 T: Marina Whitman on Change</td>
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<td><strong>4.</strong> SC</td>
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<td>484 Framing Intractable Disputes</td>
<td>491 P: ENT Firm Performance</td>
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<td><strong>5.</strong> SC</td>
<td>Hyatt West: Water Tower</td>
<td>477 Moral Center in Pluralism</td>
<td>492 S: Academic-Pract. Sensemaking</td>
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<td><strong>6.</strong> SS</td>
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<td>253 JS: Pluralism and Work</td>
<td>258 JS: Rationalism and Pluralism</td>
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<td><strong>7.</strong> JS</td>
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<td>255 JS: Racio-Ethnic Relations</td>
<td>259 JS: Work and Vacation</td>
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<td><strong>8.</strong> JS</td>
<td>Hyatt East: GndBall E</td>
<td>254 JS: Competitive Dynamics (I)</td>
<td>259 JS: Issues and Solutions in Globalizing</td>
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<td><strong>9.</strong> JS</td>
<td>Hyatt West: Comiskey</td>
<td>250 JS: Global Convergence in HRM</td>
<td>253 JS: Equity in Pay and Promotions</td>
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<td><strong>10.</strong> JS</td>
<td>Swiss: Gbell 3</td>
<td>257 JS: Knowledge-Action Nexus</td>
<td>254 JS: Cutting Edge of Leadership: The</td>
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<td><strong>12.</strong> SIT</td>
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<td>254 JP: Job Satisfaction</td>
<td>256 JP: Turnover and Retention</td>
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<td><strong>14.</strong> IP</td>
<td>Hyatt East: Wacker West (1)</td>
<td>359 IP: Institution &amp; Industry Context</td>
<td>364 IP: Entrepreneur Cognitions</td>
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<td><strong>16.</strong> IP</td>
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<td>361 IP: Investment, Trade &amp; Knowledge</td>
<td>366 IP: Health Services Research</td>
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<td><strong>17.</strong> IP</td>
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<td>362 IP: Commitment &amp; Turnover</td>
<td>367 IP: Managerial Knowledge</td>
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<td><strong>19.</strong> BPS</td>
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<td>110 P: Global Networks</td>
<td>113 P: Mergers and Acquisitions</td>
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<td><strong>20.</strong> BPS</td>
<td>Hyatt West: Acapulco</td>
<td>408 P: Organizational Learning..</td>
<td>411 S: Universities Bear Technology</td>
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<td><strong>21.</strong> BPS</td>
<td>Hyatt West: Toronto</td>
<td>409 P: Intangible Resources</td>
<td>412 P: Joint Venture Strategies</td>
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<td><strong>22.</strong> CAR</td>
<td>Hyatt West: Goldcoast</td>
<td>233 Careers Division in the future</td>
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<td><strong>23.</strong> ENT</td>
<td>Hyatt West: Wrigley</td>
<td>239 P: Networks and Entrepreneurship</td>
<td>239 P: Partnering and Entrepreneurship</td>
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<td>Hyatt West: Stetson F</td>
<td>241 P: Team Diversity</td>
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<td><strong>25.</strong> HCM</td>
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<td><strong>26.</strong> HR</td>
<td>Hyatt West: Field</td>
<td>353 P: Strategic HR M Management</td>
<td>355 P: Performance Assessment</td>
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<td><strong>27.</strong> HR</td>
<td>Hyatt West: McCormick</td>
<td>237 HR Outsourcing</td>
<td>239 P: Conflict &amp; Negotiation Mgt</td>
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<td>Hyatt East: Columbus C/D</td>
<td>338 P: Integration/Control For Affil</td>
<td>340 P: Int'l Expansion &amp; Evolution</td>
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<td><strong>29.</strong> IM</td>
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<td>237 P: HRM in the Global Firm</td>
<td>239 P: Conflict &amp; Negotiation Mgt</td>
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<td>Swiss: Alpine II</td>
<td>321 P: Story-Telling, Improvisation,</td>
<td>322 P: Improving What We Do</td>
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<td><strong>31.</strong> MH</td>
<td>Hyatt West: Burnham</td>
<td>241 P: International Perspectives</td>
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<td><strong>32.</strong> MOC</td>
<td>Hyatt West: Picasso</td>
<td>352 P: Cognitive Processes: New Links</td>
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<td><strong>33.</strong> MC</td>
<td>Swiss: Davos</td>
<td>236 P: Consulting Interventions</td>
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<td><strong>34.</strong> OB</td>
<td>Hyatt West: Regency Ball B(S)</td>
<td>389 P: Global work attitudes</td>
<td>390 S: Cynicism and trust in workplace</td>
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<td><strong>35.</strong> OB</td>
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<td><strong>36.</strong> OB</td>
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<td><strong>37.</strong> OM</td>
<td>Swiss: Engleberg</td>
<td>238 JS: Project management</td>
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<td><strong>38.</strong> OMT</td>
<td>Hyatt East: Columbus G</td>
<td>274 P: Identities and Organizing</td>
<td>238 P: Environmental Uncertainty</td>
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<td><strong>39.</strong> OMT</td>
<td>Hyatt East: Columbus I/J</td>
<td>238 Social capital(N)</td>
<td>239 P: Organizational Culture</td>
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<td><strong>40.</strong> OMT</td>
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<td>259 JS: Knowledge in Service Firms (K)</td>
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<td><strong>41.</strong> ODC</td>
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<td>732 P: Missing Elements in OD &amp; C</td>
<td>733 S: Lessons from Theater</td>
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<td><strong>42.</strong> OCIS</td>
<td>Hyatt West: Dusable</td>
<td>756 P: Motivations</td>
<td>757 P: Technology Use</td>
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<td><strong>43.</strong> ONE</td>
<td>Swiss: Neuchatel</td>
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<td><strong>44.</strong> PNS</td>
<td>Swiss: Vevey</td>
<td>762 P: Universal Best Practices?</td>
<td>768 P: Contracting and Co-production</td>
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<td><strong>45.</strong> SIM</td>
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<td>258 P: CSP/CSR and Stakeholder Roles</td>
<td>259 P: International Ethics/CSR</td>
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<td>474 P: Creating Capabilities</td>
<td>478 P: Organizing for Innovation</td>
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<td><strong>48.</strong> Hyatt East: GndBall Reg Area</td>
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**Personal Appointments**

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- **P**: Personal
- **T**: Tutorials
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<td>45. P: Factors in Ethical Decisions</td>
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# 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

<table>
<thead>
<tr>
<th>Start</th>
<th>Regular Program</th>
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<tbody>
<tr>
<td>1:00 pm</td>
<td>M: Board of Governors Meeting • HW: Acapulco</td>
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<tr>
<td>9:00 am</td>
<td>M: Board of Governors Meeting • HE: GndBall B</td>
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<tr>
<td>6:00 pm</td>
<td>Placement How Tos • HE: Columbus H</td>
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<tr>
<td>9:00 am</td>
<td>Registration • HE: GndBall Reg Area</td>
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<td>Asia Academy of Management • S: Gbal 2</td>
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<td>Place ment • HE: Group Office</td>
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<td>Membership • HE: GndBall Reg Area</td>
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<tr>
<td>9:30 am</td>
<td>M: Regional AOM Officers • HE: Columbus A</td>
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<td>M: Div. Newsletter Editors • HW: Goldcoast</td>
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<td>M: 98-99 Div. Program Chairs • HW: Hong Kong</td>
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<td>M: 98-99 Div. Chairs • HW: Acapulco</td>
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<td>10:30 am</td>
<td>M: People of Color Committee Mtg • HW: Dusable</td>
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<td>M: 99-00 Division Chairs • HW: Hong Kong</td>
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<td>M: Incoming PDW Chairs • HW: New Orleans</td>
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<td>M: Incoming Division Prgm Chairs • HW: Acapulco</td>
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<td>M: Officers of the Eastern AOM • HE: Skyway 279</td>
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<td>M: Officers of the Midwest AOM • HE: Skyway 280</td>
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<td>M: Officers of the Southern AOM • HE: Skyway 281</td>
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<td>M: Officers of the SouthWest AOM • HE: Skyway 282</td>
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<td>M: Officers of the Western AOM • HE: Skyway 283</td>
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<td>12:00 pm</td>
<td>Exhibits • HE: Wacker East</td>
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<td>M: International Programs Committ • HW: Goldcoast</td>
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<td>AOM Governance Meeting • HE: Skyway 272</td>
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<td>1:00 pm</td>
<td>Placement • HE: Wacker East</td>
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<td>2:00 pm</td>
<td>M: AOM Journal Outgoing Board • HE: Columbus A</td>
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<td>M: Journal of Management Inquiry • HE: Columbus G</td>
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<td>AMR Writer’s Workshop • HE: Columbus H</td>
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<td>M: Administrative Science Quarter • HE: Columbus K/L</td>
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<td>M: Organization • HW: Addams</td>
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<td>M: Leadership Quarterly • HW: Homer</td>
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<td>M: • HW: Ogden</td>
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<td>M: Organization, Senior Editors • HW: Burnham</td>
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<td>M: Journal of Management Educatio • HW: Dusable</td>
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<td>M: Journal of Organizational Chan • HW: McCormick</td>
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<td>M: Journal of Leadership Studies • HW: Haymarket</td>
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<td>M: Journal of Occupational Health • HW: Picasso</td>
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<td>M: Academy of Management Executiv • HW: Soldier Field</td>
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<td>M: AOM Review Outgoing Board • HW: Wrigley</td>
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<td></td>
<td>M: Group &amp; Organization Mgmt Jnl • HW: San Francisco</td>
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<tr>
<td></td>
<td>Global Networking Hospitality • HE: Skyway 272</td>
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<tr>
<td>3:30 pm</td>
<td>M: AOM Journal Incoming Board • HE: Columbus A</td>
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<tr>
<td></td>
<td>M: Management Science Board • HE: Columbus H</td>
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<tr>
<td></td>
<td>M: Journal of Management • HW: Burnham</td>
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<td></td>
<td>M: Journal of Mgmt Education • HW: Dusable</td>
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<td></td>
<td>M: Management Learning • HW: Field</td>
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<td></td>
<td>M: Orientation for New Members • HW: Columbian</td>
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<td></td>
<td>M: AOM Review Incoming Board • HW: Wrigley</td>
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<td></td>
<td>M: Organization Science Editorial • HW: Atlanta</td>
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<tr>
<td>7:00 pm</td>
<td>All-Academy Reception • HE: Grand Ballroom</td>
</tr>
<tr>
<td>9:00 pm</td>
<td>Barnard Society • HE: Columbus G</td>
</tr>
<tr>
<td></td>
<td>All-Academy Dance • HE: Grand Ballroom</td>
</tr>
<tr>
<td>9:00 am</td>
<td>Membership • HE: GndBall Reg Area</td>
</tr>
<tr>
<td></td>
<td>Exhibits • HE: Wacker East</td>
</tr>
<tr>
<td></td>
<td>Registration • HE: GndBall Reg Area</td>
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<td></td>
<td>Placement • HE: Wacker East</td>
</tr>
<tr>
<td></td>
<td>IPC Information Booth • HE: Wacker East</td>
</tr>
<tr>
<td>10:00 am</td>
<td>Global Networking Hospitality • HE: Skyway 272</td>
</tr>
<tr>
<td>12:00 pm</td>
<td>M: Journal of Org Behavior • HW: Wright</td>
</tr>
<tr>
<td>12:10 pm</td>
<td>Journal of Org. Behavior • HW: Wright</td>
</tr>
<tr>
<td>3:30 pm</td>
<td>M: Executive Committee Meetings • HE: Skyway 280</td>
</tr>
<tr>
<td>5:00 pm</td>
<td>M: PDW Program Meeting • HW: Burnham</td>
</tr>
<tr>
<td>8:00 pm</td>
<td>Reception of new &amp; non-US mbrs • HE: GndBall F</td>
</tr>
</tbody>
</table>

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**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
Tuesday 9:00 am
2. Membership • HE: GndBall Reg Area
3. Exhibits • HE: Wacker East
4. Registration • HE: GndBall Reg Area
5. Placement • HE: Wacker East
6. IPC Information Booth • HE: Wacker East

10:00 am
7. Global Networking Hospitality • HE: Skyway 272

12:00 pm
8. Presidential Luncheon • HE: Grand Ballroom

Wednesday 9:00 am
9. Membership • HE: GndBall Reg Area
10. Exhibits • HE: Wacker East
11. Registration • HE: GndBall Reg Area
12. 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: Gbll 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.

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

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

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

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

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

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

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

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

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

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

19. Meeting: Officers of the Western Academy of Management
    • 10:30-12:00 Hyatt East: Skyway 283
### Conference Activities and Meetings

**Sunday 12:00 pm**

<table>
<thead>
<tr>
<th>20. Exhibits</th>
<th>Presiding: Joan Dahl, California State U., Northridge</th>
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</thead>
<tbody>
<tr>
<td>12:00-5:00 Hyatt East: Wacker East</td>
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<tr>
<td>Refreshment Break at 2:00pm Sponsored by ITP/Southwestern College Publishing</td>
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<tr>
<td><strong>Director of Publisher Relations and Exhibits Coordinator:</strong></td>
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<tr>
<td>Philip B. Stone, GT Enterprises</td>
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</tbody>
</table>

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

| Presiding: Morten Huse, Scandinavian Institute for Research in Entrepreneurship / Centre for Church Research |
| 12:00-1:30 Hyatt West: Goldcoast                                              |

**22. Academy of Management Council Meeting**

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

**23a. Placement**

| Presiding: Geralyn M. Franklin, U. of Texas, San Antonio                        |
| 12:00-5:00 Hyatt East: Wacker East                                             |

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

| Presenters: Geralyn M. Franklin, U. of Texas, San Antonio; Nancy Leonard, Lewis Clark State College; Mary Jo Vaughan, Mercer U |
| 1:00-2:00 Hyatt East Columbus H                                                |

**Sunday 2:00 pm**

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

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

| 26. AMR Writer’s Workshop                                                     |
| Presiding: Linn Van Dyne, Michigan State U.                                   |
| 2:00-3:30 Hyatt East: Columbus H                                               |

| 27. Meeting: Administrative Science Quarterly                                |
| Presiding: Linn Van Dyne, Michigan State U.                                   |
| 2:00-5:00 Hyatt East: Columbus K/L                                             |

| 28. Meeting: Organization                                                     |
| Presiding: Gregory B. Northcraft, U. of Illinois, Urbana-Champaign           |
| 2:00-3:30 Hyatt West: Addams                                                 |

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

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

| 31. Meeting: Organization Science, Senior Editors                             |
| 2:00-5:00 Hyatt West: Burnham                                                 |

**Sunday 3:30 pm**

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

| 33. Meeting: Journal of Organizational Change Management                    |
| Presiding: Diana Billimoria, Case Western Reserve U.                         |
| 2:00-3:30 Hyatt West: McCormick                                             |

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

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

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

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

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

| Presiding: Betty Jane Punnett, U. of the West Indies / U. of Windsor         |
| 2:00-4:00 Hyatt East: Skyway 272                                            |

| 40. Meeting: Academy of Management Journal Incoming Board                   |
| Presiding: Joan Dahl, California State U., Northridge                       |
| 3:30-5:00 Hyatt West: Columbus A                                             |

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

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

| 43. Meeting: Journal of Management Education Reception                      |
| Presiding: Diane Billimoria, Case Western Reserve U.                         |
| 3:30-5:00 Hyatt West: Dusable                                               |
Conference Activities and Meetings

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. Eisen, 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. Snavely, 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.

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 Punnnett, 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
Conference Activities and Meetings

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

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

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

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

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

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

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

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

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

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
<table>
<thead>
<tr>
<th>Time</th>
<th>Event</th>
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<tbody>
<tr>
<td>11:15 am</td>
<td>Tour to McDonald's University • OS: McDonald's U.</td>
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<tr>
<td>1:00 pm</td>
<td>ENM, MED &amp; MOC Workshop on Creative Classroom Action • HW: Ogden</td>
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<tr>
<td>1:00 pm</td>
<td>OD, SIM, ONE: Business and Su • HW: Soldier Field</td>
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<tr>
<td>1:00 pm</td>
<td>International Research Colloq • HW: Goldcoast</td>
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<td>1:00 pm</td>
<td>Practitioner Series: Introduction to the Inquiry Process and Research Projects • S: Gall 3</td>
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<tr>
<td>5:00 pm</td>
<td>BPS/OMT/RM/MOC: Conversations to Build Theory in Trans-disciplinary Research • HW: Homer</td>
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<td>5:00 pm</td>
<td>Critical Mgmt. Doctoral Workshop • HW: Dusab</td>
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<tr>
<td>5:00 pm</td>
<td>OD &amp; BPS: Org. Learning as Developmental Journey • HW: Wrigley</td>
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<tr>
<td>5:00 pm</td>
<td>TIM/OCIS Doctoral Consortium • HW: Stetson F</td>
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<tr>
<td>6:00 pm</td>
<td>OB/OMT Junior Faculty Consortium • HW: Water Tower</td>
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<tr>
<td>6:00 pm</td>
<td>Reception for the New Doctoral • S: Gall 1</td>
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<tr>
<td>6:00 pm</td>
<td>OB/ODC/OMT Doctoral Consortium • OS: Loyola U.</td>
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<tr>
<td>7:30 am</td>
<td>Critical Management Studies: B • HW: Comiskey</td>
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<td>8:00 am</td>
<td>ENM &amp; RM: Workshop on Hierarchi • HW: Regency Ball A(S)</td>
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<tr>
<td>8:00 am</td>
<td>TIM/OCIS Doctoral Consortium • HW: Stetson F</td>
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<td>8:00 am</td>
<td>LOM: Managerial Effectiveness in Latin America • S: Alpine II</td>
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<tr>
<td>9:00 am</td>
<td>Service Learning Project: Restoring the Chicago Wilderness • OS: See Contact</td>
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<tr>
<td>9:00 am</td>
<td>OB/ODC/OMT Doctoral Consortium • HE: Columbus C/D</td>
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<td>9:00 am</td>
<td>International Research Colloq • HE: Goldcoast</td>
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<td>9:00 am</td>
<td>Organizational Learning as a D • HW: Wrigley</td>
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<td>9:00 am</td>
<td>Teaching International Manag. • HW: Goldcoast</td>
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<tr>
<td>9:00 am</td>
<td>OB/OMT Junior Faculty Consortium • HW: Water Tower</td>
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<tr>
<td>10:00 am</td>
<td>Complexity &amp; Management, Panels 1-2 • HE: Columbus A</td>
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<tr>
<td>10:00 am</td>
<td>OD/IM/MED/GDO/CAR: Time Management • HE: Skyway 269</td>
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<tr>
<td>10:30 am</td>
<td>SME Development Programs in Ec • HW: McCormick</td>
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<tr>
<td>10:30 am</td>
<td>LOM: Competing in Latin America • S: Alpine II</td>
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<tr>
<td>12:30 pm</td>
<td>Organizational Collaboration f • OS: See Contact</td>
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<td>1:00 pm</td>
<td>BPS &amp; MC A Case Critique Collo • HW: Field</td>
</tr>
<tr>
<td>1:00 pm</td>
<td>IPC: SME Development Programs • HW: McCormick</td>
</tr>
<tr>
<td>1:00 pm</td>
<td>OD &amp; ONE: Educating Leaders for Environmental Change • HW: Stetson C</td>
</tr>
<tr>
<td>1:00 pm</td>
<td>MED/ODC/GDO: Spirituality at Work • HE: Skyway 269</td>
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<tr>
<td>1:30 pm</td>
<td>Resources and the Growth of En • HE: GoldBall C(N)</td>
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<tr>
<td>1:30 pm</td>
<td>IM &amp; BPS: European and North A • HW: Goldcoast</td>
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<tr>
<td>1:30 pm</td>
<td>LOM: Challenges &amp; Approaches to Quality • S: Alpine II</td>
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<tr>
<td>2:00 pm</td>
<td>MOC/OMT: Legitimacy &amp; Identity • HE: GoldBall A</td>
</tr>
<tr>
<td>2:00 pm</td>
<td>CAR/CM/ONE/HCM/PNS Small Division Images and Member Identities • HW: Acapulco</td>
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<tr>
<td>2:00 pm</td>
<td>OCIS &amp; OMT: Working Collaboratively Across Intranets and Internet • OS: See Contact</td>
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<tr>
<td>2:30 pm</td>
<td>Complexity &amp; Management, Panels 3-4 • HE: Columbus A</td>
</tr>
<tr>
<td>3:00 pm</td>
<td>Management of the Tenure Proce • S: Alpine II</td>
</tr>
<tr>
<td>3:00 pm</td>
<td>OD/IM/MED/GDO: The Power of Music • HE: Skyway 269</td>
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<tr>
<td>3:00 pm</td>
<td>Critical Management Studies: P • HW: Comiskey</td>
</tr>
<tr>
<td>6:00 pm</td>
<td>OB/OMT/BPS Junior Faculty Cons • HW: Water Tower</td>
</tr>
<tr>
<td>6:00 pm</td>
<td>LOM: Business Meeting &amp; Dinner • S: Alpine II</td>
</tr>
<tr>
<td>6:30 pm</td>
<td>Reception for Practitioner Ser • HE: Columbus C/D</td>
</tr>
<tr>
<td>6:30 pm</td>
<td>ONE, SIM Greening the U. • HW: Wright</td>
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<tr>
<td>7:30 pm</td>
<td>Critical Management Studies: B • HW: Comiskey</td>
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<tr>
<td>7:30 pm</td>
<td>Launching an Academic-Practic • HE: Columbus C/D</td>
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<tr>
<td>7:30 pm</td>
<td>BPS &amp; OMT: The Craft of Review • HW: Toronto</td>
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<tr>
<td>7:30 pm</td>
<td>MED/ODC/GDO: Mastering the Case Method of Teaching • HW: Regency Ball D(N)</td>
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<td>7:30 pm</td>
<td>Business &amp; Volunteering Conn • S: WilTen</td>
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<tr>
<td>7:30 pm</td>
<td>MOC/OMT/GDO: Spirituality in Management • S: Alpine II</td>
</tr>
<tr>
<td>8:00 am</td>
<td>Interactions, Student/GT • HW: Water Tower</td>
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<tr>
<td>8:00 am</td>
<td>MOC/OMT/ODC: Three Conversations about Concepts of Time in Organizations • S: Engleberg</td>
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<tr>
<td>8:00 am</td>
<td>Management Research &amp; Particip • S: Neuchatel</td>
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</tbody>
</table>
**Shared Professional Development Workshops**

### 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.
  **Organizers:** Judi Strauss, Benedictine U.; Sally Benson, Benedictine U.; Kathryn Farley-Agee, Benedictine U.; Therese Yaeger, Benedictine U.
  **Presenter:** Rafik Mankarious, McDonald’s Corporation

### Friday 1:00 pm

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

**77.** (ONE, SIM, ODC) **ODC, SIM, ONE: Business and Sustainable Development to Environmental Executives from McDonalds, Monsanto, BP-Amoco, Deere, and IGA**
- 1:00-9:00 Hyatt West: Soldier Field
  To pre-register, contact Jim Ludema at jludema@ben.edu or at 630-829-6229
  **Co-Chairs:** James D. Ludema, Benedictine U.; Mark Starik, George Washington U.
  **Panel:** Robert B. Horsch, Monsanto; Robert Langert, McDonald’s Corporation; Walter R. Quanstrom, AMOCO; Ralph Groteluschen, Deere & Company; 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 pre-register for the Practitioner Series, contact Dan Twomey at dtwomey@mailbox.fdu.edu
  **Chair:** Peter Roche, London Perret Roche Group
  **Leaders:** Jean Wirtemberg, 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 Zammutto, U. of Colorado, Denver

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

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

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

### Friday 6:00 pm

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

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

Information on CMS and a detailed program at

Organizers:

Preregistration required.

Co-organized by the 1999 NDSC Organizing Committee.

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

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

89. [BPS, CAR, HR, MC, MED, MH, OMC, 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

85. [CAR, CM, ENT, GDO, HR, IM, OB, OCIS, ODC, OMT, ONE, PNS, SIM, TIM] Reception for the New Doctoral Student Consortium
   • 6:30-9:00 Swiss: Gball I
   Co-organized by the 1999 NDSC Organizing Committee.
   Preregistration required.
   Organizers: Pamela E. Carter, Florida State U.; Glen E. Kreiner, Arizona State U., Main

   • 8:00-4:00 Hyatt West: Columbia

   • 8:00-4:00 Hyatt West: Buckingham

   • 8:00-4:00 Hyatt West: Comiskey
   Information on CMS and a detailed program at
   http://aom.pace.edu/cms/
   Coordinator: Paul S. Adler, U. of Southern California

94. [TIM, OCIS] TIM/OCIS Junior Faculty Consortium
   • 8:00-5:00 Hyatt West: Stetson E
   Organizer: Joe Walther, Rensselaer Polytechnic Institute

95. [CAR, CM, ENT, GDO, HR, IM, OB, OCIS, ODC, OMT, ONE, PNS, SIM, TIM] New Doctoral Student Consortium: Managing Your Development Journey
   • 8:00-6:00 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. Perrewe, 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

97. [CAR, GDO, MED, ODC] Career Development Workshop: 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

Saturday 8:00 am
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, TIM IAOAM: 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. Rand, 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, Simons 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

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
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, Briercress Graduate School

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

112. (BPS, MC) BPS & MC A Case Critique Colloquium
- 1:00-3:00 Hyatt West: McCormick
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

116. (ENT, BPS) Resources and the Growth of Entrepreneurial Firms
- 1:30-3:30 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, PM, SIM, T) IAOM: 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 Tecnologico y de Estudios Superiores de Monterrey; Angel Martinez, Universidad de Murcia; Merbil Gonzalez, Universidad de Puerto Rico en Mayaguez; Benito Flores, Texas A&M U.
### Saturday 3:00 pm

3:00-6:00 Swiss: Alpine II  
**Sponsored by the IberoAmerican Academy of Management**  
**Coordinator:** Herman Aguinis, U. of Colorado, Denver  
**Presenters:** Regina F. Bento, U. of Baltimore; Jose M. Cortina, George Mason U.; Javier Gimeno, Texas A&M U.; Margaret A. Lucero, U. of Wyoming; Miguel A. Quinones, Rice U.

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

### Saturday 4:00 pm

4:00-6:30 Hyatt East: Comiskey  
**Information on CMS and a detailed program at http://aom.pace.edu/cms/**  
**Coordinator:** Paul S. Adler, U. of Southern California

### Saturday 6:00 pm

**126. [BPS, OB, OMT] OB/OMT/BPS Junior Faculty Consortium Reception**  
6:00-7:30 Hyatt West: Water Tower  
**By invitation only**  
**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, MAC, OB, ODC, OM, OMT, ONE, PNS, RM, SIM, TIM] Business Meeting Followed by Dinner**  
6:00-8:00 Swiss: Alpine II  
**Sponsored by the IberoAmerican Academy of Management**  
**Organizer:** Luis R. Gomez-Mejia, Arizona State U., Main

### Saturday 6:30 pm

**128. [BPS, CAR, HR, MC, MED, MH, ODC, 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.  

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### Sunday 7:30 am

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, 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.

### Sunday 9:00 am

**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 DeFilippis, 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 10:00 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

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

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

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

- 9:00-12:00 Hyatt West: Colonial

- 9:00-12:00 Hyatt West: Buckingham

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

- 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

Sunday 10:00 am
146. (OB, ODC, OMT) OB/ODC/OMT Doctoral Consortium
- 9:00-12:00 Hyatt West: Regency Ball A(S)
Organizers: Pamela Hauschild, 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 Tomateda, 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

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

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 Schneer, 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
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

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<tr>
<th>Start</th>
<th>Regular Program</th>
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<tbody>
<tr>
<td><strong>Sun</strong></td>
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<tr>
<td>12:30 pm</td>
<td>151. T: Senge - Distributed Leadership • HW: Regency Ballroom</td>
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<td>2:45 pm</td>
<td>152. T: Executive panel on theme • HW: Regency Ballroom</td>
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<td>5:00 pm</td>
<td>153. All AOM Speakers and Meeting • HW: Regency Ballroom</td>
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<td><strong>Monday</strong></td>
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<td>8:30 am</td>
<td>154. T: What is behind door Number 1? • HW: Regency Ball C(N)</td>
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<td>9:00 am</td>
<td>155. T: Intel Case: Strategy Evolution • HE: GndBall A</td>
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<td>10:40 am</td>
<td>156. T: 3M Case: Leading Innovation • HE: GndBall A</td>
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<td>12:20 pm</td>
<td>157. T: Macro Takes on Org Change &amp; OD • HW: Regency Ball C(N)</td>
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<td>12:30 pm</td>
<td>158. T: Sick of Change? Not likely!! • S: GbdBall I</td>
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<td>1:00 pm</td>
<td>159. T: Pluralistic publishing norms • S: GbdBall I</td>
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<td>2:30 pm</td>
<td>160. T: Motorola Case: Int’l Ethics • HE: GndBall A</td>
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<td>4:10 pm</td>
<td>161. T: SMEs in Depressed Regions • HW: Regency Ball C(N)</td>
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<td>5:30 pm</td>
<td>162. T: Arie and Andrew on Forms • HW: Regency Ball C(N)</td>
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<td>8:30 am</td>
<td>163. T: Tuesday’s Surprise Wake-up • HE: GndBall A</td>
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<td>164. T: Unilever Targets the Bottom • HW: Regency Ball C(N)</td>
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<td>165. T: Is Making Change Complex? • S: GbdBall I</td>
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<td>2:00 pm</td>
<td>166. T: NSF Call for Research on Theme • HW: Regency Ball C(N)</td>
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<td>3:40 pm</td>
<td>167. T: Kanter &amp; Shapiro on Change • HW: Regency Ball C(N)</td>
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<td>4:10 pm</td>
<td>168. T: Tension &amp; Change: What to do? • S: GbdBall I</td>
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<td>9:00 am</td>
<td>169. T: Change Via Piano &amp; Photos • HE: GndBall A</td>
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<td>10:40 am</td>
<td>170. T: Transforming mgt. education • HW: Regency Ball C(N)</td>
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<td><strong>Sunday 12:30 pm</strong></td>
<td><strong>Theme: Towards an Ecology of Leadership:</strong> Developmental Journeys of Three Leaders</td>
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<td>12:30-2:30 pm</td>
<td>171. T: Adaptive Organization • HW: Regency Ballroom</td>
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<tr>
<td><strong>Sunday 5:00 pm</strong></td>
<td><strong>Symposium: All-Academy Speakers and Meeting</strong></td>
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<td>5:00-7:00 pm</td>
<td>172. T: All-Academy Speakers and Meeting • HW: Regency Ball C(N)</td>
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<td><strong>Monday 8:30 am</strong></td>
<td><strong>Theme: AMJ, AMR &amp; AME Showcase Papers:</strong> Change and Developmental Journeys in a Pluralistic World</td>
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<td>8:30-10:20 am</td>
<td>173. T: 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!!! • S: GbdBall A</td>
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<tr>
<td><strong>Monday 9:00 am</strong></td>
<td><strong>Theme: Intel Corporation: The Evolution of an Adaptive Organization</strong></td>
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<td>9:00-10:20 am</td>
<td>174. T: 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. • S: GbdBall A</td>
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**Presenters:**
- Peter Senge, MIT/Society for Organizational Learning
- Executive Leaders: Designers and Stewards, Not Hero.
- Internal Networkers: The Unrecognized Leaders

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

**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 Quebec, Montreal

Monday 12:20 pm

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

12:20-2:10 Swiss: Gball I

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

Monday 2:30 pm


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-sponsored)

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

Analysis and Evaluation of SME Promotion Worldwide, Benson L. Honig, Haifa U.; Raymond Saner, Center for Socio-Economic Development

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

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

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

Monday 5:30 pm

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

Tuesday 8:30 am

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

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

Tuesday 9:00 am

169. Theme: Organization Science Forum on Complexity
Theories of Organizational Change
- 9:00-10:10 Swiss: Gbl II
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 nickel... 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 Institute, the Cradle of Complexity Theory, Michael Cohen, U. of Michigan
Complexity Theory and Contemporary Managerial Applications, Chris Meyer, Ernst & Young LLP

Tuesday 10:30 am

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

Tuesday 2:00 pm

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

172. Theme: Tensions Between Planned and Unplanned Change in Organizations
- 2:00-3:20 Swiss: Gbl 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

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

Chair: Sandra Waddock, Boston College
Organizers: Allen Bluedorn, U. of Missouri, Columbia; Linda Livingstone, Baylor U.

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

Chairs: Ming-Jer Chen, U. of Pennsylvania; Anne S. Tsui, Hong Kong U. of Science and Technology
Presenters: Jiatao Li, Hong Kong U. of Science and Technology; Max Boisot, U. of Pennsylvania; Katherine R. Harrigan, Columbia U.

**Wednesday 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 Chicago 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 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

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<tr>
<td>Monday 8:30 am</td>
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<td>179. (MOC, OB, OMT) From Titles to Tatoos: Physical Identity Markers and Social Identity</td>
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<td>• 8:30-10:20 Hyatt West: Water Tower</td>
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<td>Presenters: Michael G. Pratt, U. of Illinois, Urbana-Champaign; Janet M. Dukerich, U. of Texas, Austin; Anat Rafaeli, U. of Haifa; Mary Ann Glynn, Emory U.; Jessica L. Simmons, U. of Texas, Austin; Kevin E. Dickson, U. of Texas, Austin</td>
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<td>180. (GDO, IM) Cultural Complexity in the Workplace: Asian and Hispanic Dialogues on the Journey Toward Pluralism</td>
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<td>Organizers: Ana Maria Reyes, U. of Pennsylvania; Elaine Yakura, Michigan State U.</td>
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<td>Presenters: Tojo Joseph Thatchenkery, George Mason U.; Evangelina Holvino, Chaos Management Ltd.; Bernardo M. Ferdman, California School of Professional Psychology; Mary Teagarden, Thunderbird; Mary Yoko Brannen, San Jose State U.; Elena Yang, Independent Consultant/Educator; Katherine R. Xin, U. of Southern California</td>
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<td>181. (CM, OB, SIM) From Ardor to Malice: The Role of Affective Processes in Trust and Trust Violations</td>
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<td>Building Trust in the Face of Hostility, Darryl J. Stickel, Duke University</td>
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<td>183. (BPS, OMT) Constructing Markets: The Economic Sociology of Organizations and Strategy</td>
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<td>• 12:20-2:10 Hyatt West: Water Tower</td>
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<td>Chair: M. Tina Dacin, Texas A&amp;M U.</td>
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<td>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</td>
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Organizer: [Name]
Chair: [Name]

Knowledge for Large System Change

Discussants: [Name] (U. of Washington), [Name] (U. of Wisconsin, Madison)

Notes on the Sociology of Market Making: The Case of the Availability and Cost of Financial Capital in Mid-Market Banking

Chair: [Name]
Discussant: [Name] (Northwestern U.)

Monday 1:00 pm

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

186. (IM, MC, OCC) Cross-Border Transfer of Management Knowledge for Large System Change
- 2:30-3:50 Hyatt West: Water Tower
Chair: Kenneth Murrell, U. of West Florida
Organizer: Raymond Murrell, Center for Socio-Economic Development

Monday 4:10 pm

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

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

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

190. (MOC, OB, OMT) Cognition’s Evolution in the Academy: A Journey into the New Millennium (Knowledge)
- 8:30-10:10 Hyatt West: Water Tower
Organizers: Cynthia G. Emrich, Purdue U.; Margaret D. Gorman, George Washington U.
Evolution and Devolution in the Study of Cognition in Organizations, Neal M. Ashkanasy, U. of Queensland; Karl E. Weick, U. of Michigan

191. (HR, OB, RM) Agreeing To Disagree on Organizational Phenomena: A Panel Discussion About Self-other Agreement, Congruence, and Fit as we Journey Into a Pluralistic World
- 8:30-10:10 Hyatt West: Regency Ball D(N)
Chair: Claudia C. Cogliser, Oregon State U.
Panelists: Leanne E. Atwater, Arizona State U., West; Kenneth L. Bettenhausen, U. of Colorado, Denver; Jennifer A. Chatman, U. of California, Berkeley; Lawrence R. James, U. of Tennessee, Knoxville; Melanie 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. Coperrider, 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

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. (OCCIS, 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
Knowledge Creation Through Interpretation: The Role of Computer-Mediated Simulations in a Laboratory Enviornment, 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)
Wednesday 8:30 am

187. (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.

188. (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.


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.


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

Protein 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-Cultural Practice?, 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 Perfomance Appraisal in Asia, Latin America, and North America, Cherrie Jiuhua Zhu, Monash U.; Stephen Nason, Hong Kong U. of Science and Technology; John F. Milliman, U. of Colorado, Colorado Springs

203. (OMT, TIM) Path Dependence and Creation

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


Complexity, Attractors, and Path Dependence and Creation in Technological Evolution, Joel A. C. Baum, U. of Toronto

Technologies of Managing and the Mobilization of Paths, Jan Mouritsen, Copenhagen Business School; Niels Dechow, Copenhagen Business School


Path Creation as a Process of Mindful Deviation, Raghu Garud, New York U.; Peter Karnoe, Copenhagen Business School

Wednesday 1:00 pm

204. (ENT, GDO, PNS) Developmental Entrepreneurship

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

Chair: Craig Galbraith, U. of North Carolina, Wilmington


Discussant: Steve Robinson, U. of North Carolina, Wilmington
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<th>Start Time</th>
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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
**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

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

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

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

- 9:00-10:20 Swiss: Gbll 3
**Chair:** Patrick M. Wright, Cornell 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: Gbll 1
**Co-Organizer:** Charlene E. Zietsma, U. of British Columbia

**Winner of OMT Division Best Symposium Proposal Award**
**Philipp H. Mirvis**

**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
Chair: Suzanne C. de Janasz, James Madison U.
Co-Chairs: Jesper B. Sorensen, U. of Chicago; Rakesh Khurana, Massachusetts Institute of Technology
Integration in Multinational Corporations: The Case of International Manager Transfers Revisited, Martine R. Haas, Harvard U.
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

214. (MC, ODC) Change and Development in ODC: Journeys in Theory and Practice
- 10:40-12:00 Hyatt East: GndBall E
Chair: Andrea E. C. Griffin, Texas A&M U.
Co-Chairs: Leslie A. Perlow, U. of Michigan; Gerardo A. Okhuysen, U. of Texas, Dallas
The Many Faces of Time: Temporal Considerations in the Study of Organizational Decision Making, Gerardo A. Okhuysen, U. of Texas, Dallas
Work Family and the Struggle Over the Meaning of Time, Gideon Kunda, Stanford U.
The Time of Our Lives: Enacting Temporal Structures in Organizations, Wanda J. Orlikowski, Massachusetts Institute of Technology
Discussants: Allen Bluedorn, U. of Missouri; Columbia; Deborah Ancona, Massachusetts Institute of Technology

215. (MED, O8) 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: Judi Marshall, U. of Bath
Co-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

Monday 12:20 pm

217. (HR, OB) New takes on the Organizational Entry Journey
- 12:20-2:10 Hyatt East: GndBall B
Chair: Andrea E. C. Griffin, Texas A&M U.
Most Organizations Have New Employee Orientation Programs, So Why Isn't There More Research Guiding Practice?, John P. Wanous, Ohio State U.
When are Realistic Job Previews Most Effective?, Bruce M. Meglino, U. of South Carolina
The Interaction of Individual Newcomer and Organizational Socialization Tactics, Adrienne Colella, Texas A&M U.
Integrating Organizational Socialization and Impression Management: The Role of Organizational Image and Identity, Andrea E. C. Griffin, Texas A&M U.
Discussant: Angelo S. DeNisi, Texas A&M U.

218. (GDO, MOC) Feminism/Otherness: Celebrating Journeys of Change and Discovery on the 50th Anniversary of Beauvoir's The Second Sex and the Verge of a New Millennium
- 12:20-2:10 Hyatt East: GndBall E
Chair: Linda A. Krefting, Texas Tech U.
Hidden Gendered Assumptions in Organizational Theory, Joanne Martin, Stanford U.
The Potential for Alternative Forms of Inquiry, David Knights, Keele University
Reconsidering Essentialism, Linda A. Krefting, Texas Tech U.
Reflections on a Borderland Journey on the Verge of Turning Fifty And Discovering Beauvoir, Ella L. Bell, U. of North Carolina, Charlotte
Ignored for "Good Reason?", Linda Smircich, U. of Massachusetts, Amherst; Marta B. Calas, U. of Massachusetts, Amherst
Discussant: Judi Marshall, U. of Bath

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

Exploring Virtuality in Practice: Issues, Experiences, and Implications

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.

The Gendered Classroom: Implications for Pluralistic Management Education

Chair: 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

Individual Differences In Perceiving, Building And Using Networks Effectively

Chair: Herminia Ibarra, Harvard Business School; Allan Filipowicz, Harvard Business School


Building Effective Networks: A Psychological Perspective, Allan Filipowicz, Harvard Business School


Discussants: Ron Burt, U. of Chicago; Mark Snyder, U. of Minnesota

Knowledge and the Meaning of Boundaries

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

The Cognitive Strategic Groups Construct: On the Right Track, at a Crossroads, or Just a Dead End? (Knowledge)

Chair: 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.

Beyond Armchair Feminism III: Moving from Gender to a Broader Diversity Lens in Organizational Diagnosis and Intervention

Chair: 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.

Emerging Trends in Doctoral Education: Educating Scholar-Practitioners for Change and Development in a Pluralistic World

Chair: 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; Jytosna (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


Defining and Predicting Generic Safety Performance: An Examination of Performance Dimensionality and the Role of Training Histories, Michael J. Burke, Tulane U.; Sue Ann Sarpy, Tulane U.; Paul E. Tesluk, Tulane U.

A Commitment Oriented Approach to Promoting Safe Working: Evidence from a Longitudinal Study, Sharon K. Parker, U. of Sheffield; Carolyn M. Axtell, U. of Sheffield; Nick Turner, U. of Sheffield

Safety Climate, Safety Behavior, and Work Place Accidents, Mark A. Griffin, Queensland U. of Technology; Andrew Neal, U. of Queensland; Peter M. Hart, U. of Melbourne, Australia

Discussant: David A. Hofmann, Texas A&M U.

228. (BPS, OMT) Contexts and Antecedents in Managing Knowledge (Knowledge)
- 4:10-5:30 Hyatt East: GndBall E


Presenter: Melissa A. Schilling, Boston U.

Discussant: Larry Prusak, IBM

229. (MOC, SIM) Spirituality at Work: Another Management Fad or a Mechanism for Real Change?
- 4:10-5:30 Hyatt East: GndBall F

Co-Chairs: Donde P. Ashmos, U. of Texas, San Antonio; Dennis 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.


Integrating Sociological and Psychological Perspectives on Individualism-Collectivism, P. Christopher Earley, Indiana U.

Discussant: Miriam Erez, Technion, Israel Institute of Technology

Tuesday 8:30 am
234. (CAR, GDO) Careers in Transition--A Gliding Path for the New Millennium--A Sequence of Steps
  • 8:30-10:10 Hyatt East: GndBall B
Chair: Gary N. Powell, U. of Connecticut
Organizer: Dorothy Perrin Moore, Citadel
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. Rautibtschek, U.S. Department of Justice
Balancing Incentives: The Tension Between Basic and Applied Research, Scott Stern, Massachusetts Institute of Technology
Goliath vs. Goliath: The Emergence of Digital Imaging, Mary Tripsas, U. of Pennsylvania
Discussant: David C. 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 DeFilippi, Suffolk U.
Ambassador: W. Jack Skaggs, Oklahoma Christian U.
Reflection as a Basis for Learning in the Project Environment, Joseph A. Raelin, Boston College
Action Learning and Reflective Practice, Peter Smith, Canadian School of Management
Project-Based Learning: The Challenge of Managing Organizational Learning Though Projects, Karen Ayas, Erasmus U., Rotterdam
Project-Based Learning: Stories from the Field, Nick Zeniuk, Interactive Learning Laboratories Inc.
Linking Project-Based Learning To Career, Community and Company Learning Outcomes, Robert DeFilippi, 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 Iancono, National Science Foundation; Ashley Gilliam, Andersen Consulting LLP
A Comparison of the Impact of Employee-Manager Trust on Employees in a Remote-Management and Local-Management Environment, D. Sandy Staples, Queen's U.
Schmooze or Lose: The Effects of Rapport and Gender in Email Negotiations, Leigh Thompson, Northwestern U.; Janice Nadler, American Bar Foundation; Michael W. Morris, Stanford 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, Parekau Richards, U. of Waikato; Riri Ellis, U. of Waikato
Vedic Education as the Fulfillment of Postmodern Education: Consciousness, Meditation, and "Heaven on Earth", David S. Steingard, Maharishi University of Management; Dale Fitzgibbons, Illinois State U.
The Knight Errant's Ideology of Adventure, David M. Boje, New Mexico State U.; John T. Luhman, New Mexico State U.
Discussant: Grace Ann Rosile, New Mexico State U.

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

Tuesday 10:30 am

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

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


Consequences of Contingent Work: Beyond a Monolithic View

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.

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

Findings from the International Research Program on New Organization Forms for the Information Age (NOFIA): The Co-evolution of the Financial Service Industry


Discussion: Dung-Sung Cho, Seoul National U.

Examining Management Development Strategies Through a Racial Lens

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

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

Wednesday 8:30 am

Self-Efficacy: Theory, research, and Application

Chairs: Alexander D. Stajkovic, U. of California, Irvine; 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

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

New Perspectives on the Challenges of Pluralism in the Changing World of Professional Work

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

Discussion: Stephen R. Barley, Stanford U.

Dynamic Models of Product, Organizational, and Institutional Competition (Institutions)

Chairs: Brian S. Silverman, Harvard U.


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

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

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

Discussion: Daniel A. Levinthal, U. of Pennsylvania
Wednesday 10:40 am

254. (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. Proudfoot, Morgan State U.; Elena Yang, Independent Consultant/Educator

Colored Lenses: Reciprocal Perceptions of African American and Latino/a Co-workers, Martin N. Davidson, U. of Virginia
Exploring Latino/a Diversity and its Implications for Intergroup Relations in Organizations, Bernardo M. 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. Proudfoot, Morgan State U.; Elena Yang, Independent Consultant/Educator

Discussants: Karen A. Jehn, U. of Pennsylvania; dt ogilvie, Rutgers U.

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

Chair: Chris Brewer, Cranfield U.

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

The Traditional Conception of Career, Henrik H. Larsen, Copenhagen Business School

- 8:30-10:20 Swiss: Gbail 3

Chair: Ram Tenkasi, Benedictine U.

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

Discussant: Tojo Joseph Thatchenkery, George Mason U.

Wednesday 9:00 am

258. (IM, OMT) 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 Quebec -- Trois-Rivières

Speakers: Roger Miller, U. of Quebec, Montreal; Zur Shapira, New York U.

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

Discussant: Candace Jones, Boston College

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


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

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

The Acquisition of Knowledge by Professional Service Firms: The Case of Large Accounting Firms, C. R. Hinings, U. of Alberta; Royston Greenwood, U. of Alberta

Discussant: Christopher Davis McKenna, Johns Hopkins U.

260. (BPS, OMT) When Rationalistic Tools Meet Pluralistic Contexts
- 10:40-12:00 Hyatt East: GndBall B

Chairs: Jean-Louis Denis, U. de Montréal; Ann Langley, U. of Quebec, Montreal

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

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

The Corruption of Managerial Techniques by Organizations, Daniel Lozeau, Ecole Nationale D Administration Publique; Ann Langley, U. of Quebec, Montreal; Jean-Louis Denis, U. de Montréal

Discussant: Martha Feldman, U. of Michigan
261. (CAR, HR, IM) Issues and Solutions in Globalizing Management Staffing and Development Systems

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

Discussant: M. Ronald Buckley, U. of Oklahoma

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

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

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

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

Discussant: Robin J. Ely, Columbia U.

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

Chair: Francis J. Yammarino, State U. of New York, Binghamton
In Search of the Level of Analysis for Leader-Member Exchange (LMX): Theory on and Research of Four Alternatives, Chester A. Schriesheim, U. of Miami; Stephanie L. Castro, Louisiana State U.; Xiaohua (Tracy) Zhou, U. of Miami; Francis J. Yammarino, State U. of New York, Binghamton
A Multi-Level View of Charismatic Leadership: Close-Up and at a Distance, Jane M. Howell, U. of Western Ontario;
Bruce J. Avolio, State U of NY at Binghamton; Derrick J. Neufeld, U. of Manitoba

The Romance of Leadership: Social Constructions, Networks, and Levels of Analysis, James R. Meindl, State U. of New York, Buffalo; Juan-Carlos Pastor, U. of Western Ontario

Discussant: Fred E. Dansereau, State U. of New York, Buffalo

Wednesday 12:20 pm

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

Chair: Amy L. Kenworthy, U. of North Carolina, Chapel Hill
Interactive Drama: A Pedagogical Tool for the 21st Century, Brooks C. Holton, U. of Washington
Service Learning: A Pedagogical Tool for the 21st Century, Amy L. Kenworthy, U. of North Carolina, Chapel Hill
Interactive Videotaped Examinations: A Pedagogical Tool for the 21st Century, Joseph F. Byrnes, Bentley College
WebCT™ Technology: A Pedagogical Tool for the 21st Century, Terry L. Boles, U. of Iowa

Discussant: Edward Zlotkowski, American Association for Higher Education

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

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

Discussant: Linda Argote, Carnegie Mellon U.

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

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

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

Chair: Daniel A. Levinthal, U. of Pennsylvania
From Organizational Routines to Dynamic Capabilities, Sidney G. Winter, U. of Pennsylvania; Maurizio Zollo, INSEAD
Learning with Re-engineering: How Learning Occurs with Radical Reformation of Organizational Core Competencies, Stephen Lee Walston, Cornell U.

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

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

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

Discussant: Sidney G. Winter, U. of Pennsylvania

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

12:20-2:10 Hyatt West: Comiskey

Chair: Ronda R. Callister, Utah State U.
The Experience of Anger of Work: Lessons From the Chronically Angry, Donald E. Gibson, Yale U.; Sigal G. Barsade, Yale U.

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

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

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


Discussant: Peter Carnevale, U. of Illinois

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

12:20-2:10 Swiss: Gball 3

Organizer: Stuart A. Youngblood, Texas Christian U.

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

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

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

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

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

Discussant: Charles R. Greer, Texas Christian U.
### Monday 9:00 am

<table>
<thead>
<tr>
<th>Start</th>
<th>Paper: Effects of Individual Differences: The &quot;Big Five&quot; Personality Dimensions</th>
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<tbody>
<tr>
<td>9:00-10:20</td>
<td><em>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</em></td>
</tr>
<tr>
<td>10:30-12:00</td>
<td><em>OB: 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.</em></td>
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<tr>
<td>10:40-12:00</td>
<td><em>OB: Who Overrates or Underrates Themselves?: A Multinomial Logit Analysis, David T. Antonioni, U. of Wisconsin, Madison; Heejoon Park, U. of Wisconsin, Madison</em></td>
</tr>
</tbody>
</table>

*Facilitator: Murray Barrick, Michigan State U.*

**271.** Paper: Effects of Individual Differences: The "Big Five" Personality Dimensions

*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*  


*OB: Who Overrates or Underrates Themselves?: A Multinomial Logit Analysis, David T. Antonioni, U. of Wisconsin, Madison; Heejoon Park, U. of Wisconsin, Madison*  

**Monday 10:40 am**

<table>
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<tr>
<th>Start</th>
<th>Paper: Determinants and Effects of Goal Orientation</th>
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| 10:40-12:00 | *OB: Goal Orientation: New Directions for Contribution to Organizational Behavior, Adam Carroll, Columbia U.*  

**274.** Paper: Determinants and Effects of Goal Orientation

*OB: Goal Orientation: New Directions for Contribution to Organizational Behavior, Adam Carroll, Columbia U.*
Paper: Designs for Pluralistic Practice
- 10:40-12:00 Hyatt East: GndBall D(N)

Paper: Organizational Partnerships: Structure and Performance in Joint Ventures
- 10:40-12:00 Hyatt East: Columbus E/F

Paper: Varieties of Radical Change
- 12:20-2:10 Hyatt East: GndBall C(N)

Paper: Virtual Teams
- 2:30-3:50 Hyatt East: Columbus E/F

Paper: Collective and Shared Cognition
- 12:20-2:10 Hyatt East: GndBall D(N)

Paper: What Affects Organizational Commitment?
- 12:20-2:10 Hyatt East: Columbus E/F


Discussion:
- 2:30-3:50 Hyatt East: Columbus E/F

Discussion: 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


Discussion: Paper: Varieties of Radical Change, The Effects of Psychological Contract Strength and Violation on Organizational Commitment and Organizational Justice, Matthew A. Liao-Troth, DePaul U.

Discussion: Paper: Virtual Teams, What Affects Organizational Commitment?


Discussion: Paper: What Affects Organizational Commitment?

Discussion: Paper: Virtual Teams: A Proposed Research Agenda

Discussion: Paper: Twenty-First Century Teamwork: Defining Competencies for Virtual Teams

Discussion: Paper: Managing the Formation of Virtual Team Categories and Prototypes by Managing Information: A SIT / SCT Perspective

Discussion: Paper: Designs for Pluralistic Practice

Discussion: Paper: Organizational Partnerships: Structure and Performance in Joint Ventures

Discussion: Paper: Varieties of Radical Change
Shared Interest Track Papers

- 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


MOC: Crisis Management Plans as Schemas: Analysis and Implications, Joanna 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 Fiegener, 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)


ODG: 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.


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


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.

TM: 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

**Balancing Work and Family**

**Becoming an Expatriate**

**Mediating Work and Family Stress**

**Structural Knowledge Assessment In Management Education**

**Visualizing and Evaluating Student Understanding of Strategic Management:**

**The Challenges and Opportunities of Becoming an Expatriate**

**You've Got Mail!™: E-mail and E-commerce in Organizations**

**The Family in the Grey Flannel Suit:**

**The Performance Impact of Supply Chain Management**

**Expanding the Dominant Model of Career Satisfaction:**

**The Challenges and Opportunities of Becoming an Expatriate**

**You've Got Mail!™: E-mail and E-commerce in Organizations**

**The Performance Impact of Supply Chain Management**

**Expanding the Dominant Model of Career Satisfaction:**

**The Challenges and Opportunities of Becoming an Expatriate**

**You've Got Mail!™: E-mail and E-commerce in Organizations**

**The Performance Impact of Supply Chain Management**

**Expanding the Dominant Model of Career Satisfaction:**
ENT: Supplier Partnerships and the High-Growth Firm: Selecting For Success, Amy Vernberg Beekman, George Mason U.; Richard B. Robinson, U. of South Carolina


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.


HR: Identifying the Sources of Non-Equivalence in Job Satisfaction Measures, Vida Scarpello, Georgia State U.; James Hayton, Georgia State U.

Facilitator: Angelo J. Kinicki, Arizona State U.

295. Paper: Antecedents and Outcomes of Organizational Citizenship Behavior
• 9:00-10:20 Hyatt East: GndBall D(N)

OB: Supervisors as Stewards of Organizational Citizenship? An Examination of the Agreement Between Within and Across Group Effects of Employee OCBs on Overall Performance, William H. Bommer, Georgia State U.; Bryan Lilly, U. of Wisconsin, Oshkosh

OB: Mediating and Moderating Effects of Role Definitions on Relationships Between Organizational Justice and Organizational Citizenship Behavior, Edward C. Taylor, U. of Kentucky; Bennett J. Tepper, U. of Kentucky

PNS: Reciprocity or ‘It’s My Job’?: Exploring Organizationally Directed Citizenship Behavior in a National Health Service Setting, Jacqueline A-M. Coyle-Shapiro, London School of Economics and Political Science; Ian Kessler, U. of Oxford; John Purcell, U. of Bath


Facilitator: Linn Van Dyne, Michigan State U.

Wednesday 10:40 am

296. Paper: Closing the Revolving Door: Turnover and Retention
• 10:40-12:00 Hyatt East: GndBall 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


Facilitator: Peter W. Hom, Arizona State U.

297. Paper: The Importance of Procedural and Distributive Justice
• 10:40-12:00 Hyatt East: GndBall D(N)

ODC: Allocation Processes in Mergers and Acquisitions: An Organisational Justice Perspective, Christine Benedichte Meyer, Norwegian School of Economics and Business Administration


HR: Workplace Justice, Citizenship Behavior, and Turnover Intentions in a Union Context, Samuel Aryee, Hong Kong Baptist U.; Yue Wah Chay, International Survey Research Corporation


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

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

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<tr>
<th>Start</th>
<th>Shared Program</th>
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| 9:00 am | 388. IP: Global Alliances • HE: Wacker West (1)  
399. IP: Motivation/Self-Efficacy • HE: Wacker West (2)  
400. IP: Leader Development & Learning • HE: Wacker West (3)  
401. IP: Legal Issues • HE: Wacker West (4)  
402. IP: Research Methodologies • HE: Wacker West (5) |
| 10:40 am | 503. IP: Executive Issues • HE: Wacker West (1)  
504. IP: Psychological Contracts • HE: Wacker West (2)  
505. IP: Enactment & Expectancies • HE: Wacker West (3)  
506. IP: Organizational Forms • HE: Wacker West (4)  
507. IP: Managing Conflict • HE: Wacker West (5) |
| 1:00 pm | 508. IP: Entrepreneur Strategic Issues • HE: Wacker West (1)  
509. IP: International Career Issues • HE: Wacker West (2)  
510. IP: Corp. Social Responsibility • HE: Wacker West (3)  
511. IP: Technology Issues • HE: Wacker West (4)  
512. IP: Education & Knowledge • HE: Wacker West (5) |
| 2:30 pm | 513. IP: Emerging Markets • HE: Wacker West (1)  
514. IP: Jobs & Roles in Organizations • HE: Wacker West (2)  
515. IP: Management Changes in Japan • HE: Wacker West (3)  
516. IP: Strategic Human Resources • HE: Wacker West (4)  
517. IP: Evolution of Theory • HE: Wacker West (5) |
| 4:10 pm | 518. IP: Overcoming Barriers • HE: Wacker West (1)  
519. IP: Making and Breaking Trust • HE: Wacker West (2)  
520. IP: Self-directed Change • HE: Wacker West (3)  
521. IP: Career Issues • HE: Wacker West (4)  
522. IP: Environmental Regulations • HE: Wacker West (5) |
| 6:30 pm | Caucus: Table 1 • HE: Wacker West (1)  
Caucus: Table 2 • HE: Wacker West (1)  
Caucus: Table 3 • HE: Wacker West (1)  
Caucus: Table 4 • HE: Wacker West (2)  
Caucus: Table 5 • HE: Wacker West (2)  
Caucus: Table 6 • HE: Wacker West (2)  
Caucus: Table 7 • HE: Wacker West (3)  
Caucus: Table 8 • HE: Wacker West (3)  
Caucus: Table 9 • HE: Wacker West (5)  
Caucus: Table 10 • HE: Wacker West (3)  
Caucus: Table 11 • HE: Wacker West (4)  
Caucus: Table 12 • HE: Wacker West (4)  
Caucus: Table 13 • HE: Wacker West (4)  
Caucus: Table 14 • HE: Wacker West (5)  
Caucus: Table 15 • HE: Wacker West (5)  
Caucus: Table 16 • HE: Wacker West (5) |
| 8:30 am | 536. IP: Selection & Appraisal • HE: Wacker West (1)  
540. IP: Recent Developments in Theory • HE: Wacker West (2)  
541. IP: Gender Comparisons • HE: Wacker West (3)  
542. IP: Government Relations • HE: Wacker West (4)  
543. IP: Culture and Control in HCOs • HE: Wacker West (5) |
| 10:30 am | 544. IP: Alliances & Stakeholders • HE: Wacker West (1)  
545. IP: Issues of Firm Growth • HE: Wacker West (2)  
546. IP: Entry Mode Choices • HE: Wacker West (3)  
547. IP: Strategic Decision Making • HE: Wacker West (4)  
548. IP: International Education Issues • HE: Wacker West (5) |
| 2:00 pm | 549. IP: Org. Learning & Change • HE: Wacker West (1)  
550. IP: Groups: Composition & Process • HE: Wacker West (2)  
551. IP: Change, Commitment & Culture • HE: Wacker West (3)  
552. IP: Career Choice & Management • HE: Wacker West (4)  
553. IP: Current Trends in OCIS • HE: Wacker West (5) |
| 3:40 pm | 554. IP: Issues in Operations Mgmt • HE: Wacker West (1)  
555. IP: Organizational Learning • HE: Wacker West (2)  
556. IP: Affective Reactions • HE: Wacker West (3)  
557. IP: Public & Nonprofit Management • HE: Wacker West (4)  
558. IP: Initiatives & Innovations • HE: Wacker West (5) |
| 8:30 am | 559. IP: Institution & Industry Context • HE: Wacker West (1)  
560. IP: Personality/Dispositions • HE: Wacker West (2)  
561. IP: Investment, Trade & Knowledge • HE: Wacker West (3)  
562. IP: Commitment & Turnover • HE: Wacker West (4)  
563. IP: Improving Learning/Teaching • HE: Wacker West (5) |
Monday 9:00 am

298. Global Alliances and Interorganizational Cooperation in International Management
   • 9:00-10:20 Hyatt East: Wacker West (1)
IM: Strategic Alliance and Firm Value: A Case Study of the British Airways/USAir Alliance, Jong-Hun Park, City U. of Hong Kong; Anning Zhang, City U. of Hong Kong; Namgoyou K. Park, New York U.
IM: Distinct Institutions, Different Links: Supply Relations in the UK and Dutch Agro-Food Industry, Martyn Francisuc Rademakers, Erasmus U., Rotterdam

299. Motivation and Self-Efficacy
   • 9:00-10:20 Hyatt East: Wacker West (2)
10546 & 11210 adjacent booths
OB: The Development of Training Based Self-Efficacy in a Multidimensional Feedback Environment, Charles K. Parsons, Georgia Institute of Technology; Donald B. Fedor, Georgia Institute of Technology; David Herold, Georgia Institute of Technology
Published in Conference Proceedings
OB: Role of Conceptions of Ability in Self-Regulation and Performance on a Complex Task, Carmen M. Tabernero, U. of Salamanca; Robert E. Wood, U. of New South Wales
OB: The Sacred Spark of Academic Research, Robert Rodgers, U. of Kentucky; Nanette Rodgers, U. of Kentucky
OB: The Role of Self-Efficacy as a Moderating Variable in the Job Strain Model, Nerina Lea Jimmieson, Queensland U. of Technology; Nyree Kathleen Hopley, Queensland U. of Technology

300. Leadership Development and Service Learning
   • 9:00-10:20 Hyatt East: Wacker West (3)
MED: A Stages Of Change Perspective On Motivation To Learn In A Leadership Development Context: An Empirical Investigation, Stanley G. Harris, Auburn U.; Michael S. Cole, Auburn U.

Monday 10:40 am

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

**304. Psychological Contracts**
- 10:40-12:00 Hyatt East: Wacker West (2)
OB: Monitoring Versus Meddled: 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: 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)

**307. Negotiation and Conflict Management**
- 10:40-12:00 Hyatt East: Wacker West (5)
CM: Malaysian Community Mediation, James A. Wall, U. of Missouri, Columbia; Ronda R. Callister, Utah State U.

**Monday 1:00 pm**

**308. Strategic Issues in Entrepreneurship**
- 1:00-2:10 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: The Role of Cultural Dimensions on National Entrepreneurship, Jeff Brice, Jr., Mississippi State U.
ENT: Franchising As An Entrepreneurial Transformation Approach For Developing Economies, Gary J. Castrogiovanni, U. of Tulsa; George S. Vozikis, U. of Tulsa
310. Corporate Social Responsibility
• 1:00-2:10 Hyatt East: Wacker West (3)
SIM: Stakeholder Identification and Value, Anastasios Karamanos, Cambridge U.; Chong Ju Choi, Cambridge U.

311. The Cutting Edge of Technology
• 1:00-2:10 Hyatt East: Wacker West (4)
TIM: A Linkage Model Of Corporate New Ventures, Anurag Sharma, U. of Massachusetts, Amherst
TIM: Information Processing During Innovation Implementation, Randolph B. Cooper, U. of Houston; Richard A. Wolfe, U. of British Columbia
TIM: The Impact of Partner-Fit on Progress and Success of European Multi-Partner Research Projects, Hans Georg Genuend, 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)
MED: A Boundary-Spanning Pedagogical Approach to Environmental Regulation and Management, Kimble A. Byrd, Rowan U.

313. Managing in Emerging Markets
• 2:30-3:50 Hyatt East: Wacker West (1)
Published in Conference Proceedings
IM: Alliance Formation in Emerging Markets--An Institutional View, Qingjtu Tao, U. of Pittsburgh
IM: Crafting a Singaporean Culture: Implications for Theory and Practice, Usha C. V. Haley, New Jersey Institute of Technology; Linda Low, National U. of Singapore
IM: The Impact of Market Liberalization on Firm Scope, Omar Nohad Toulan, McGill U.
IM: The Impact of Political Ideology on Strategic Decision Process: An Action Research in an Alliance in Vietnam, Bertrand Venard, ESSCA

314. Jobs and Roles in Organizations
• 2:30-3:50 Hyatt East: Wacker West (2)
OB: All in a Day's Work: Micro Role Transitions and the Workplace, Blake E. Ashforth, Arizona State U.; Main; Glen E. Kreiner, Arizona State U., Main; Mel Fugate, Arizona State U., Main
Published in Conference Proceedings

315. Management Changes in Japan
• 2:30-3:50 Hyatt East: Wacker West (3)
IM: Downsizing and the Deinstitutionalization of the Social Contract in Japan, Christina Linn Ahmadjian, Columbia U.; Patricia Robinson, New York U.
IM: Bank-Firm Cross-Shareholding: Is It Really Winding Down? -- Recent Evidence from Japan, Mark J. Scher,
Interactive Papers and Caucuses

316. Strategic Human Resources

- **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.

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


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, Avnish V. Mainkar, U. of Connecticut


317. Evolution of Theory & Practice

- **MH:** The Mother of All Pluralisms, Milorad M. Novicevic, U. of Oklahoma


MH: History of the U.S. Home Video Game Market, Scott Gallagher, Rutgers U.; Seung-Ho Park, Rutgers U.


Monday 4:10 pm

318. Overcoming Barriers to Inclusion

- **GDO:** Contesting  Valuation of "The Feminine" on the Op-Ed Pages of the Wall Street Journal: One Response to Fonda's 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


319. Making and Breaking Trust

- **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

- **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

- **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
**Interactive Papers and Caucuses**

### Caucus Table 1 States and Management
- **Time & Location**: 6:30-8:30 Hyatt East: Wacker West (1)
- **Contact**: Jone L. Pearce, U of California, Irvine
- **Actor**: Jone L. Pearce, U of California, Irvine

### Caucus Table 2 Meditation and Management
- **Time & Location**: 6:30-8:30 Hyatt East: Wacker West (1)
- **Contact**: Jane Schmidt-Wilk, Maharishi U of Management
- **Actor**: Jane Schmidt-Wilk, Maharishi University of Management; Dennis P. Heaton, Maharishi University of Management

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

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

### Caucus Table 5 Change and Development Journeys with Strategic Management Simulations
- **Time & Location**: 6:30-8:30 Hyatt East: Wacker West (2)
- **Contact**: Steven J. Maranville, U of St. Thomas
- **Actor**: Steven J. Maranville, U of St. Thomas

### Caucus Table 6 International HR Certification and Competencies
- **Time & Location**: 6:30-8:30 Hyatt East: Wacker West (2)
- **Contact**: Carolyn Wiley, carwil2498@aol.com
- **Actor**: Carolyn Wiley, CARWIL Management Consulting; Herman Aguinis, U of Colorado, Denver

### Caucus Table 7 Management and Political-Economy
- **Time & Location**: 6:30-8:30 Hyatt East: Wacker West (3)
- **Contact**: William Kaghan, wkaghan@email.msnu.edu
- **Actor**: Richard S. Mares, U of Washington; William N. Kaghan, Sakson & Taylor, Inc.; Michael Lounsbury, Cornell U.

### Caucus Table 8 Religion in Organizations: In Search of Authenticity?
- **Time & Location**: 6:30-8:30 Hyatt East: Wacker West (3)
- **Contact**: Scott R. Safrański, safra@slu.edu
- **Actor**: Kathy Lund Dean, Saint Louis U.; Scott R. Safrański, St. Louis U.

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

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

### Caucus Table 11 Riding the Wave: Academic Research and Human Resource Information Systems (HRIS)
- **Time & Location**: 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.

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

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

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

### Caucus Table 15 Change and Development Journeys of Faculty at Smaller Schools
- **Time & Location**: 6:30-8:30 Hyatt East: Wacker West (5)
338. Caucus Table 16 The Question We Dare Not Pose: The Date, Timing and Submission Deadline for Future Academy of Managements
- 6:30-8:30 Hyatt East: Wacker West (5)
Contact: William Acar, wacar@bsa3.kent.edu
Actors: Page G. West, III, Wake Forest U.; William Acar, Kent State U.

Tuesday 8:30 am

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

340. The Cutting Edge of Theory
- 8:30-10:10 Hyatt East: Wacker West (2)
OMT: Whither Goest Thou? Seeking Trends in Organization Theory into the New Millenium, Dwight K. Lemak, 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; Kenny D. Carson, U. of Southwestern Louisiana; Brandi Guidry, U. of Southwestern Louisiana
MH: The Origins of Social Loafing, Robin Cheramie, Louisiana State U.

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

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

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

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: Conceptual and Empirical Challenges in the Study of Firm Growth, Per Davidson, 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: Foreign Producers: A Neglected Form of Multinational Corporation, Jane F. Craig, U. of New South Wales; Philip W. Yetton, U. of New South Wales; Jeremy G. Davis, U. of New South Wales


347. Strategic Decision Making
- 10:30-11:50 Hyatt East: Wacker West (4)


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: Elusive Empiricism, David Alan Baucus, Utah State U.

348. International Issues in Business Education
- 10:30-11:50 Hyatt East: Wacker West (5)
MED: The Learning of Senior Managers in Changing Environments: Preliminary Results, Judy H. Matthews, Queensland U. of Technology; Trevor A. Williams, Queensland U. of Technology

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

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


Facilitators: Carolyn Wiley, CARWIL Management Consulting; Richard O. 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)
OOC: Organizational Change - Philosophical Issues from an Autoeiotic Lens , Srikanth Goparaju, Texas A&M U., College Station

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

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

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

MOC: The Relationship Between Collective Efficacy and Collective Performance, John William Whiteoak, Griffith U., Gold Coast; Laurence Chalip, Griffith U., Gold Coast

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


Facilitator: Kelly Anne Mollica, Wake Forest U.

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


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

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

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

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

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

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

OB: One Firm Spot: Social Influences on Employees’ Attitudes Toward an Organizational Change, Sandy Kristin Piderit, Case Western Reserve U.


OCC: Organizational Change, Group Learning and Communication: Learning in Building the Oresund Bridge, Andrew J. Schenkel, Stockholm School of Economics; Jon K. Rognes, Stockholm School of Economics

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, Thigagaraj 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)


Published in Conference Proceedings

Facilitator: Kelly Anne Mollica, Wake Forest U.
**Interactive Papers and Caucuses**

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

**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

**355. Organizational Learning from Successes and Failures**

- 3:40-5:00 Hyatt East: Wacker West (2)

**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. Carragher, Indiana State 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

**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

**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.; Philipppe 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
Interactive Papers and Caucuses

361. Investment, Trade, and the Transfer of Knowledge
• 8:30-10:20 Hyatt East: Wacker West (3)
IM: Changes in the Specialization of Canada’s Exports to the US Under Free Trade, Thomas James Wesson, York U.
IM: Cross-Border Knowledge Transfer in Multinational Corporations, Leyland Lucas, Rutgers U., Newark
IM: Managers' Views of Political Risks: An Empirical Exploration of Miller's Conceptualization, Michele A. Govekar, Ohio Northern U.; Paul L. Govekar, Nova Southeastern U.

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: Global and Facet Variables as Predictors of Intention to Quit for Managerial and Non-Managerial Men and Women, Donald J. Campbell, National U. of Singapore; Kathleen M. Campbell, National U. of Singapore
GDO: 'Playing the Race Card': Effect of Race on Affective Commitment and Intent to Turnover of University Faculty, Janice Witt Smith, North Carolina A&T State U.
Facilitators: Stacy Blake-Beard, Harvard U.; Kate Walsh, Boston College

363. Improving Learning/Teaching Effectiveness
• 8:30-10:20 Hyatt East: Wacker West (5)
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, Andrè 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: 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
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...
**Interactive Papers and Caucuses**

**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

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**Theory Driven Health Services Research**

10:40-12:00 Hyatt East: Wacker West (3)


**HCA**: Does Strategic Orientation Predict Medical Group Performance?, Myron D. Fottler, U. of Alabama, Birmingham; Donna J. Slovensky, U. of Alabama, Birmingham; John D. Blair, Texas Tech U.

**HCA**: Mind the Gap? Rethinking the Generation and Implementation of Health Care Research, Martin Wood, U. of Warwick

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**Managerial Knowledge**

10:40-12:00 Hyatt East: Wacker West (4)

**MOC**: Self-Transcending Knowledge: Organizing Around Emerging Realities, Claus Otto Scharmer, Massachusetts Institute of Technology

**MOC**: The Strength of Redundant Ties: Overcoming Barriers to Information Transfer Across Networks, Marc H. Anderson, U. of Minnesota

**MOC**: Where Institutions Collide: An International Congregate Identity Map of Middle Managers Attitudes Towards Technology and Innovation, Pedro David Perez, Cornell U.

**MOC**: "If the Technology's in My Head, What's Going on in There?" Identifying Cognitive Frames Essential to Sensemaking Practices in Data Base-Centered Work, David W. De Long, Boston U.

**OMT**: Network Interaction at the Top: The Emergence of Top Management Team Beliefs, Kathleen M. Sutcliffe, U. of Michigan; Markus Vodosek, U. of Michigan; John Stuart Bunderson, Washington U.

**Facilitator**: Amy L. Pablo, U. of Calgary

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**Using Groups Effectively**

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

**MED**: 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.
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Friday 5:00 pm

369. Doctoral Consortium
- 5:00-9:00 Hyatt West: Hong Kong
Preregister with Julia Liebeskind at (213) 740-0749 or liebesk@rcf.usc.edu
Organizers: Julia P. Liebeskind, U. of Southern California; Anita M. McGahan, Harvard U.

Saturday 8:00 am

370. BPS Doctoral Consortium
- 8:00-5:00 Hyatt East: Columbus G
Preregister with Julia Liebeskind at (213) 740-0749 or liebesk@rcf.usc.edu
Organizers: Julia P. Liebeskind, U. of Southern California; Anita M. McGahan, Harvard U.

371. BPS New Faculty Consortium
- 8:00-5:00 Hyatt East: Columbus H
Preregister with Margaret Peteraf (612) 626-7559 or mpeteraf@csom.umn.edu
Organizers: Margaret A. Peteraf, U. of Minnesota; S. Akbar Zaheer, U. of Minnesota
Panel: Allan Afuah, U. of Michigan; Karel Cool, INSEAD; Curtis M. Grimm, U. of Maryland; Dawn Harris, Loyola U., Chicago; Michael Lawless, Duke U.; Joseph Mahoney, U. of Illinois; Rita Gunther McGrath, Columbia U.; Vincenzo Perrone, Bocconi U.; Lucy Glenn Thomas, III, Emory U.; Margarethe F. Wiersema, U. of California, Irvine

Saturday 1:00 pm

372. Cutting Edge Empirical Methods in Strategy Research
- 1:00-4:00 Hyatt West: Hong Kong
Organizer: Michael J. Leiblein, Ohio State U., Columbus
Presenters: David L. Kang, Harvard U.; Michael J. Leiblein, Ohio State U., Columbus; Ravindranath Madhavan, U. of Illinois, Urbana-Champaign; Brian S. Silverman, Harvard U.

Sunday 9:00 am

375. BPS Workshop Consortium: Managing Your Dissertation
- 9:00-12:00 Hyatt East: Field
Preregister with Anne Ranft at (304) 594-3072 or aranft@wvu.edu
Organizer: Annette L. Ranft, West Virginia U.
BPS Discussion Learning: Using the Case Method in Your Classroom
- 9:00-12:00 Hyatt West: McCormick
Organizer: Jay Dial, Case Western Reserve U.
Panel: Brian Golden, U. of Western Ontario; Myra Hart, Harvard U.; Neil Jones, U. of Western Ontario

Monday 8:00 am

Welcome
- 8:00-8:30 Hyatt West: Regency Ball A(S)

Monday 8:30 am

Paper: Knowledge, Innovation, and Learning
- 8:30-10:20 Hyatt West: Toronto
Chair: Kazuhiro Asakawa, Keio Business School
The Role of Emergent Initiatives in Strategic Renewal,
Steven W. Floyd, U. of Connecticut
Ephemeral Resources and Firm Knowledge Stocks: The Case of the Contingent Workforce, Sharon F. Matusik, Rice U.
The Antecedents and Consequences of Innovation Search: A Longitudinal Study, Gautam Ahuja, U. of Texas, Austin
Riitta Katila, U. of Texas, Austin
Knowledge Creation Through Organizational Routines, Ann 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.

Paper: Critical Issues in Executive Leadership
- 8:30-10:20 Hyatt West: Acapulco
Chair: Kathryn Jones, Alcorn State U.
Managerial Discretion and Performance Variability: The Implications of Heteroskedasticity, Vilmos F. Misangyi, U. of Florida; Heather Elms, U. of Florida
Perils of Failure, Perils of Success or ...? The Role of the Strategist's Personal Issues in Strategic Persistence,
Veronika Kisfalvi, Ecole des Hautes Etudes Commerciales, Montreal
The Influence of Executive Organizational Tenure on the Retention and Divestment of Acquired Companies, Donald Duane Bergh, Pennsylvania State U.
Executive Commitment to the Status Quo: Some Additional Tests, Patrick Thomas Gibbons, U. College Dublin; Mike O'Brien, Kaiser Associates International
Discussant: Eugenio Marchese, Cornell U.

Paper: Change and Transformation
- 8:30-10:20 Hyatt West: Regency Ball A(S)
Chair: Janice A. Black, New Mexico State U.
Strategic Renewal: Four Dynamic Mechanisms for Responding to Environmental Change, Charles Baden-Fuller, City U. Business School; Henk Volberda, Erasmus U., Rotterdam
An Empirical Test of Revolutionary Organizational Transformation in the Banking Industry, J. Daniel Wischnevsky, Rutgers U.

Paper: Executive Compensation
- 10:40-12:00 Hyatt West: Acapulco
Chair: Jean B. McGuire, Concordia U., Montreal
The Other Side Of The Coin: Principal Opportunism In Agency Relationships, Jay Dial, Case Western Reserve U.; Asghar Zardkoohi, Texas A&M U.
Environmental, Structural and Strategic Complexity as Determinants of CEO Compensation in Multinational Corporations, Kimberly Michelle Ellis, Florida State U.; Bruce T. Lamont, Florida State U.; V. Sambamurthy, U. of Maryland
Incentive-Based Compensation and Firm R&D Intensity, Daniel Rodriguez, Emory U.
Incentive Alignment or 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, Organization Slack, and Firm Innovation, Michael N. Young, Chinese U. of Hong Kong
Published in Conference Proceedings
Discussant: Anita M. McGahan, Harvard U.

Paper: Real Option Theory and Risk Management
- 10:40-12:00 Hyatt West: Toronto
Chair: Yasemin Y. Kor, U. of Illinois, Urbana-Champaign
The Impact of Product and International Diversification Strategy on the Corporate Performance: Spanish Case, María Luisa Ramírez-Alesón, U. of Zaragoza/Temple University; Manuel Antonio Espitia-Escuer, U. de Zaragoza
Option Potential and the Innovator's Dilemma: Resource Commitment to Uncertain New Projects, Rita Gunther McGrath, Columbia U.; Paola Dubini, Bocconi U., Milan
Entry Timing and Option Value, Kent D. Miller, New York U.; Timothy B. 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.

Paper: Global Competitive Dynamics
- 10:40-12:00 Hyatt West: Regency Ball A(S)
Chair: William Acar, Kent State U.
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
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.
Social Capital and Productive Exchange: Is Network Structure All We Need to Consider?, Peter Moran, London Business School; Charles Galunic, INSEAD
The Ties That Bind: Status-Based Constraints on Strategic Actions in the U.S. Investment Banking Industry, Stan X. Li, U. of Toronto; Whitney Blair Berta, U. of Toronto
Discussant: Jay B. Barney, Ohio State U.

386. Paper: Revisiting TMT Research
• 12:20-2:10 Hyatt West: Toronto
Chair: Rakesh B. Sambharya, Rutgers U., Camden
Revisiting the Effects of Strategic Leadership on Corporate Strategy: The Unit of Analysis Dilemma, Edward J. Zajac, Northwestern U.; Michael Jensen, Northwestern U.
Published in Conference Proceedings
Predicting Order and Timing of New Product Moves: The Role of Top Management, Abhishek Srivastava, U. of Maryland; Hun Lee, George Mason U.; Ken G. Smith, U. of Maryland; Curtis M. Grimm, U. of Maryland
The Effects of Past Performance on Top Management Team Conflict in Strategic Decision Making, Allen C. Amason, U. of Georgia; Ann C. Mooney, U. of Georgia
The Role of Top Management Team Heterogeneity on Organizational Survival and Adaptation in an Environmental Shift, Theresa S. Cho, Rutgers U.
Discussant: David L. Kang, Harvard U.

387. Theme: Challenges for Global Enterprise in the 21st Century

Monday 2:30 pm

388. Paper: Cognition in Strategy
• 2:30-3:50 Hyatt West: Acapulco
Chair: Adelaide Wilcox King, U. of Virginia
Positive Mindsets and Exaggerated Beliefs: Interpretive Frames as Key Determinants of Firm Performance, Klaus Weber, U. of Michigan; Kathleen M. Sutcliffe, U. of Michigan
The Effects of Increased Managerial Discretion on the Top Executive Cognition: The Implications for Strategic Change, Theresa S. Cho, Rutgers U.
Top Managers’ Efficacy Beliefs and Organizational Outcomes: An Application of Social Cognitive Theory, Seokhwa Yun, U. of Maryland
Psychological Team Composition and Strategy Making: Team Level Locus of Control in Relation to Planning Quality and Action Consistency, Christophe Boone, Maastricht U.; Woody van Olffen
Discussant: Rebecca A. Luce, Michigan State U.

389. Paper: Do Competences and Resources Matter?
• 2:30-3:50 Hyatt West: Toronto
Chair: SandraSieber, 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.; Parshottom Dass, U. of Arkansas
A Competence-Based New Product Typology, Erwin Danneels, Emory U.
Discussant: Bertrand Vital Quelin, HEC, Paris

390. Paper: Strategic Networks and Information Flows
• 2:30-3:50 Hyatt West: Regency Ball A(S)
Chair: Nicholas S. 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 Vasconcelos, Center for Entrepreneurial Leadership
Spillovers and the Advent of the Network Economy, Brian McGrath, U. College Dublin; Rita Gunther McGrath, Columbia U.
Don’t Go It Alone: Alliance Networks and Startups’ Performance in Canadian Biotechnology, Joel A. C. Baum, U. of Toronto; Tony Calabrese, U. of Toronto; Brian S. Silverman, Harvard U.
The System of Business Enterprises as a Complex Dynamic Network of Resources and Competencies, Giovanni Battista Dagnino, London Business School
Published in Conference Proceedings
Discussant: Hugh M. O’Neill, U. of North Carolina, Chapel Hill
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.

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.

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

Paper: Different Perspectives on Managing Scale
8:30-10:10 Hyatt West: Toronto
Chair: Douglas D. Moezel, 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.

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

Firms' Knowledge-Sharing Strategies in Emerging High Technology Industries, Jennifer W. Spencer, U. of Houston
Business Policy and Strategy

**Tuesday 10:30 am**

397. Symposium: Organizing/Strategizing
- 10:30-11:50 Hyatt West: Acapulco
  - Chair: Andrew Pettigrew, U. of Warwick
  - Discussant: Thorvald Haerem, Norwegian School of Management

398. Paper: Alliances and Joint Ventures
- 10:30-11:50 Hyatt West: Toronto
  - Chair: Paul W. Patterson, U. of Wisconsin, Milwaukee
  - 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: Anand Anand, U. of Michigan
  - Discussant: William Mitchell, U. of Michigan

400. Paper: Corporate Diversification and Implementation
- 2:00-3:20 Hyatt West: Acapulco
  - Chair: Vincent L. Barker, U. of Wisconsin, Milwaukee

Tuesday 2:00 pm

401. Paper: Institution and Culture in the Global Context
- 2:00-3:20 Hyatt West: Toronto
  - Chair: Andrew D. Henderson, Columbia U.
  - Discussant: Michael H. Lubatkin, U. of Connecticut

402. Paper: Competitive Advantage Revisited
- 2:00-3:20 Hyatt West: Regency Ball A(S)
  - Chair: Hao Ma, Bryant College

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.
  - Discussant: David J. Collis, Harvard U.
Advanced Institute of Science and Technology; Kyungmook Lee, Seoul National U.; Sangkyu Rho, Seoul National U.

Does Group Membership Influence Firm Behavior?, Anil Nair, Old Dominion U.; Suresh Kotha, U. of Washington

**Discussant:** Gregory Young, North Carolina State U.

**404.** Paper: High-tech and R&D Alliances

- **3:40-5:00 Hyatt West: Toronto**
  - **Chair:** Paul E. Bierly, James Madison U.
  - Post-Formation Dynamics in High-Tech Alliances, Maurizio Zollo, INSEAD; Jeffrey J. Reuer, INSEAD; Harbir Singh, U. of Pennsylvania
  - R&D Alliances: The Role of Governance in Realizing Innovative Potential, Rachelle Sampson, U. of Michigan
  - Valuing Biopharmaceutical Alliances, Daniel Rodriguez, Emory U.

Protecting Knowledge and Capabilities in Strategic Alliances: Resource and Relational Characteristics, Patricia M. Norman, Baylor U.

**Discussant:** Michael J. Leiblein, Ohio State U., Columbus

**405.** Richard D. Irwin Outstanding Educator Award

- **3:40-5:00 Hyatt West: Regency Ball A(S)**
  - **Tuesday 5:30 pm**

**406.** Meeting: Business Meeting and Awards Ceremony

- **5:30-6:30 Hyatt West: Regency Ball A(S)**
  - **Tuesday 6:30 pm**

**407.** Social

- **6:30-7:30 Hyatt West: Regency Ball A(S)**
  - **Wednesday 8:30 am**

**408.** Paper: Organizational Learning, Planning and Change

- **8:30-10:20 Hyatt West: Acapulco**
  - **Chair:** Alvaro Cuervo-Cazurra, Massachusetts Institute of Technology

Published in Conference Proceedings

**The Interaction of Strategic Planning and Organizational Learning and its Impact on Performance, Luis G. Flores, Northern Illinois U.; Ralph F. Catalanetto, 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.

**Business Policy and Strategy**

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 byAligning Stocks and Flows of Knowledge: An Empirical Examination of Intellectual Capital, Knowledge Management, and Business Performance, Nick Bontis, McMaster U.

Published in Conference Proceedings

How Intangible Capabilities Provide Competitive Pricing Advantage, Daniel H. Simon, U. of Maryland

**Intangible Resources and the Sustainability of Competitive Advantage, Belen Villalonga, U. of California, Los Angeles**

**Discussant:** Bente R. Lowendahl, Norwegian School of Management

**410.** Paper: Managing Global Networks

- **8:30-10:20 Hyatt West: Regency Ball A(S)**
  - **Chair:** Julian Birkinshaw, London Business School

**The Business Federation Form in Strategy Consulting Firms in Europe: Basic Dimensions and Their Effect on Performance, Joaquim Vilà, IESE, U. of Navarra, Barcelona; Carsten M. Syvertsen, IESE, U. of Navarra, Barcelona**

**An Effective Global Integration of Distinctive Competences: A Study on Multinational Businesses in Global Industries, Kwangssoo 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, Asht Vasudevan, Washington State U., Pullman; Brett P. Matherne, Georgia State U.**

**Discussant:** Phillip H Phan, National U. of Singapore

**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**


**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**

**Published in Conference Proceedings**

Discussants: Rebecca Henderson, Massachusetts Institute of Technology; Shane M. Greenstein, Northwestern U.

412. Paper: Joint Ventures: Terminations and Continuations
- 10:40-12:00 Hyatt West: Toronto

Chair: Carlo A. Carnevale-Maffe', SDA Bocconi U.

Explaining the Incidence of Unrelated Joint-Ventures: Efficiency and Agency Approaches, Mikolaj Jan Piskorski, Harvard U.


Joint Venture Terminations: Causes and Consequences, Shyam Kumar, U. of Illinois, Urbana-Champaign

Solving the Collaborative Dilemma of Joint Ventures: The Role of Structural Conditions, Ming Zeng, INSEAD / European Institute of Business Administration

Discussant: Ravindranath Madhavan, U. of Illinois, Urbana-Champaign

413. Paper: Mergers and Acquisitions Revisited
- 10:40-12:00 Hyatt West: Regency Ball A(S)

Chair: Andrew Harris Gold, U. of North Carolina, Chapel Hill

Evidence of Acquiror Learning in Mergers and Acquisitions, 1985-1995, Mathew Hayward, London Business School


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. Giese, Stanford U.

Discussant: Rita D. Kosnik, Associate Editor, Academy of Management Journal

414. Paper: Hybrid Governance
- 12:20-2:10 Hyatt West: Acapulco

Chair: Charles C. Snow, Pennsylvania State U.

Supply Chain Competitiveness and the "Tragedy of the Commons": The Case of the Champagne Industry, Karen S. Cool, Stanford U.; James E. Henderson, Babson College


Contracts and Project Based Strategic Alliances: An Empirical Test, Conor T. Vibert, Acadia U.

Discussant: A Typology of Hybrid Governance: Proposal and Empirical Validation, Mani R. Subramani, U. of Minnesota; John C. Henderson, Boston College

Discussant: Tarun Khanna, Harvard U.

- 12:20-2:10 Hyatt West: Toronto

Chair: Theresa Taylor-Coates, Rensselaer Polytechnic Institute


Equifinality, Strategic Configurations, and Organizational Performance, Dan Marlin, U. of Texas, San Antonio; David J. Ketchen, Jr., Louisiana State U.


Reassessing the Link Between Corporate Social Responsibility and Firm Performance, Donald Siegel, Arizona State U., West; Abagail McWilliams, Arizona State U., West; John B. Guerard, Vantage Global Advisors

Discussant: Richard Makadok, Emory U.
# Careers

**Program Chair: Jay Mahoney, Montclair State University**
**Workshop Chair: Susan Adams, Bentley College**

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**Saturday 9:00 am**

**416. Careering Practice**

- 9:00-6:00 am: Swiss: WmTell

*By invitation only*

**Organizer:** Kerr Inkson, U. of Auckland

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**Monday 8:30 am**

**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 Welcome:** Joan D. Mahoney, Montclair State U.

**Ambassador:** Samuel Rabinowitz, Rutgers U., Camden
Monday 12:20 pm

410. Paper: Perspectives on Mentoring

Chair: Debra A. Major, Old Dominion U.
Not All Relationships are Created Equal: Critical Factors of Productive Mentoring Relationships, Troy R. Nielson, California State U., San Marcos; Larry E. Pate, U. of Wisconsin, Madison; Regina J. Eisenbach, California State U., San Marcos
Career-Related and Social Support: An Examination of Expectations Among Mentors and Proteges, Angela M. Young, California State U., Los Angeles; Pamela L. Perrewé, 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

411. Paper: Individual and Organizational Outcomes of Job and Career Changes

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. Roschling, 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

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

Chair: Martin M. Greller, U. of Wyoming; Hugh Gunz, U. of Toronto

Tuesday 7:00 pm

422. Social Hour

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

Chair: Gayle Porter, Rutgers U., Camden
Ambassador: Veronica Wan-Huggins, Georgia State U.
## Conflict Management

**Program Chair:** Laurie Weingart, Carnegie Mellon University  
**Workshop Chair:** Judi M. Parks, Washington University

### Schedule

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**Chairs:** Debra L. Connelley, State U. of New York, Buffalo; Martin N. Davidson, U. of Virginia  
**Discussants:** Ella L. Bell, U. of North Carolina, Charlotte; Stella Ting-Toomey, California State U., Fullerton

**Monday 8:00 am**

**Division Welcome**  
- 8:00-8:30 Hyatt West: Haymarket  
**Division Chair:** Peter Carnevale, U. of Illinois  
**Program Chair:** Laurie R. Weingart, Carnegie Mellon U.

**Monday 8:30 am**

**428.** Paper: Antecedents and Consequences of Perceptions of Justice  
- 8:30-10:20 Hyatt West: Haymarket  
**Chair:** Robert J. Robinson, Harvard Business School  
**Examining Layoff Survivors' Changes in Commitment: The Effects of Procedural and Interactional Injustice, James J. Lavelle, U. of Utah / Catholic U. of America**  
**Published in Conference Proceedings**  
**A Social Identity Perspective on Organizational Justice Among Layoff Survivors, Kelly Anne Mollica, Wake Forest U.**  
**Winner of CM Division Best Paper Award**  
**Published in Conference Proceedings**


**Monday 2:30 pm**

### 429. Paper: Decision Making and Conflict Behavior
- 2:30-3:50 Hyatt West: Haymarket

*Chair:* Sally Blount-Lyon, U. of Chicago


*The Influence of Physical Attractiveness and Gender on Ultimatum Game Decisions*, Maurice E. Schweitzer, U. of Pennsylvania; Sara J. Solnick, U. of Miami

### 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 4:10 pm**

### 431. Meeting: Conflict Management Division Business Meeting
- 5:40-6:40 Hyatt West: Haymarket

*Division Chair:* Peter Carnevale, U. of Illinois

**Monday 5:40 pm**

### 432. Conflict Management Division Social
- 6:45-8:00 Hyatt West: Wrigley

**Tuesday 8:50 am**

### 433. Paper: Inter- and Intra-Group Conflict
- 8:50-10:10 Hyatt West: Haymarket

*Chair:* Kathleen M. O’Connor, Cornell U.

*The Effect of Cross-Cutting Social Identity on Negotiation Expectations*, Debra L. Connelley, State U. of New York, Buffalo; Donald E. Conlon, Michigan State U.

### Tuesday 10:30 pm

### 434. Symposium: In One Way and Out the Other: The Negotiation Process as a Site for Transformation
- 10:30-11:50 Hyatt West: Haymarket

*Chair:* Deborah M. Kolb, Simmons GSM; 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: Ethic and Emic Elements*, Anne Louise Lylte, Hong Kong U. of Science and Technology; Tetushi Okumura, Shiga U.

*Exploring the Norm of Reciprocity in the Global Market: U.S. and Japanese Intra- and Inter-Cultural Negotiations*, Wendi L. Adair, Northwestern U.

*Winner of CM Division Best Student Paper Award Published in Conference Proceedings*

*A Cross-Cultural Perspective on Procedural Justice*, Jasmine Tata, Loyola U., Chicago

*Trust Levels and Conflict Resolutions: Toward an Aculural Model for International Negotiation*, Yongsun Paik, Loyola Marymount U.; Steven C. Combs, Loyola 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 Division Doctoral Consortium

**Preregister with Nancy M. Carter at 651-962-4407 or at nmcarter@stthomas.edu**

### Organizers:
Nancy M. Carter, U. of St. Thomas; Timothy M. Stearns, California State U., Fresno

### Program Chair: Robert Hisrich, Case Western Reserve University

### Workshop Chair: Thomas Dean, University of Tennessee

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### Friday 8:00 am

**437. Entrepreneurial Consultation/Case Writing Project**
- 8:00-1:00 Hyatt West: Sandburg
- Offsite Project: Preregister with Thomas A. Bryant at 973-353-1062
- Organizer: Thomas A. Bryant, Rutgers U.

### Monday 1:00 pm

**438. Entrepreneurship Division Doctoral Consortium**
- 1:00-5:00 Hyatt West: Westgate
- Preregister with Nancy M. Carter at 651-962-4407 or at nmcarter@stthomas.edu
- Organizers: Nancy M. Carter, U. of St. Thomas; Timothy M. Stearns, California State U., Fresno
Presenters: Howard E. Aldrich, U. of North Carolina, Chapel Hill; Claudia B. Schoonhoven, U. of California, Irvine; Harry J. Sapienza, U. of South Carolina

439. The Case Method: Tips on Developing, Writing, Teaching, and Publishing Cases
• 1:00-3:00 Hyatt West: McCormick
Organizer: Myra Hart, Harvard U.
Presenters: Myra Hart, Harvard U.; Candida G. Brush, Boston U.; Patricia G. Greene, U. of Missouri, Kansas City; Chi Anyansi-Achibong, North Carolina A&T State U.

Friday 3:00 pm

440. Refreshment Break
• 3:00-3:30 Hyatt West: Addams
Organizer: Thomas J. Dean, U. of Colorado, Boulder

Friday 3:30 pm

441. How Creative Individuals Learn to be Entrepreneurial: Lessons & Experience from the Arts Industries
• 3:30-5:00 Hyatt West: Ogden
Organizer: Thomas A. Bryant, Rutgers U.
Presenters: Thomas A. Bryant, Rutgers U.; Patricia Kettenring, Rutgers U.; Willem VanDoojeweert, 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-Profit
• 3:30-5:00 Hyatt West: McCormick
Organizer: Norris F. Krueger, Entrepreneurial Strategies

Saturday 8:30 am

447. Entrepreneurship Division Doctoral Consortium
• 8:30-4:30 Hyatt West: Ogden
Preregister with Nancy M. Carter at 651-962-4407 or nmcarter@stthomas.edu
Organizers: Nancy M. Carter, U. of St. Thomas; Timothy M. Stearns, California State U., Fresno

Saturday 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

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 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 East: 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
   Preregistration with Nancy M. Carter at 651-962-4407 or nmcartner@sithomas.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 East: 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)

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

   - 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. Kirchhoff, 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
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.
  Discussant: Susanna Khaval, Boston U.

Monday 12:20 pm

469. Paper: Financing and the Entrepreneurial Firm
- 12:20-2:10 Hyatt West: Wrigley
  Chair: David Deeds, Case Western Reserve U.
  "Residual Communism" Entrepreneurship and Micro-Enterprise Finance in Post-Communist Countries, Chao C. Chen, Rutgers U.; Nada T. Kobeissi, Rutgers U., Newark
  Chief Executive Officer (CEO) Tenure in Initial Public Offering (IPO), Hitoshi Mitsuhashi, Cornell U.; Welbourne M. Theresa, Cornell U.
  Discussants: Sandra West King, Frostburg State U.; Roger Hutt, Arizona State U., West

Monday 2:30 pm

470. Paper: Human Resources and Human Capital
- 2:30-3:50 Hyatt West: Wrigley
  Chair: Anne M. McCarthy, Colorado State U.
  Network Capital, Relational Rents, and the Competitive Advantage of Small Firms, Juan Florin, U. of Connecticut
  Discussants: Alice Andrews, Valour Inc.; Emeric Solymossy, Western Illinois U.

Monday 4:10 pm

471. Paper: Succession in Family Businesses

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
  Discussant: Scott W. Kunkel, U. of San Diego

Tuesday 2:00 pm

476. Paper: International Entrepreneurship
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

Wednesday 12:20 pm

482. **Paper: Innovation and Creativity in Entrepreneurial Firms**
- 12:20-2:10 Hyatt West: Wrigley

**Chair:** Lowell W. Busenitz, U. of Oklahoma


Responding to Innovations in Marketing and Service: The Strategies of Independent Retailers, Michael J. Rubach, U. of Central Arkansas; McGee M. Jeffrey, U. of Texas, Arlington

**Discussants:** Karen L. Belanger, Columbia U.; Connie Marie Gagliano, San Francisco State U.

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### Tuesday 3:40 pm

**477. Paper: Theory and Survival of International Entrepreneurial Firms**
- 3:40-5:00 Hyatt West: Wrigley

**Chair:** Hamid Etemad, McGill U.

"Born Global" Firms: A Theoretical Exploration, Paula D. Harveson, U. of Memphis; Ben L. Kedia, U. of Memphis; Peter S. Davis, U. of Memphis

Lessons from England: The Development of Small Firms Policy, Simon Down, U. of Plymouth; Jonathan Lean, U. of Plymouth

SME Survival in Hungary, Marjorie A. Lyles, Indiana U.; Indianapolis; Kathleen Watson, California State U.; San Marcos; Todd Saxton, Indiana U., Indianapolis

**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.


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.
Gender and Diversity in Organizations

Program Chair: Audrey Murrell, University of Pittsburgh
Workshop Chair: Laura Graves, Clark University

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<td>GDO: Finding a Job • Hyatt West: Truffles</td>
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Friday 6:00 pm

Welcome to the 1999 GDO Doctoral Consortium:
Finding a Job That’s Right for You
- 6:00-9:00 Hyatt West: Truffles

Contact Jeffrey Greenhaus (greenhaus@drexel.edu) or Saroj Parasuraman (saroj@drexel.edu) for more information.
Organizers: Jeffrey H. Greenhaus, Drexel U.; Saroj Parasuraman, Drexel U.
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

- 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) 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

- 10:40-12:00 Hyatt West: Stetson F
Chair: Razelle Frankl, Rowan 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
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
### 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 Oguş, Hong Kong Polytechnic U.  
Songs of Ourselves: Employees' Deployment of Social Identity In Encounters with Self and Others, W. E. Douglas Creed, Boston College; Maureen Scully, Massachusetts Institute of Technology  
**Discussant:** Margaret A. Lucero, U. of Wyoming

### Tuesday 3:40 pm

**498. Special Session: Organizational Talk: The Transformational Potential of a Feminist Approach**
- 3:40-5:00 Hyatt West: Stetson F  
*Chair:* Ann C. Baker, George Mason U.  
*Presenters:* Susan A. Comerford, U. of Vermont; Mary J.J. Fambrough, Case Western Reserve U.

### Tuesday 5:30 pm

**499. Meeting: GDO Division Business Meeting**
- 5:30-7:30 Hyatt West: Stetson F

### Tuesday 6:30 pm

**500. GDO Division Social Hour**
- 6:30-7:00 Hyatt West: Stetson F

### Wednesday 10:40 am

**501. Paper: Diverse Perspectives within Teams**
- 10:40-12:00 Hyatt West: Stetson F  
*Chair:* Robin Johnson, Darden Business School, U. of Virginia  
Looking into the Black Box: A Social Network Approach to Diversity, Communication, and Work Team Effectiveness, Margarita C. Mayo, U. of Western Ontario, Ivey School of Business  
Relational Demography Within Groups: An Empirical Test of a Theoretical Model, Christine Marie Riordan, U. of Georgia; Elizabeth Wier Weatherly, U. of Georgia  
**Discussant:** Joycelyn Finley-Hervey, Jackson State U.

### Wednesday 12:20 pm

**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
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**Friday 6:00 pm**

**503. HCM Welcome Reception and Introductions: Doctoral Students and Junior Faculty**

* By invitation only
* **Coordinator:** Sharon Topping, U. of North Carolina, Chapel Hill


**Friday 7:30 pm**

**504. Junior Faculty Breakout Session: Forming Networks for Your Teaching and Research Needs**

**Saturday 8:00 am**

**505. Doctoral Students Break-Out Session: Forming Networks for Your Teaching and Research Needs**

* 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 8:30 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

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 10:15 am

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 12:00 pm

510. Grantwriting: What You Need to Know to Get Funded
- 1:00-2:15 Swiss: Gball 3
By invitation only
Chair: Thomas D'Anunno, U. of Chicago
Panel: Mary L. Fennell, Brown U.; Grant T. Savage, U. of Alabama, Tuscaloosa; Maria A. Friedman, HCFA

Saturday 1:00 pm

511. HCM: The Two Journeys of Academe: The Dissertation Journey
- 2:30-4:00 Swiss: Gball 2
For Doctoral Students Only
Chair: Eric A. Goodman, Fort Hays State U.
Panel: Timothy J. Hoff, State U. of New York, Albany; David J. Ketchen, Jr., Louisiana State U.

512. The Two Journeys of Academe: The Promotion and Tenure Journey
- 2:30-4:00 Swiss: Gball 3
Junior Faculty Only
Chair: Jacqueline S. Zinn, Temple U.

Saturday 4:00 pm

513. Career Opportunities: Pluralism in Health Care
- 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

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
   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
   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 Proena, 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
   Chair: Barbara Bigelow, Clark U.
   Distinguished Speaker: Patrick G. Hays, Blue Cross/Blue Shield Association

Monday 5:30 pm

522. Meeting: Division Business Meeting
   Chair: Stephen J. O'Connor, U. of Wisconsin, Milwaukee

   Monday 6:30 pm

523. Social Hour
   Chair: Barbara Bigelow, Clark U.

   Tuesday 8:50 am

   Chair: Margarete Arndt, Clark U.
   VA Medical Centers As A Safety Net In A Changing Urban Environment, Blair D. Gifford, U. of Colorado, Denver; Diane C. Cowper, Hines VA Hospital; Larry M. Manheim, Northwestern U.
   Radical Change in Alberta Health Care: The Recomposition of an Organizational Field, Trish Reay, U. of Alberta

   Discussant: Christopher L. Shook, U. of Texas, Arlington

Tuesday 2:00 pm

525. Paper: Workforce Reduction and Employee Stress in Hospitals
   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
   Chair: John Valentine, Florida Atlantic U.
   The Effects of Open Access on Member Satisfaction and Intentions to Remain in an HMO, John E. Gamble, U. of South Alabama; Marjorie L. Icenogle, U. of South Alabama; Norman B. Bryan, Georgia State U.; Daniel A. Rickert, PrimeHealth, Inc.

   Winner of HCM Division Best Theory-to-Practice Paper

   All Care is Managed: Evidence from Mental Health Providers on the Impact of Utilization Controls, Bruce J. Fried, U. of North Carolina, Chapel Hill; Sharon Topping, U. of North Carolina, Chapel Hill; Joseph P. Morrissey, U. of North Carolina, Chapel Hill; Scott Stroup, U. of North Carolina, Chapel Hill

   Discussant: Eric G. Kirby, Texas Tech U.
**Wednesday 9:00 am**

**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


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 Carr yer, 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.
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<td>35 Practitioner Series: Developing and Critiquing Action Research Projects • HE: Columbus C/D</td>
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**Human Resources**

Program Chair: Lynn Shore, Georgia State University
Workshop Chair: Lois Tetrick, University of Houston

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Saturday 8:00 am

528. HR Doctoral Consortium
- 8:00-9:30 Hyatt West: Regency Ball B(S)
Preregister with Sandy Wayne at (312) 996-2799 or swwayne@uic.edu.
Organizer: Sandy J. Wayne, U. of Illinois, Chicago
Presenters: Maureen L. Ambrose, U. of Colorado; Daniel M. Cable, U. of North Carolina, Chapel Hill; Angelo S. DeNisi, Texas A&M U.; Robert L. Dipboye, Rice U.; Chris Earley, Indiana U.; Cynthia V. Fukami, U. of Denver; Robert Gatewood, U. of Georgia; Herbert G. Heneman III, U. of Wisconsin, Madison; Mark Huselid, Rutgers U.; Susan E. Jackson, Rutgers U., New Brunswick; Maria L. Kraimer, U. of Illinois, Chicago; Amy L. Kristof-Brown, U. of Iowa; Bruce M. Meglino, U. of South Carolina; Mark Mendenhall, U. of Tennessee, Chattanooga; Robert H. Moorman, West Virginia U.; Raymond A. Noe, Ohio State U.; Miguel A. Quinones, Rice U.; Eduardo Salas, Navy Personnel Research and Development Center; David O. Ulrich, U. of Michigan; Kevin J. Williams, State U. of New York, Albany; Patrick M. Wright, U. of Quebec; Jing Zhou, Texas A&M U.; College Station

Saturday 9:00 am

529. HR Junior Faculty Consortium
- 9:00-10:00 Hyatt West: Regency Ball C(N)
The fee for participation is $40. Preregister with Debra Cohen at (202) 994-7055, by fax at (202) 994-4930.
Organizer: Debra J. Cohen, George Washington U.
Coordinators: Jose M. Cortina, George Mason U.; John E. Delery, U. of Arkansas, Fayetteville
Presenters: Richard J. Klimoski, George Mason U.; Gary C. McMahon, U. of Texas, Arlington; Craig J. Russell, U. of Oklahoma; Donald Schwab, U. of Wisconsin; M. Susan Taylor, U. of Maryland; Arup Varma; Ellen M. Whitener, U. of Virginia

Saturday 10:00 am

530. Editors' Round Table: Joint Session Junior Faculty and Doctoral Consortia
- 10:00-12:00 Hyatt West: Toronto
By invitation only

Saturday 3:00 pm

531. Establishing a Research Agenda for Strategic HRM: Issues and Opportunities
- 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
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

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 mooremm@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
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. Levinson, Milken Institute; Ann Majchrzak, U. of Southern California; Mark Van Buren, American Society for Training and Development
Discussants: Melissa Barringer, U. Massachusetts, Amhears; Scott A. Johnson, Arizona State U.

538. Paper: Issues in Compensation
- 9:00-10:20 Hyatt West: McCormick
Chair: Joseph J. Martocchio, U. of Illinois, Urbana-Champaign
The Role of Organizational Justice in Pay and Employee Benefit Satisfaction, and Its Effects on Work Attitudes, Michel Tremblay, CIRANO; Bruno Sire, U. of Toulouse; David B. Balkin, U. of Colorado, Boulder
The Construct of Contingent Pay Satisfaction: Adding a New Dimension to the Pay Satisfaction Questionnaire, Michael C. Sturman, Louisiana State U.; Jeremy C. Short, Louisiana State U.
Cultural Specifics and Universals in Employee Responses to Pay Contingencies, Christine M. Hagan, Florida Atlantic U.; Mark F. Peterson, Florida Atlantic U.
Discussants: James H. Dulebohn, Georgia State U.; Greg Hundley, Purdue U.

Monday 9:00 am

539. Paper: Person - Organization Fit and Employee Selection
- 10:40-12:00 Hyatt West: Field
Chair: K. Michele Kacmar, Florida State U.
The Use of Person-Group fit for Employment Selection: A Missing Link in Person-Environment Fit, James D. Werbel, Iowa State U.
Published in Conference Proceedings
Personality and Personnel Selection: Reexamining the Impact of Motivated Distortion on Construct Validity, Brent Smith, Cornell U.
An Examination of Calculator Use on Employment Tests of Mathematical Ability, Susan M. Burroughs, U. of Tennessee, Knoxville; Mark N. Bing, U. of Tennessee, Knoxville
College Grade Point Average as a Selection Device: Ethnic Group Differences and Adverse Impact of a Forgotten Predictor of Job Performance, Philip L. Roth, Clemson U.; Philip Bobko, Gettysburg College
Discussants: Robert E. Ployhart, Michigan State U.; Craig J. Russell, U. of Oklahoma

540. Paper: Job Design and Work Place Accomodation
- 10:40-12:00 Hyatt West: McCormick
Chair: Richard J. Klomoski, 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.; Jinn Lee, INSEAD
Job Category and Adaptation to Change, Robert C. Satterwhite, Georgia Institute of Technology; Linda Hoopes, ODR, Inc.; Jack Feldman, Georgia Institute of Technology
Limits on ADA Effectiveness: The Mediating Role of Beliefs in Requesting Accommodation, David C. Baldridge, U. of Connecticut; John F. Veiga, U. of Connecticut
Discussants: Scott J. Behson, State U. of New York, Albany; Ellen Ernst Kossek, Michigan State U.
Published in Conference Proceedings

Monday 12:20 pm

541. Paper: Impact of Human Resources on Organizational Performance
- 12:20-2:10 Hyatt West: Field
Chair: Debra J. Cohen, George Washington U.
Designing a HR System: The Roles of HR Specialists and Senior Managers, John F. 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 Wrzesnewski, U. of Michigan
When Emotions Run Amok: Exploring the Roles of Affect in Counterproductive Behavior at Work, Suzy Fox, U. of South Florida; Paul E. Spector, U. of South Florida; Don Miles, U. of South Florida
A Conditional Model of the Role of Individual Differences in Organizations, Stéphane Côté, U. of Michigan; Debbie S. Moskowitz, McGill U.
Individual Differences in Feedback Propensities and Their Relationship to Training Performance, David Herold, Georgia Institute of Technology
Discussant: Benjamin Schneider, U. of Maryland

543. Paper: Recruitment and Organizational Entry
- 2:30-3:50 Hyatt West: Field
Chair: Mary A. Gowan, U. of Central Florida
Establishing Person-Organization Fit During Organizational Entry, Daniel M. Cable, U. of North Carolina, Chapel Hill; Charles K. Parsons, Georgia Institute of Technology
Effects of Message Framing in Job Advertisements on Organizational Attractiveness, Todd Jay Thorsteinson, U. of Idaho; Scott Highhouse, Bowling Green State U.; Tania Fay, U. of Idaho
The Role of Salary Negotiations in Recruitment Outcomes, Christopher O. L. H. Porter, Michigan State U.; Donald E. Conlon, Michigan State U.; Alison E. Barber, Michigan State U.
Recruitment and Job Choice: The Effects of Early Recruitment Practices on the Decision to Apply to an Organization, Christopher Jon Collins, U. of Maryland; Cynthia Kay Stevens, U. of Maryland
Discussants: Marcia E. Cavanaugh, Cornell U.; James A. Breauh, U. of Missouri, St. Louis
Published in Conference Proceedings

544. Paper: Dysfunctional Workplace Behaviors: Violence, Sexual Harassment, Non-Contingent Punishment, and Aggression
- 2:30-3:50 Hyatt West: McCormick
Chair: Jonathan Monat, California State U., Long Beach
Workplace Violence in Public Schools: Risk Factors, Consequences, and Intervention Strategies, Robert R. Sinclair, U. of Tulsa; Lee W. Croll, U. of Tulsa; James E. Martin, Wayne State U.
Winning 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

546. Ice Cream Social
- 5:30-6:30 Hyatt West: Goldcoast
Recipient of the Heneman Career Achievement Award, sponsored by Irwin-McGraw Hill, will be announced.

Tuesday 8:30 am

- 8:30-10:10 Hyatt West: Field
Chair: Patrick M. Wright, Cornell U.
Determinants of Performance in Telecommunications Customer Service and Sales, Rosemary Batt, Cornell U.
Discussant: John E. Delery, U. of Arkansas, Fayetteville

548. Paper: Compensation System Effectiveness
- 8:30-10:10 Hyatt West: McCormick
Chair: Ronald Jay Karren, U. of Massachusetts, Amherst
The Cost of Agency: The Effect of Managerial Stockholdings on Employee Participation in Company Financial Returns, Nien-Chi Liu, National Tsinghua U.; Avner Ben-Ner, U. of Minnesota
How Do Company Differences in Pay for Performance Strategy Influence Intrinsic Motivation, Extrinsic
Tuesday 10:30 am

549. Symposium: New Approaches to Understanding Employees' Affective and Behavioral Responses to Multi-Rater Feedback Systems
   Chair: Raymond A. Noe, Ohio State U.
   Organizer: Marcia J. Simmering, Louisiana State U.
   Toward Greater Understanding of the Construct Validity of Managerial Performance Ratings, Steven E. Scullen, North Carolina State U.
   Discussant: Cheri Ostroff, Arizona State U.

550. Paper: Team and Leadership Processes
   Chair: Anson Seers, Virginia Commonwealth U.
   The Makings of a Team Leader: The FFM and Cognitive Ability, Simon Taggar, Memorial U. of Newfoundland; Sudhir Saha, Memorial U. of Newfoundland
   Discussants: Elizabeth Ravlin, U. of South Carolina; Christine Marie Riordan, U. of Georgia

Tuesday 2:00 pm

   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

Tuesday 3:40 pm

552. Paper: Flexible Work Arrangements
   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. Griffeth, 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 5:30 pm

553. HR Business Meeting
   Chair: Robert Gatewood, U. of Georgia

Wednesday 8:30 am

   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; Angel Cabrera, Instituto de Empresa
Examining the Human Resource Architecture: The Moderating Effects of Strategic Orientation, David P. Lepak, U. of Maryland; Scott A. Snell, Pennsylvania State U.

*Discussant:* Edilberto Montemayor, Michigan State U.

### Wednesday 10:40 am

#### 556. Paper: Assessing Employee Performance
- **10:40-12:00** Hyatt West: Field
  - *Chair:* Lucy McClurg, Georgia State U.
  - *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
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<td>P: Cultural Misfits • HE: Columbus H</td>
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<td>8:50 am</td>
<td>P: Multicultural Teams • HE: Columbus C/D</td>
<td>IP: Management Changes in Japan • HE: Wacker West (3)</td>
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<td>10:30 am</td>
<td>P: Entreprene In Emerging Nations • HE: Columbus H</td>
<td>IP: Knowledge Transfer • HW: Water Tower</td>
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<td>10:40 am</td>
<td>P: Values in Global Companies • HE: Columbus C/D</td>
<td>IP: Knowledge Transfer • HW: Water Tower</td>
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<td>2:00 pm</td>
<td>P: Building a Global Strategy • HE: Columbus H</td>
<td>IP: Knowledge Transfer • HW: Water Tower</td>
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<td>3:40 pm</td>
<td>P: Knowledge Across Borders • HE: Columbus C/D</td>
<td>IP: Knowledge Transfer • HW: Water Tower</td>
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<td>5:30 pm</td>
<td>Distinguished Scholar Forum • HE: Columbus H</td>
<td>IP: Knowledge Transfer • HW: Water Tower</td>
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<td>8:30 am</td>
<td>IM Business Meeting &amp; Social • HE: Columbus C/D</td>
<td>IP: Knowledge Transfer • HW: Water Tower</td>
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<td><strong>Wednesday</strong></td>
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<td>9:00 am</td>
<td>P: HRM in the Global Firm • HE: Columbus H</td>
<td>JS: MNCs and Knowledge Transfer • HE: Columbus E/F</td>
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<td>10:40 am</td>
<td>P: Integration/Control For Affil • HE: Columbus C/D</td>
<td>IP: Turnover and Retention • HE: GndBall C(N)</td>
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<td>12:20 pm</td>
<td>IM: IM Member Feedback/Reflection • HE: Columbus H</td>
<td>JS: Project Management • S: Engelberg</td>
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Friday 1:00 pm

558. International Human Resource Management: Where Are We Now and Where Are We Going?  
1:00-5:00 Hyatt West: Dusable  
Workshop to take stock of research in international HRM  
Organizers: Schon L. Beechler, Columbia U.; Mary Ann Von Glinow, Florida International U.  
Panel: Sully Taylor, Portland State U.; Nakiye A. Boyacigiller, San Jose State U.; Vladimir Pucik, IMD; Allan Bird, California Polytechnic U.

559. IM: Polar Winds to Tropical Paradises: Management Research in the Americas  
1:00-6:00 Hyatt West: Field  
Participative workshop to develop a research program on the Americas  
Organizer: Betty Jane Punnett, U. of the West Indies / U. of Windsor  
Presenters: Terri R. Lituchy, Concordia U., Montreal; Annabella Davila, Instituto Tecnologico y de Estudios Superiores de Monterrey; Andrea Blackwood-Harriot, U. of West Indies; Neusa Santos, Universidad Pontifica Catolica, Brazil; Paul Simmonds, Florida State U.; Diana Wong, Bowling Green State U.; Jose G. Vargas-Hernandez, Universidad de Colima

Friday 7:00 pm

560. IM Workshop for Non-US Participants at the Academy of Management  
7:00-9:00 Hyatt West: Field  
How to network and have fun at the Academy! (Light refreshments provided)  
Presenters: Carlos Garcia-Pont, IESE; Kazuhiro Asakawa, Keio Business School; Mary Ann Von Glinow, Florida International U.; Richard T. Mowday, U. of Oregon; Per-Ola Ulvenblad, Halmstad U.

Saturday 9:00 am

561. IMD Junior Faculty Consortium  
9:00-5:30 Hyatt West: Haymarket  
By invitation only  
Coordinator: Sully Taylor, Portland State U.  

562. IMD Doctoral Consortium  
9:00-5:30 Hyatt West: Picasso  
By invitation only  
Coordinator: Udo Zander, Institute of International Business / Stockholm School of Business

Saturday 3:45 pm

563. Restructuring and Transformation in Asia: The Korean Case  
3:45-5:45 Hyatt West: Goldcoast

Chair: Hak-Chong Lee, Yonsei U.  
Panel: Michael Byungnam Lee, LG Management Development Institute; Yukiko Fukagawa, Aoyama Gakuin U.; Richard Steers, U. of Oregon


Saturday 6:30 pm

564. IMD 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. IMD Division Doctoral Consortium  
8:30-10:30 Hyatt West: Picasso  
By invitation only  
Coordinator: Udo Zander, Institute of International Business / Stockholm School of Business

Sunday 10:30 am

567. Barry M. Richman Dissertation Awards Finalists  
10:30-12:00 Hyatt West: Wrigley  
Finalists for the IM Best Dissertation Award will present their research  
Chair: John Michael Geringer, California Polytechnic U.  
Coordinator: Udo Zander, Institute of International Business / Stockholm School of Business

Monday 8:45 am

568. Division Welcome  
8:45-9:00 Hyatt East: Columbus C/D  
Welcomers: Farok J Contractor, Rutgers U., Newark/New Brunswick; Srilata A. Zaheer, U. of Minnesota; Stephen B. Tallman, Cranfield U./ U. of Utah; Douglas Nigh, U. of South Carolina; John Michael Geringer, California Polytechnic U.

Monday 9:00 am

9:00-10:20 Hyatt East: Columbus H  
Chair: Yair Aharoni, Tel Aviv U.  
Mitigating the Liability of Foreignness: Corporate Citizenship in Global Companies; Charles J. Fombrun, New York U.; Naomi A. Gardberg, New York U.  
When the Cat's Away: A Content Analysis of MNC Overseas Recruitment Print Ads; Siew Meng Leong, National U. of Singapore; Hwee Hoon Tan, National U. of Singapore; Marissa Loh, National U. of Singapore

A Research Note on the Phenotype Interpretation of Isomorphism and Diversity: Company Structures and Strategies in the International Computer Industry; Geert Duysters, U. of Maastricht / MERIT; John Hagedoorn, U. of Maastricht / MERIT

Organizational Adaptation in Transition Economies: A Study of the Central European Banking Industry; Laszlo Tihanyi,
**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.
- Chair: Joseph C. Wibbelsman, Indiana U., Bloomington

**571.** Paper: *Cross-cultural Issues in International Management*
- 10:40-12:00 Hyatt East: Columbus H
- Chair: Nancy J. Adler, McGill U.
- Evolution of Culture Assimilators: Toward Theory-Based Assimilators, Dharm P. S. Bhawuk, U. of Hawaii
- Work Goals in Israel: Change in Their Importance Among the Same People, Over the Course of Time, Itzhak Harpaz, U. of Haifa; Moshe Sharabi, U. of Haifa
- Published in Conference Proceedings

**572.** Paper: *Managing and Acquiring Knowledge in Global Firms*
- 10:40-12:00 Hyatt East: Columbus C/D
- Chair: Andrew C. Inkpen, Thunderbird
- Technological Evolution in Multinational Subsidiaries: An Empirical Investigation, Paul C. Almeida, Georgetown U.; Anupama Phene, Ph.D., 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

**573.** Paper: *Theories of the Multinational Enterprise: Explaining Foreign Direct Investment*
- 1:00-2:10 Hyatt East: Columbus H
- Chair: Thomas James Wesson, York U.
- Mode, Size, and Location of Foreign Direct Investment and Industry Price Mark-Up, Wilbur C. Chung, New York U.
- When do International Acquisitions Create Value for Bidding Firms?: An Event Study Test, Yangmin Kim, Texas A&M U., College Station

**574.** Paper: *Global Mindsets and Global Leaders*
- 1:00-2:10 Hyatt East: Columbus C/D
- Chair: David Hunt, U. of Southern Mississippi
- What We Talk about When We Talk about "Global Mindset"?, Orly Levy, U. of Wisconsin, Madison; Schon L. Beechler, Columbia U.; Sully Taylor, Portland State U.; Nakiye A. Boyacigiller, San Jose State U.
- Validity of a Theory of Leadership Across Cultures: A Meta-Analysis, Syed Aqeel Tirmizi, Lahore U. of Management Sciences, Pakistan
- Leadership Behaviors and Outcomes in Intercultural Work Relationships, Donald L. Ferrin, U. of Minnesota
- Published in Conference Proceedings

**575.** Paper: *Expatiations 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
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
Competitive Rivalry in Multinational Markets: Strategic Options and Their Determinants. Hao Ma, Bryant College
Discussant: Sumit Kumar Kundu, Saint Louis U.

577. Paper: Cultural Misfits and the Liability of Foreignness
- 4:10-5:30 Hyatt East: Columbus H
Chair: Dail L. Fields, George Washington U.
The Liability of Foreignness: An Empirical Test in the Global Banking Industry. Arvind Parkhe, Indiana U., Bloomington; Stewart R. Miller, Indiana U., Bloomington
Organizational Culture and Effectiveness: The Case of Foreign Firms in Russia. Carl F. Fey, Stockholm School of Economics; Daniel R. Denison, U. of Michigan
Culture Differences and IJV Performance: Do National and Organizational Cultures Matter? Vijay Pothukuchi, Rutgers U.; Fariborz Damanpour, Rutgers U., Newark
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
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
Discussant: Rosalie L. Tung, Simon Fraser U.

579. Paper: Choosing the Optimal Organizational Mode for Foreign Market Entry
- 8:50-10:10 Hyatt East: Columbus H
Chair: Harry Barkema, U. of Tilburg
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: Jae Yong Song, Columbia U.

580. Paper: Multicultural and Spatially-Separated Teams
- 8:50-10:10 Hyatt East: Columbus C/D
Chair: Jean Boddewyn, Baruch College/City U. of New York
Contrast and Flow: Two Perspectives for Examining Multicultural Teamwork. Esther Wyss-Flamm, Case Western Reserve U.
The Influence of Status Cues on the Task Effectiveness of Multinational Management Teams. Christina Lea Butler, Western Reserve U.
The Cultural Context of Teams: An Integrative Model of National Culture, Work Team Characteristics, and Team Effectiveness. Jasmine Tata, Loyola U., Chicago
Discussant: Wesley David Sine, Cornell U.

581. Paper: Entrepreneurial Leadership in Emerging Markets
- 10:30-11:50 Hyatt East: Columbus H
Chair: Kevin B. Lowe, U. of North Carolina, Greensboro
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
Published in Conference Proceedings

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Tuesday 2:00 pm

582. Paper: Values in Global Companies: Ethics, Creativity & Job Satisfaction
   • 10:30-11:50 Hyatt East: Columbus C/D
   Chair: Colette Frayne, California State Polytechnic U., San Luis Obispo
   Creativity in a Cultural Context, Rose 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
   Self-Regulation and the Sanctuary Strategy: Competitive Advantage through Domestic Cooperation by Japanese Firms, Ulrike Schaeeda, U. of California
   Institutional Pressures, Strategic Responses, and Foreign Subsidiary Performance, Dezin Xue, York U.
   Discussant: Hemant Merchant, Simon Fraser U.

Tuesday 3:40 pm

585. AICM-IMD Distinguished Scholar Forum:
   "Vertical and Horizontal Individualism and Collectivism: Implications for International Comparative Management"
   • 3:40-5:15 Hyatt East: Columbus H
   Co-Chairs: Joseph L. C. Cheng, U. of Illinois, Urbana-Champaign; Dick Peterson, U. of Washington
   Speaker: Harry C. Triandis, U. of Illinois, Urbana-Champaign
   Panelists: Wayne F. Cascio, U. of Colorado, Denver; Peter W. Dorfman, New Mexico State U.; Chris Earley, Indiana U.; Karlene A. Roberts, U. of California, Berkeley

Tuesday 5:30 pm

586. IM Business Meeting and Social
   • 5:30-7:00 Hyatt East: Columbus C/D
   Barry Richman Dissertation Award; Best Paper Award; Best Reviewer Awards; Review of Division Finances; RECEPTION: Delicious Goodies and Intelligent Company
   Chair: Stephen B. Tallman, Cranfield U. / U. of Utah
   Facilitators: John Michael Geringer, California Polytechnic U.; Srilata A. Zaheer, U. of Minnesota; Douglas Nigh, U. of South Carolina; Farok J Contractor, Rutgers U.; Newark/New Brunswick

Wednesday 9:00 am

   • 9:00-10:20 Hyatt East: Columbus H
   Chair: Dick Peterson, U. of Washington
   A Comparison of Pay Values by Organizational Type in China, Russia, and the United States: Support for the Divergence, Crossvergence or Convergence Theories of Cultural Values Adaptation?, Jane K. Giacobbe-Miller, U. of Massachusetts; Daniel J. Miller, Central Connecticut State U.; Vladimir I. Victorov, St. Petersburg State Technical U.
   Published in Conference Proceedings
   Published in Conference Proceedings
   Training and Human Resource Development Among Indigenous Firms and MNC Affiliates in East and Southeast Asia, Kenneth R. Bartlett, U. of Illinois, Urbana-Champaign; Johnseok 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 JV$s in Asia, Jane Lu, U. of Western Ontario; Louis Hebert, U. of Western Ontario
Discussant: Mahesh Joshi, St. Joseph’s U.

Wednesday 10:40 am

589. Paper: Conflict and Negotiation Management in Multi-cultural Firms
• 10:40-12:00 Hyatt East: Columbus H
Chair: Nickolas Athanassiou, Northeastern U.
Whistle-Blowing Behavior in a Global Economy: An Extended Model, Michael T. Rehg, Air Force Institute of Technology; Arvind Parkhe, Indiana U., Bloomington
Why Don't They Fight Each Other? Cultural Diversity and Operational Unity in Multinational Peacekeeping Forces, Efrat Elron, Hebrew U.; Boas Shamir, Hebrew U.; Eyal Ben-Ari, Hebrew U.
Discussant: Tatiana Kostova, U. of South Carolina

590. Paper: International Expansion and Evolution
• 10:40-12:00 Hyatt East: Columbus C/D
Chair: Anisya S. Thomas, Stockholm School of Economics
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.

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

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<tr>
<th>Start</th>
<th>Regular Program</th>
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<tr>
<td>11:15 am</td>
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<td>1:00 pm</td>
<td><strong>MED Workshop: Bringing life to management education</strong> • S: Gbell 2</td>
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<td><strong>MED: Exploring Change</strong> • S: Gbell 1</td>
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<td><strong>MED: Self-Managed Teams in Classroom</strong> • S: Gbell 1</td>
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<td><strong>MED: Escape from Cluelessness</strong> • HW: Toronto</td>
<td><strong>Critical Mgmt. Doctoral Workshop</strong> • HW: Dusable</td>
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<td><strong>MED: Contemplation Methods</strong> • HE: Skyway 285</td>
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<td><strong>MED: Pedagogy for Plurality</strong> • HE: Skyway 284</td>
<td><strong>MED/ODC/GDO: Spirituality at Work</strong> • HE: Skyway 269</td>
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<td><strong>MED: Contract Grading</strong> • HE: Skyway 285</td>
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<td><strong>MED: Communication-Focused Curriculum</strong> • S: Alpine I</td>
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<td><strong>MED Doctoral Consortium. Chang</strong> • HE: Skyway 269</td>
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<td><strong>Break Up is Hard to Do</strong> • S: Alpine I</td>
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<td><strong>MED: E-Media Journeys</strong> • S: Alpine II</td>
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<td><strong>S: The Academy and the Media</strong> • S: Gbell 1</td>
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<td><strong>P: International Education Issues</strong> • HE: Wacker West (5)</td>
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<td><strong>MAD session - Learning Maps</strong> • S: Alpine II</td>
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<td>6:30 pm</td>
<td><strong>Social</strong> • S: Alpine II</td>
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### Friday 1:00 pm

| 1:00-1:30 | Hyatt East: Skyway 284 | Presenters: Ian C. Palmer, U. of Technology, Sydney; Cynthia Hardy, U. of Melbourne, Australia |
| 1:00-1:30 | Hyatt East: Skyway 285 | Presenters: Tammy Bunn Hiller, Bucknell U.; Amy B. Hietapelto, Michigan Technological U. |

### Friday 3:00 pm

| 3:00-5:00 | G-ball 1 | Presenters: Robert Silvers, Central Washington U. |

### Friday 5:30 pm

| 5:30-7:00 | Hyatt West: Toronto | Introduction: Colleen Jones, U. of Nebraska |
| 5:30-7:00 | Hyatt West: Toronto | Presenter: Lee G. Bolman, U. of Missouri, Kansas City |

### Saturday 8:00 am

| 8:00-9:30 | Hyatt East: Skyway 285 | Organizer: Erwin Rausch, Didactic Systems, Inc. |
| 8:00-9:30 | Hyatt East: Skyway 285 | Facilitators: John B. Washbush, U. of Wisconsin, Whitewater; Jeffrey A. Mello, Golden Gate U. |

### Saturday 10:00 am

| 10:00-11:30 | Hyatt East: Skyway 285 | Presenters: Jill Dailey, George Mason U.; Mary J.J. Fambrough, Case Western Reserve U.; Esther Wyss-Flamm, Case Western Reserve U. |
| 10:00-11:30 | Hyatt East: Skyway 285 | Organizer: D. Kent Zimmerman, James Madison U. |

| 10:00-11:30 | Hyatt East: Skyway 284 | Organizer: Steven M. Maser, Willamette U. |

### Saturday 1:00 pm

| 1:00-2:30 | Hyatt East: Skyway 284 | Coordinator: Minnette A. Bumpus, American U. |
| 1:00-2:30 | Hyatt East: Skyway 284 | Organizer: Minnette A. Bumpus, American U. |
| 1:00-2:30 | Hyatt East: Skyway 284 | Presenters: Robert Silvers, Central Washington U. |
| 1:00-2:30 | Hyatt East: Skyway 284 | Presenter: Jeffrey D. Ford, Ohio State U. |

### Saturday 3:00 pm

| 3:00-4:30 | Hyatt East: Skyway 284 | Coordinator: John B. Washbush, U. of Wisconsin, Whitewater; Jeffrey A. Mello, Golden Gate U. |
| 3:00-4:30 | Hyatt East: Skyway 284 | Organizer: Erwin Rausch, Didactic Systems, Inc. |
| 3:00-4:30 | Hyatt East: Skyway 284 | Facilitators: John B. Washbush, U. of Wisconsin, Whitewater; Jeffrey A. Mello, Golden Gate U. |

### Saturday 6:00 pm

| 6:00-7:00 | Hyatt West: Toronto | Coordinator: Minnette A. Bumpus, American U. |
| 6:00-7:00 | Hyatt West: Toronto | Organizer: Minnette A. Bumpus, American U. |
| 6:00-7:00 | Hyatt West: Toronto | Presenters: Robert Silvers, Central Washington U. |
| 6:00-7:00 | Hyatt West: Toronto | Presenter: Jeffrey D. Ford, Ohio State U. |

### Sunday 8:00 am

| 8:00-10:00 | Hyatt West: Toronto | Organizer: D. Kent Zimmerman, James Madison U. |
| 8:00-10:00 | Hyatt West: Toronto | Coordinator: Minnette A. Bumpus, American U. |
| 8:00-10:00 | Hyatt West: Toronto | Organizer: Minnette A. Bumpus, American U. |
| 8:00-10:00 | Hyatt West: Toronto | Presenters: Robert Silvers, Central Washington U. |
| 8:00-10:00 | Hyatt West: Toronto | Presenter: Jeffrey D. Ford, Ohio State U. |
Preregistration required
Organizers: Patricia M. Fandt, U. of Washington, Tacoma; Richard O. Aberghalden, U. of Washington, Tacoma
Facilitators: David J. Lemak, Washington State U., Tri-Cities; David Van Fleet, Arizona State U., West

Sunday 10:00 am

608. Breaking Up is Hard to Do
• 10:00-12:00 Swiss: Alpine I
Presenters: Peter J. Frost, U. of British Columbia; Carolyn P. Egri, Simon Fraser U.; Ken Keleman, Western Washington U.

609. E-Media Journeys in the Pluralistic World of the Academy
• 10:00-12:00 Swiss: Alpine II
Organizer: Charles Wankel, St. John's U., New York
Presenters: Alan B. Eisner, Pace U.; Raghu Garud, New York U.
Panel: Scott J. Behson, State U. of New York, Albany; Michelle Bowring, Athabasca U.; Norman B. Bryan, Georgia State U.; Deborah J. Dwyer, U. of Toledo; Bernard Forgues, IAE, Tours; Hugh Gunz, U. of Toronto; Catherine Hajnal, U. of New Brunswick, Fredericton; Scott W. Kunkel, U. of San Diego; Dwight K. Lemke, James Cook U.; Jeffrey Lewis, Pitzer College; Terrell G. Manyak, Nova Southeastern U.; Pablo Martin De Holan, INCAE (Costa Rica); Paul Miesing, State U. of New York, Albany; Terence T. Rock, U. of Calgary; Paul Shrivastava, Bucknell U.; Bob Stephens, Wellington Polytechnic; Chuck Williams, Texas Christian U.; George Walker, Sam Houston State U.
Presenters: Charles Wankel, St. John's U., New York; Roger Dunbar, New York U.

Monday 8:30 am

610. Division Welcome
• 8:30-8:50 Swiss: Alpine II
SCHEDULING NOTE: Immediately following the Division Welcome, the joint ODC-MED session: “Euphonic Pedagogy: The Teaching of Musical Themes as a Metaphor for Organizational Effectiveness” will start in this room (Alpine Room II) at 9:00 am.
Division Chair: William P. Ferris, Western New England College
Program Chair: James A. F. Stoner, Fordham U.
Professional Development Workshop Chair: Robert DeFillippi, Suffolk U.
Division Chair-Elect: Charles Wankel, St. John's U., New York

Monday 10:40 am

• 10:40-12:00 Swiss: Alpine II
Organizer: Judith A. Neal, U. of New Haven
Discussants: Tom Brown, Management General; Regina A. Greenwood, Kettering U.; Kenneth Murrell, U. of West Florida

Monday 12:20 pm

612. Paper: Making the Internet Work for All of Us
• 12:20-2:10 Swiss: Alpine II
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.

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, Bhati 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


Tuesday 8:30 am

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

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 Millennium of Managers, Philip Bobko, Gettysburg College; Manuel J. Tejeda, Gettysburg College
  The Paradox of Teaching Organizational Behavior to Undergraduates: A Proposed Model and Empirical Findings, Jo Ellen Moore, Southern Illinois U.; Edwardsville; Lisa A. Burke, Louisiana State U. in Shreveport; Timothy T. Baldwin, Indiana U., Bloomington
  Discussants: Jane Schmidt-Wilk, Maharishi University of Management; Cheryl Tromley, Fairfield U.; Sandra West King, Frostburg State U.

Tuesday 2:00 pm

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

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

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

Paper: Story-Telling, Improvisation, and Cinema in the Classroom
- 8:30-10:20 Swiss: Alpine II
  Chair: Mary C. Meisenhelter, York College of Pennsylvania
  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.
Management Education and Development

Instructional Methods and Mental Models of Students: An Empirical Investigation, Sucheta S. Nadkarni, U. of Kansas

*Discussants:* David E. Morgan, U. of New South Wales; Bruce A. Schooling, Point Loma Nazarene U.; Richard Stackman, U. of Washington, Tacoma

**Wednesday 12:20 pm**

**623.** Paper: The Natural Role of Diversity in Management Education
- 12:20-2:10 Swiss: Alpine II
  *Chair:* Linda Hite, Indiana U./Purdue U., Fort Wayne

**624.** Paper: 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.

**625.** Paper: Changes in Attitudes of Hispanic and Anglo Management Students Surrounding a Workforce Diversity Intervention, Jacqueline N. Hood, U. of New Mexico; Helen J. Muller, U. of New Mexico; Patricia Seitz, Albuquerque Technical Vocational Institute

**626.** Paper: Rethinking the Journey of Management Education: Diversity as a Natural Phenomena, Madeline M. Crocitto, State U. of New York, Old Westbury


*Discussants:* Nicholas Miceli, Morgan State U.; Bruce Teague, U. of Pennsylvania; Joan L. Wiener, Drexel U.; Laurie P. Milton, U. of Calgary

**628.** 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

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### Saturday 1:00 pm

**625.** New Member Workshop: Introduction to the Management History Division, Its Mission and Domain  
**Chair:** Charles W. Blackwell, Nova Southeastern U.  
**Management History Division 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  
**Chair:** Michael Plater, U. of Florida  
**Managing your Time, Jane W. Gibson, Nova Southeastern U.**  
**Understanding the Program, Eileen P. Kelly, Ithaca College**

### Saturday 3:00 pm

**627.** Doctoral Student Workshop: Navigating the Dissertation Process: Views From the Front  
**Chair:** John Hannon, Nova Southeastern U.**  
**Current Student Perspective Julia Teahan, Baker College**  
**Recent Graduate Perspective Jorge M. Herrera, Nova Southeastern U.; Anne F. Nelson, High Point University**  
**Dissertation Chair Perspective, Charles W. Blackwell, Nova Southeastern U.; Daniel A. Wren, U. of Oklahoma**

### Sunday 8:30 am

**628.** Change and Development Journeys in Academia: Professional Development in a Pluralistic World  
**Chair:** Regina A. Greenwood, Kettering U.  
**Getting Papers Accepted at National and Regional Conferences, Alfred A. Bolton, Averett College**
Sunday 10:00 am

**529.** 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**

**530.** 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**

**531.** 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**

**Discusants:** 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**

**532.** Paper: Historical Insights on Employee Rights

- 10:40-12:00 Hyatt West: Burnham

**Chair:** Carol Harvey, Assumption College

**A Historical, Cross-Disciplinary Examination of the Construct of Employee Entitlement, Stefanie E. Naumann, U. of the Pacific; Barbara D. Minski, Louisiana State U.; Michael C. Sturman, Louisiana State U.**

**The Psychological Contract Then and Now: the Impact of the Contingent Worker, Grant H. Fenner, U. of Memphis; Thomas R. Miller, U. of Memphis**

**Industrial Democracy v. Democratic Realism: Early 20th-Century Philosophical Debates in Management Thought, Ellen S. O'Connor, Stanford U.**

**Monday 1:00 pm**

**533.** 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.

**Discusants:** Robert P. Jones, Westinghouse Savannah River Co.; Franz T. Lohrke, U. of South Florida

**Monday 2:30 pm**

**534.** 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

**Discusant:** Charles W. Blackwell, Nova Southeastern U.

**Monday 4:10 pm**

**535.** A Worthy Cause: A Celebration of James C. Worthy

- 4:10-5:10 Hyatt West: Burnham

**Organizers:** Regina A. Greenwood, Kettering U.; Daniel A. Wren, U. of Oklahoma


**Monday 5:30 pm**

**536.** 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.

**Winner of the Paul Hersey Award**

Lois Landis Kurowski, U. of Illinois, Urbana-Champaign

**Winner of Ronald F. Shuman Best Graduate Student Paper Award**

Edwin W. Arnold, Auburn U., Montgomery
Management History

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. Bolon, 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

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

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 Quebec -- Trois-Rivieres; Roger Miller, U. of Quebec, Montreal

Discussants: Joseph J. Eassa, Jr., Palm Beach Atlantic College; Ira T. Kaplan, Hofstra U.; John Trinkhaus, Baruch College/City U. of New York

Tuesday 2:00 pm

640. Paper: Higher Education's Role in Shaping Management Thought
- 2:00-3:20 Hyatt West: Burnham

Chair: Stephanie E. Newell, Eastern Michigan U.
Creating a Faculty's Academic Genealogy: A Case Study of Method, Outcomes, and Benefits, Stanley G. Harris, Auburn U.; Scott K. Campbell, Auburn U.
Importers of Managerial Ideas: Turkish Academia Before and After the Second World War, 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
Managerial and Organizational Cognition
Program Chair: Kathleen Sutcliffe, University of Michigan
Workshop Chair: Theresa Lant, New York University

### 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.
Managerial and Organizational Cognition


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 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
Published in Conference Proceedings
The Impact of Positive Illusions on Performance, Mark D. Cannon, Vanderbilt U.
The Effects of Overconfidence on the Performance of Product Introductions: Evidence from an Exploratory Field Study, Mark Simon, Oakland U.; Susan M. Houghton, Georgia State U.; Sonia Savelli, Oakland U.
Discussant: Mary Ann Glynn, Emory U.

Tuesday 2:00 pm

649. Paper: Cognitive Systems, Transitions, and Change in a Pluralistic World
- 2:00-3:20 Hyatt West: Picasso
Chair: Jan E. Bouwen, K.U. Leuven
A Cognitive Model of Firm and Industry Level Strategic Change, Frank C. Schultz, U. of Minnesota
Forms, Frames and Fit: Managing Transitions in Organizational Sense-making in a Pluralistic World, Terance J. Wolfe, California State U., Northridge; Mingfang Li, California State U., Northridge
Discussant: Margarethe F. Wiersema, U. of California, Irvine

Tuesday 3:40 pm

650. Distinguished Speaker: The Complexity Advantage
- 3:40-5:00 Hyatt West: Picasso
Susanne Kelly, Vice President and Research Director of Complexity and Organizational Technology at Citigroup will discuss her...
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

- 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
---|---|---
11:15 am | 75. Tour to McDonald’s University • OS: McDonald’s U. |
1:00 pm | 53. MC: The Successful Management • OS: Loyola U. |
5:00 | 31. Critical Mgmt. Doctoral Workshop • HW: Durable |
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 |
9:00 am | 92. Critical Management Studies: P • HW: Buckingham |
9:00 am | 93. Critical Management Studies: P • HW: Comiskey |
9:00-6:00 | Off Site: Loyola U. |
10:00 am | 107. Complexity & Management, Panels 1-2 • HE: Columbus A |
10:30 am | 110. BAOM: Competing in Latin America • S: Alpine II |
1:00 pm | 112. BPS & MC A Case Critique Collo • HW: Field |
1:30 pm | 113. BAOM: Challenges & Approaches to Quality • S: Alpine II |
2:30 pm | 118. Complexity & Management, Panels 3-4 • HE: Columbus A |
3:00 pm | 123. Management of the Tenure Process • S: Alpine II |
4:00 pm | 125. Critical Management Studies: P • HW: Comiskey |
6:30 pm | 127. BAOM: Business Meeting & Dinner • S: Alpine II |
7:30 am | 131. Critical Management Studies: B • HW: Comiskey |
8:00 am | 132. Launching an Academic-Practitioner • HE: Columbus C/D |
9:00 am | 142. Critical Management Studies: P • HW: Columbian |
9:00 am | 143. Critical Management Studies: P • HW: Buckingham |
9:00 am | 145. Critical Management Studies: P • HW: Comiskey |
10:00 am | 147. MC: Tensions in Consultant-Client Relations • HW: Stetson A |
8:30 am | 158. P: New Directions in Consulting • S: Davos |
10:40 am | 213. JS: Change and Development in ODC • HE: GndBall E |
12:20 pm | 270. JP: Shared Cognition • HE: GndBall E(N) |
2:30 pm | 186. JS: Cross-border Knowledge Tran • HW: Water Tower |
4:10 pm | 260. Courage and Values • S: Davos |
5:30 pm | 261. M: Business Meeting • S: Davos |
3:40 pm | 291. JP: Knowledge Creation & Evolution • HE: GndBall C(N) |
5:30 am | 301. JP: Personality/Dispositions • HE: Wacker West (2) |
6:30 pm | 257. JS: Knowledge-Action Nexus • S: Gblal 3 |
9:00 am | 259. JS: Knowledge in Service Firms (K) • HE: Columbus K/L |
10:40 am | 270. JS: Outsourcing: Driver of Change • S: Gblal 3 |
12:30 pm | 134 |

#### 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 Jeneufsky, Ecole Hoteliere de Lausanne, Switzerland

Monday 8:30 am

658. Paper: Welcome Session & New Directions in Consulting
- 8:30-10:20 Swiss: Davos
Chairs: Anthony F. Buono, Bentley College; Kurt Motamed, Pepperdine U.
DNA Management: A Genetic Approach for Managers and Consultants, Ned S. Schwartz, Western New England College
Discussants: David Jamieson, Pepperdine U.; Geraldine Kisiel, Central Michigan U. / AK Research and Training
Published in Conference Proceedings

Monday 12:20 pm

659. Theme: The Changing Dynamics of Tomorrow's Pluralistic Professional Services Firms: Sharing Perspectives, Learnings, and Collaboration Opportunities
- 12:20-2:10 Swiss: Davos
The MC Division Theme Session presents an opportunity to (1) hear multiple perspectives on consulting in a professional service firm environment and (2) explore potential practitioner-academic collaboration.
Growth and Growing Pains in a Specialized Consulting Environment, Larry Ambrose, Perrone-Ambrose Associates Inc.
Workforce and Human Resources Trends in Professional Services Firms, Heather E. Bock, Arthur Andersen LLP
Successful Merger and Synthesis of Large Professional Services Firms, John Furcon, Pricewaterhouse Coopers
Taking Diversity Into the Next Century, Doug Harris, The Kalleidoscope Group
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.
Discussants: James J. Carroll, Georgian Court College/James J. CarrollConsulting; 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

<table>
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<tr>
<th>Start</th>
<th>Regular Program</th>
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<tr>
<td><strong>Friday</strong></td>
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<td>Practitioner Series: Introduction to the Inquiry Process and Research Projects</td>
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<td>5:00 pm</td>
<td>Critical Mgmt: Doctoral Workshop</td>
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<td>OB/OMT Junior Faculty Consorti</td>
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<td>Reception for the New Doctoral</td>
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<td>OB/ODC/OMT Doctoral Consortium</td>
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<td>Critical Management Studies: B</td>
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<td>JAOM: Managerial Effectiveness in Latin America</td>
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<td>Launching an Academic-Practice</td>
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<td>OB &amp; HR: Senior Faculty Consort</td>
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<td>10:00 am</td>
<td>JAOM: Incorporating New Research</td>
<td>HE: Columbus I/J</td>
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<td>JAOM: How To Make Academy of Management</td>
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<td>JAOM: Identity Markers</td>
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<td>JAOM: Organization Culture Research</td>
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<td>JAOM: Errors in Organizations</td>
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<td>JAOM: Motivation/Self-Efficacy</td>
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<td>JAOM: Job performance</td>
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<td>JAOM: Leader-member exchange</td>
<td>HW: New Orleans</td>
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<td>JAOM: Positive and negative discretion</td>
<td>HW: Regency Ball B(S)</td>
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<td>12:20 pm</td>
<td>JAOM: Virtual Teams</td>
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<td>JAOM: Jobs &amp; Roles in Organizations</td>
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<td><strong>Monday</strong></td>
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<td>8:00 am</td>
<td>JAOM: Group composition</td>
<td>HW: Atlanta</td>
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<td>JAOM: Management, Organization and H</td>
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<td>JAOM: Managerial Creativity</td>
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<td>JAOM: Making and Breaking Trust</td>
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<td>JAOM: Theories of Organizational Change</td>
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<td>JAOM: Trust in Virtual Worlds</td>
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<td>JAOM: Agreement to Disagree</td>
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### Organizational Behavior

#### Saturday 8:30 am

**664. OB: Take the Plunge! Developing Skills Using Electronic Technology in the Teaching of Management**

- 8:30-4:30 Off Site: De Paul U.

*Pre-register with Joe Garcia at 360-650-3916 or Joseph_Garcia@wwu.edu*

**Coordinator:** Joseph E. Garcia, Western Washington U.

**Presenters:** Randall B. Dunham, U. of Wisconsin; Joseph E. Garcia, Western Washington U.; Robert D. Marx, U. of Massachusetts, Amherst; Guido H. Slangen, Rensselaer Polytechnic Institute at Hartford; Randall G. Sleeth, Virginia Commonwealth U.; Joan L. Wiener, Drexel U.

#### Saturday 1:00 pm

**665. OB Not-So-Junior Faculty Mid-Career Forum**

- 1:00-5:30 Hyatt East: Columbus K/L

*Preregistration required*

**Coordinator:** Blake E. Ashforth, Arizona State U., Main

**Panel:** Arthur P. Brief, Tulane U.; Barbara A. Gutek, U. of Arizona; Douglas T. Hall, Boston U.; Angelo J. Kinicki, Arizona State U.; Christine Oliver, York U.; Mary Ann Von Glinow, Florida International U.

#### Sunday 10:00 am

**666. OB Incorporating New Research into OB Teaching**

- 10:00-12:00 Hyatt East: Columbus I/J

*Organizers:* Jennifer M. George, Texas A&M U., College Station; Ricky W. Griffin, Texas A&M U.

**Panel:** Arthur P. Brief, Tulane U.; Jeffrey R. Edwards, U. of North Carolina, Chapel Hill; Jennifer M. George, Texas A&M U., College Station; Ricky W. Griffin, Texas A&M U.; Anne M. O'Leary-Kelly, U. of Arkansas, Fayetteville; Greg R. Oldham, U. of Illinois, Urbana-Champaign; Sandra L. Robinson, U. of British Columbia; James P. Walsh, U. of Michigan

#### Monday 9:00 am

**668. Paper: Antecedents and Outcomes of Organizational Commitment**

- 9:00-10:20 Hyatt West: New Orleans

*Chair:* Dwight Frink, U. of Mississippi


*Dispositional Affectivity and Explanatory Style as Predictors of Work Attitudes, Behavior, and Performance*, William L. 

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### Monday 8:30 am

**667. Paper: Multiple Roles of Leaders in Managing Work Groups**

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### Saturday 8:30 am

**664. OB: Take the Plunge! Developing Skills Using Electronic Technology in the Teaching of Management**

- 8:30-4:30 Off Site: De Paul U.

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### 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


*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


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

  • 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

Benefits: 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


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. Sejits, U. of Manitoba; Gary P. Latham, U. of Toronto


Another Paper on Goals, Self-Efficacy and Performance, But a Very Different Set of Findings, Jeffrey B. Vancouver, Ohio U.; Amy A. Williams, New York U.; Charles M. Thompson, Ohio U., Athens

Mood and the Goal-Setting-Performance Relationship, Mark A. Davis, U. of North Texas; Susan L. Kirby, Texas Tech U.; Bryan D. Little, U. of Kentucky; Donna E. Fletcher, Texas Tech U.

Discussant: Mary D. Zalesny, Battelle, Inc.

672. Paper: Justice: Domestic and International Perspectives
  • 12:20-2:10 Hyatt West: New Orleans
Chair: Craig Pinder, U. of Victoria

Perceptions of the Beneficiaries of Nepotism Policies, Brian Welle, New York U.


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 Pfaltzgraf-Carlson, Harmony Management Consulting
Organizational Behavior

674. Symposium: Positive and negative discretionary behavior: Exploring the relationship between organizational citizenship behavior and deviant workplace behavior
   - 12:20-2:10 Hyatt West: Regency Ball B(S)
   Chair: Christina L. Stamper, U. of North Carolina, Wilmington
   Discussant: Aaron Cohen, U. of Haifa

675. Symposium: Management, Organization and Human Nature
   - 2:30-3:50 Hyatt West: Regency Ball B(S)
   Chairs: Lívia Markóczy, Cranfield U.; Jeffrey Goldberg, Cranfield U.
   Discussants: Martin G. Evans, U. of Toronto; Barbara Pierce, U. of Western Ontario; Deborah A. Waldron, U. of Auckland; Roderick White, U. of Western Ontario

676. Mad Hour
   - 4:10-5:30 Hyatt West: Regency Ball B(S)

677. Meeting: Business Meeting
   - 5:30-6:45 Hyatt West: Regency Ball B(S)

678. Social Hour
   - 6:45-8:00 Hyatt West: Regency Ball B(S)

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

   - 10:30-11:50 Hyatt West: Atlanta
   Chair: Arthur G. Jago, U. of Missouri, Columbia
   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. Wolf, Marist College

Published in Conference Proceedings

Winner of OB Division Best Paper Award
Published in Conference Proceedings


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


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.

Wednesday 2:30 pm

Discussion: David Vollrath, Indiana U., South Bend

Discussion: Aaron Cohen, U. of Haifa

Discussion: Thomas Tripp, Washington State U.

Monday 2:30 pm

Monday 4:10 pm

Monday 5:30 pm

Monday 6:45 pm

Tuesday 8:30 am

Tuesday 10:30 am
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

**Paper: Organizational Citizenship Behaviors: A Focus on Antecedents**  
- Chair: Robert H. Moorman, West Virginia U.  
- A Common Conceptual Space for Employee Extra-Roll Behaviors, Badrinarayan Shankar Pawar, City U. of Hong Kong; Kenneth K. Eastman, Oklahoma State U.  
- Attributions of the "Causes" of Performance as an Alternative Explanation of the Organizational Citizenship Behavior / Organizational Performance Relationship, Daniel Gregory Bachrach, Indiana U., Bloomington; Elliot Bendoly, Indiana U., Bloomington; Philip M. Podsakoff, Indiana U., Bloomington  
- Understanding Prosocial Constructs in Organizational Behavior Theory and Research: Toward a Role Theory Conceptualization, Morgeson Phillip Morgeson, Texas A&M U., College Station  
- Three Components of Commitment: Their Effects on In-role and Extra-role Performance in the People's Republic of China, Zhen Xiong Chen, Hong Kong Baptist U.; Anne Marie Francesco, Hong Kong Baptist U./ Pace U.  

**Discussant:** Denise Daniels, Seattle Pacific U.

**Tuesday 2:00 pm**

**Paper: Relations Between Justice, Performance, and Performance Appraisal**  
- Chair: Lynda St. Clair, Bryant College  
- The Role of Fairness and Privacy in Electronic Performance Monitoring and Control Systems: Some Preliminary Findings, Bradley J. Alge, Ohio State U., Columbus  
- Cutting Off Your Nose to Spite Your Face? Why Graduates Damage the Reputational 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  

**Discussant:** Ralph Katerberg, U. of Cincinnati

**Paper: Power and Politics in Organizational Settings**  
- Chair: Michael M. Crant, U. of Notre Dame  
- Addressing Politics in Matrix Teams, Lawrence Alan Witt, U. of New Orleans  

**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.  

**Publishing 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, James W. Bishop, U. of Tampa**

**Symposium: Advances in Team Research:**  
- **Incorporating Levels of Analysis for Stronger Theory, Measurement, and Analysis**  
  - **Chair:** 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**

**Paper: Current Issues in the Study of Transformational Leadership**  
- **Chair:** Jeffrey A. Miles, U. of the Pacific  
- **Managing Multiple Demands: Leadership Profiles of Managers Who Meet and Who Do Not Meet the Expectations of All Members of Their Organizational Role-Set, Robert Hooijberg, Rutgers U.; Jaepil Choi, Rutgers U.**  
- **The Effectiveness of Transactional and Transformational Leader Behaviors in Chinese Organizations: Evidence from Taiwan, Xiao-Ping Chen, Indiana U., Bloomington; Jiing-Lih Farh, Hong Kong U. of Science and Technology  
- **The Distinction between Charisma and Vision, Naresh Khatri, Nanyang Technological U., Singapore; Tracy Lee Hway, Nanyang Technological U., Singapore  
- **Moral Reasoning and Transformational Leadership, Nick Turner, U. of Sheffield; Julian Barling, Queen's U.**  

**Discussant:** Ronald Deluga, Bryant College
Organizational Behavior

886. 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
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.

887. 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 Kovoor-Misra, U. of Colorado, Denver
Discussant: Paul Shrivastava, Bucknell U.

888. 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

889. 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

890. 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

891. 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
Published in Conference Proceedings
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

**Friday 1:00 pm**

**OM Doctoral Consortium**
- 1:00-5:00 Hyatt West: Burnham

**Preregistration required**

*Chairs:* Jack Meredith, Wake Forest U.; Manus Rungtusanatham, Arizona State U., Main


**Saturday 7:00 am**

**OM Doctoral Consortium**
- 7:00-12:30 Hyatt West: Burnham

**Preregistration required**

*Chairs:* Jack Meredith, Wake Forest U.; Manus Rungtusanatham, Arizona State U., Main


**Saturday 1:00 pm**

**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**

**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, Pennsylnania State U., Erie; Susan Walsh Sanderson, National Science Foundation/Rensselaer Polytechnic Institute; Dwight Smith-Daniels, Arizona State U., Main

**Saturday 5:00 pm**
Sunday 8:00 am

**696. OM Cocktail Social**
- 5:00-6:30 Hyatt West: Hong Kong

*By invitation only*

*Organizer: Thomas Y. Choi, Arizona State U., Main*

**Sunday 10:00 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.*

**Monday 8:30 am**

**698. Executives’ Views of Key OM-Related Issues and Topics**
- 8:30-10:00 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 10:40 am**

**700. Paper: International operations: evolving perspectives and methods**
- 10:40-12:00 Hyatt West: 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*

**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*

Specifications in Outsourcing: A Case Study, Rajesh Nellore, SCANIA.; Jaideep G. Motwani, Grand Valley State U.

Strategies for Supplier Evaluation: A Framework for Potential Advantages and Limitations, Lyn Purdy, U. of Western Ontario; Frank Safayeni, U. of Waterloo

Discussants: Hale Kaynek, U. of Texas, Pan American; Stanley E. Fawcett, Brigham Young U.; Kiran J. Desai, Salem Teikyo U.; Jayanth Jayaram, U. of Oregon

### Tuesday 10:30 am

**705.** Theme: Change and Development: McDonald's Launch of "Made For You" System

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

  McDonald's is going through a dramatic restructuring of its operations. In addition to exploring the design process, launch and early results, this session will consider the research and teaching implications of reconfiguring operations.

  **Chair:** Kenneth K. Boyer, DePaul U.

  **Distinguished Speaker:** Lynn Crump-Caine, McDonald's Corporation, Group Vice-President of Operations

  **Discussant:** Peter T. Ward, Ohio State U.

### Tuesday 2:00 pm

**706.** Paper: Operations strategy and competitive advantage

- 2:00-3:20 Swiss: Engleberg

  **Chair:** Diane H. Parente, Pennsylvania State U., Erie


  Mass Customization Approaches: A Typology and Empirical Validation, Rebecca Duray, U. of Colorado, Colorado Springs; Peter T. Ward, Ohio State U.

  Differentiators Between High and Low Performing Manufacturing Firms: An Empirical Study, Mile Terziovski, Monash U., Caulfield

  **Discussants:** Linda C. Angell, Pennsylvania State U.; Charles Lackey, U. of Texas, Brownsville; Kimberly A. Bates, U. of Toronto
Organization and Management Theory

Program Chair: Joseph Porac, University of Illinois, Urbana-Champaign
Workshop Chair: Eric Abrahamson, Columbia U.

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### 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. Denney, Pace U.; Cheryl Harvey, Wilfrid Laurier U.; Kim Morouney, Wilfrid Laurier U.; David M. Boje, New Mexico State U.; Grace Ann Rosile, New Mexico State U.; Ronald R. Sims, College of William and Mary

### Sunday 10:00 am

#### 708. OMT: Perspectives on the Knowledge Industry
- 10:00-12:00 Hyatt East: GndBall A

**Organizer:** Christopher Davis McKenna, Johns Hopkins U.


### Monday 9:00 am

#### 709. OMT Welcome and 1999 Distinguished Scholar Award and Invited Address
- 9:00-10:20 Hyatt East: Columbus I/J

**Division Welcomer:** Joseph F. Porac, U. of Illinois, Urbana-Champaign

**Chair:** Eric Abrahamson, Columbia U.

**Speaker:** C. R. Hinings, U. of Alberta

### Monday 10:40 am

#### 710. Paper: Communities of Practice in Shaping Knowledge Creation in Organizations (Knowledge)
- 10:40-12:00 Hyatt East: Columbus G

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

Communities of Practice in a High-Technology Firm: The Impacts 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


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

#### 711. Paper: Ambiguity, Sensemaking, and Managerial Improvisation (Knowledge)
- 10:40-12:00 Hyatt East: Columbus I/J

**Chair:** dt ogilvie, Rutgers U.

Learning, Ambiguity, and the Myths of Management, Jerker C. Denrell, Institute of International Business

Nonsensemaking in Organizations: An Exploratory Theoretical Framework, Sally Maitlis, U. of Sheffield; Thomas B. Lawrence, U. of Victoria

Improvisation: A Theoretical Model of its Dimensions, Antecedents, Outcomes, and Moderating Variables, Dusya M. Vera, U. of Western Ontario, Ivey School of Business; Mary M. Crossan, U. of Western Ontario, Ivey School of Business

**Discussant:** Frances J. Milliken, New York U.

#### 712. Paper: The Process of Institutionalization (Institutions)
- 10:40-12:00 Hyatt East: Columbus K/L

**Chair:** Tiffany L. Galvin, U. of Texas, Dallas

Memetics: An Evolutionary Perspective on the Institutionalization Process, Patrick L. Schultz, Texas Tech U.


Facade and Means to Control - The Use of ISO 9000 Standards in For-Profit-Organizations, Peter Walgenbach, U. of Mannheim

The Reflection of Institutional Myths in the Structuring of a National Medical Research Initiative, Judith Birdsell, Alberta Heritage Foundation for Medical Research; Pushkala Prasad, Lund U.; Wilfred Zerbe, U. of Calgary

**Discussant:** Pamela S. Tolbert, Cornell U.

### Monday 12:20 pm

#### 713. Paper: The Content and Consequences of Interorganizational Networks (Networks)
- 12:20-2:10 Hyatt East: Columbus G

**Chair:** Ha T. Hoang, Case Western Reserve U.

Interorganizational Networks and Social Structure: Status Groups in the Population of Canadian Business Schools, Robert J. David, Cornell U.

Learning Through Networks: Effects of Partner Experience on Acquisition Premiums, Pamela Haunschild, Stanford U.; Christine M. Beckman, Stanford U.

Published in Conference Proceedings
Paper: The Dynamics of Knowledge Within Organizations (Knowledge)

- 12:20-2:10 Hyatt East: Columbus I/J
Chair: Jacqueline Meszaros, U. of Washington, Bothell
Exploring Inflows of Knowledge into Subunits of MNCs: A Relevance Theory Perspective, Martin Schulz, U. of Washington
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

Paper: Acquisitions, Divestitures, and Corporate Control

- 12:20-2:10 Hyatt East: Columbus K/L
Chair: Marc-David L. Seidel, U. of Texas, Austin
Managerial Hierarchies, Market Control, and the Risk of Organizational Disbanding, Patricia H. Thornton, Duke University; William Ocasio, Northwestern U.
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

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

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
Discussant: Paul M. Hirsch, Northwestern U.

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
Discussant: Frank R. Dobbin, Princeton U.

Monday 4:10 pm

Paper: Intraorganizational Networks in Action (Networks)

- 4:10-5:30 Hyatt East: Columbus G
Chair: Giuseppe Labianca, Tulane U.
Discussant: Fredrik Hjorth, INSEAD
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)**
- **Chairs:** Heather A. Haveman, Cornell U./Columbia U.; Robert J. David, Cornell U.
- **Discussant:** Howard E. Aldrich, U. of North Carolina, Chapel Hill

**Thursday 5:40-7:00 pm**
- **Meeting:** OMT Business Meeting and Social Hour
  - **Chair:** Christine Oliver, York U.

**Monday 5:40 pm**
- **Meeting:** OMT Business Meeting and Social Hour
  - **Chair:** Christine Oliver, York U.

**Tuesday 8:30 am**
- **Symposium: Competition Among Organizations as Industries Evolve**
  - **Chair:** William P. Barnett, Stanford U.
  - **Organizer:** Aimee-Noelle Swanson, Stanford U.
  - **Discussant:** Charles J. Fombrun, New York U.

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**721. Paper: Macrocultural Processes in Organizational Fields (Knowledge)**
- **Chair:** Suzanne M. Carter, U. of Notre Dame
- **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 Legitimating Accounts**, W. E. Douglas Creed, Boston College; Maureen Scully, Massachusetts Institute of Technology; John Austin, U. of Washington, Bothell
- **The Relationship Between Industry Macroculture 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.

**Tuesday 10:30 am**
- **Paper: The Structure and Distribution of Knowledge in Organizations (Knowledge)**
  - **Chair:** Charles Galunic, INSEAD
  - **The Cognocratic Organization: Towards a Knowledge Theory of the Firm**, Filipe M. Santos, Stanford U.
Patterns of Knowledge Distribution in Organizations, Vikas Anand, U. of Arkansas; Paul F. Skilton, Arizona State U.; Barbara W. Keats, Arizona State U., Main
The Architecture of Organizational Cognition, Ángel Cabrera, Instituto de Empresa; David B. Allen, Instituto de Empresa

Discussant: Mary Ann Glynn, Emory U.

727. Paper: Corporate Governance and the Relationships Among Boards, Shareholders, and CEOs
- 10:30-11:50 Hyatt East: Columbus I/J
Chair: Margarethe F. Wiersema, U. of California, Irvine
Integrating Agency and Stewardship Theories: The Moderating Role of the Environment, Ann K. Buchholtz, U. of Georgia; Deborah L. Kidder, U. of Connecticut
Foreign Share Ownership and Corporate Behavior in Japan, Christina Linn Ahmadjian, Columbia U.; Gregory E. Robbins, Columbia U.
A Behavioral Perspective of Strategic Initiative Adoption: The Case of Stock Repurchase Programs, William Gerard Sanders, Brigham Young U.; Mason A. Carpenter, U. of Wisconsin, Madison
Managing Impressions: Managerial Choices and the Proxy Statement Performance Graph, Gary T. Moskowitz, Southern Methodist U.
Discussant: Edward J. Zajac, Northwestern U.

728. Paper: Institutional Transformation in Organizational Fields (Institutions)
- 10:30-11:50 Hyatt East: Columbus K/L
Chair: William L. Dougan, U. of North Dakota
Institutional Contradictions, Praxis, and Institutional Transformation: A Dialectical Perspective, Myeong-Gu Seo, Boston College; W. E. 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.
Discussant: Huseyin Leblebici, U. of Illinois, Urbana-Champaign

729. Paper: Work and Careers on the Periphery of Organizations
- 2:00-3:20 Hyatt East: Columbus G
Chair: Joseph P. Broschak, U. of Illinois, Urbana-Champaign
Being There: The Acceptance and Marginalization of Part-Time Professional Employees, Thomas B. Lawrence, U. of Victoria; Vivien S. Clark, Wilfred Laurier U.
Factors Contributing to Success of Teleworkers, Sumita Raghuram, Fordham, U.; Raghu Garud, New York U.; Batia M. Wiesenfeld, New York U.
Predicting the Use of External Labor Arrangements: A Test Reconciling the Transaction Costs Perspective with the Development of Organizational Capabilities, John K. Masters, Western Illinois U.; Grant Miles, U. of North Texas
Social Networks in the Open Labor Market: An Exploration of Independent Contractors' Careers, Laura Werber Castaneda, Stanford U.
Discussant: Peter Daniel Sherer, U. of Oregon

730. Paper: The Formation and Maintenance of Interorganizational Alliances (Networks)
- 2:00-3:20 Hyatt East: Columbus I/J
Chair: Ivan M. Manev, U. of Maine
The Emergence of Alliance Systems, Christoph Ferdinand Lechner, U. of St. Gallen; Günter Müller-Stewens, U. of St. Gallen
Resolving the Opportunism Minimization-Opportunity Maximization Paradox, Mark Hillam Hansen, Brigham Young U.; Robert E. Hoskisson, U. of Oklahoma; Jay B. Barney, Ohio State U.
On the Selection of Governance Structures for Inter-Firm Collaboration, Josep Rialp-Criado, U. Autónoma de Barcelona; Vicente Salas-Fumás, U. de Zaragoza
Discussant: Gautam Ahuja, U. of Texas, Austin

731. Paper: Market Mediators in Market Making
- 2:00-3:20 Hyatt East: Columbus K/L
Chair: Timothy G. Pollock, U. of Wisconsin, Madison
Discussant: Mitchell Y. Abolafia, State U. of New York, Albany

Tuesday 3:40 pm

732. Paper: The Market Dynamics of Organizational Fields
- 3:40-5:00 Hyatt East: Columbus G
Chair: Jane C. Banaszak-Holl, U. of Michigan
Resource Partitioning, the Founding of Specialist Firms, and Innovation: The American Feature Film Industry, 1912-1229, John M. Mezias, U. of Miami; Steven J. Mezias, New York U.
Organizational and Interorganizational Effects on Corporate Expansion: Impacts of Relation-Specific and General Assets on Interfirm Link Continuity During International Expansion, Xavier Martin, New York U.
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. Marenis, U. of Washington
- The Circulation of Elites: A Trickle-Up Theory, Linda Brewster Stearns, U. of California, Riverside
- Class, Corporate Elites, and Corporate Behavior, Donald A. Palmer, U. of California, Davis
- Financial Markets and Classes in Late Capitalism, Gerald F. Davis, U. of Michigan
- Institutional Shortcomings: Negotiating Hegemony in the Climate Change Negotiations, David L. Levy, U. of Massachusetts, Boston

**Discussants:** G. William Domhoff, U. of California, Santa Cruz; Walter R. Nord, U. of South Florida

### 734. Paper: Strategy, Structure, and Organizational Environments

- 3:40-5:00 Hyatt East: Columbus K/L
- **Chair:** Dwight K. Lemke, James Cook U.
- Measuring the Concept of Contingency Fit in Organizational Research: Theoretical Advances and New Empirical Evidence from China, Kai A. Schlevogt, Harvard U.; Lex Donaldson, The University of New South Wales
- Contrasting Organizational Learning and Contingency Theory: A Study of the Interaction Effects of Formalization and Uncertainty on Performance, Ofer Meilich, Washington U.
- Organization and Management in the Versatile Project-based Organization, John Rodney Turner, Erasmus U., Rotterdam; Anne Keegan, Erasmus U., Rotterdam

**Discussant:** William H. Glick, Arizona State U., Main

### Wednesday 8:30 am

### 735. Paper: What is Social Capital Worth? (Networks)

- 8:30-10:20 Hyatt East: Columbus I/J
- **Chair:** Raymond T. Sparrowe, Cleveland State U.
- Social Capital: The Good, the Bad, and the Ugly, Paul S. Adler, U. of Southern California; Seok-Woo Kwon, U. of Southern California
- An Integrated Examination of the Public and Private Good Aspects of Human and Social Capital, Melvin L. Smith, U. of Pittsburgh
- Supervision and Social Capital, Mindy W. Douthit, U. of Chicago

**Discussant:** 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.
- IT Enabled on Organizations and Performance: U. S. General Merchandising Industry (1980-1997), Stirling D. Hunter, Massachusetts Institute of Technology
- From Hierarchy to Market: Co-evolution of New Forms of Organizing in the German Automotive and Chemical Industry, Hannes Utikal, U. of Cologne; Oda Schliebusch, U. of Cologne; Ludwig Theuvsen, U. of Cologne
- Comparative Analysis of Korean and German Argumentation Rationality of Strategic Decisions, Dong-Sung Cho, Seoul National U.; Axel von Werder, Technical U. of Berlin

**Discussant:** Frans A. J. van den Bosch, Erasmus U., Rotterdam

### Wednesday 9:00 am

### 737. Paper: Identities and Identification in Organizational Processes

- 9:00-10:20 Hyatt East: Columbus G
- **Chair:** Celia V. Harquail, U. of Virginia
- A Process Model of Organizational Identity, Mary Jo Hatch, Cranfield U.; Majken Schultz, Copenhagen Business School
- Beyond Collective Organizational Identity: Empirical Evidence for Multiple Subidentities, Loren T. Gustafson, Seattle Pacific U.; Rhonda K. Reger, U. of Maryland
- Boundary Management in New Product Teams: A Replication and Extension, Susanne G. Scott, U. of Massachusetts, Dartmouth

**Discussant:** Stuart Albert, Massachusetts Institute of Technology

### Wednesday 10:40 am

### 738. Paper: Defining and Measuring Uncertainty in Organizational Environments

- 10:40-12:00 Hyatt East: Columbus G
- **Chair:** Amy B. Hietapelto, Michigan Technological U.
- Executive Perceptions of Environmental Uncertainty Sources: A Taxonomy, Richard L. Priem, U. of Texas, Arlington; Leonard G. Love, U. of Texas, Arlington; Margaret A. Shaffer, Hong Kong Polytechnic U.

*Published in Conference Proceedings*
Divergence Between Informant and Archival Measures of the Environment: Real Differences, Artifact, or Perceptual Error?, Mousumi Bhattacharya, Syracuse U.; Kathleen K. Wheatley, Syracuse U.; D. Harold Doty, Syracuse U.

Discussant: Philip Bromiley, U. of Minnesota

739. Paper: The Contours of Organizational Culture
- 10:40-12:00 Hyatt East: Columbus I/J

Chair: Aneil K. Mishra, Wake Forest U.

A Proposed Model of Total Quality Culture in Organizations, James R. Detert, U. of Minnesota; Roger Schroeder, U. of Minnesota; John Mauriel, U. of Minnesota

Disentangling Subcultures: The Differentiated Influence of Societal and Organizational Factors, Danna N. Greenberg, Boston College

Social Differentiation and Cultural Convergence as Competing and Co-existing Organizational Processes, Ruth A. Anderson, Duke U.; Charlene A. Allred, Duke University; Sue Owensby; Reuben R. McDaniel, U. of Texas, Austin

Discussant: Susan C. Schneider, HEC, Geneva
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<td>8:00 am</td>
<td>742 P: Welcome &amp; Strategic Change • HE: Columbus A</td>
<td>206 JS: Euphonic Pedagogy: Musical • S: Alpine II</td>
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<td>743 P: Designing and Assessing Change • HE: Columbus A</td>
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<td>744 P: Revisiting ODC Education • HE: Columbus A</td>
<td>276 JS: Organizational Partnerships • HE: GndBall D(F)</td>
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<td>746 P: Revisiting ODC Education • HE: Columbus A</td>
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<td>747 P: Transformation: Int’l Perspect • HE: Columbus A</td>
<td>278 JS: Feedback Based Interventions • HE: GndBall F</td>
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<td>748 P: Action Learning and Dialogue • HE: Columbus A</td>
<td>260 P: Team Effectiveness • HE: GndBall C(N)</td>
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<td>749 P: High Perf. Self Managed Teams • HE: Columbus A</td>
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<td>750 P: Managing Change Complexity • HE: Columbus A</td>
<td>243 JS: Project-Based Learning • HE: GndBall F</td>
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<td>Tuesday</td>
<td>8:00 am</td>
<td>751 P: Welcome &amp; Strategic Change • HE: Columbus A</td>
<td>192 OD: Past, Present, Future • HE: Water Tower</td>
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Organizational Development and Change

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 ScottSherman, Pepperdine U.; Miriam Y. Lacey, Pepperdine U.  
Alternative Practices to Strategic Change Management, Quy Huy, INSEAD  
Discussants: Paul Lillrank, Helsinki University of Technology; Eli Berniker, Pacific Lutheran U.

743. Paper: Designing and Assessing Organizational Change  
• 10:40-12:00 Hyatt East: Columbus A  
Chair: Kay McGlashan McGlashan-Glasgow, California Polytechnic State U. San Luis Obispo  
Academy of Management 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  
Discussants: Harvey Kolodny, U. of Toronto; Simcha Ronen, Tel Aviv U.

Monday 10:40 am

744. Symposium: Revisiting the Role of Experiential and Case-Based Education in OD&C  
• 1:00-2:10 Hyatt East: Columbus A  
Chair: Glenn H. Varney, Bowling Green State U.  
Discussants: Tom G. Cummings, U. of Southern California; Alan Glassman, California State U., Northridge; Robert T. Golembiewski, U. of Georgia; James M. McFillen, Bowling Green State U.

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 Agestam, Lund U.  
The Bi-Cultural Broker: A New Role for Change Agents in Multi-National Organizations, Maria Cecilia McMillen, Universidad de San Francisco de Quito; Maria Eugenia Arias
### Monday 4:10 pm

**746.** Paper: *Action Learning, Organizational Learning, and Dialogue*
- 4:10-6:00 Hyatt East: Columbus A

**Chair:** Ronald R. Sims, College of William and Mary

*Creating Conversations for Change: Lessons from Learning History Projects*, George L. Roth, Massachusetts Institute of Technology

*Winner of ODC Division Best Practice-Related Paper Published in Conference Proceedings*

*Overcoming Emotional Barriers, Control Imperatives, and Power Disparities in Organizational Transformation*, Myeong-Gu Seo, Boston College

*It's Not the Seed, it's the Soil: Social Psychological Influences on Outcomes of Organizational Change Programs*, Amy C. Edmondson, Harvard U.; Anita Williams Woolley, Harvard U.

*Dialogue as a Path of Change and Development in a Pluralistic World*, Mary Ann Hazen, U. of Detroit Mercy

**Discussants:** Peter Docherty, National Institute for Working Life, Stockholm; Michael Marquardt, George Washington U.

### Tuesday 8:30 am

**747.** Paper: *High Performance Work Systems and Self Managed Teams*
- 8:30-10:10 Hyatt East: Columbus A

**Chair:** Peter J. Robertson, U. of Southern California


*Published in Conference Proceedings*


*High Performance Work Organizations: Toward a Common Definition and Propositions for Implementation*, Bradley L. Kirkman, U. of North Carolina, Greensboro; Kevin B. Lowe, U. of North Carolina, Greensboro; Dianne P. Young, Center for Creative Leadership; Ashley A. Palmer, U. of North Carolina, Greensboro

**Discussants:** Susan G. Cohen, U. of Southern California; Frances A. Viggiani, Alfred U.

### Tuesday 10:30 am

**748.** Paper: *Managing Change Complexity: Beyond Lewin's Legacy*
- 10:30-11:50 Hyatt East: Columbus A

**Chair:** Tom G. Cummings, U. of Southern California

*The De-Development of Contemporary Organizations*, Paul Nutt, Ohio State U., Columbus

*Winner of ODC Division Best Paper Published in Conference Proceedings*

*Towards a Processual Framework for Understanding Change*, Patrick Dawson, U. of Aberdeen

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**ODC**

*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

*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

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**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.; Robert J. Rossi, American Institutes for Research; Mark A. Royal, International Survey Research

*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

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<td>8:00 pm TIM/OCIS Doctoral Consortium • HW: Stetson F</td>
<td>32. TIM/OCIS Doctoral Consortium • HW: Stetson F</td>
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<tr>
<td>Tuesday 8:30 am</td>
<td>8:30 am TIM/OCIS Junior Faculty Consortium • HW: Stetson E</td>
<td>94. TIM/OCIS Junior Faculty Consortium • HW: Stetson E</td>
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<td>Tuesday 10:30 am</td>
<td>10:30 am New Doctoral Student Consortium • HW: Stetson E</td>
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<td>Saturday 12:00 pm</td>
<td>12:00 pm OCIS Mid-Career Faculty Workshop • HW: Regency Ball D(N)</td>
<td>95. TIM/OCIS Doctoral Consortium • HW: Stetson F</td>
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<td>Saturday 1:30 pm</td>
<td>1:30 pm OCIS Professional Development • HW: Regency Ball D(N)</td>
<td>100. TIM/OCIS Professional Development • HW: Regency Ball D(N)</td>
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<td>Monday 10:40 am</td>
<td>10:40 am OCIS Professional Development • HW: Dusable</td>
<td>103. TIM/OCIS Professional Development • HW: Dusable</td>
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Saturday 12:00 pm

754. OCIS Mid-Career Faculty Workshop
- 12:00-5:00 Hyatt West: Regency Ball D(N)
  Coordinator: Daniel Robey, Georgia State U.
  Facilitators: Edward W. Miles, Georgia State U.; Ilze Zigurs, U. of Colorado; Kate M. Kaiser, Marquette U.

Saturday 6:00 pm

755. OCIS Professional Development Workshop Reception
- 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.
  Discusant: Catherine Durnell Cranton, 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

769. Paper: Managing the Information Systems Organization
- 12:20-2:10 Hyatt West: Dusable
Chair: Pamela Specht, U. of Nebraska, Omaha

Linking IS-User Partnerships to IS Performance: A Socio-Cognitive Perspective, Mani R. Subramani, U. of Minnesota; John C. Henderson, Boston College; Jay Cooprider, Bentley College

The Impact of IS Contextual Factors on the Adoption of TQM in Systems Development, Thiagarajan Ravichandran, Rensselaer Polytechnic Institute

Information Systems in the Chinese Business Culture: The Challenge to Configurational Theories, Maris G. Martinsons, City U. of Hong Kong; Ada Wong, City U. of Hong Kong; Frank H. Gregory, Freelance consultant and journalist

Discussant: Susan J. Winter

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


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 Jasperson, 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,

Antecedents and Consequences of CAD Use in Interorganizational Relationships: Testing for an Interaction Effect, Ben M. Bensaou, INSEAD / European Institute of Business Administration

Discussant: Kathy Chudoba, U. of Virginia
### Organization and the Natural Environment

**Program Chair:** John Jermier, University of South Florida

**Workshop Chair:** Gordon Rands, Western Illinois University

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<td>101, Service Learning Project: Restoring the Chicago Wilderness • OS: See Contact</td>
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<td>108, Organization and the Natural Environment</td>
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<td>109, IAOM: Competing in Latin America • S: Alpine II</td>
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<td>111, Organizational Collaboration I • OS: See Contact</td>
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<td>114, ODC &amp; ONE: Educating Leaders for Environmental Change • HW: Stetson C</td>
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<td>118, IAOM: Challenges &amp; Approaches to Quality • S: Alpine II</td>
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<td>120, CAR/CM/ONE/HCMPNS Small Division Images and Member Identities • HW: Acapulco</td>
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<td>768, Division Welcome • S: Neuchatel</td>
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<td>768, P: Critical Issues &amp; Environment • S: Neuchatel</td>
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<td>770, P: Subjectivity &amp; Local Action • S: Neuchatel</td>
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<td>771, P: Green Strategies • S: Neuchatel</td>
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<td>772, M: Division Business Meeting • S: Neuchatel</td>
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<td>774, P: Power &amp; Environmental Mgt. • S: Neuchatel</td>
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<td>775, F: The New Age of Biotech Systems • S: Neuchatel</td>
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<td>777, S: MNC’s &amp; Global Enviro. Issues • S: Neuchatel</td>
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**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

**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

**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.
An Empirical Study of the Effect of Moral Intensity on Environmental Ethical Decision Making, Douglas R. May, U. of Nebraska

Discussants: Robert P. Geppert, U. of Alberta; Stewart R. Clegg, U. of Technology, Sydney (UTS); Carolyn P. Egri, Simon Fraser U.

Published in Conference Proceedings

Monday 2:30 pm

771. Paper: Natural Capital, Green Strategies, and Organizational Performance
- 2:30-3:50 Swiss: Neuchatel
Chair: Mark Starik, George Washington U.
Voluntary Environmental Initiatives: a Resource-Based Perspective, Bruce Paton, U. of California, Santa Cruz
Natural Capital, Geographic Concentration, and the Emergence of Sustainable Industries, Michael V. Russo, U. of Oregon
Discussants: Renato J. Orsato, 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
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 human-like? The work of complexity theorist and new-age prophet Kevin Kelly provides a focal point for critical analysis.
Chair: Linda C. Forbes, Marist College
Presenters: Steven Best, U. of Texas, El Paso; Douglas Kellner, U. of California, Los Angeles
Discussants: Nancy DiTomaso, Rutgers U.; Newark/New Brunswick; Timothy Luke, Virginia Polytechnic Institute and State U.; Walter R. Nord, U. of South Florida; Paul Shrivastava, Bucknell U.

Tuesday 3:40 pm

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
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<td>149. ONE, MED, SIM &amp; PNS: Reflection • HE: Skyway 268</td>
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<td>780. Division Welcome • S: Vevey</td>
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<td>273. JP: Strategic Role of Networks • HE: Columbus E/F</td>
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<td>276. JP: Organizational Partnerships • HE: Columbus E/F</td>
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<td>271. JP: Radical Change • HE: GndBall C(N)</td>
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<td>308. JP: Entrepreneur Strategic Issues • HE: Wacker West (1)</td>
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<td>785. PNS Doctoral Consortium • HW: Vevey</td>
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<td>290. JP: Balancing Work and Family • HE: Columbus E/F</td>
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<td>248. JS: Social Enterprise: Organizatio • HE: GndBall E</td>
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<td>357. JP: Public &amp; Nonprofit Management • HE: Wacker West (4)</td>
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<td>295. JP: Organizational Citizenship • HE: GndBall D(N)</td>
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<td>265. JP: Power &amp; Politics • HE: Wacker West (2)</td>
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<td>204. Developmental Entrepreneurship • HW: Regency Ball C(N)</td>
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**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*  
  *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)*  
  *Organizers: Lisa R. Berlinger, Yale U.; Jennifer Wade, U. of Georgia*  
  *Presenter: Todd D. Jick, Center for Executive Development*  

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**Monday 8:45 am**

**780. Division Welcome**  
- 8:45-9:00 Swiss: Vevey  
  *Division Chair: Danny L. Balfour, Grand Valley State U.*

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**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.*

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**Monday 1:00 pm**

**782. Paper: Frameworks for Understanding Interorganizational Arrangements**
Public and Nonprofit Sector

**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 Caugh, 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 R. 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 Charhi, U. of Quebec


**Published in Conference Proceedings**


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**

- 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.

**Published in Conference Proceedings**

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**

- 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


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**

- 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
Competition as a Reform Strategy in Public Management.
  Peter David Steane, Macquarie U.; Derek H. Walker, Macquarie U.

  Michael J. Rouse, De Montfort U.; Hülya Öztel, De Montfort U.

Discussant: Michael Card, U. of South Dakota
## Research Methods
### Program Chair: Karen Golden-Biddle, University of Alberta
### Workshop Chair: Thomas Lee, University of Washington

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### Saturday 10:00 am

**791. Conducting Research in Europe: Multiple Countries, Multiple Cultures, Multiple Challenges**
- 10:00-12:00 Hyatt East: Skyway 264

**Chair:** D. Lynne Persing, Ecole Superieure de Commerce de Toulouse

**Panel:** Denis Lacoste, U. de Toulouse 2/ Ecole Superieure de Commerce de Toulouse; John McMackin, Dublin City University Business School; Carlos Sanchez-Runde, IESE, U. of Navarra, Barcelona; D. Lynne Persing, Ecole Superieure de Commerce de Toulouse

### Saturday 1:00 pm

**792. Doing Interpretive Research in Different Traditions: Diverse Genres of Qualitative Inquiry**
- 1:00-3:00 Hyatt East: Skyway 265

**Chairs:** Anshuman Prasad, U. of New Haven; Pushkala Prasad, Lund U.

**Presenters:** Brad Jackson, U. of Calgary; Ellen S. O’Connor, Stanford U.; Anshuman Prasad, U. of New Haven; Pushkala Prasad, Lund U.

**793. Uses and Abuses of Meta-Analysis**
- 1:00-3:00 Hyatt East: Skyway 264

**Chair:** Chuck Williams, Texas Christian U.

**Presenters:** Philip Bobko, Gettysburg College; Michelle A. Dean, U. of North Texas; Philip L. Roth, Clemson U.; Fred S. Switzer III, Clemson U.; Chuck Williams, Texas Christian U.
Saturday 3:00 pm

794. How Can We Tell if Ethnography Is Well Done? Writers and Reviewers Perspectives on Quality
* 3:00-6:00 Hyatt East: Skyway 264
Chair: Alex Stewart, Texas Tech U.
Presenters: Karen Golden-Biddle, U. of Alberta; Reed E. Nelson, Southern Illinois U.; Alex Stewart, Texas Tech U.
Discussants: Gideon Kunda, Stanford U.; Stephen R. Barley, Stanford U.

Sunday 8:00 am

795. Ask the Experts, Quantitative
* 8:00-10:00 Hyatt East: Skyway 261
Organizer: Philip L. Roth, Clemson U.
Managing The Review Process, Jeffrey R. Edwards, U. of North Carolina; John R. Hollenbeck, Michigan State U.; Anne S. Tsui, Hong Kong U. of Science and Technology
Structural Equation Models, Larry J. Williams, Virginia Commonwealth U.; Charles E. Lance, U. of Georgia
Hierarchical Linear Modeling, David A. Hoffman, Texas A&M U.; Mark Gavin, Oklahoma State U.; Nathan 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

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
Research Methods

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.

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; 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.
### Social Issues in Management

**Program Chair:** Dawn Elm, University of St. Thomas  
**Workshop Chair:** Jeanne M. Logsdon, University of New Mexico

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<td><strong>10:30 am</strong> IAOM: Competing in Latin America <em>S: Alpine II</em></td>
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<td><strong>3:00 pm</strong> Management of the Tenure Process <em>S: Alpine II</em></td>
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<td><strong>9:00 am</strong> SIM &amp; ONE: Teaching Environmental Management <em>HW: Wright</em></td>
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<td><strong>Sunday</strong></td>
<td><strong>2:00 pm</strong> Morality and Pluralism <em>HE: Skyway 268</em></td>
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<td><strong>6:30 pm</strong> P. Ethics in Organizations <em>S: Gbb2</em></td>
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**Saturday 7:30 am**

- **SIM Doctoral Consortium**  
  by invitation only  
  **Coordinators:** Craig P. Dunn, San Diego State U.; Diane L. Swanson, Kansas State U.  

**Saturday 8:30 am**

- **SIM Faculty Workshop on Corporate Political Strategies: Antecedents, Effectiveness and the Relationship to Performance**  
  by invitation only  
  **Organizers:** Amy Hillman, U. of Western Ontario; Jean Boddewyn, Baruch College/City U. of New York; Lee Hillman at 517-432-3518 or HILLMAN@EPILOT.MSU.EDU
Burke, George Washington U.; Gerald Keim, U. of Western Ontario; Douglas A. Schuler, Rice U.

Saturday 2:00 pm

809. Faculty Workshop on Applications of Complexity Theory to SIM Research
- 2:00-4:00 Hyatt East: Skyway 268
Organizers: Melissa S. Baucus, Utah State U.; Nancy B. Kurland, U. of Southern California
Facilitators: Kevin Dooley, Arizona State U., Main; William C. Frederick, U. of Pittsburgh; Jeff Goldstein, Adelphi U.; Irene Sanders, U. of Colorado; Thomas Petzinger, Wall Street Journal

Saturday 5:00 pm

810. SIM Welcoming Reception
- 5:00-6:30 Off Site: See Contact
Co-sponsored by SIM and The Society for Business Ethics. To be held at the Regal Knickerbocker Hotel
Coordinator: Deborah Vidaver-Cohen, Florida International U.

Saturday 7:00 pm

811. SIM Keynote Address: Human Rights and Business Responsibilities in the Global Marketplace
- 7:00-8:00 Swiss: WmTell
Co-sponsored by The Society for Business Ethics and the Boston College Center for Corporate Community Relations
Coordinator: Deborah Vidaver-Cohen, Florida International U.
Keynote Speaker: Douglass Cassel, Northwestern U.

Sunday 9:30 am

812. SIM Coffee and Conversation
- 9:30-10:00 Swiss: Vevey

Sunday 10:00 am

813. SIM Research Workshop: Action Research
- 10:00-12:00 Swiss: Vevey
Coordinator: Ann K. Buchholz, U. of Georgia
Presenters: Rupert F. Chisholm, Pennsylvania State U., Harrisburg; David L. Brown, Boston U.; Steven L. Wartick, U. of Northern Iowa

Monday 8:30 am

814. Division Welcome
- 8:30-9:00 Swiss: Gbell 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: Gbell 2
Chair: Gerald F. Cavanagh, U. of Detroit Mercy
Published in Conference Proceedings

Discussants: Normandie Gaitie, York College of Pennsylvania; Craig VanSandt, Virginia Tech

Monday 10:40 am

- 10:40-12:00 Swiss: Gbell 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: Gbell 2
Chair: John F. Mahon, Boston U.
Corporate Political Management Readiness: The Relationship of Environment-Organization and Performance, Robert C. Moussetis, North Central College; Ali Abu-Rahma, United States International University; George Nakos, Clayton College and State U.; Athanassios Kriemadis, U. of Thessaly
Published in Conference Proceedings

The Allocation of Resources by Interest Groups and Firms: Lobbying, Litigation, and Administrative Regulation, John M. de Figueiredo, Massachusetts Institute of Technology; Rui J. de Figueiredo, U. of California, Berkeley
An Option Theory Approach to MNC Mode-of-Entry Decisions, Kira Kristal Reed, U. of Connecticut
Discussants: Jennifer J. Griffin, George Washington U.; Brian Shaffer, U. of Maryland

Monday 2:30 pm

818. Symposium: Making a Moral Difference: Ethics and Values in the Business School Curriculum
- 2:30-3:50 Swiss: Gbell 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
Symposium: The Changing Landscape of Stakeholder Pluralism: A Focus on SIM Database Research
- 4:10-5:30 Swiss: Gball 2
Organizer: Eugene Walter Szewjowski, 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

Award for Best MBA Student Corporate Citizenship Paper
- 5:30-7:00 Swiss: Gball 2
Chair: Steven A. Rochlin, Boston College

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
Discussants: Jacqueline F. Strayer, United Technologies Corp.

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
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

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.; Summer Marcus Award- James Weber, Duquesne U.

Social Hour
- 6:00-8:00 Swiss: Gball 2

Symposium: Corporate Social Responsibility and Performance: The Roles of Stakeholders
- 9:00-10:20 Swiss: Gball 2
Chair: D. Jeffrey Lenn, George Washington U.
Evaluating Corporate Social Responsibility, Responsiveness, and Performance: A Model Using the Stakeholder's Perspective, Jamie R. Hendry, Virginia Tech
The Strategies of Corporate Social Responsibility: A Comparative Institutional Approach, Bryan W. Husted, ITESM/ Instituto de Empresa
Discussants: Steven L. Wartick, U. of Northern Iowa; Mary J. Mallott, U. of Hawai, West Oahu

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

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

Paper: Images of Corporate Social Responsibility: Implications for Internal 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
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Corporate Social Responsibility in Chinese State Enterprises: From Company Town to "Corporate Social Benefits", Wei He, Boston College

Corruption Networks and Implications For Ethical Corruption Reform, Richard P. Nielsen, Boston College

Discussants: David Palmer, Santa Clara U.; Michael Whitty, U. of Detroit Mercy

Wednesday 12:20 pm

828. Paper: Factors in Ethical Decision Making
- 12:20-2:10 Swiss: Gball 2
Chair: Lori Verstegen Ryan, U. of Georgia
The Effects of Escalating Commitment on Ethical Decision Making, Marc D. Street, U. of Tulsa
Discussants: Janet Gillespie, Elmhurst College; Kristi M. Lewis, Oregon State U.
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<th>Time</th>
<th>Regular Program</th>
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<td>1:00 pm</td>
<td>189. Practitioner Series: Introduction to the Inquiry Process and Research Projects • S: GndBall 3</td>
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<td>5:00 pm</td>
<td>162. Critical Mgmt. Doctoral Workshop • HW: Dulcise 163. TIM/OCIS Doctoral Consortium • HW: Stetson F</td>
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<td>6:00 pm</td>
<td>165. Reception for the New Doctoral • S: GndBall I</td>
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<td>7:30 am</td>
<td>167. Critical Management Studies: B • HW: Comiskey 168. TIM at the End of the Millenium: Preparations for the Year 2000</td>
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**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 10:00 am

### 831. Research Issues in Technology and Innovation Management
- **Chair:** Raghu Garud, New York U.
- **Moderator:** Terry Griffith, Washington U.
- **Panel:** Peter Karnoe, Copenhagen Business School; Martin Kenney, U. of California, Davis; Michael Lawless, Duke U.; Wanda J. Orlikowski, Massachusetts Institute of Technology

**Discussion of cutting-edge research topics in technology and innovation**

**Organizer:** Lori Rosenkopf, U. of Pennsylvania

**TIM-related publishing opportunities in four scholarly outlets**

**Presenters:** Philip Anderson, Dartmouth College; Christine Oliver, York U.; Robert A. Burgelman, Stanford U.

## Monday 8:00 am

### 832. TIM: Understanding Patent Data Analysis
- **Chair:** Michael K. Badawy, Virginia Polytechnic Institute and State U.
- **Organizer:** Lori Rosenkopf, U. of Pennsylvania

**Workshop describing how to analyze patent citation/classification data**

**TIM-related publishing opportunities in four scholarly outlets**

**Presenters:** Philip Anderson, Dartmouth College; Christine Oliver, York U.; Robert A. Burgelman, Stanford U.

## Monday 8:30 am

### 833. Scholarly Outlets for Research in Technology and Innovation Management
- **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 2:30 pm

### 836. Paper: Technology and Product Strategies: Contingencies, Contexts, and Chaos
- **Chair:** George F. Farris, Rutgers U., Newark/New Brunswick

**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 4:10 pm

### 838. Paper: Institutional Impacts on TIM: Patenting, Geography, and Market Rigidities
- **Chair:** Paul E. Bierly, James Madison U.

**Innovating Against European Rigidities: Institutional Environment and Dynamic capabilities,** Magali A. Delmas, U. of California, Santa Barbara

**The Effect of Patenting on Liquidity: An Examination of US Pharmaceutical Firms,** Edward F. Levitas, U. of Wisconsin, Milwaukee; Richard J. Martinez, Baylor U.


**Organizing for Technological Innovation: The Impact of Geographic Centralization,** Aya S. Chacar, London Business School

**Discussant:** Falguni Sen, Fordham U.
### Monday 5:30 pm

**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

**Social Hour**  
- 6:30-7:30 Hyatt West: Stetson E  
**Division Chair:** George F. Farris, Rutgers U., Newark/New Brunswick

### Tuesday 8:30 am

**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

**Paper:** Strategies for Strategic Technology Alliances: Contingencies and Contrasts Over Time  
- 10:30-11:50 Hyatt West: Stetson E  
**Chair:** John P. Ulhoi, Aarhus School of Business  
**Strategic Alliances and Product Development: An Empirical Study of the U.S. Semiconductor Start-up Firms,** Roger Chen, U. of San Francisco; Mingfang Li, California State U., Northridge  
**Strategic Alliances and Firm Growth in Schumpeterian Competition,** Jeho Lee, Korea Advanced Institute of Science and Technology; Seung-Ho Park, Rutgers U.; Young Ryu, U. of Texas, Dallas  
**Sourcing Strategies in New Product Development: Trade-Offs Between Internal and External Learning,** Eric H. Kessler, Pace U.; Paul E. Bierly, James Madison U.; Shanthi Gopalakrishnan, Fairleigh Dickinson U.  
**Discussant:** Melissa A. Schilling, Boston U.

### Tuesday 2:00 pm

**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.

### Tuesday 3:40 pm

**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...

### Thursday 10:30 am

**Paper:** Inter-Organizational Technology Development: Transaction Costs, Commitment, and Complementarities  
- 10:30-12:00 Hyatt West: Stetson E  
**Chair:** Meir Russ, Franklin U.  
**Winner of TIM Division Best Student Paper Award Published in Conference Proceedings**  
**The Antecedents and Consequences of Commitment in Information Technology Strategic Alliances,** Candace E. Young-Ybarra, Chapman U.; George Marcoulides, California State U., Fullerton  
**The Impact of Internal Context and Trust on Knowledge and Technology Transfer Activities Within Industry-University Cooperative Ventures,** Michael D. Santoro, Lehigh U.; Shanthi 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
Wednesday 8:30 am

847. Paper: **Building Dynamic Capabilities: Journeying into the Black Box**

   - 8:30-10:20 Hyatt West: Stetson E

   *Chair:* Oscar Hauptman, Melbourne Business School

   Organizational Capabilities for Continuous Innovation,
   Gianmario Verona, Bocconi U., Milan; Davide Ravasi, Bocconi U.

   Adaptive Capacity and Innovation Performance, Steven White, Hong Kong U. of Science and Technology

   Collaborative Management of Emergent Constraints:
   Participant Observation of a Software Development Team,
   Keith Wesley Rollag, Stanford U.

   What's In an Organizational Routine? "Unpacking" Knowledge Management, Daniel Z. Levin, Rutgers U.

   *Discussant:* Cathy A. Rusinko, Villanova U.

Wednesday 10:40 am

848. Paper: **Organizing for Innovation: Emerging Constraints and Opportunities**

   - 10:40-12:00 Hyatt West: Stetson E

   *Chair:* Thomas Chandy, Indiana U., Bloomington

   *Coordinator and Discussant:* Russell W. Wright, U. of Illinois, Urbana-Champaign

   Managing Innovation-Driven Change in the Product Development Process: "If Only We'd Known Sooner",
   Trudy Heller, New Jersey Institute of Technology

   Process Management and Organizational Adaptation To Technological Change, Mary J. Benner, Columbia U.

   Winner of TIM Division Best Student Paper Award Published in Conference Proceedings

Adapting to a New Environment: How a Legacy Software Organization Copes with Volatility and Change, Nancy Staudenmayer, Duke U.; Brett P. Matherne, Georgia State U.; Todd Graves, Lucent Technologies/Bell Laboratories; Audris H. Mockus, Lucent Technologies

Stop Me Before I Till Again: Managerial Capacity as a Constraint on Investment in Real Options, Michael L. Barnett, New York U.

Wednesday 12:20 pm

849. Symposium: **Enhancing the Mature Firm's Capacity for Breakthrough Innovations: Results of a Four Year Longitudinal Multi-Case Study**

   - 12:20-2:10 Hyatt West: Stetson E

   *Chair:* Richard Leifer, Rensselaer Polytechnic Institute

   Project Overview, Intent, Rationale, and Methodology,
   Richard Leifer, Rensselaer Polytechnic Institute

   Triggering Radical Innovation Projects, Mark P. Rice, Rensselaer Polytechnic Institute

   Leadership, Management and Organizational Levers for Radical NPD Success, Richard Leifer, Rensselaer Polytechnic Institute

   Operational Levers for Radical New Product Development Success, Christopher M. McDermott, Rensselaer Polytechnic Institute

   Managing Technology Development in Radical Innovation, Lois Peters, Rensselaer Polytechnic Institute

   Discussion, Conclusions, and Implications, Douglas Johnson, Hewlett Packard
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 pleased 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

INDIANA U., THE KELLEY SCHOOL OF BUSINESS

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.

CRANFIELD U., CRANFIELD SCHOOL OF MANAGEMENT

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.

QUEENSLAND U. OF TECHNOLOGY, SCHOOL OF MANAGEMENT

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.

TENAS A&M U., DEPARTMENT OF MANAGEMENT

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 Zardkoohi, and Jing Zhou.

**Silver Host Institutions**

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<th>Host Institutions</th>
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<tbody>
<tr>
<td>ILLINOIS INSTITUTE OF TECHNOLOGY (IIT)</td>
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<tr>
<td>STUART SCHOOL OF BUSINESS</td>
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</table>

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 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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<th>Host Institutions</th>
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<tr>
<td>PENN STATE, THE SMEAL COLLEGE OF BUSINESS ADMINISTRATION</td>
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Invention, integration, and innovation are the watchwords of Penn State's Smeal College of Business Administration. It is a combination that places Smeal 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 Smeal 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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<td>U. OF ALBERTA</td>
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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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<tr>
<td>U. OF MARYLAND, ROBERT H. SMITH SCHOOL OF BUSINESS</td>
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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 21st century.
Local Arrangements U. and Host Institution

DEPAUL U.
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

DOMINICAN U. THE SCHOOL OF BUSINESS
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.

LOYOLA U. CHICAGO
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.

NORTHEASTERN ILLINOIS U.
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).

OHIO STATE U. MAX M. FISHER COLLEGE OF BUSINESS
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.

U. OF ILLINOIS AT URBANA-CHAMPAIGN, COLLEGE OF COMMERCE AND BUSINESS ADMINISTRATION
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.

THE U. OF NOTRE DAME, COLLEGE OF BUSINESS ADMINISTRATION

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.

THE U. OF TEXAS AT EL PASO
COLLEGE OF BUSINESS ADMINISTRATION

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.

WPI (WORCESTER POLYTECHNIC INSTITUTE)
DEPARTMENT OF MANAGEMENT

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.

WRIGHT STATE U. T.Y, DEPARTMENT OF MANAGEMENT

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.

**YORK U. SCHULICH SCHOOL OF BUSINESS**

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 aboard.

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.
### Presidents of the Academy of Management

<table>
<thead>
<tr>
<th>Year</th>
<th>President</th>
<th>Institution</th>
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<tbody>
<tr>
<td>1936-40</td>
<td>Charles J. Jamison, U. of Michigan (Founder)</td>
<td>1972 George A. Steiner, U. of California, Los Angeles</td>
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<tr>
<td>1948</td>
<td>Ralph C. Davis, Ohio State U.</td>
<td>1974 Lyman W. Porter, U. of California, Irvine</td>
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<tr>
<td>1949</td>
<td>Erwin H. Schell, Massachusetts Institute of Technology</td>
<td>1975 Herbert G. Hicks, Louisiana State U.</td>
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<td>1952</td>
<td>John F. Mee, Indiana U.</td>
<td>1978 John B. Miner, Georgia State U.</td>
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<td>1953</td>
<td>Franklin Folts, Harvard U.</td>
<td>1979 Rosemary Pledger, U. of Houston</td>
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<tr>
<td>1956</td>
<td>Franklin G. Moore, U. of Michigan</td>
<td>1982 Max S. Wortman Jr., U. of Tennessee</td>
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<td>1958</td>
<td>Billy E. Goetz, Massachusetts Institute of Technology</td>
<td>1984 John W. Slocum Jr., Southern Methodist</td>
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<tr>
<td>1959</td>
<td>Merten Mandeville, U. of Illinois</td>
<td>1985 Kathryn M. Bartol, U. of Maryland</td>
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<td>1964</td>
<td>Keith Davis, Arizona State U.</td>
<td>1990 Steven Kerr, U. of Southern California</td>
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### Future Annual Meetings of the Academy of Management

<table>
<thead>
<tr>
<th>Year</th>
<th>Date</th>
<th>Location</th>
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<tbody>
<tr>
<td>2000</td>
<td>August 6-9</td>
<td>Toronto</td>
<td>Royal York &amp; Sheraton Centre</td>
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<tr>
<td>2001</td>
<td>August 5-8</td>
<td>Washington</td>
<td>Washington Hilton, Sheraton Washington &amp; Omni Shoreham</td>
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<tr>
<td>2002</td>
<td>August 11-14</td>
<td>Denver</td>
<td>Colorado Convention Center &amp; Surrounding Hotels</td>
</tr>
<tr>
<td>2003</td>
<td>August 3-6</td>
<td>Seattle</td>
<td>Washington State Convention &amp; Trade Center &amp; Surrounding Hotels</td>
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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
ACADEMY OF MANAGEMENT BOARD OF GOVERNORS

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Anne S. Huff, U. of Colorado

President-Elect & Coordinator of Professional Divisions
David A. Whetten, Brigham Young U.

Vice-President & Program Chair
Andrew H. Van de Ven, U. of Minnesota

Vice-President-Elect & Program Chair-Elect
Jean Bartunek, Boston College

Past President
William H. Starbuck, New York U.

2000 Vice-President-Elect & PDW Program Chair
Jone Pearce, U. of California, Irvine

Representatives
Lucretia Coleman, Georgia College & State U.

Jean Bartunek, Boston College
Thomas G. Cummings, U. of Southern California

Jane E. Dutton, U. of Michigan

Luis R. Gomez-Mejia, Arizona State U.

Robert E. Hoskisson, U. of Oklahoma

Alan D. Meyer, U. of Oregon

Linda L. Putnam, Texas A & M U.

Sheila M. Puffer, Northeastern U.

Anne S. Tsui, Hong Kong U. of Science & Tech.

Ken G. Smith, U. of Maryland

Nancy Urbanowicz (Ex Officio)

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Edward Zajac, Northwestern U.

Editor, Academy of Management Review
Martin Greller, U. of Wyoming

Editor, Academy of Management Executive
Peter Carnevale, U. of Illinois

Executive Director
G. Dale Meyer, U. of Colorado

Anne S. Huff, U. of Colorado

Jean Bartunek, Boston College

William H. Starbuck, New York U.

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